

Community Radio

ORGANIZATION DEVELOPMENT GUIDEBOOK



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with
Tanka Paneru
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CRSC/NEFEJ
Kathmandu

CR Organization Development Guidebook

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Preface

The commitment of Free Voice to community media in Asia is strongly related to the development of the Community Radio Support Centre (CRSC)/Nepal Forum of Environmental Journalists (NEFEJ) in Nepal. Both Free Voice and CRSC/NEFEJ actively support independent media and reliable and balanced journalism in Asia, giving special attention to the needs of local communities.

Over the last years, more than 125 community radio stations have been set up across the country, in close cooperation with CRSC. This is mainly the achievement of the Nepalese media community itself. As a stakeholder, Free Voice has enthusiastically accompanied this process, by providing financial and technical support, for example for equipment, design of reference material and training programs directed at technicians, journalists and station managers.

There is a wide array of community radio stations in different stages of development in Nepal. Some are leading stations with a solid organisational base, others are emerging media. They all have in common that organization strengthening is a continuous process. To improve all-round performance, efficiency and effectiveness of (emerging) community radio stations in Nepal, CRSC has developed the present guideline: 'Community Radio – Organization Development guidebook'. This well-structured and comprehensive publication will adequately guide any radio station when embarking on a strengthening endeavour. Areas such as vision and mission development, human resource management policy, documentation and knowledge management as well as editorial policy are described in detail. Questions, such as „What does it take to establish a functional organisation?“, „How to treat and motivate staff members?“ and „How to win public support?“ will be easily answered, with the help of the present handbook. The guidebook distinguishes itself due to its clarity, simplicity and practical approach. A clear roadmap, methodological suggestions and concrete examples underline its action-oriented focus.

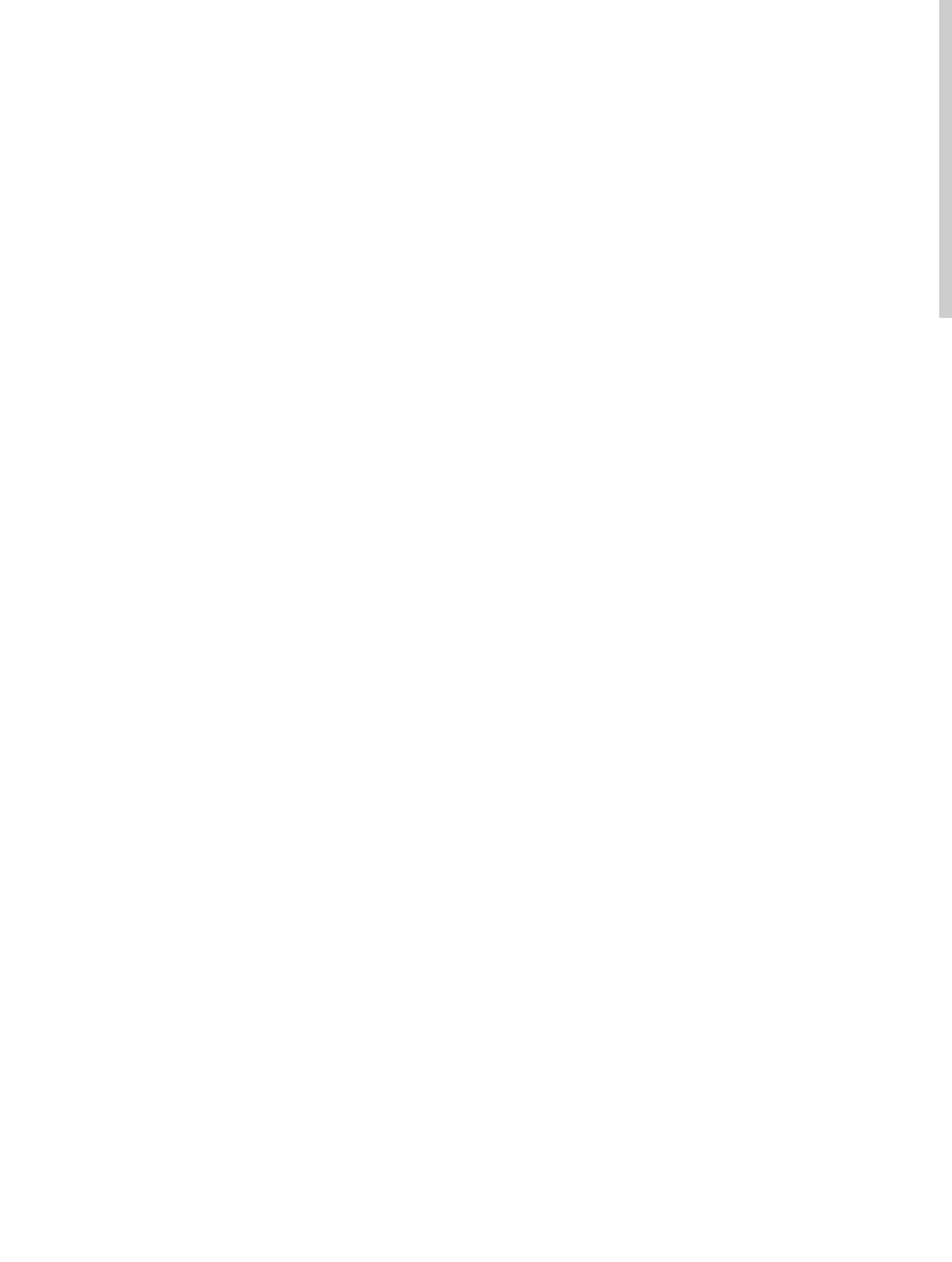
We wish to congratulate CRSC on this publication. We are convinced that it will help individual radio stations to grow in an institutional way. The present guidebook constitutes a valuable tool to define policies, structures, systems and procedures, norms and standards. These elements will undoubtedly contribute to a conducive organisational environment and, thus, strengthen community radio initiatives in general – in Nepal, but also in other Asian countries and even other continents. Against this backdrop, institutionally healthy and sustainable community radio will be able to play an increasing role in people empowerment, democratization processes and social change.

Jacqueline Eckhardt-Gerritsen

Program Manager Community Media

Free Voice – Dutch Support for Media in Development

Hilversum, the Netherlands, 2009



Few words

After the Second Peoples' Movement in 2006, proliferation of Community Radio (CR) in Nepal is clearly observed. Significant partnership and collaboration amongst CR stations, program production houses and donors have taken place. However, CR stations in Nepal are being managed by the virtue of God. Most of the CR stations are operating through enthusiasm what they call it '*Awakening movement for social transformation*'.

CR stations have a rough so-called structure to present while applying for radio license. According to the structure, the supreme body of CRs is General Assembly under which there is a radio board and important committees and function as second tier. The Station Manager is office in-charge of the radio broadcasting station who leads a number of staff grouped within few sections namely program section, news section, technical section, marketing section, administrative section and other sections as per needs. In almost all cases, the functions of the radio board, the station manager and the sections are not adequately defined.

Most of the CR stations lack clear long term vision, mission, goal, objectives and programs. The radio stations have yet to develop clear personnel policy, news and program policy, and the administrative procedure with a focus on good governance to ensure transparency. Their marketing plan needs to be smartened. They also lack clear democratic policies and procedures in relation to representation of local people into decision making levels. The station manager operates the radio station in his or her discretion. Because of this any type of FMs can claim as community radio. One study has classified the radio station management styles as 'passive, active and democratic' in terms of participation of local people (Mainali, R. 2007, "*Community Radio in Nepal: A Choice of Different Future*" In Bruce Girard et al (eds) *Empowering Radio: Good practices in development & operation of community radio, Issues important to its effectiveness; Washington, D:C; World Bank Institute*). This situation of CRs clearly warrants the intervention of organizational strengthening process if CRs are to be sustained and become instrumental in achieving their objective. We believe that community radio is not only a tool for communication, it should also be perceived as an appropriate strategy to articulate processes of community development and social transformation.

Only those organizations can survive, which function under defined systems because they have vision, mission, policies, procedures, plans and programs. This also applies to CRs for their institutional sustainability. In this context, the community radio support centre (CRSC) of Nepal Forum for Environmental Journalists (NEFEJ) and Free Voice of the Netherlands, jointly started a special initiative to develop "Community Radio Organization Development guidebook." The guidebook was prepared by using Radio Sagarmatha of Kathmandu valley as laboratory for more than eight months and pre-tested in Radio Namobuddha of Kavre district for three months. Based pre-test, the guidebook is finalized

This is a guidebook to assist CRs in general and Nepali CRs in particular to operate the radio station. This guidebook

is divided into five chapters describing essentials of CR station management in terms of governance, program management, financial management and technical management.

First chapter starts with the summary and models of organizational management, CR policy matters such as human resource management policy and procedures, resource mobilization policy and procedures, collaboration policy, management systems and procedures and so on to name a few topics.

The second chapter is dedicated to explain organizational norms and standards that include organizational vision, mission, organizational structure, roles, responsibilities, authority and accountability of governing board, functions, authority and accountability of the constituents of the management structure, human resource plan, planning system, communication system, decision making system and so on.

The third chapter explains about broadcasting norms and standards that are specifically news policy, policy governing informative and educative policy, impartiality and clean dealing, interest and decency, portrayal, representation and vocabulary, conflict of interests, interview, phone in program, social campaigners and rescue agencies, politics, election reporting etc.

The fourth chapter is devoted to financial norms and standards such as general accounting principles and guidance, accounting policies, chart of accounts, explanation of account head, cash and bank, advances, purchase accounting, payroll accounting, stores accounting, fixed assets and budgetary control and final account. The chapter has been contributed by Tanka Paneru, a renowned Fellow Chartered Accountant (FCA) and chairperson of Institute of Chartered Accountants of Nepal (ICAN), a regulatory authority for accounting and auditing profession.

Technical norms and standards are covered in chapter five. It explains details of (technical) operational plan, maintenance plan and procedure, technology upgrading plan with some essential annexes. The chapter has been contributed by Balendra Thakuri, a highly experienced radio engineer.

This guidebook has been prepared with a view to meet the needs for organizational development of CRs in Nepal. The Handbook is not a prescription. It outlines the most important aspects of organizational development. However, it must be adapted in a creative manner as guided along by district and country specific situation and be made practical as per local needs. This must be reviewed and improved with time and context. We would be happy to hear comments and suggestions. With this backdrop, we dedicate this handbook to its users in Nepal and elsewhere.

We would like to thank Community Radio Support Centre/Nepal Forum of Environmental Journalists, Kathmandu and Free Voice, the Netherlands for making this venture possible. Thanks also go to Rabin Sayami for cover designing and layout.

Raghu Mainali
Yadab Chapagain
Bikram Subba

Acknowledgement

Simply put a number of professionals and individuals have extended their contribution and co-operation, before we could come up with this publication. It is expected that, given its scope, this publication comes handy for community radio stations in Nepal as anywhere else with an illustrative dealing on various areas of management of a community radio.

But this would not have been at all possible had we not received desired level of cooperation and contribution from so many professionals and from so many quarters in various different ways. Naming each one would produce too long a list. However, the following deserve special mention:

- As readers will find out by themselves Radio Sagarmatha was the laboratory to test and develop the document right from the beginning. Hence thanks go to Station Manager Gham Raj Luitel who headed a two-person team comprising Sanjiv Adhikari, Chief Producer. Thanks also go to all editorial, technical and administrative staff for their contribution.
- We are equally appreciative of the young and energetic team of Radio Namobuddha, Kavre since it served as a reference lab in much the same way as Radio Sagarmatha served as a laboratory.
- Highly commendable cooperation came from the board of Radio Sagarmatha during the process. The publication draws from the experience of the present and past members in the management and board of Radio Sagarmatha. Particular appreciation in this regard goes to both the past and present Board Chairpersons, members and Station Managers.
- The process obtained highly valuable professional contribution from Om Khadka, Executive Director, Nepal Forum of Environmental Journalists (NEFEJ); Yadab Thakur, Deputy Director, Radio Nepal; Binay Prakash Shrestha, Executive Director, Institution of Chartered Accountant Nepal; journalists Damaru Lal Bhandari and Bharat Bhoosal – they deserve special thanks.
- Very special thanks are reserved for Wijayananda Jayaweera (Director, Division for Communication Development UNESCO, Paris); Victor Joseph and Amis Boesma of Free Voice, The Netherlands, without whose crucial support and encouragement the document would not at all have come out in this form.
- Finally, immense thanks go to CRSC/NEFEJ and Free Voice, The Netherlands for arranging necessary

financial and organizational support which has gone a long way in the production of the document in question.

The publication “Community Radio Organization Development Guidebook” has been developed with the prime objective of strengthening the operation of community radio through a phase which is more centered at improving their all round performance, including financial and editorial before those involved in the campaign can expect a truly vibrant community radio stations which not only inform but stay aloft for all time to come.

From the Publisher

Generally speaking establishing or creating an institution may be an easy task. But the task of running institution efficiently and sustainably for a long time is a grueling task indeed. This is very much true in the case of community radios of Nepal.

In the past, community ownership of the radio was the fruits of the sky, so to say. It had taken as many as five years of incessant lobbying before Radio Sagarmatha came by in 1997. The restoration of democracy in 1990 had of course fuelled the campaign for independent radio.

However the movement surrounding community radio was moving at snail's pace even after the government had awarded first license to Radio Sagarmatha which, of course, is the first community radio in entire South Asia.

All this while the Community Radio Support Centre (CRSC) under Nepal Forum of Environmental Journalists (NEFEJ) was working with the commitment to facilitate establishment of as many community radio stations as possible as part of the concerted campaign.

In fact, CRSC was motivated to ensure at least one radio in each of the 75 districts of the country. This was becoming possible following the relaxation of the strict licensing regime governing community radio. It must be said here that the government had liberalized the licensing regime only after the successful culmination of the Save Independent Radio Movement of 2005.

The license regime was further liberalized when the campaign spilled over into 2006 before culminating into the historic April Uprising of 2006.

Ever since, the growth of community radios has been along geometrical line. But along with the growth a challenge which has cropped up is the task of running a community radio in an organized, profitable and sustainable way.

Realizing the gravity of the challenge, CRSC felt the need to support growing number of community radios in evolving them among organized and sustainable ways. The "Community Radio Organization Development Guidebook", which is essentially a manual, is hugely expected to help the community radios operate efficiently and sustainably once they adhere to the tools outlined herein.

Admittedly, the guidelines will help community radios in the management of their human resources, financial

material and technical operations, among other aspects, which can be ultimately expected to boost the quality surrounding their programs which, in turn, can be further expected to serve the communities efficiently.

We at CRSC/NEFEJ are very much confident that this guideline will not only be of use to community radios of Nepal, but also to community radio and community media operators around the globe. We are very much indebted and thankful to writers, contributors and laboratory community radios for their hard efforts and cooperation in producing the guidebook.

We are very much grateful to Free Voice; the Netherlands for its financial support without which it would have not been possible to produce the guidebook in this form.

Om Khadka

Executive Director
NEFEJ

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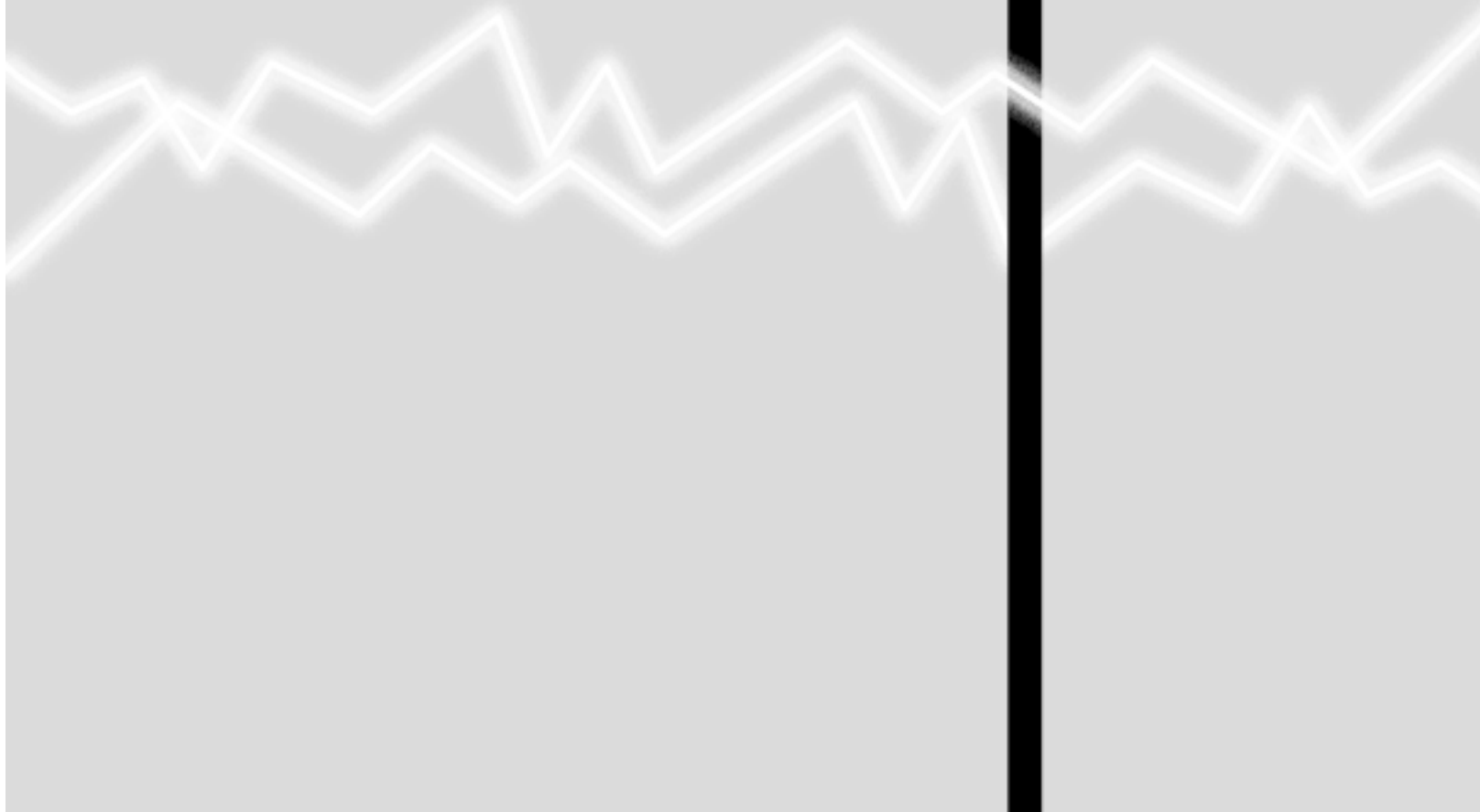
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CHAPTER

1

Organization Development



Introduction

What does it take to establish a functional organization? What does it take to make an organization move and swing? In a competitive world it needs systematic approach, fast movement and lot of energy to run an organization efficiently and effectively, to sustain the successes, and to grow. But when one succeeds to do so then the organization stakeholders feel inspired and move with a clear sense of direction and achievement.

The foundations to building a modern organization include strong leadership, motivated people, and shared values and ethics. Conducive work environment can be created on this foundation. The basic elements contributing to a conducive organizational environment include definition of structure, systems and processes, norms and standards, performance management, information, strong stewardship, and clear accountabilities among others. Organizational strengthening efforts should therefore be geared towards this end.

The manual presents necessary, basic elements required to run a community radio in an institutionalized way. The ideas presented in this manual represent the collective wisdom of many practitioners, academicians, and draws from the good organization management practices that apply for management of community radios. As mentioned the policies, structure, systems and processes highlighted here are the essential ones, and are basic foundations commonly applicable to managing a community radios. An individual radio need to develop their own unique work culture, practices, and human relations to actually become effective. Individual radios have to work themselves for this. In other words, these basic elements are necessary conditions but not sufficient. We believe that with these conditions in place community radios will be better placed to develop their own management practices.

Conceptual underpinnings

Organization and organization development

According to MDF¹ “An organization can be defined in general as a complex of people and/or groups that, according to commonly agreed rules and procedures, strives to realize one or more pre-set objectives”. This provides the ultimate essence of an organization which, is to realize its pre-set objectives (mission, vision or goals) vis-à-vis the target group. The mission/vision therefore should be pre-set, which is the overall objective and main approach that explains why the organization exists and what it wants to achieve with which means. To attain this ultimate an organization has rules, procedures that are commonly agreed among people and groups who are working in the organization.

Aligning the people, rules, and processes with the ultimate mission/vision to better serve the needs of the target group comprise organization strengthening. In this connection the definition of MDF about organization strengthening is relevant, which defines it as “measures to improve the organization’s capability to execute selected activities while striving to achieve the objectives of that organization”.

What elements we are most concerned in strengthening an organization can be found in the integrated organization model.

¹The Tango for Organizations: 40 Tools for Institutional Development and Organizational Strengthening; Management Development Foundation (www.mdf.nl)

The integrated organization model

An understanding of the environmental elements gives us where an organization should focus on to improve its performance. Since the ultimate result of any organization strengthening endeavor is to improve its performance. Improvement of performance is to improve the effectiveness (meaning doing right things in right time and circumstances) and efficiency (doing the rights things in right ways engaging less time, energy, and resources). The elements of organizational effectiveness and efficiencies are best elaborated by the integrated organization model.

As shown in the *Figure-1*, the integrated organization model suggests that an organization has to operate under two types of environmental factors that influence the performance of an organization – the external environment and the internal environment. Intrinsically while the external environmental factors relate more to the effectiveness aspect, the efficiency aspects of an organization is more determined by the internal environment factors.

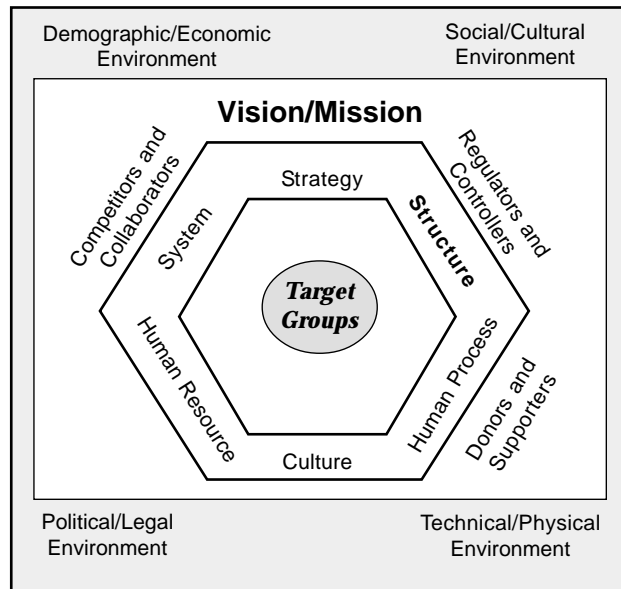
The external organization environment

Management practitioners agree that strong organizations take an approach that best fits with the external environment. Such organizations determine the course of action and internal management tailored to the external environmental situation. The external situation consists of general factors such as socio-cultural, economic, political, technological and physical; and specific actors such as partners, competitors, clients, and regulators. These are factors that no organization has a control over or significant influence to change, but have strong bearing on the performance of an organization. Therefore, effective organizations adjust their internal environment to achieve its maximum fit with the external environmental factors.

The internal organization environment

The internal environment of the organization (with a mission) that consists of six elements (namely Strategy, Structure, Systems, Human resources, Human processes, and Culture and values) is more concerned with enhancing efficiency of an organization (see box for their most common definitions and organizational issues they are most concerned with).

Figure-1: An Integrated Organization Model



Box 1

Determinants of Internal Environment of an Organization

Strategy: The way in which an organization decides to reach its objectives in the context of the opportunities and threats engendering from its environment. Issues requiring major shifts in the way the organization deals with its external environment are considered strategic issues. Which target groups to work with, which types of programs to implement and which major donor agencies to rely on, are some examples of strategic issues.

Structure: The formal and informal division and coordination of activities and responsibilities, the division being based on results/outputs/services, functions/skills or geography/location. Issues concerning centralization and decentralization, organizational hierarchy, specialization and coordination of results and activities are considered structural issues. Gaps or overlaps in responsibilities, staff over or under load, under or over use of supervision and so on are some typical structural issues.

Systems: Internal flows and procedures concerning decision making and communication covering all activities undertaken by the organization. What sort of procedures do we need to follow for procurement, service delivery, fund re-imburement or staff recruitment are some examples of systemic issues. Too many/too less meetings or meetings without necessary follow ups, too many/too less rules, too rigid/too flexible/too cumbersome procedures and so on are some typical systemic problems.

Human processes: The way people in the organization interact and the resulting patterns of leadership, decision-making, problem solving and communication styles. These patterns of typical interactions among the people in the organization influence the effectiveness of the organization and the level of satisfaction of the staff, and thus create issues that require careful handling.

Human resources: The staff (with their knowledge, skills, attitude and competencies) available with the organization. Attracting, hiring, retaining and developing competent and right number and type of staff in the organization is the central human resource related issue.

Culture/shared values: Commonly held assumptions and beliefs by key members of the organization underlying all of their most important activities and influencing the way the organization does or does not do its business. The way things are done and seen in the organization, the way people get along with one another, the activities the organization undertakes or refuses, and the way the customers or target groups are treated and taken seriously are some issues that reflect the culture of the organization.

Standardized operating procedures

Organizations evolve and stabilize the procedures to produce its products and services over time. This is called standard operating procedures (SOPs) or work protocols wherein organizations have defined how to deal with all routine and repetitive works. This is necessary to enhance the organizational efficiency. In a good SOP the radio staff members develop reasonably precise rules, procedures, and practices. Some of these rules and procedures are written down as formal procedures, but most are rules of thumb to be followed in selected situations.

A great deal of the efficiency that modern organizations attain has to do with the development of standard operating procedures. For instance, in the case of a radio organization, a number of activities and procedures must be planned and executed in a precise fashion to ensure that the programs are produced and broadcast on time. If staff had to discuss and decide how each and every program was to be prepared, or if managers had to decide how each day's program were to be produced, efficiency would drop off dramatically. Instead, managers and staff members develop a set of standard procedures to handle most recurrent situations. As development of the standard procedures requires a great deal of organizational efforts and resources, it does require enormous organizational effort to make any change in SOPs. Indeed, the degree to which SOPs are defined indicates the performance capacity of an organization. The organization strengthening manual therefore intends to primarily focus on this.

Organization development growth stages

Many scholars view that organizations pass through different maturity stages and that there is a general pattern of maturation that many (although not all) organizations follow. In other words the challenges and the organizational priorities of organizations in different stage of development are common and they face difficulties of similar nature. The successful organizations move forward dealing appropriately with the challenges they face in any maturity stage. Organization strengthening endeavors therefore must identify input and actions that best suits an organization's stage of maturity. The *Table 1* below provides the model and the general pattern of community radio organization progression.

Table 1: Community Radio Organizational Growth Model

Stages	Conviction	Realization	Systemization	Institutionalization
Basic Features	An individual leader of a small group of people establish a community radio	Responsible individuals for basic functions are in place	Community ownership of the radio is broadened and diversified	Community stewardship
	The individual or group merely have vague idea	Actions follow formal decisions	Radio station runs under defined norms and standards	Self-functioning and system-governed operations
	The radio runs with volunteerism, conviction, personal drive	Radio runs with self satisfaction and increased community interest	Increased social legitimacy and financial viability of the radio	Radio is a community heritage
Key Challenges	Community acceptance of the radio	Addressing community expectations	Institutional and financial sustainability and program effectiveness	Sustain radio as a community heritage
	Keeping up the spirit and drive	Developing appropriate structural framework		
Enabling Approach	Confidence building	Inclusive and participatory	Democratic and community managed	Innovative

The table shows that a radio organization passes through four stages – to begin with at the conviction stage there is only volunteerism and drive that move the radio. At realization stage the conviction turns into confidence when the radio starts converting dreams into reality and process of formal decision making shapes up. Systemization is a stage where the radio runs by norms, standards and procedures, which is a higher level of organization maturity. At the highest level of maturity, or institutionalization stage, a radio organization turns into a community heritage – part of community life and social systems. It isn't a rigid progression. But the model does provide a characteristics view of the growth patterns and stages that is applicable with organizations in general.

The table also shows the common and typical challenges radios face in different stage of development, and the enabling approach that help the radio to move to the higher stages. The successful organizations move forward dealing appropriately with the challenges they face in any maturity stage. Organization strengthening endeavors therefore must identify input and actions that best suits an organization's stage of maturity.

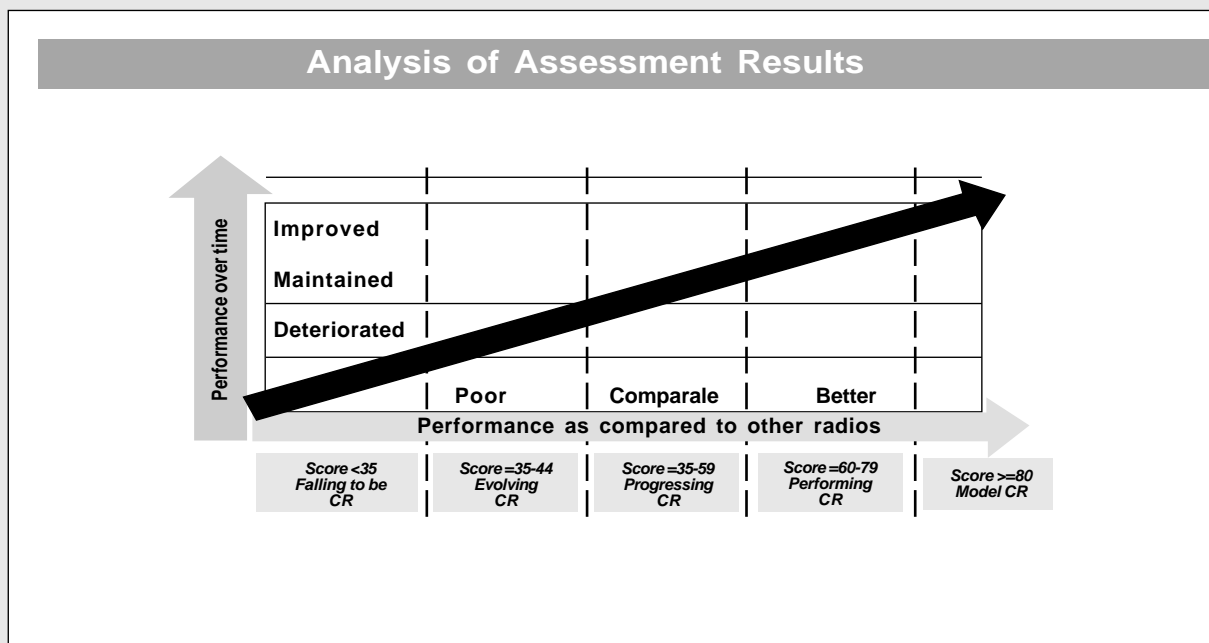
The progression and life-cycle is no longer remained a conceptual matter. It has been put in practice to assess the performance, thus determine the capacity of a Radio. Community Radio Performance Assessment System (CR-PAS) developed by CRSC carries out performance assessment of the community radios in seven performance areas, and based on the scores of the performance assessment results, groups community radios into five categories: Model Community Radio; Performing Community Radio; Progressing Community Radio; Evolving Community Radio, and; Failing to be Community Radio (see Box-2).

Box-2: Scoring of Performance and Categorization of Radios under CR-PAS

Composites and Weightage for CR-PAS

Composite and Indicators	Composite score	Minimum required score
Participation and ownership	20	7
Radio governance	15	5
Radio programs	25	8
Resource structure and resource management	15	5
Radio station management	10	4
Financial management	10	4
Networking	5	2
Total	100	35

CR-PAS Categorization of the Radios



Source: CR-PAS (2009); CRSC/NEFEJ

Developing pathway for CR organizational strengthening

The discussion on the fundamentals of organization and organizational strengthening – the considerations related to external and internal environmental elements of an organization, standard operating procedures, and the organizational life-cycle and growth patterns and contents of CR-PAS – gives the broad framework for organizational strengthening of community radios in Nepal.

Considering the situation of the community radios in Nepal CRSC worked out that the strengthening of community radios in Nepal should focus on:

- Strengthening the internal organizational elements,
- Documentation of standard operating procedures on key operations,
- Institutionalization of the systems and processes of community radios, and
- Aim at attaining high scores on the CR-PAS composites.

Accordingly, CRSC identified the areas presented in Table -2 as the minimum requirements to begin with the journey towards developing a strong and capable community radio organization.

Table-2: Areas of community radio organization strengthening

Areas
Community Radio Vision, Mission, Goal, and Guiding Principles
Community Radio Organization Structure
Community Radio Human Resource Plan
Community Radio Human Resource Management Policy and Procedures
Community Radio Public Consultation And Transparency
Community Radio's Position in Dealing with Competition
Community Radio Resource Mobilization Policy and Procedures
Community Radio Collaboration Policy
Community Radio Documentation and Knowledge Management Policy
Community Radio Station Operation Protocols
Community Radio Station Management Systems And Procedures
Community Radio Financial Management Procedures
Community Radio Operation and Maintenance of Equipment
Community Radio Editorial policy

The guideline describes these areas with examples.

The manual is a product of an action research exercise carried out by CRSC with the Radio Sagarmatha – the oldest community radio in Nepal. The action research was conducted to review the existing situation and develop, document and establish systems and processes on these identified areas for Radio Sagarmatha. To further validate the outcomes of the action research CRSC tested them with Radio Namobuddha, which is relatively a young community radio station established in the outskirts.

Developing community radio structure, systems and procedures

Community Radio vision, mission, goal, and guiding principles

Introduction

Community radios are created for certain ultimate purpose in mind, which it should pursue those purposes all the time. Said in other ways the ultimate purpose guides the way an organization works, the kind of programs it takes up, resources it mobilizes, and overall direction the radio prefers all throughout its life – to sustain, grow, strengthen, and expand. The ultimate purpose and direction is broken down here into vision, mission, goal and guiding principles.

There are several ways people define the terms used here – vision, mission, goal, and guiding principles. Community radios can define the meaning of the terms for their purpose, but the terminologies communicate the meaning of the words more effectively when they are used uniformly by many.

Suggested outline

The presentation should be short but clear. It is always better if it is produced in the format which can be hung over the wall or put on the table for easy reading. This vision, mission, goal and guiding principles should remind, reinforce and encourage the staff and other stakeholders associated with the Radio.

Vision, mission, goal and guiding principles are defined as follows.

Vision: Vision is desired ideal image of the society, community, or target group. Vision for the society or community is linked with the community radio as the latter contributes to create the desired ideal image with its programs and activities.

Mission: It is answer to the question what the community radio will be doing in the desired ideal society or community, and how the radio will be contributing a society to attain the ideal situation. Note that while vision is more related about the state of a society or community the mission is about the radio itself.

Goal: The goal of an organization is what it wants to achieve in a foreseeable future. Since vision and mission both can be seen as dream – one for the society and other for the organization – it is difficult to measure the achievement. The goal is more attainable and measurable. While mission and vision indicate a broad direction to the management of an organization, the goal shows the milestones.

Guiding principles: The guiding principles are fundamentals that define the actions, determine the approach, and help decision making. Guiding principles help management whether a partner should be accepted, a program should be approved, what type of staff member to take, what policy to adopt, whether standing firm or compromise over certain issues, and host of other similar cases. Guiding principles often help management to resolve conflicts due to difference in opinions.

Process

Steps

- a) Form task force or committee to lead the process
- b) Review the situation, consult general public and stakeholders
- c) Organize discussion and workshops to define the vision, mission, and guiding principles
- d) Adopt the vision, mission and guiding principles and enforce it

Method

- The committee should be inclusive of staff, board, the founders
- The process to define the vision, mission, goal and guiding principles should be consultative and highly interactive – and iterative as required.
- Involve as many and diverse group of stakeholders as possible in the exercise. Organizations often find it useful to involve expert facilitators.

Community Radio organization structure

Introduction

Organization structure of a community radio depicts how an organization arranges its functions and activities or distributes the roles and responsibilities among the stakeholders. It also shows how the total functions and responsibilities of the radio are divided into different units or components and how they are again linked together; i.e., how they are coordinated and facilitated. Organization structure also gives considerations on issues such as the degree of centralization or decentralization approach that an organization adopts. It also tells about the organization hierarchy an organization wishes to maintain – in other words, how flat (less hierarchy) or tall (more hierarchy) it wants to be. These issues have lot to do in decision making, organizational communication, and thus on management supervision, support, motivation and control. An organization structure is often presented in diagram – with boxes, lines and arrows. But it is more than the boxes and relations alone. The structure should sufficiently reflect the ownership structure, responsibility, and responsiveness provisions; the management line of authorities and accountability; and ways and means in which common public can have meaningful involvement in the policy and management of the community radio.

In short the organization structure has to do with the rest of all other aspects related to operation of an organization – in a way, the organization strengthening process starts and hinges on the structure of an organization.

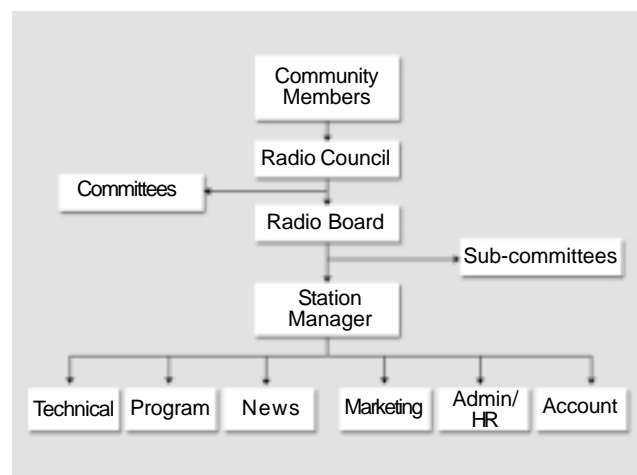
Suggested outline

We have identified three possible options for the structure of a community radio in Nepal as shortly described below. The options show both the governing structure and the management structure. The governing structure includes the radio members, and other groupings of members in the form of council, board, committees and sub-committees to carry out specified functions and tasks. The persons in the governing structure are not generally paid; they are mostly volunteers. The management structure consists mainly of the paid staff or technical hands of the radio station who operate the station on a day-to-day basis. The station manager is often the link between the governing structure and management structure.

Community Radio Organization Structure (Option 1)

The option-1 of the structure is the ideal option for a community radio. Here the community

Figure-2

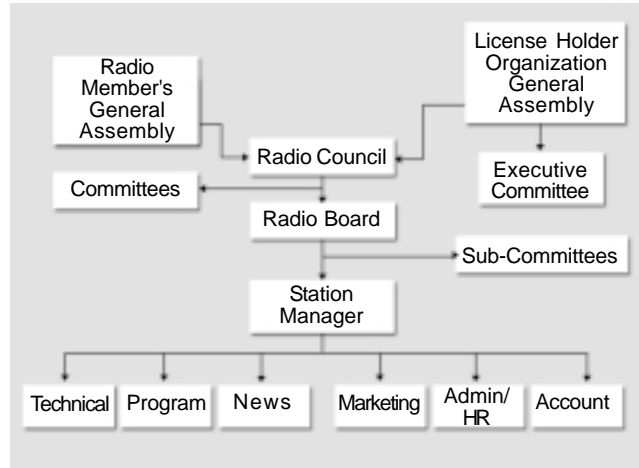


members will elect their representatives to the Radio Council which in turn forms statutory committees and Radio Board. The Board forms required sub-committees and appoints Station Manager. Under the Station Manager the management structure will be established to take care of the day to day operations of the radio. Diagrammatically the structure is shown in figure 2.

Community Radio Organization Structure (Option 2)

The option-2 of the structure provides the involvement of the license holder organization (like NEFEJ, in case of Radio Sagarmatha) in the formation of the governing entities. This option attempts to incorporate the existing legal requirement and the community orientation which is required for a community radio. Here the community members will elect their representatives to the Radio members’ assembly which in turn elects some members for the Radio Council. The other members of the Radio Council are elected from license holder organization general assembly. The Radio council then forms the Radio Board and statutory committees. The Board forms required sub-committees and appoints Station Manager. Under the Station Manager the management structure will be established to take care of the day to day operations of the radio. Diagrammatically the structure is shown in figure 3.

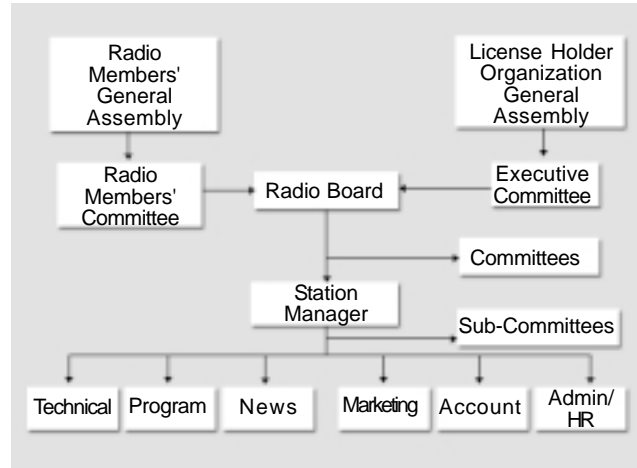
Figure-3



Community Radio Organization Structure (Option 3)

The option-3 of the structure provides the involvement of the license holder organization in the formation of the governing entities. This option too attempts to incorporate the existing legal requirement and the community orientation which is required for a community radio. Here the community members will elect their representatives to the Radio members’ assembly which in turn elects some members for the Radio Members Committee. The Radio Members Committee will nominate some member for the Radio Board and other members of the Radio Board are nominated by license holder organization executive committee, instead of the license holder organization general assembly as is the case in option 2. The Radio Board then forms the statutory committees. The Board forms required sub-committees and appoints Station Manager. Under the Station Manager the management structure will be established to take care of the day to day operations of the radio. Diagrammatically the structure is shown in figure 4.

Figure-4



The constituents of the organization structure of Radio above the station manager comprise the governing structure and that below the station manager is the management structure. Normally the governing structure consists of the Members, Council, the Board and the Committees. The management structure comprises the station manager, sub-committees and the departments.

The management structure is presented considering the management functions required to run the Radio. However, depending on the situation, practicality and appropriateness the Board, the Radio will determine how many departments will be maintained. In any case all the essential management functions will be distributed among the departments.

Defining formation, roles, responsibilities and authorities

The definition of organization structure should be followed with description of the process of formation of each constituent of the structure, and the expected roles, functions and authority. It is worth noting that many organization structures only boxes and lines are drawn, which is not sufficient to transmit true message across the organization.

It is found that when someone is involved in an organization he/she should know the boundaries and space available to work – in other words, rights, duties, power, one’s position in the whole organization landscape should be clear. It is better these aspects covered in the organization structure. The following table gives the key areas to be defined based on the nature of the constituent.

Table 3

Constituent	Key areas to be defined
Community Member	Eligibility criteria; type of members; rights and responsibilities
Radio members’ Council	Formation; key roles and responsibilities
Radio Board	Formation; key roles and responsibilities
Committees (identified in the structure)	Formation; key roles and responsibilities
Committee/sub-committee (to be formed as and when needed)	Who will appoint, and give work mandate, authority and how
Station manager	Key result areas; key roles; authority and accountability
Departments/Units	Key result areas, key functions; authority and accountability

As a working document the write-up should be short, precise and focus on important matters, such as the results, leaving working out of the details to the individuals.

Process

Steps

- a) Form a committee or task force as appropriate
- b) The committee lists out tasks and functions and groups them, then prepares draft after allocating the tasks and functions to suitable group or position
- c) Carry out consultation with the stakeholders including the founders, staff members and other stakeholders
- d) Prepare draft proposal
- e) The radio board or council approves the proposal after deliberation
- f) Adopt the structure and enforce it

Method

- Involve experts who know about community radio, journalism and business organization management.
- The process should be participatory, but highly consultative
- It is advised to involve management experts in the process

Community radio human resource plan

Introduction

Any organization has to have a human resource plan. The human resource plan gives, at a given point in time, an overview of what kind of people are required to run the organization in what number, and how the required human resource will be sourced. Community radios need a human resource plan because they get people from different sources such as volunteers, paid staff, trainees/interns, and so on. For smooth running of a radio a proper balance is required – some core skills should be maintained as staff, and some other skill or expertise can be sourced temporarily or from other organizations. When there are different sources then it is necessary for community radios to know what kind of expertise to fulfill as staff and what type of positions to be taken as volunteers or interns, or from other sources. A proper balance of this makes a radio management cost effective. Human resource plan is an important instrument to this.

The human resource need of a community radio is determined by various factors. The key of them include: vision and long-term plan of the radio; hours of broadcast; type of program broadcast: musical, educational, news and current affairs; and policy of the radio with respect to programs broadcast - self-produced, shared, quality of program content, and presentation format. In general the factors and human resource implication are highlighted below:

Table 4

Factors	Human Resource Implications
Hours of broadcast	Even if it is few hours the radio must maintain services of technicians, basic program staffs, manager and so on. Similarly, even if it is broadcasting 24 hours then certain skills requirements are not multiplied
Type and content of program	The proportion of the type of program makes a great difference in the human resource requirement. For example, news and current affairs program demands heavy staff requirement. While in general music programs demand fewer staff, but if the music program is based on live, or field based research on folk music and so on then it also requires heavy number and high quality human resource.
Program policy	If the radio has a policy of broadcasting self-produced program then staff requirement would be high, if it is shared with other radios or if programs from others are broadcast as they are then fewer number of staff is required.
Presentation format	If the message is in drama format then it requires different staff requirement than if the radio decides to present its message in other formats.

These are few examples to show that the human resource need calculation is dependent on many factors. There are many more other factors that have strong bearing on the number, type, and quality of human resource with a radio. No readymade recommendation is therefore possible. However, some rule-of-thumb predictor can be worked out with some assumptions as the basis for working out the human resource needs.

Suggested Outline

There is no standard format. It is a strategy how a radio wishes to plan to fulfill its human resource requirements today and for future. At the same time it also guides the decision makers in the way that what happens with the human resource requirement and ultimately implications on management and finance if a radio wants to change the hours of broadcast, type of program, quality of content, and so on.

The step by step tables and basis of calculating the human resource need is given in the example of HR needs calculation of Radio Sagarmatha. Two tables are extracted here from the same. The first table shows the type and length of daily program broadcast, total number of human resource required for that type of program and how the type of human resource will be fulfilled (through regular staff, volunteer, stringer/contributor, trainee/intern, or outsourcing). Another table shows the number of human resource required for the radio for different length of broadcasting

For further details as to how these figures are arrived at refer to the HR plan of Radio.

Table 5 CR: HR needs for the first six hours of broadcast

Description of programs	N0. of HR	HR Sourcing Plan				
		Regular staff	Volunteer*	Contributor/stringer	Trainee/Intern	Outsourced**
1 hour of news and current affairs program	11	6	2	1	2	-
2 hours of education program	22	7	6	3	3	3
3 hours music program	11	3	4	1	3	-
Technical	1	1	-	-	-	-
Admin and account	1	1	-	-	-	-
Support staff	2	1	-	-	-	1
Marketing	1	1	-	-	-	-
Total HR	50	20	12	5	8	4

* Volunteers include both individual and institutional volunteers

** Outsourcing with regard to program means program package developed by others (such as sponsored programs), and contracting out services to service providers

Table 6 CR: Human Resource needs by hours of broadcast

Description	HR Need		HR per Hour		HR Needs by Hours of Broadcast				
	1st 6 Hrs	2nd 6Hrs	1st 6 Hrs	2nd 6Hrs	6	9	12	15	18
1 hour of news and current affairs program	11	5	1.8	0.8	11	13.5	16	18.5	21
2 hours of education program	22	8	3.7	1.3	22	26	30	34	38
3 hours music program	11	3	1.8	0.5	11	12.5	14	15.5	17
Technical staff	1	1	0.2	0.2	1	1.5	2	2.5	3
Admin and account staff	1	2	0.2	0.3	1	2	3	4	5
Support staff	2	1	0.3	0.2	2	2.5	3	3.5	4
Marketing	1	2	0.2	0.3	1	2	3	4	5
Total Human Resource	49	22	8.2	3.7	49	60	71	82	93

Note: It is noted that the HR needs is estimated following certain assumptions with regard to the format of the programs the Radio will broadcast and the type and proportion of different type of programs to be produced and broadcast. Therefore the quality, efficiency and effectiveness of the program of the radio depend highly upon the number and type of staff made available to the radio. Evaluation of program of the radio should take due consideration of this fact.

Process

Steps

- a) Form a sub-committee to draft and take up the process
- b) Define the norms and standards of the broadcast with regard to daily broadcasting hours, number of shifts, breakdown of broadcast hours by program type (music, educational, news and current affairs), norms for carrying over news and other programs, and so on. These norms and standards give basis to identify what type, quality and number of human resource will have to be arranged.
- c) Determine the human resource need for each type of program (news and current affairs, music, and educational) based on the norms set. More HR will be required if more of live and field based content is the standard, and fewer HR can do if the content is outsourced. Similarly once core human resource to broadcast for some hours is arranged, then the required number for increased number of hours will be fewer.
- d) Estimate the need for common service human resource – administrative, technical, and financial. Such type of human resource once hired may not be increased in proportion with the increased
- e) Define how to source such human resource. The community radio will have to maintain some human resource as regular staff, volunteers, contributors, and trainees/interns. One should consider its circumstance, and arrive at a decision what kind of service is better as for these type of human resource.
- f) Prepare draft HR plan, have board deliberation and then approval
- g) Get approved by appropriate body

Method

- The committee should be inclusive
- The method could be highly consultative, but not necessarily highly participatory, as this is largely a technical function.
- Form a core team of people who have knowledge of the technical, managerial, journalistic aspects of a community radio or an organization.
- Involve external expert as well as required to guide the core team, if necessary

Community radio human resource management policy and procedures

Introduction

A radio should define how it manages its human resource. When many people are involved in an organization then each must know how the affairs are governed, what are the space and boundaries, and what behavior is expected or rewarded. These are rules governing behaviors of individuals, should be uniformly applied, and more importantly known to all beforehand. Such aspects are covered in human resource management policy. HRM policy is one of the most important policies to run an organization in a professional way, therefore a must for strengthening a community radio.

The policy should take into consideration of existing law of the land, the constitution of the radio, the good practices related to broadcasting and journalism sector – nationally and internationally, and sound organization management principles.

Suggested outline

Many organizations prepare the human resource management policy as by-law; some others simply elaborate the provisions and arrangements as a separate document. Whatever way a document is maintained, the human resource management policy covers in general the following aspects.

Core values and management principles. HRM policy of many organizations start with the rules and processes without mentioning core values and management principles. So, people in the organization often question why or opposed to certain rules. But when it is defined then this becomes educational instrument to the staff. Identification of core values and management principles also helps management to adopt or not to accept certain policy measure.

Human resource categories and terms of service. HRM policy of a community radio should start with defining the human resource categories involved in the operation and management of the radio. Typically a community radio involves the following categories of human resource – Board/ council/ committee members, staff members, contributors, volunteers, and intern/trainees. The HRM policy should categorically define who are they, broadly identify who the policy applies to, and how it is applied. Among the different types of human resource involved the HR category should also define the level, position, and title of the staff members in a radio.

Similarly, the terms of service in the radio should define how the radio will treat people involved under different terms of service. In general the terms of services could be regular service contract, fixed-term service contract, and MOU service contract. The HRM policy should define what these service contract means and what are the obligations and liabilities associated with these terms of services.

The community radios must define rules and provisions related to volunteers and interns. The observation of CRSC is that it is because of inadequate definition of these categories of staff, and different understandings between the staff and the management Nepali radio stations, which could be avoided otherwise. Therefore we suggest to define these aspects more in depth.

Recruitment and selection: An important aspect that the HRM policy should cover is recruitment and selection. In this section it is described how a job is created, how vacancy is announced, and what mechanism takes care of the recruitment and promotion. In this section itself, the required competencies (academic, personal, and professional skills) are defined for different positions, and the process of recruitment and selection is described. The arrangement for obtaining necessary documents from the selected candidates (like medical, personal, family information etc) to keep in the personal files, and issuing appointment letters are also elaborated here. Many organizations find it useful to include rules related to probation of a staff under this section.

Staff mobilization: This section should contain rules and norms related to providing orientation to new staff members (about the organization, its rules and policies, benefits, norms and standards, etc), placement, and transfer. Many a times an organization needs to give a staff member responsibilities of higher levels which sometimes becomes the source of resentment. A radio would be better managed if the HRM policy mentions clearly what are the provisions in such circumstances.

Performance management: A staff when enters an organization wants to develop their career professionally and personally. Therefore community radios should also clearly mention the provisions as to how the radio management will help staff improve skills and performance of a staff member. This should explain how performance goals will be set, who will provide professional support and how the performance monitored, results measured and future performance development plan prepared.

Staff compensation and benefits: This is another important area for HRM policy of any organization. This section should explain in detail who gets what for their contribution to the radio – both in financial and non-financial terms. The salary, grade or salary increment, allowances, provident fund, welfare fund, training or exposure, and leave provisions fall under compensation and benefits.

Working environment: Organizations perform better if the staff members are given a conducive work environment. Therefore a community radio HRM policy should also mention about the working environment. The topics generally covered under this section are – daily work hours and working time, attendance provisions, any special facility such as flexi-hour or privileges given to a weaker section of the staff (women, special groups, etc), provisions related to absence from duty, use of office vehicle and other facilities, tea and snacks or similar other factors arranged with a view that these encourage the staff members to perform better.

Defining of office code of conducts and provisions related to disciplinary actions also have strong bearing on the work environment, which shapes the conduct and behavior of staff members, can be included under this section.

Separation/Termination: Finally the HRM policy of a community radio should define the situations of termination and separation of staff from service, the benefits associated to different modes of termination and separation, and the process. Typically these include aspects such as different situations of separation such as retirement, resignation, death, retrenchment, end of contract, and dismissal and provisions such as benefits, steps and processes, and the stipulations under each circumstance of separation.

Annexes. The HRM policy is a comprehensive document, which often needs to be given with elaborated the standard formats or rules under different aspects of human resource management. Those things that cannot be simply put under policy statement should be substantiated with examples, formats, and sub-rules which should be given in annex. Often it is found that the annex part is no less than the policy statements in quantitative terms.

Process

Steps

- a) Form a sub-committee to draft and take up the process
- b) Review the law of land, HRM policy and provisions of different organizations
- c) Workout the main aspects and their sub-sections (in other words the table of content)
- d) Carry out consultation with the stakeholders including the staff members and community
- e) Prepare draft proposal
- f) Obtain feedback and make revisions on the draft proposal
- g) Finalize the proposal on HRM policy
- h) Adopt the policy and enforce it

Method

- The committee should be inclusive
- The drafting process and the finalization process can be iterative and highly consultative but it should be guided by best practices and technical feasibility rather than by political interests

Community radio public consultation and transparency

Introduction

To run the radio as a community owned institution a community radio must win public support. In essence the core of the existence of a community radio is in its ability to reflect public opinion in its programs and operation and therefore obtain ownership and support from its community. For this the radio should be in close contact with its public. Public consultation is therefore an integral part in the design of its programs and running the organization. Transparency is a tool to enhance public support and ownership. Radio considers transparency and public consultation as mutually reinforcing elements – frequent public consultation events provide opportunity to promote transparency which in turn enhances the quality and depth of information gathered through of public consultations.

A community radio should therefore develop system and procedure to conduct public consultation and transparency.

Suggested outline

The policy related to public consultation and transparency should cover the following aspects as the minimum:

Types of public consultation activities: A radio can conduct at least two types of public consultation events – field consultation and on-air consultation. For field consultation the community radio itself goes to the field, invites public for consultation meeting, and obtain public opinions and views. In on-air

consultation the radio allocates certain time for consultation purpose, invites phone calls from the public, and carries out the consultation activity.

Number and time consultation: A community radio should determine the number of each type of public consultation events it will carry out. The time in which public consultation takes place is also important – a radio should give due consideration to the season and time duration between two consultative events.

Location for field consultation: Field consultation should be organized in different locations and with different stakeholders. Since a radio have limited resource and time available for such activities, and at the same time give opportunity to people from various locations to participate and express their views and opinions it is suggested to carry out the events in rotation covering as much locations as possible in long run.

Minimum standards consultation: A radio should also define indicators of an acceptable consultation event. This may be defined in terms of the level of participation, amount of information provided, the preparatory activities undertaken to carry out consultations (such as public notice, formal or informal invitation, and so on), and duration of the consultation event itself.

What and how of transparency: Similarly with regard to transparency the community radio must define what to be made transparent, and how. Based on these a transparency grid can be prepared using the following table as an example:

Table 7

Information Domains	Medium	Time or Frequency
Financial status	On-air, Web-page	Monthly
Audit report	Library	Annual
Policies	On-air, Web-page, library	As and when new policy is adopted
Decisions	On-air, notice board, library	Within 24 hours of taking decision
Plans	On-air, Web-page, library	As and when new plan is prepared
Off air activities	On-air, notice-board	As required
On-air activities	On-air, web-page,	Timely
Research findings	Library	
CRPAS result published	On-air, web page, notice board	Within a month after the CRPAS result is

Process

The process of public consultation should be organized well and conducted in a highly participatory manner.

Steps

- a) Form a sub-committee or a team to carry out the public consultation event – the committee should be inclusive of staff, board members, volunteers and the like. Involve local persons or organizations in organizing the event wherever possible.
- b) Prepare brief and crispy presentation material about the current position of the radio, its plan, and intentions. Identify special issue of your concern on which more public opinion would be sought
- c) Announce well ahead of the event, give formal invitation to specially targeted groups
- d) Conduct consultation
- e) Prepare report highlighting the key recommendations. Compile the information from different consultation events. Draw issues for management decision or attention.
- f) Present the issues that need management attention for decision making and adoption

Method

- The consultation process should be open, and highly participatory
- If necessary form small sub-groups of audience (e.g., women, student, urban or rural etc) for drawing suggestions

Community radio's position in dealing with competition

Introduction

Competition is the fact of life for a community radio as it has to stand out amidst innumerable means of information dissemination and entertainment. A Radio therefore cannot negate competition but have to deal with it more systematically.

A community radio faces competition from Radio Nepal, commercial FM radios, community radios as direct competitors. Besides direct completion from Radios, as a media organization, it receives competition from television channels (national or local) and newspapers (national and local) in some way or other.

Definition of the radio's strategy to deal with competition has two direct benefits – one, it can identify means and ways to stand out distinctly amidst competition, which ultimately helps it to getting public patronage. Secondly, the competition strategy becomes a education tool to its staff, and this education along with a feeling of challenges drives their motivation and zeal.

Suggested outline

It is suggested that the radio defines an overall approach to deal with competition, and identify specific strategies. Under the overall approach the radio can state the broader principle that helps deal with competition and the radio's view about itself vis-à-vis the society and other media. For example a radio can define its overall approach saying “we want to specialize on water resource related issues more than others”, and all other strategies follow this approach. Such approach gives the radio a strong niche, and thus a competitive edge over other media.

Specific strategy can be presented measures to be taken against each potential competition. A simple format can be developed in line with the strategy (as provided in the table below).

Table 8

Competitors	Strategies to deal with
National Radio	<ul style="list-style-type: none"> - Raise local specific issues - Make programs more interactive (two-way) - Provide space for local language, culture, individuals, and music for examples - Provide broadcast space for programs prepared by local peoples - Provide information related to livelihoods of different community groups - Promote local identity and local pride
Commercial FMs	<ul style="list-style-type: none"> - Highlight community ownership and participations - Highlight non-profit making aspects - Advocate for rights (voice of voiceless, diversity of voice and interests) s - Provide broadcast space for programs prepared by local peoples - Provide information related to livelihoods of different community groupss - Emphasize community radio as community heritage
Community FMs	<ul style="list-style-type: none"> - Develop innovative programss - Implement innovative social schemes - Improve style, and format of presentations - Expand ownership base (horizontal and vertical), participatory actions, and local collaborations
National TV channels	<ul style="list-style-type: none"> - Produce programs suitable for farmers and workers while at work (e.g., drivers, rickshaw pullers, factory workers, security guards, housewives, shop keepers) - Provide information to related to livelihoods of different groups in the communitys - Implement innovative social schemes for the marginalized communities such as radio set distributions - Raise local specific issues - Make programs more interactive (two-way)s - Provide space for local language, culture, individuals, and music for examples - Provide broadcast space for programs prepared by local peoples - Promote local identity and local pride
Local TV channels	<ul style="list-style-type: none"> - Produce programs suitable for workers at work (e.g., drivers, rickshaw pullers, factory workers, security guards, housewives, shop keepers) - Provide broadcast space for programs prepared by local people
National newspapers	<ul style="list-style-type: none"> - Produce programs suitable for workers at work (e.g., drivers, rickshaw pullers, factory workers, security guards, housewives, shop keepers) - Implement innovative social schemes for the marginalized communities - Raise local specific issues - Make programs more interactive (two-way)s - Provide space for local language, culture, individuals, music... - Provide broadcast space for programs prepared by local peoples - Provide information to related to livelihoods of different groups in the communitys - Promote local identity and local pride
Local newspapers	<ul style="list-style-type: none"> - Produce programs suitable for workers at work (e.g., drivers, rickshaw pullers, factory workers, security guards, housewives, shop keepers) - Provide broadcast space for programs prepared by local people

Process

Steps

- a) Start with a task force to define strategy. The Committee should be inclusive of staff, board members, volunteers and the like.
- b) The task force prepares a draft and shares with staff members and management
- c) the strategy should be reviewed at least once a year, and updated as necessary

Methods

- Developing strategy on such matter should combine professional prescriptive and participative method.
- Involve experts and professionals if possible.

Community radio resource mobilization policy and procedures

Introduction

The sustainability a community radio largely depends upon its ability to mobilize resources – financial, physical, technical, and human. Another limitation to a community radio is that, as a true community radio, it cannot accept every kind of resource. The Radio should therefore have its criteria and priorities to accept resources from organizations, business houses and individuals.

Community radios can have several sources to mobilize and can develop specific policy with regard to each. Here policy and procedures with regard to two major sources – advertisements and fundraising – is elaborated for example.

Suggested outline

With regard to advertisement policy it should contain general policy statement and the organizational arrangements.

Policy statement regarding collecting advertisement: Under the policy statement radio should mention what the radio prefers, what kind of advertisements it accepts or does not accept, any limitations to accepting advertisements, and so on. While formulating policy a community radio should keep in view of the fact that it should avoid influence of a group or an individual, which often takes place when any single group or person has a significantly high share on the total revenue of the station. Therefore a radio should strive diversifying the advertisement revenue structure as much as possible.

Organizational arrangement for collection of advertisements: It includes mandating core unit within the radio to deal with advertisement, defining rates, commission, and procedural matters right from obtaining orders to processing for payment and depositing the money in the radio's accounts.

With regard to fund raising the following are the elements of the policy:

Policy statement regarding fundraising: As in the case of advertisement policy these are general statements that guide subsequent policies and actions. Whom the radio approaches for fundraising, what are the criteria to accept funds assistance, and what are the procedures are the general areas for formulating fundraising policy.

Source of funds: The potential organizations or categories of people to seek funds from are the source of funds. A radio's fundraising policy gives better direction to management if these are identified.

Fundraising events and programs: The type of events and programs that the radio management can conduct for fundraising should be pointed out under this sub-section. Typically such programs can be grouped under the following categories annual events, occasional events, promotional events, joint action. (see box for their definitions).

Resource mobilization plan

A good resource mobilization effort involves a systematic resource mobilization plan. A radio should identify the responsible unit (which is normally the marketing department) for resource mobilization planning with support from other departments and radio management. The plan is to be prepared each year and implemented, and progress reviewed.

The resource mobilization plan of the radio will be prepared according to the format presented herewith.

- a. The financial and physical resources mobilization plan can be prepared in a table for easy reference and action.

Table 9

Potential resource organization <i>(names given here are indicative only)</i>	Expected type of resource	Special interest or stimulus	Strategy to propose for collaboration	Expected output of collaboration
Donors				
Government offices				

The first column lists out the potential organization to approach for resource. In the second column, the radio should determine what kind of resource (physical or financial) we expect from corresponding source. Then in the subsequent columns radio identifies what moves the resource organization (such as if the organization is interested in children issues, environment, or other), and the radio's offer to them in return of their contribution to radio. The last column the estimated resource amount is to be put in.

Box 3

Fundraising opportunities identified for Radio

Radio will also organize special programs to make use of any possible opportunity in the community to raise funds. Some of these kinds of opportunities are:

- **Annual events:** Those events that annually take place in the community such as festivals, New Year, memorial days, and the like. The radio will pro-actively package celebration of such events for raising funds.
- **Occasional events:** Events that happen occasionally in the life of an individual or a group will also be picked up as potential opportunity to raise funds. Examples of such occasions include publication of SLC exam results, birthday greetings, felicitations, exhibitions, walkathon, and so on.

- **Promotional events:** Radio will also organize promotional events and raise funds. Such works include promotion of a picnic spot, trekking route, historical places, religious places and rites, agricultural pockets, and so on.
- **Joint action:** Radio will plan or participate as a joint action partner in social movements and use the involvement as an opportunity to raise funds. As an example it can work for promotion of dairy cooperative wherein the cooperative sets aside a nominal amount to the radio per liter of milk sold. While the nominal amount is not a burden to the buyer or seller, the radio obtains good sum because of the high volume of transaction taking place. Similar arrangement can be made with community forest, hotel associations, and others. Joint action of the radio can also be planned with individuals where the individual provide resource for highlighting the special works the individual is doing for the society.

Radio will systematically plan and implement the advertisement and fundraising campaigns.

- b. **Plan for Resource Mobilization during Annual Occasions:** The radio will decide which occasion it will use for resource mobilization. The format for the planning table is presented here.

Table 10

Month	Annual occasions	Potential partner	Potential sponsor	Coordinator
a.	1. 2.			
b.	1. 2.			

- c. **Plan for mobilizing resources during occasional events:** A sample table is presented to prepare resource mobilization plan in such occasional events.

Table 11

Month	Potential occasion	Potential week or date	Potential partner	potential sponsor	Coordinator

- d. **Plan for mobilizing resources promotional events:** A sample table is presented below to document the plan.

Table 12

Month	Events	Potential partner	Potential sponsor	Coordinator

It is worth noting that for different occasions along with potential partners and sponsors the coordinating person from the radio should also be identified. In so doing the tasks can be spread among various

persons in the radio with specific interest or competency. This is also a means to develop personal and professional competencies of the staff and volunteers.

Process

Steps

- a) Form a sub-committee to draft and take up the process
- b) Review the resource potential and identify the possibility for mobilization
- c) Prepare draft proposal
- d) Adopt the policy and enforce it

Method

- The committee should be inclusive
- The drafting and finalization process can be iterative and highly consultative but it should be guided by best practices

Community radio collaboration policy

Introduction

Community radio should forge and develop collaborative relationships with appropriate organizations, to enhance its efficiency, effectiveness and sustainability. The policy on collaboration guides the Radio to decide on the collaborating partners and the way in which the Radio maintains its relationships with the collaborators.

Suggested outline

The collaboration policy of the community radio should define

Types of collaboration: The collaborators of a community radio can be classified into four main types: content collaborator, event collaborator, sponsors, and funders, considering their nature and interests, and potential relationship with a community radio. It is important for community radios to classify different types of collaborators since the policy with each is different. (See box Different Types of Collaborators for example their definitions).

Relationship with various types of collaborators: Normally relationships of a radio with its collaborators most often becomes a one-and-one matter depending on the context and negotiated terms and conditions. However, it helps management to define broadly the characteristics of the relationship with different types of collaborators as a policy.

For easy reference the relationship with different types of collaborators can be presented in a matrix form. The matrix should contain the objective of collaborating with each type of collaborator, the criteria the radio uses to choose a collaborating partner, and the mode (or the instrument) of collaboration. Similarly the matrix should also define the nature and frequency of communication with each type of collaborator, and indicate what monitoring mechanism will be applied with each of them. The framework developed by CRSC can be used as a reference as to how to prepare the relationship matrix.

Template of the MOU for each type of collaborator: It is suggested that for management efficiency and uniformity the radio prepares a template of the MOU for each type of collaborator.

Process

Steps

- a) Form a sub-committee or task force to conduct necessary background studies and prepare the draft
- b) The task-force prepares a list of existing collaborators, and groups them according to their nature, interest, or relationship with the radio
- c) Prepare the relationship matrix. It is desirable to mention who will have the authority to take decision if some adjustments in the provision are warranted while dealing with any collaborator
- d) Prepare a template of the MOU for each type of collaborator
- e) Get the policy and matrix approved by appropriate authority

Method

- The method should be participatory where board members, and at least the senior staff members are involved in the whole process

Box 4

Different types of collaborators

Content collaborators are those institutions and organizations who provide the program content to the Radio. The objective of such collaboration is to acquire useful program with less liability. The collaboration of the Radio with indigenous people's organizations (IPOs), professional organizations such as N-SAT or national geographic fall under this category. In such collaboration while the radio provides space for the collaborating partners to reach the community, the radio receives broadcast content with no or a little long term liability involved. The Radio has the rights to see whether the program content meets the parameters of Radio Broadcasting policy. Such collaboration are often long term and permanent nature such that the institutional relationship remains live even though there is no program being broadcast at any point in time.

Event Collaborators are those partners who the Radio will work together in an event and where normally the partnership terminates as the event ends. Such relationships are mostly temporary and one-off type, however, working together for events may lead to developing a longer term partnership. The objective of the radio to entertain such collaboration is to expand network and visibility. Example of such collaboration is Radio serving as media partner of an urban cleaning campaign, exhibition or a carnival.

Sponsors are fund providers to the radio station who in return wish to promote their image or objectives with funds to the Radio. The radio itself produces the program content, but may use the materials provided by the sponsors. The primary objective of such collaboration is to improve financial capacity of the Radio. The relationship with a sponsor can be longer term, but remains live until the memorandum of understanding remains valid.

Funders are collaborators of the Radio who provide physical, material or monetary support. Examples of such collaboration include construction of a studio room, land donation, purchase equipment or furniture, cash donation, and so on. Funders are different from sponsors in the sense that they do not tie up their contribution with a particular program – they contribute to the strengthening of the radio as an entity.

Community radio documentation and knowledge management policy

Introduction

It is the information business that a community radio is engaged in. Information business is all about documentation and knowledge management. The more systematically information is collected, stored, and retrieved; the higher is the effectiveness and impact of a community radio. Some may regard in the long run the community radio as the repository of knowledge of the community itself. Knowledge is power, so when a radio has the knowledge of the community it becomes the source of power and influence, and respect, in the society. Therefore documentation and knowledge management policy is an integral part of the management function of a community radio.

Suggested outline

Means of documentation: A community radio can maintain its documentation in web-page, library of print documents, and library of electronic records.

Contents in each means of documentation: The documentation and knowledge management policy should define what will be the content or items that the radio will manage in these different forms.

System and mechanism: The radio should mention about the system and mechanism for easy and fast accessing and retrieving the information. Sometimes separate by-law of the radio may be required to be adopted to operate the system, in which case the policy should mention whether it is necessary. Based on policy, Radio will develop a separate by law and has identified minimum content of the by-law (see box 5.).

Box 5

Management and operation of library

For the proper management and operation of library /documentation center Radio will develop a by-law defining the following as the minimum.

- Responsible unit within the organization with responsible staff;
- Availability of budget for running the information and documentation center;
- Information collection, processing (e.g., cataloguing by name, place, subject matter, program, key words, producer, and so on), storing and retrieval system;
- Provisions for accessing and using of the information and documentation center, such as enriching the documents and records, borrowing materials and penalty; and
- Duration and frequency of updating the records and documents.

Process

Steps

- a) Form a sub-committee or task force to conduct necessary background studies and prepare the draft of the policy
- b) The task-force prepares a list of existing collaborators, and groups them according to their nature, interest, or relationship with the radio
- c) Conduct thorough discussion and deliberation on the provisions proposed
- d) Adopt the policy through appropriate decisions

Method

- The method should be participatory where board members, and at least the senior staff members are involved in the whole process

Community radio station operation protocols

Introduction

Each organization has its own operating norms, rules and practices that are defined and abided by. A radio station has to have one, as a radio cannot even afford to miss a minute of broadcasting – every minute of broadcasting should be planned and operated smoothly to maintain its effectiveness and popularity.

Suggested outline

It is suggested that a radio defines at least three operating protocols – administrative protocol, on-air protocol, and programming protocol.

Administrative protocol: A community radio has to have its administrative norms and rules defined with a view to ensure smooth running of the station. Here are the areas and issues that a radio must include in its administrative protocol. The protocol should mention what are the norms or standards, who is responsible, and who is in-charge of taking decision if deviations.

Table 13

Station opening and closing time	Logistics record (borrowed, consumed, in-use)
Reporting time for different types of staff	Cleaning
Handing over and taking over	Channel of reporting
Station security	Code of conduct of the office holder
Receiving phone calls/message	Code of conduct of the staff/volunteers
Making phone calls	
Mails (letters, e-mails)	
Vehicle log	

On-air protocol: A community radio has to have its administrative norms and rules defined with a view to ensure quality of on-air broadcast. Here are the areas and issues that a radio must include in its on-air protocol. The protocol should mention what are the norms or standards, who is responsible, and who is in-charge of taking decision if deviations.

Table 14

Reporting time	Transmitter log
Airing of signature tune	Handling of emergency situations
Station ID and promo	Handing over and taking over
Broadcast of advertisements	Notice of changes
On-air log	Station style

Programming protocol: A community radio has to have its programming norms and rules defined with a view to ensure quality of program broadcast of the station. Here are the areas and issues that a radio must include in its on-air protocol. The protocol should mention what are the norms or standards, who is responsible, and who is in-charge of taking decision if deviations.

Table 15

Reporting time and preparation	Upkeeping of equipments
Program log-sheet	Portraying
Program length	Representation
Handling of unusual situations	Selection of music
Channel of reporting	Respect of copyright

Process

Steps

- a) Form a task-force or committee to draft the protocols
- b) Bring the content in thorough discussion
- c) Adopt the policy and protocols
- d) Review at least once a year

Method

- The committee should be inclusive
- Since the protocols affect everyone the process of formulating the policy should be participatory
- The drafting and finalization process can be iterative and highly consultative but it should be guided by best practices

Community radio station management systems and procedures

Introduction

A community radio station should have its defined management system and procedures. The definition of system and procedures helps an organization operate in an orderly manner, and it also serves as orientation and reference materials to the staff members at time of need.

What systems are to be defined depends on situation and need – need to define more systems arise as and when organizations operate a long time, or complexity of operations increase. Here we suggest each radio to define at least four fundamental systems to begin with.

Suggested outline

Definition of a system should start with the objectives, principles and approach that the radio has adopted with regard to the particular system. Then it proceeds with the describing the types or situations (such as types of plans, emergency situations) the radio most commonly faces and what and how the radio staff are to proceed in those situations. In many cases the step-by-step process may also be required to be defined. Suggested elements of each system are given here in brief.

Planning system: A planning system should mention overall approach to planning (e.g., participatory, bottom-up, etc.), and the different types of plans covered by the system. Typically a radio station can have strategic plan, annual plan of operations, and annual content plan. Then the system describes the process and format in which each type of plan is prepared.

Communication system: Definition of communication system can start with the envisaged objective and approach of the system (the openness, transparency, formal or informal system etc.). It should then proceed with the channel and process of communication with regard to vertical upward, vertical downward and lateral communication within the organization. Similarly formal communication authority and process with stakeholders, general public, and authorities should also be defined. In each of the situation the most common means of communication can also be outlined in the system.

Decision making system: As with the definition of other systems the decision making system of a community radio should start what is the ultimate purpose of defining the system, and then the overall approach taken (decentralization, delegation... involvement etc.). Then the system describes about the mechanism, authority and process with regard to taking policy decisions and routine or administrative decisions. It is found that even within policy decisions it is appropriate to further classify the decision situations as formal routine decisions and formal periodic decisions. In the same way routine decisions can also be classified into different categories as per the need and situation of the radio. The policy then should elaborate who takes decision and how aspects with regard to a decision: issue generation, agenda setting, deliberations and formal decisions, and follow-up of decisions.

Monitoring and evaluation system: A well designed monitoring and evaluation system of a community radio includes monitoring and evaluation at four main domains of an organizational operation – inputs, results, outcomes, and impact. The policy should start with the objective and the areas of monitoring and evaluation. Then the system defines the monitoring indicators under each domain for each department. When the indicators are identified then the system should describe the responsibility for conducting monitoring, taking actions, along with the dominant process and the time and frequency of monitoring.

Process

Steps

- a) Defining organizational systems and procedures requires involvement of practitioners, experts and other stakeholders. Therefore the process should start with formation of a task force or a sub-committee.
- b) The committee should then carry out background studies, consultation with similar organization if possible, and draft a proposal.
- c) The draft will then be discussed by the Radio Board and adopt
- d) Carry out regular review of the system

Method

- A combination of the participative and technocratic method is suggested

Community radio financial management procedures

Introduction

The general objective of Financial Manual is to establish a clear cut procedure so that fund provided by various donor or generated through its own activities are administered and safe-kept according to Radio's rules and based on good financial management practices. The Financial Manual also describes the process used to procure goods and services for its operation and for the projects and clients Radio is serving. Financial Manual clearly describes the rules and practices used by Radio to recognize and record income and expenses and to manage its assets once procured and paid.

The procedure for administration of fixed assets, stock and consumables and vehicle operation is established from the time they acquired, during their use and until their retirement. The Financial Manual also describes the method of presentation and preparation of financial statements.

Suggested outline

Financial management policy of an organization should cover budgeting system, recording of income and expenses, process and rules related to procurement of goods and services, applicable methods and practices for financial management and administration of assets. The outline can be used by community radios to develop its financial management policy. The elements of financial management policy covered in the

Box 6

Key elements to be covered in a financial management policy

- General accounting principles, covering basic accounting records like journal voucher, ledgers etc.
- Accounting policies on various issues of Community radio.
- The charts of accounts, prepared based on the current and anticipated activities of CRs.
- The procedures of recording cash and bank transactions, covering subjects such as cash and cheque control, cashbook, bankbook, bank reconciliation etc.
- Provisions related to purpose and procedures concerned with travels and work advance.
- The procurement procedures, responsibility of the procurement section, tender, quotation and price comparison of suppliers, costing of materials etc.
- Provisions (formats and procedures) related to accounting of payroll of the employees.
- Provisions and procedures of recording receipt of materials in the store and recording them in the stock according to their classification and issue of materials from store including valuation of materials, accounting of store consumption, physical verification of store, write off of stores etc.
- The provisions and procedures of recording fixed assets and their classification and coding including procurement of fixed assets, valuation, maintenance of fixed assets register, disposal, amortization and depreciation of fixed assets, physical verification etc.
- Procedures related to budgeting and budgetary control.
- Preparation of final accounts such as income and expenditure account, balance sheet and cash flow statement.

Process

Steps

- a) Defining financial management systems and procedures requires involvement of practitioners, and experts. Therefore the process should start with formation of a task force or a sub-committee.
- b) The committee should then carry out background studies, consultation with similar organization if possible, and draft a proposal.
- c) The draft will then be discussed by the Radio Board and adopt
- d) Carry out regular review of the system

Method

- Financial management policy and practices is largely a prescriptive function. However, once developed there should be rigorous and thorough orientation and training to the staff on the policy and procedures.

Community radio operation and maintenance of equipment

Introduction

Operation of a community radio is a high-tech business. It involves use of electrical and electronic equipments that require skilled handling for their longer life, better quality of outputs and performance. Proper operation and maintenance of equipments is essential to save money, reduce management hassles, and enhance broadcast quality. It is all the more important for Nepali community radio who are always in fund-crunch, situated in far-off places, and cannot obtain services of skilled technicians at time of need.

It is also a fact that the equipments used in running a community radios can perform much better even with layperson handling if they are properly operated and maintained. For this a systematic operation and maintenance guideline has to be at place and an effective system functional.

Suggested outline

Provisions and procedures for operations and maintenance of equipments should cover at least three broad areas – operation plan, maintenance plan, and technical upgrading plan.

Operational plan: This should contain necessary measures (planning and control tools, parameters, responsibilities, and monitoring system) to be employed for inspection and observation of studio equipments, maintaining technical log-book and early indicator of technical faults, operation of RF equipments (transmitter and antenna system), and operation of audio equipments (audio processor, compressor limiter, mixer, cassette player, microphone, headphone, computer, power monitor, telephone hybrid). Similarly the operation plan should also contain how equipments should be handled in case of emergency and what precautions should be taken. Moreover, the plan should mention relevant rules and regulations and how coordination between technicians and program producers should be achieved.

Maintenance plan: Technical maintenance plan of a community radio should cover areas such as basic tool-set, provisions related to test equipment and spare parts and technical training, and maintenance of workshop. It should also elaborate maintenance plan of RF equipments, audio equipments, power supply and earthing system, and tower maintenance.

Technology upgrading plan: Since Community Radio operation is a high-tech endeavor, a radio should be aware of the developments taking place in technological sphere, and prepare itself to replace old equipments with appropriate ones, watch technical compatibility among the equipments installed or used, and evaluate affordability and sustainability. For this a radio should define how it keeps itself abreast of technological developments, and how it intends to replace or upgrade its technologies and equipments.

Process

Step

- a) Form a sub-committee or task force to prepare the policy.
- b) The task-force prepares a manual, formats, planning and control tools
- c) Provide training and orientation to the technician and staff

Method

- The committee should include the technician and expert but the coordination function should be done by management board person.
- The method is largely prescriptive as there is little room for participatory inputs.

Community radio broadcasting policy

Introduction

The products of a community radio are the programs it broadcasts. A radio station has to have its standards and norms that give overall guidance to the program producers about the language, style, content and acceptable norms for an acceptable program. In other words, each program of a radio should be produced according to the norms and standards set by the radio. The norms and standards are defined in the editorial policy. Editorial policy also becomes an educational instrument to the correspondents and program producers how to develop programs. This also becomes the major criteria to accept or reject a program for broadcast. Similarly, this is a touchstone for radio management to accept a program produced by other producers for broadcast.

Suggested outline

The broad areas of an editorial policy should cover the following aspects in general.

Overriding principles and norms: The editorial policy can begin with the overriding principles and norms of journalism that the radio staff and members abide by. In general the credo would be internationally and professionally accepted themes – i.e., accuracy, balance and credibility. Besides it a radio can elaborate other principles as well. Some of them are:

- Listeners' interest, rights
- Human rights, dignity, respect
- Democratic norms
- Constructive approach

Standards and norms with regard to programs, specific context and objects: The editorial policy of a radio can define its approach, actions, behaviors and radios norms with regard to different kinds of programs, and at different contexts, and with different objects. The table below gives an overview of most common among them.

Table 16

Programs	Context\Situation	Objects
News	Election	Political parties
Documentary, Magazine,	Disaster	Business houses
Feature	Social unrest	Bureaucracy
Serials	Live events	Nature/environment
Talk shows	Celebrations	Interest groups
Entertainment	Mourning	State and local governments
Creative works	Emergency	Women, children and elderly

Policy, acts and norms with regard to different production functions: The editorial policy of a radio should define its approach, policy, processes, and norms and standards while carrying out most common production functions. The following production functions should be covered in the policy as the minimum.

- Voice recording
- Interviews
- Live coverage
- Phone in
- Reporting
- Borrowing others' works

Policy, norms and style of presentation: The editorial policy of a radio should define its approach, policy, processes, and norms and standards while carrying out most style of presentation. The style of the radio should be defined with regard to the following in the policy as the minimum.

- Language
- Characterization
- Representation
- Stereotyping

Process

Steps

- a) Form a sub-committee or task force to conduct necessary background studies and prepare the draft
- b) Get the policy and matrix approved by appropriate authority
- c) Provide orientation to the staff, and position paper of the radio with regard to editorial policy to general public as well

Method

- The method should be participatory where board members, and at least the senior staff members are involved in the whole process

CHAPTER
2

Organizational
Norms &
Standards



Strategy and structure

Vision, mission and goal

Community radio is of the movement aimed at transforming society. The promoters and operators of community radio ought to clarify their vision, mission, objective and the guiding principles to continue to remain in the movement. What follow is the vision, mission, objective and guiding principles of the Kathmandu-based Radio Sagarmatha which served as laboratory in the context of developing institutional development guidelines.

Vision

Creation of informed and knowledgeable society

Mission

Radio Sagarmatha will be actively engaged as lead media in social awakening movements in the coverage area

Goal

Radio Sagarmatha is established as the chosen medium of movements for social transformation

Guiding principles

Environment and sustainable development: Radio Sagarmatha takes the norms of environmental conservation and sustainable development as the fundamental basis while developing its programs and activities.

Partnership/collaboration: Radio Sagarmatha believes working in partnership and collaboration is essential to attain better results, therefore it will align all its activities accordingly.

Democratic principles: Adhering to democratic principles Radio Sagarmatha promotes democratic values, norms and practices in organization, state and the society.

Good governance: Adopting the principles of good governance Radio Sagarmatha promotes culture of transparency and accountability in the state, civil society and private sector organizations.

Diversity and inclusion: Accepting diversity as the unique strength of Nepal, Radio Sagarmatha takes the approach of inclusion to promote harmony and co-existence of diverse society.

Just society: In order to create an equitable and just society Radio Sagarmatha advocates ensuring the rights of all people belonging to different class, ethnicity, gender, and geographic area.

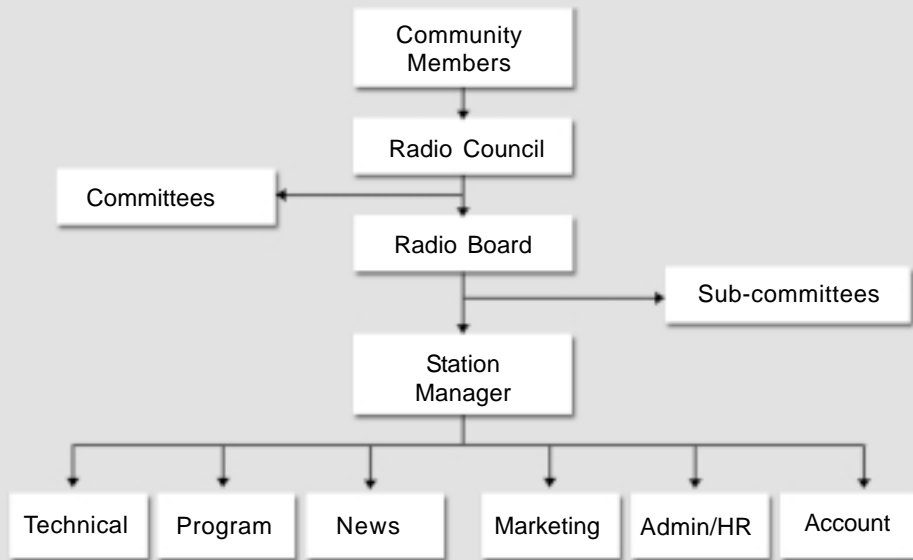
Work culture: Radio Sagarmatha promotes "work is worship" by creating an environment that respects all kinds of skills, occupations and professions.

Organization structure

The organization structure of community radio is depicted in the following diagrams. The diagrams show the governing structure, and the management structure.

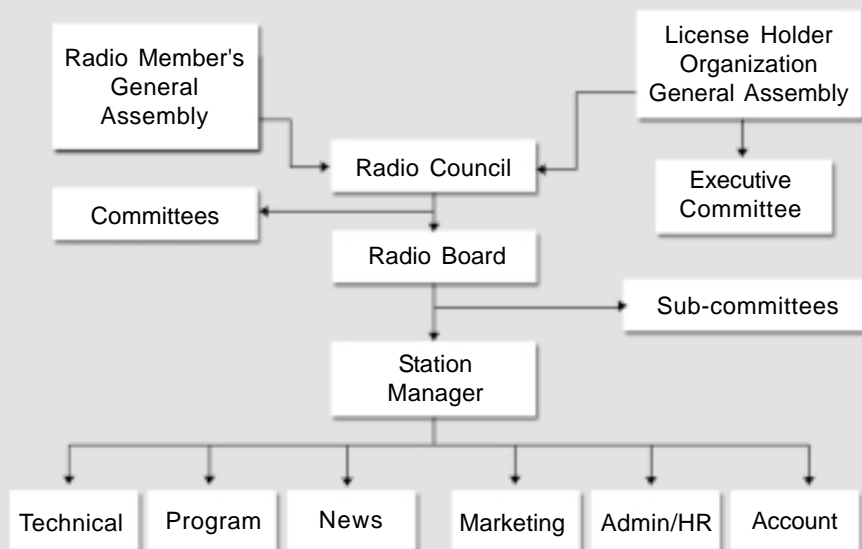
The option-1 of the structure is the ideal option for a community radio. Here the community members will elect their representatives to the Radio Council which in turn forms statutory committees and Radio Board. The Board forms required sub-committees and appoints Station Manager. Under the Station Manager the management structure will be established to take care of the day to day operations of the radio. Diagrammatically the structure is shown below.

Community Radio Structure- Option 1

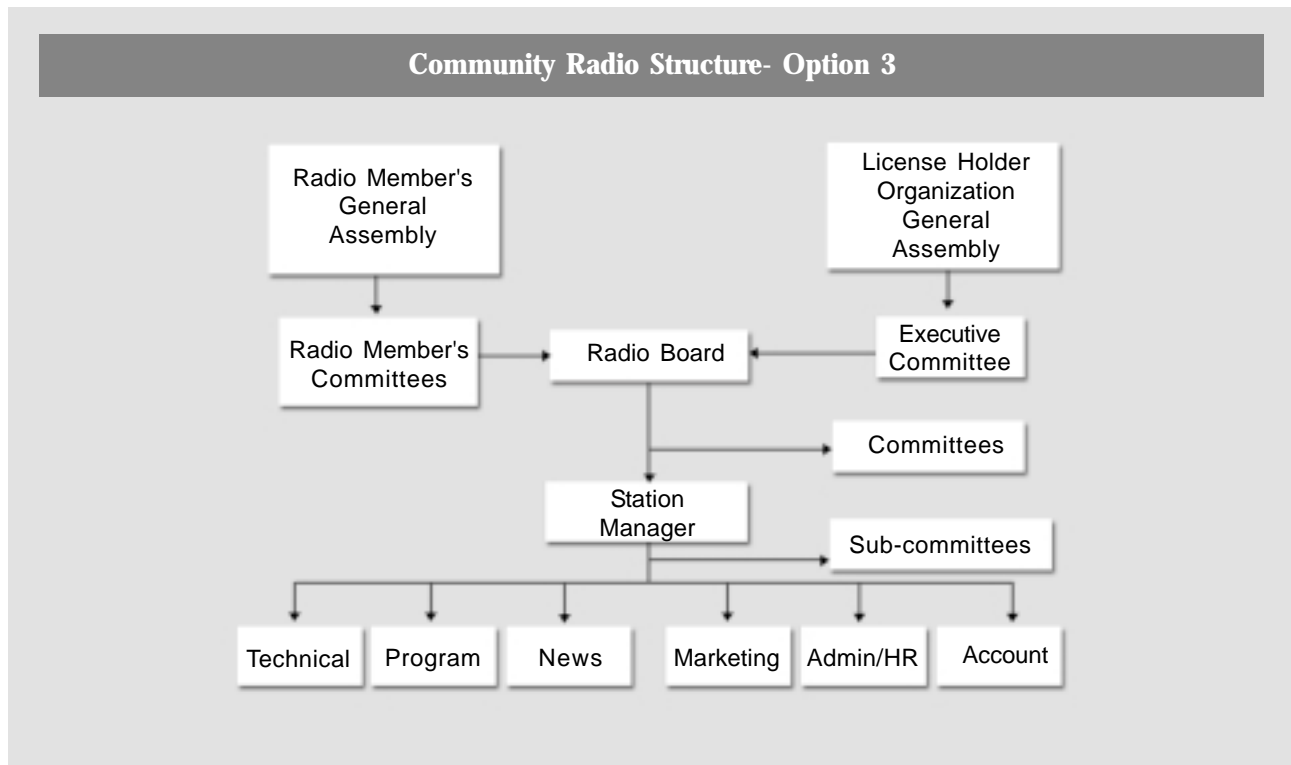


The option-2 of the structure provides the involvement of the license holder organization (like NEFEJ, in case of Radio Sagarmatha) in the formation of the governing entities. This option attempts to incorporate the existing legal requirement and the community orientation which is required for a community radio. Here the community members will elect their representatives to the Radio members' assembly which in turn elects some members for the Radio Council. The other members of the Radio Council are elected from license holder organization general assembly. The Radio council then forms the Radio Board and statutory committees. The Board forms required sub-committees and appoints Station Manager. Under the Station Manager the management structure will be established to take care of the day to day operations of the radio. Diagrammatically the structure is shown below.

Community Radio Structure- Option 2



The option-3 of the structure provides the involvement of the license holder organization in the formation of the governing entities. This option too attempts to incorporate the existing legal requirement and the community orientation which is required for a community radio. Here the community members will elect their representatives to the Radio members' assembly which in turn elects some members for the Radio Members Committee. The Radio Members Committee will nominate some member for the Radio Board and other members of the Radio Board are nominated by license holder organization executive committee, instead of the license holder organization general assembly as is the case in option 2. The Radio Board then forms the statutory committees. The Board forms required sub-committees and appoints Station Manager. Under the Station Manager the management structure will be established to take care of the day to day operations of the radio. Diagrammatically the structure is shown below.



The constituents of the organization structure of Community Radio above the station manager comprise the governing structure and that below the station manager is the management structure. Normally the governing structure consists of the Members, Radio Member's Committee, the Board and the Committees. The management structure comprises the station manager, sub-committees and the departments.

The management structure is presented considering the management functions required to run the Radio. However, depending on the situation, practicality and appropriateness the Board of the Radio will determine how many departments will be maintained. In any case all the essential management functions will be distributed among the departments.

Short description of the roles, functions and authority of the constituents of the organization structure is presented in the following section.

Roles, responsibilities, authority and accountability of governing bodies

The formation, roles and responsibilities of the constituents of the governing structure is as follows.

Community Members

The community members of Community Radio

- Radio will have two types of members, as community members: one is individual members and the other is organizational members;
- Radio will offer membership to each household in its coverage area as individual member; and
- Radio will grant membership to eligible groups and organizations as its organizational members.
- All members of Radio will have an equal voting right.

Key Rights and Responsibilities of Community Members include:

- Elect representative for Radio Council;
- Provide material, financial and moral support to Radio;
- Provide input on programs of Radio;
- Participate actively in consultative processes of Radio; and
- Seek information, education and entertainment content from the radio as members' rights.

Radio Council

Formation of the radio council

- The coverage area of radio will be divided into 20 constituencies. The constituencies will be determined based on the number of members and geographic condition.
- The community members in each constituency will elect representatives to represent the constituency who will form the Radio Council.

Key Role and Responsibility of Radio Council include:

- Elect the Radio Board;
- Approve by-laws, policies, plans and programs and budget;
- Supervise the functions of the Radio Board;
- Form Committees as necessary and approve their Terms of Reference;
- Carry out management audit of the Radio; and
- Implement verdict of the dispute hearing committee.

Radio Members' Committee

Formation of the Radio Member's Committee:

- Radio Members elect a Radio Members Committee of 5 to 7 members;
- Radio Members Committee will consist Chairperson and members.

Key Role and Responsibility of Radio Member's Committee:

- Elect the representative for Radio Board;
- Provide material, financial and moral support to Radio;
- Provide input on programs of Radio;
- Supervise the functions of the Radio Board;
- Participate actively in the Committees as necessary;
- Participate actively to carry out management audit of the Radio; and

Radio Board

Formation

- The Radio Council elects a Radio Board of 7 to 9 members
- The Radio Board will consist a Chairperson, a Member-secretary and Members
- The Station Manager will be the Member-secretary of the Radio Board

Key Role and Responsibility of Radio Board include

- Propose by-laws, policies, plans, and program and budget to the Radio Council for approval;
- Execute by-laws, policies, plans, programs and budget approved by the Council;
- Support different committees for their effective functioning;
- Form sub-committees as necessary and approve their Terms of Reference;
- Guide, supervise and facilitate the functioning of the radio station;
- Recruit Station Manager and staff;
- Approve management structure and staff positions;
- Appoint auditor; and
- Implement verdict of the dispute hearing committee.

Radio Committees

There will be four mandatory committees in the governing body of Radio, as follows:

- Account Committee
- Dispute Hearing Committee
- Programme Committee
- Election Committee

Radio Board/Council will form other committees as necessary.

Formation

The Radio Council will form the Committees and mandate them. The Council will decide on the number of members in a committee.

Key Role and Responsibility of Each Committee include;

Accounts Committee

- Carry out monitoring and supervision of the accounts
- Submit a report to the meeting of the Radio Council along with its opinion and recommendations on a) resources mobilization; b) implementation status of annual programme and budget; c) status of accounts in order to regularize, realize and settle the unsettled amounts
- Instructs the Radio board with regard to resource mobilization and management
- Recommend for appointment of an Auditor to the Board

Dispute Hearing Committee

- Study on any dispute over broadcast content, and election process of the Radio
- Give its verdict to Radio Council and Radio Board
- Present annual report of its activities to the radio council
- Consistency review related to the set rules of the radio (Whether radio council is making by laws in consistent with principal radio law, Whether radio board is executing authority in consistent with principal radio law)

Programme committee

- Evaluate the programs broadcast by Radio
- Identify and recommend programme/content needs of community to Radio Board and Council
- Formulate code of conduct for the journalists and get Board approval
- Monitor code of conduct of the journalists

Election committee

- Facilitate election of the Council Members
- Hold election of the Board

Sub-Committees

The Board of Radio will form sub-committees as required. The composition of the sub-committee, their functions and authorities, and the terms of service will be as determined by the Board.

Functions, authority and accountability of the constituents of the management structure

Station Manager

Key Result Areas

The performance of the station manager will be measured on the basis of the following key result areas:

- Self reliant station
- Expanded network and partnerships
- Chosen radio by movements

Key Roles

The station manager is to play the following roles:

- Act as the Secretary of the Board
- Represent staff interests in the Board
- Prepare plans, policies, programs and budget for approval by the Board
- Execute Board decisions (policy, programs, plans, directives...)
- Lead the station (Departmental coordination, direction, ...)
- Supervision and Monitoring of staff and activities
- Off-air promotion of the station (relationships building, representation)
- Carry out performance evaluation of staff
- Obtain Board endorsement of the agreements with clients

Authority

The station manager will exercise the following authorities:

- Recommend for reward and sanction of Department Chief
- Take reward and sanction decisions of staff below Department Chief
- Sign agreements on behalf of the station
- Hiring of consultants within approved budget
- Approve/recommend purchase of fixed assets as specified in the rule
- Approve budgeted annual expenses
- Approve/recommend leaves of staff as specified in the HR rule

Accountability

The station manager will be primarily accountable towards the Board in general, and towards the public in regard to overall service of the station.

Department: Program

Key Result Areas

The performance of the program department will be measured on the basis of the following key result areas:

- Programs with defined impacts are in place (programs are duly linked with station's vision, mission, goal, and guiding principles);
- Quality programs (creative style, attractive and relevant content, well packaged) are produced and aired; and
- Image of radio built as functional knowledge imparting center.

Key Functions

The program department is responsible for the following functions:

- Distribute tasks of the department among staff or team of staff members
- Analyze the program vis-à-vis Vision, Mission, Goal and guiding principles on a regular basis
- Assess programme needs and processes continuously, and modify programs accordingly
- Develop and operationalize feedback mechanism/system about program
- Design new programs within the given policy framework
- Provide input in the process of developing proposals to clients
- Produce and broadcast programs on time as stipulated in the program grid
- Devise a system of keeping program logbook and ensure maintaining the record
- Prepare job description of program staff, assign responsibility and monitor accordingly
- Recommend programs for approval
- Carry out monitoring and review of program
- Support to develop and enforce vehicle/transportation regulatory system
- Draft program code of conduct
- Prepare and operationalize human resource management plan of the department.
- Review and forward proposal on pay and perk structure of the department.

Authority

The Department will exercise the following authorities:

- Approve leave up to one week without hampering department activities
- Recommend reward and sanction of staff in the department
- Recommend compensation leaves and leave-in-lieu of staff in the department
- Hiring of short term consultants for up to 2 weeks remaining within approved budget
- Approve purchase order of programs' consumable goods
- Pay advice of purchase of up to Rs 500 at a time and within the approved budget
- Pay advice on vehicle/transportation bill of the department

Accountability

The department will be accountable towards public in regard to the program content² and to the station manager in regard to financial and administrative aspects.

Department: News

Key Result Areas

The performance of the Department will be measured on the basis of the following key result areas:

- Accurate, balanced and credible (ABC) news bulletin
- Broadcast of up to date/breaking news
- Coverage of diverse³ news events in the news and current affairs programs
- Broadcast of special bulletins⁴ on news and current affairs

Key Functions

The department is responsible for the following functions:

- Produce and broadcast news bulletins on time as stipulated in the program grid
- Analyze the news bulletins vis-à-vis Vision, Mission, Goal and guiding principles on a regular basis
- Assess information needs continuously, and modify bulletins accordingly
- Develop and operationalize monitoring and feedback system about news
- Devise a system of keeping news logbook and ensure maintaining the record
- Recommend frequency and nature of news bulletins for approval
- Prepare job description of news staff, assign responsibility and monitor accordingly
- Prepare and operationalise human resource management plan of the department.
- Support to develop and enforce vehicle/transportation regulatory system
- Identify and recommend strategic locations to establish news bureaus
- Operate news bureaus as approved
- Draft journalist code of conduct

Authority

The Department will exercise the following authorities:

- Approve leave up to one week without hampering department activities
- Recommend reward and sanction of staff in the department
- Recommend compensation leaves and leave-in-lieu of staff in the department
- Approve purchase order of programs' consumable goods
- Pay advice of purchase of up to Rs 500 at a time and within the approved budget
- Pay advice on vehicle/transportation bill of the department

Accountability

The department is held accountable towards public in regard to the news content⁵ and towards the station manager in regard to financial and administrative aspects.

Department: Marketing

Key Result Areas

The performance of the marketing department will be measured on the basis of the following key result areas:

² Including correction of mistakes, and avoiding copyright abuse, contempt of court, slander and libel, disclosure of secrecy, violation of rights....

³ political, geographic, social, economic, livelihoods, gender, ethnicity, religion

⁴ for example health news bulletin, children news bulletin, peripheral news bulletin, environment news bulletin, social movement bulletin

⁵ correction of mistakes, and avoiding copyright abuse, contempt of court, slander and libel, disclosure of secrecy, violation of rights....

- Increase in market revenue
- Diversification of sources/clients
- Off-air promotion of the station

Key Functions

The department is responsible for the following functions:

- Develop and operationalize market monitoring and feedback mechanism/system
- Assess market trends, and prepare and implement marketing strategy and plan
- Devise a system of ad-scheduling, ad-log and maintain records
- Prepare reports and proposal
- Prepare job description of news staff, assign responsibility and monitor accordingly
- Coordination with programs department regarding advertisement and promotional activities

Authority

The Department will exercise the following authorities:

- Approve leave up to one week without hampering department activities
- Recommend reward and sanction of staff in the department
- Recommend compensation leaves and leave-in-lieu of staff in the department
- Spend up to Rs 1000 at a time within the approved budget for relation building/hospitality
- Pay advice on vehicle/transportation bill of the department
- Recommend agent commission

Accountability

The department will be accountable towards the station manager.

Department: Accounts

Key Result Areas

The performance of the accounts department will be measured on the basis of the following key result areas:

- Up to date record of all transactions
- Periodic financial report

Key Functions

The department is responsible for the following functions:

- Prepare financial status and statements on time and report to management
- Provide input financial policy development
- Draft accounting procedures
- Maintain book keeping (inventory, ledger, ...)
- Examine transaction documents against set rules, processes and budget ceiling
- Maintain petty cash as per specified rule and limitations
- Provide input in annual planning and budgeting of the station
- Carry out financial analysis - fund flow, financing structure, budget deviations
- Pay salary and allowances, bills of approved purchase orders, and vehicle/transportation bills
- Suggest options for effective management of funds
- Make arrangement for timely audit of accounts
- Prepare job description of staff, assign responsibility and monitor accordingly

Authority

The Department will exercise the following authorities:

- Approve leave up to one week without hampering department activities
- Recommend reward and sanction of staff in the department
- Recommend compensation leaves and leave-in-lieu of staff in the department
- One of the signatories on bank operating cheque

Accountability

The department will be accountable towards the station manager, and the established rules and protocols adopted by the nation in regard to the financial management and accounting.

Department: Administration and Human Resource

Key Result Areas

The performance of the Administration and Human Resource department will be measured on the basis of the following key result areas:

- Competent and adequate HR at place
- Motivated staff
- Interdepartmental harmony

Key Functions

The department is responsible for the following functions:

- Draft organizational rules and regulations
- Enforce approved personnel and administrative rules
- Prepare job description of staff in the department, assign responsibility and monitor accordingly
- Maintain staff records (personal files, attendance, leave etc.)
- Prepare human resource plan
- Develop procurement system and carryout procurement function
- Develop forms and formats (requisition of goods and service, purchase order, contract, appointment letter, etc..)
- Deploy staff to departments
- Provide administrative/logistics support to departments
- Provide secretariat support to the Board
- Organize team building events
- Carry out auction of assets, dhulyaune

Authority

The Department will exercise the following authorities:

- Endorse job descriptions of all positions in the station
- Approve leave up to one week without hampering department activities
- Recommend reward and sanction of staff in the department
- Recommend compensation leaves and leave-in-lieu of staff in the department
- Final approval of bills
- Pay advice of purchase of up to Rs 1000 at a time and within the approved budget

Accountability

The department will be accountable towards the Station Manager.

Department: Technical

Key Result Areas

The performance of the Technical department will be measured on the basis of the following key result areas:

- Operating condition of equipments
- Broadcast quality (audio, on-air signal, ...)

Key Functions

The department is responsible for the following functions:

- Provide technical assistance to news and program departments
- Keep on air and other equipments in good operating condition
- Devise a system of keeping equipment logbook and ensure maintaining the record
- Update knowledge about technology and propose technical plan of the station
- Prepare job description of staff, assign responsibility and monitor accordingly
- Provide technical input on the purchase of equipments

Authority

The Department will exercise the following authorities:

- Approve purchase order of spare parts
- Approve leave up to one week without hampering department activities
- Recommend reward and sanction of staff in the department
- Recommend compensation leaves and leave-in-lieu of staff in the department

Accountability

The overall accountability of the department will be towards the station manager, and specifically the accountability with regard to program and news production will be towards the respective departments.

Management Systems

Planning system

Approach

The planning system and procedure of community radio will adopt a community centered approach, hence it will be bottom-up, and. It will be guided by community needs and rights and not driven by expert guidance.

The planning approach of the community radio will essentially be a collaborative endeavor among the community, radio practitioners and experts.

The plans and programs of radio will take a pro-active stand, in which the Radio will play role to bring about change from status quo for social transformation and advancement.

Types of Plans

Radio will prepare strategic plan, annual work plan and annual broadcast/content plan. The following are the key contents of each type of plan.

Strategic plan (long-term): The strategic plan of Radio will be the long-range plan, normally prepared with five years time horizon. It will contain, among others, the following contents.

- Vision, mission, guiding principles,
- Goal, purpose, and results defined by indicators
- Major activities
- Budget summary
- Risks and risk mitigation measures
- Operational strategy

Work plan (annual): Radio will prepare annual work plan, which will be linked with the strategic plan. The workplan will serve as the guiding document to take day to day operational decisions of the Radio, and will contain, among others, the following:

- Activities and sub-activities
- Input indicator
- Detailed budget
- Implementation strategy (including timeframe, responsibility matrix, and partnership strategy)

Broadcast/content plan (annual): Radio will prepare annual broadcast or content plan which will elaborate the objective and intention of the contents it will broadcast. It will elaborate:

- Content of the informative/news program which will define the team (or department) of the radio responsible to produce content with an aim to give what message to which segment of the audience at what time for what ultimate purpose)
- Content of education program (define which team of the radio to give what message to which segment of the audience at what time for what ultimate purpose) and
- Content of music programs (define which team of the radio to give what message to which segment¹ of the audience at what time for what ultimate purpose²)

¹different target audience in terms of age group (children, youth...), occupation, sex, class, spatial, thematic subjects

²possible purposes: inform, aware, persuasion, remind

Planning processes

The overall process of Radio will be community led. This means the community, and its representatives, of the Radio will be extensively consulted and involved while preparing the plans.

Process for formulating strategic plan (5 year plan)

The following describes the process for formulating strategic plan:

- The Radio Management Board/council will take the initiative, and assume responsibility, to prepare strategic plan.
- The Board will form a planning team comprising representatives from the Members' Council, NEFEJ Officials, Radio Professionals and Experts under the leadership of Board Chair;
- The Planning Team conducts strategic planning exercises (consultative events, workshops, practitioners and expert inputs) at different levels and with different set of stakeholders;
- The Planning Team develops format and defines the process of consultation
- The Planning Team carries out situation analysis (reviews the past achievements, stakeholders analysis, organizational environmental analysis, SWOT analysis, ...) as background information required to formulate strategic plan;
- The Planning Team identifies the preferences and obtain input for planning (it may be in the form of wish-list from various set of stakeholders);
- The Planning Team prepares a strategic plan document and summary budget;
- The strategic plan document is approved by appropriate authority (Council/Board)
- The Council/Board will carry out a mid-term review of the Strategic Plan
- The next strategic plan will be prepared six months prior to the end of a plan period.

Process for formulating Work plan (annual)

The following describes the process for formulating annual work plan:

- The Station Manager will take the initiative, and assume responsibility, to prepare work plan.
- The Station Manager will form a planning team led by station manager himself/ herself comprising all department heads of the station prior to at least three months of the beginning of the new fiscal year (Baisakh);
- The Annual Planning Team carries out reviews the past plans and achievements;
- The Annual Planning Team will prepare annual indicative budget for each department and develop a common annual planning format;
- The Annual Planning Team then assigns each department to prepare respective department plan in the given format;
- Each department prepares its annual work plan and budget with participation and involvement of all the staff members in the department;
- The Annual Planning Team prepares an integrated work plan and budget for the station
- The Radio Board/Council approves the plan for implementation (by the third week of Ashad).

Process for preparing Broadcast/content plan

The following describes the process for formulating annual Broadcast/content plan:

- The Program Committee forms a team comprising station manager, and chief of program and news departments;
- The Content/broadcast Planning Team examines process of production and development of broadcast materials and community needs;

- The Content/broadcast Planning Team carries out output to purpose review including a review/ evaluation of impact of radio broadcast against the set goals and whether the goals and programs are in line with the community needs;
- The Content/broadcast Planning Team assigns respective departments to prepare content plan, in the following format.

Table 17 News and current affairs program

Target audience	Content/message strategy	Perferred time	Objective	Expected result

Table 18 Education program

Target audience	Content/message strategy	Perferred time	Objective	Expected result

Table 19 Music program

Target audience	Content/message strategy	Perferred time	Objective	Expected result

Finalization of content/broadcast plan will be done as follows:

- The Content/broadcast Planning Team finalizes draft of the content plan and submits the same to the programme committee;
- The Programme Committee recommends the content plan to the Radio Board/council for approval
- The Station Manager takes necessary steps to develop program grid based on the approved content plan and informs the departments for implementation.

Communication system

Objective

The objective of the communication system is to keep radio stakeholders informed through active flow of information. The system ensures the stakeholders with their rights to obtain information, provides accurate information and space to express themselves.

Approach

The communication system consists of elements of organizational communication. Radio adopts both internal and external communication. The internal communication includes flow of information downward, upward, and lateral along the organization structure. External communication system includes communication with partners, collaborators, regulatory authorities and general public.

The system elaborates about formal system of communication; however radio will also be using informal communication in practice. The system also specifies written and oral forms of communication considering the decision implication. The communications made in written form become the subject for formal decision, while the oral communication enhances the efficiency and effectiveness of the station.

Radio uses as many channel as possible to communicate to its stakeholders. Considering stakeholders' convenience and context Radio will use appropriate means of communication (such as radio, internet, notice board, brochure, newsletter, interactions...)

To ensure adequacy, frequency, regularity of communication Radio will develop and implement separate plan for communication targeting internal and external stakeholders.

Communication processes

The following process defines the vertical and horizontal communication system adopted by Radio.

Downward internal communication

The flow of communication downward from top within the organization will be as follows:

- The Board/Council secretary forwards board/council decisions (such as policies, procedures, decisions, rules, plans, programs, directive, instructions, appointments) to the station manager and concerned committees within ... days of decision.
- Station manager informs the decisions of higher authority to the department heads within 24 hours.
- In case of his/her decisions, the Station Manager will forwards decision to the department heads, and concerned sub-committees, within ... hours.
- The station manager informs the department heads, and concerned sub-committees, about the decisions of inter-departmental meeting within ... hours.
- The department heads will inform about the decisions of higher authorities, and concerned sub-committees, to the staff within ... days.
- The department heads provides his/her decision to staff within ... hours.
- The department heads provides decision/information obtained from of other departments to its staff within ... hours
- Downwards communication will take the form of written and oral methods as appropriate. The following table gives an overview of the key method of downwards communication.

Table 20

Written downward communications	Oral downward communications
<ul style="list-style-type: none"> - Job descriptions, work procedures, protocols - Newsletters and internal publications (cyber publications) - Digital publications - Bulletin/notice boards - Letters and memoranda - E-mail - Intranet (web for members and staff only) 	<ul style="list-style-type: none"> - Management interaction with staff - Performance feedback - Disciplinary interviews - Department meetings - Station staff meetings - Educational and orientation programs - Briefings and presentations - Telephone conversations

Upward (individual) internal communication

In case of individual communication, the flow of information upward to the top within the organization will be as follows:

- Individual staff members will communicate first to the respective department head if the communication relates to the suggestions/grievances.
- The department head will communicate the same to the station manager and concerned sub-committees as appropriate.
- The station manager forwards the copies of the communication to concerned committees, and the council/board as appropriate.

Upward (collective) internal communication

In case of collective communication, the flow of information upward to the top within the organization will be as follows:

- The unit/team/departments will communicate their meeting resolutions to the Station manager through the department heads.
- The sub-committees will forward their suggestions and recommendations to the station manager.
- The station manager will forward the suggestions and recommendations of the Committees to the board/council.
- The Council/Board forwards appropriate suggestions, recommendations and decisions to the members/license holding agency.
- Upward communication will take the form of written and oral methods as appropriate. The following table gives an overview of the key method of upward communication.

Table 21

Written upward communications	Oral upward communications
<ul style="list-style-type: none"> - employee opinion surveys - Suggestion and proposals - Memoranda, letters, email - Intranets (web for members and staff only) - Complaints or grievances - Performance evaluations - Committee and task force reports 	<ul style="list-style-type: none"> - Staff conversations with management - Department or unit meetings - Briefing by committee and task forces - Telephone conversations - Station staff meetings

Lateral internal communication

In case of lateral internal communication, among the departments and committees and sub-committees, the flow of information within the organization will be as follows:

- The Department Heads will provide suggestions/ requests/ invitations/ business /departmental decisions to concerned other department heads
- The lateral among and between committees, sub-committees, and departments will be done by respective head of the committees and sub-committees.
- Lateral communication will take the form of written, oral or a combination of both methods as appropriate. The following table gives an overview of the key method of lateral communication.

Table 22

Written lateral communications	Oral lateral communications	Oral and written both
<ul style="list-style-type: none"> - Opinion surveys - Suggestion and proposals - Memoranda, letters, email - Intranets (web for members and staff only) - Complaints or grievances - Peer review - Committee and task force reports - Performance evaluations - Committee and task force reports 	<ul style="list-style-type: none"> - Staff conversations with management - Department or unit meetings - Briefing by committees and task forces - Telephone conversations 	<ul style="list-style-type: none"> - Teambuilding seminars - Cross-departmental visits - Committee meetings - Work teams - Virtual work teams - Maintenance tasks

Communications to external stakeholders

The external stakeholders include the funders, sponsors, event collaborators, content collaborators, and the public. The responsible and authorized officials to communicate with each of these external stakeholders are as below:

Funders and sponsors:

- The Station Manager and the Marketing Department chief will communicate with commercial fund providers.
- The Station Manager and concerned Department Chiefs will communicate with donors/sponsors in matters relevant to them.

Collaborators:

- The Station Manager and concerned Department Chiefs will communicate with collaborators in matters relevant to them
- The Station Manager communicate with Associations of radio

Communication with public:

- The station manager and concerned department chiefs will communicate with the public on matters such as progress, financial status, plans, policies, code of conduct, and decisions.
- All staff, and News Bureau, members provide information about the station that is provided by the authorized persons.

- The news bureau, staff members, and radio members provide information from public (opinion, suggestion, feedback) to concerned department. The departments will then forward the information vertically or laterally as necessary.
- Public grievances, objections are directly forwarded by administrative department to the grievance mitigation committee.
- The grievance mitigation committee's decision on public grievance is broadcast by Radio.
- External communication will take the form of written or oral form as appropriate. The following table gives an overview of the key method of external communication.

Table 23

Written external communications	Oral external communications
<ul style="list-style-type: none"> - Newspaper and magazine - Press releases - Brochures and publications - Web sites - Electronic mail - Letters 	<ul style="list-style-type: none"> - Radio - Large group meetings - Collaborators and sponsors meetings - Employment interviews - Telephone communications - Stakeholder consultations

Communication with regulatory authorities

- The Council/Board chairperson and the Station Manager will communicate with regulatory authorities

Decision making system

The decision making system of Radio is defined with a view to enable the decision makers take timely decisions judiciously with sufficient information.

Approaches and principles

The decision making process of Radio will be in general participatory and inclusive. This means the relevant stakeholders within the organization will be involved and given opportunity to participate in the decision making process.

The decision making authorities will be decentralized to the lowest level possible so as to ensure prompt decisions and smooth operations of the station.

The system of making decision will be open and transparent in which the decision making authority and process will be known to concerned staff and officials. In this way, Radio envisions that the predictability of the decision making time will be enhanced, and the confusion will be minimized.

As a community radio, Radio will adopt a collective decision making approach as far as possible, with a view to minimize influence and the domination of a group or a person in decision making.

Types of decisions

The decision making system is differently elaborated here in regard to policy decisions and operational/routine decisions.

Policy decisions

Policy decisions will be classified as formal and periodic decisions and formal and non-periodic decisions. Formal and periodic decisions include decisions relating to strategic plan formulation,

formulation of annual plan and budget, and executive committee meetings. Formal and non-periodic decisions include decisions related to formulation of constitution and by-laws of the radio; organization restructuring, upgrading and downsizing; making investments; related to project management; and crisis management.

Operational/routine decisions

The operational/routine decisions include matters related to recurrent organization management aspects such as adding or removing program, staff management (posting, transfer and promotion, leave, disciplinary actions), and logistics (vehicle, office layout, purchases, materials handling...). Similarly operational/routine decisions will also include taking situational decisions such as temporary adjustment in the program grid (cover special events...), and complaints and grievances handling.

Decision making Process

The process of making decision is described for policy and operational decision. The process describes who is responsible for and how a decision issue is generated, agenda is set, deliberations and decisions made, and a decision is followed up.

Policy decision making process

Policy decisions are made by Board/Council of Radio. The process of making policy decision is as follows:

Issue generation: The decision issues are identified from different sources. The station manager collects/compiles as decision issue. The issues may come from individuals or groups (board/council/station manager) who provide their observations, proposals and suggestions to station manager. It may come from systemic sources such as observed issues mentioned in the monitoring and evaluation system, reviews, studies, committees and sub-committees. Often the observations of the audience and other stakeholders are also source of decision issues. The station manager is responsible to categorize and make a list of issues for decisions by the Board/Council.

Agenda setting: The station manager sets agenda for decision in consultation with Chair. The station manager and the Chair present and explain agenda in Board/Council meetings.

Deliberation and decision: The Board/Council gathers pertinent information regarding a decision issue. The Board/Council may use different methods such as information collection, discussion, and expert consultation, or form a team/committee for further study to gather information. The Board/Council explores possible alternative and their implications (refer to suggested decision grid), and provides judgment and makes decision in a democratic manner. The outcome of the decision process is informed for implementation following the channel explained in the communication system.

Table 24 **Decision grid**

Decision options	Implications				Decision about the option
	Financial	Policy	Program/ on-air	Other	
1					
2					

Follow-up the decision: The board collects opinion and feedback on the decisions made, reviews progress of implementation, analyze options and variations and, based on the findings of the follow up actions, modify and improve the decisions.

Operational/routine decision making process

The operational/routine decision making takes place at the Station Manager and Department Levels. The process is described below.

Operational/routine decision making process at the Station manager level

Operational/routine decisions to be made at the Station Manager level follow the process described below.

Issue generation: The issue for decision comes from different sources. One of the sources is staff complaints and grievances forwarded by departments. Similarly observations and suggestion of the Board/council members and the Station Manager himself/herself; or the observation, complaints and suggestions of the audience and other stakeholders are another source of issue. Moreover the issues could be identified by the monitoring and evaluation system, reviews, studies, committees and sub-committees. The Station Manager is responsible to categorize and make a list of issues for decisions.

Agenda setting: The Station Manager will then evaluate the issues for decisions and identify the agenda for self-decision. If the decision issue is not within his/her authority then the Station Manager will forward them to the Board/Council.

Deliberation and decision: The deliberation starts with gathering of pertinent information. The Station Manager will gather pertinent information using appropriate method(s) such as evidence collection, verification, discussion, consultations and purview of applicable rules and regulations. As necessary, further actions such as facilitation or arbitration, or team formation for deliberation may also be adopted. The Station manager will assess the alternative course of action and their potential implications (as in the decision grid), and then provide judgment and make a decision. The Station Manager will inform about the decision the concerned individual/group/department in writing or as appropriate.

Follow-up the decision: The station manager will collect feedback on the decisions, and take corrective measures if necessary.

Operational/routine decision process at department level

Operational/routine decisions to be made at the Department level follow the process described below.

Issue generation: The issue for decision comes from different sources. One of the sources is staff complaints and grievances lodged in writing by individual staff or group of staff. Similarly observations and suggestion of the Station Manager or the department head himself/herself; and the observation, complaints and suggestions of the audience and other stakeholders are another source of issue. Moreover the issues could be identified by the monitoring and evaluation system, reviews, studies, committees and sub-committees. The Station Manager is responsible to categorize and make a list of issues for decisions.

Agenda setting: The Department Head will then evaluate the issues for decisions and identify the agenda for self-decision. If the decision issue is not within his/her authority then the Department Head will forward them to the Station Manager.

Deliberation and decision: The deliberation starts with gathering of pertinent information. The Station Manager will gather pertinent information using appropriate method(s) such as evidence collection, verification, discussion, consultations and purview of applicable rules and regulations. As necessary, further actions such as facilitation or arbitration, or team formation for deliberation may also be adopted. In case of inter-departmental issues the Department Head will obtain recommendation, approval, memo or verbal consent from respective department chief. The Department Head will assess the alternative course of action and their potential implications (as in the decision grid), and then provide judgment and make a decision. The Department Head will inform about the decision the concerned individual/group/department in writing or as appropriate.

Follow-up the decision: The station manager will collect feedback on the decisions, and take corrective measures if necessary.

Monitoring and evaluation system

Community radio will establish a systematic monitoring and evaluation system. The system will include monitoring at four main domains – monitoring of inputs, results, outcomes, and impact. The monitoring and evaluation will be made department-wise. Radio considers monitoring and evaluation as the elements of a continuum, in which the measurement of the two domains – inputs and result – will be closer to monitoring, and the other two – outcome and impact – are closer to evaluation.

Monitoring of inputs will take considerations of the human resources, capacity development measures, budget, and other support provided to a department. The monitoring of results will be done as the immediate output of the inputs. The measurement of inputs and results will be done looking into the data and information available in the station.

Evaluation of outcome and impact will be measured by looking into the changes in the attitude and practices of the community of the radio that are caused due to the performance of the radio (the inputs and results).

The formulation of department-wise indicators under each domain and the design of monitoring framework (including the responsibilities for monitoring, method to be employed, frequency, and use of monitoring and evaluation information) constitute the monitoring and evaluation system of Radio.

The monitoring and evaluation system is presented below in short.

Indicators for monitoring and evaluation

The set of indicators for monitoring and evaluation of the performance of each department of the Radio is presented here.

Table 25

Object of M&E	Domain			
	Input	Result	Outcome	Impact
News Department	<ul style="list-style-type: none"> - Number of HR (paid/volunteer) involved - Budget spent - Hours of training to staff - Number of news reporters per field equipment - No. of staff meetings within department 	<ul style="list-style-type: none"> - Number of bulletins; - No. of languages; - Coverage of events in terms of geographic, thematic diversity; - Ratio of field and desk based news - Cost per minute of news - No. of staff per minute of news - No. of “breaking news” 	<ul style="list-style-type: none"> - Listeners’ preferred news source; - Recognition of local languages; - Mainstreaming of peripheral and diverse issues 	<p>Contribution towards:</p> <ul style="list-style-type: none"> - Informed debates/ democracy - Empower to exercise rights and choices; - Self-esteem of the ethnic language communities
Program Department	<ul style="list-style-type: none"> - Number of HR involved - Budget spent - Hours of training to staff - Number of reporters per field equipment - Ratio of studio time vis-à-vis duration of produced program - No. of staff meetings within department 	<ul style="list-style-type: none"> - No. of program hours produced and broadcast - No. of program hours in local languages produced and broadcast; - Program produced with variety in format and content mix - Ratio of music from local artists in local languages produced and broadcast vis-à-vis total musical program hours - Cost per minute of program produced- - No. of staff per minute of program produced 	<p>Contribution towards:</p> <ul style="list-style-type: none"> - Adoption of new policies and practices - Establishing new linkages - Adequate programs of community needs in appropriate time - Recognition of local languages and talents; 	<p>Contribution towards:</p> <ul style="list-style-type: none"> - Rational thinking and acts - Self-esteem of the community people - Social equity and harmony
Marketing Department	<ul style="list-style-type: none"> - Number of staff involved - No. of commission agents mobilized - Budget spent - Hours of training to staff - No. of off-air promotion events - No. of staff meetings within department 	<ul style="list-style-type: none"> - Percent increase/decrease in annual revenue - Percent increase/decrease in revenue compared to same period (quarterly) in previous years - No. of proposals prepared and submitted - No. of clients or partners increased or decreased compared to same period (quarterly) in previous years and previous quarter - Amount raised per client/ partner - Amount of marketing revenue per commission agent - Ratio of revenue from commodity market versus social marketing 	<ul style="list-style-type: none"> - Sustainability of the radio - Reserve funds created - Annual expenses met by operating incomes 	<p>Contribution to:</p> <ul style="list-style-type: none"> - Stimulation of local economy

Object of M&E	Domain			
	Input	Result	Outcome	Impact
Technical Department	<ul style="list-style-type: none"> - Number of staff involved - Budget spent - Hours of training to staff - No. of staff meetings within department - Properly maintained technical logbook 	<ul style="list-style-type: none"> - Number of equipment breakdown occurred - Production minute per technical staff - Broadcast quality (audio, on-air signal, ...) - Operating condition of equipments 		
Admin and HR Department	<ul style="list-style-type: none"> - Number of HR involved - Budget spent - Hours of training to staff - No. of staff meetings within department 	<ul style="list-style-type: none"> - No. of training programs organized - No. of team building events organized - Information about the station (from personal, logistics records) available within a day - No. of volunteers increased/ decreased - Complain about cleanliness increased/decreased - Staff complaints about routine office operation (opening, closing, security, ...) increased/decreased 	<ul style="list-style-type: none"> - Conducive working environment - Responsiveness of the station increased - Preferred station of staff and volunteer - Competent HR - Effective system and procedures 	
Account Department	<ul style="list-style-type: none"> - Number of HR involved - Budget spent - Hours of training to staff - No. of staff meetings within department 	<ul style="list-style-type: none"> - Financial information of the station available within a day - Inventory information of the station available within two days - Responses to payment-requests made within a day - Financial documents ready for audit within 15 days of the end of the fiscal year 		
Station Manager	<ul style="list-style-type: none"> - Annual plan and budget - Board directives - Staff available - No. of meetings with staff 	<ul style="list-style-type: none"> - No. of partners/ networks increased or decreased - Achievements of the station against plan increased or decreased - Monthly performance review of staff/departments completed - Annual report (financial, progress, staff/volunteer...) of the station available within 45 days of the end of the fiscal year - No of invitations to the station by stakeholders ranging from policy making bodies to the community groups increased/decreased 	<ul style="list-style-type: none"> - Adoption of practices of Radio by other radios - Researchers related to community development / media consult Radio 	Radio established as a Social Heritage

Monitoring & evaluation framework

Monitoring and evaluation framework provides the responsibility for carrying out monitoring and evaluation, method and process to be employed, frequency of assessment, and reporting official under different domains of M&E – input, result, outcome, and impact. The framework is developed for monitoring and evaluation of each department of the radio.

Table 26 Department: News

Domain	Input	Result	Outcome	Impact
M&E Responsibility	Self monitoring & by Peer-Department	Station Manager	Radio Board	Radio Board
Method and Process	Self-review of progress against plan, lessons learnt, Peer-review Analyze gaps between resource achievements; Assess the efforts made by the department- Means of verification: annual plan, and other documents	Study self-monitoring and peer-review findings; Carry out consultations, and observation; - Examine achievement of results against plan and standards;- Draw conclusion	Method: desk study, data collection, stakeholders' consultations, mini surveys, case studies Define strategic direction for next year Process: Internal and External Team of evaluators	Impact study External evaluators
Frequency	Quarterly	Half-yearly	Yearly	Once in three years
Reporting to	Station Manager	Board Chair	Board/Council	Board/Council
Responsible for Action	Department Head	Station Manager	Board	Board/Council

Table 27 Department: Program

Domain	Input	Result	Outcome	Impact
M&E Responsibility	Self monitoring & by Peer-Department	Station Manager	Radio Board	Radio Board
Method and Process	Self-review of progress against plan, lessons learnt, Peer-review Analyze gaps between resource achievements; Assess the efforts made by the department- Means of verification: annual plan, and other documents	Study self-monitoring and peer-review findings; Carry out consultations, and observation; Examine achievement of results against plan and standards;- Draw conclusion	Method: desk study, data collection, stakeholders' consultations, mini surveys, case studies Define strategic direction for next year Process: Internal and External Team of evaluators	Impact study External evaluators
Frequency	Quarterly	Half-yearly	Yearly	Once in three years
Reporting to	Station Manager	Board Chair	Board/Council	Board/Council
Responsible for Action	Department Head	Station Manager	Board	Board/Council

Table 28 Department: Marketing

Domain	Input	Result	Outcome	Impact
M&E Responsibility	Self monitoring & by Peer-Department	Station Manager	Radio Board	Radio Board
Method and Process	Self-review of progress against plan, lessons learnt, Peer-review Analyze gaps between resource achievements; Assess the efforts made by the department- Means of verification: annual plan, and other documents	Study self-monitoring and peer-review findings; Carry out consultations, and observation; - Examine achievement of results against plan and standards;- Draw conclusion	Method: desk study, data collection, stakeholders' consultations, mini surveys, case studies Define strategic direction for next year Process: Internal and External Team of evaluators	Impact study External evaluators
Frequency	Quarterly	Half-yearly	Yearly	Once in three years
Reporting to	Station Manager	Board Chair	Board/Council	Board/Council
Responsible for Action	Department Head	Station Manager	Board	Board/Council

Table 29 Department: Technical

Domain	Input	Result	Outcome	Impact
M&E Responsibility	Self monitoring & by Peer-Department	Station Manager		
Method and Process	Self-review of progress against plan, lessons learnt, Peer-review Analyze gaps between resource achievements; Assess the efforts made by the department- Means of verification: annual plan, and other documents	Study self-monitoring and peer-review findings and observation; Examine performance against plan and standards;- Draw conclusion Process: Involve technical expert as far as possible		
Frequency	Quarterly	Half-yearly		
Reporting to	Station Manager	Board Chair		
Responsible for Action	Department Head	Station Manager		

Table 30 Department: Admin and HR

Domain	Input	Result	Outcome	Impact
M&E Responsibility	Self monitoring & by Peer-Department	Station Manager	Radio Board	
Method and Process	Self-review of progress against plan, lessons learnt, Peer-review Analyze gaps between resource achievements; Assess the efforts made by the department- Means of verification: annual plan, and other documents	Study self-monitoring and peer-review findings; Carry out consultations, and observation; - Examine achievement of results against plan and standards;- Draw conclusion	Method: desk study, analysis of system and procedures, stakeholders' consultations, staff & volunteer feedback Define strategic direction for next year Process: Internal and External Team of evaluators	
Frequency	Quarterly	Half-yearly	Yearly	
Reporting to	Station Manager	Board Chair	Board/Council	
Responsible for Action	Department Head	Station Manager	Board	

Table 31 Department: Account

Domain	Input	Result	Outcome	Impact
M&E Responsibility	Self monitoring & by Peer-Department	Station Manager		
Method and Process	Self-review of progress against plan, lessons learnt, Peer-review Analyze gaps between resource achievements; Assess the efforts made by the department- Means of verification: annual plan, and other documents	Study self-monitoring and peer-review findings; observation; Examine performance against plan and standards; Draw conclusion		
Frequency	Quarterly	Half-yearly		
Reporting to	Station Manager	Board Chair		
Responsible for Action	Department Head	Station Manager		

Station operation protocol

Administrative protocol

Radio will have its administrative norms and rules defined with a view to ensure smooth running of the station. The norms and rules will include at least the issues and the standards listed here. The norms and rules may be further elaborated for reference and enforcement.

Station opening and closing

- In case of Radio Sagarmatha, station remains on-air from 5 am to 11 pm of a day. The staff will be working in three shifts – morning, day, and night shifts.
- Station remains open for staff 1 hour before and an hour after the on-air time. Special permission is required for staff willing to stay beyond the time stated above.
- Normal office hour for public visit is 10am to 5pm
- Program related guest can be allowed to visit beyond the normal office hour upon request/identification by the responsible staff

Reporting time

- For regular administrative staff the normal reporting time is 10 am.
- The reporting time for staff/volunteers/interns depends on the shift s/he is assigned to work. Accordingly the reporting time for the staff/volunteers/interns assigned in morning shift is 5:30 am. It is 12:00 noon for those working in the day shift and 3:00 pm to work night shift.
- The reporting time for the technician assigned to work in the morning shift is 4:30 am. Similarly technicians to work on the day shift technician must report at 10:30 am. It is 16:30 pm for night shift.

Cleaning

- Floor cleaning job should be done at least twice a day – the 1st cleaning should be done before 10 am and the 2nd is before 9 pm.
- Cleaning of tables is the responsibility of the staff member who have used it
- Cleaning of electronic equipments should be the responsibility of the technicians who can acquire support from other staff members

Handing over and taking over

- Arrangement will be made to ensure overlapping of about half an hour among the shift-in-charges and technicians.
- During the overlap time, the shift-in-charge completing the responsibility will give details of program/follow-up to the incoming shift-in-charge.
- Same rule applies for the technicians.

Station security

- The administration department is liable for the security arrangements

Receiving phone calls/message

- Normally the receptionist is responsible for receiving calls and delivery of the message to concerned staff member in the office hours,
- During the extra hours all the staff will have moral duty to receive the phone call and deliver messages,

- 'Namaste this is Radio XYZ' must be the first sentence while receiving direct calls
- The one receiving phone call should use polite and mild language

Making phone calls

- Staff members will limit their personal calls to the minimum
- Even in case of official calls, a caller should obtain prior-approval to call from the respective department heads/shift-in-charge
- A log of outgoing long-distance calls will be maintained

Mails (letters, e-mails)

- Official letters should be issued following proper authority and channel as mentioned in the communication policy.
- Departments will be provided with e-mail and internet access. The station manager is responsible for making official email system.

Vehicle log

- The drivers are responsible for maintaining vehicle log as provided by administration department. Vehicle log will record the duty hour, distance traveled, fuel consumption and the signature of users as its minimum essential elements.

Logistics record (borrowed, consumed, in-use)

- In general the administration department is responsible to keep record of logistics which will provide information whether an item is borrowed, in-use, or consumed
- In case of Technical department the in-charge will maintain the record
- However, in case of news and program departments the shift-in-charge will be responsible to manage the logistics.

Handling at the time of unexpected urgent situations

- Unexpected situations are handled by the station manager
- However, the shift-in-charge will assume responsibility to handle such difficult situations during off-hours or when the station manager is not around.

Channel of reporting

The following reporting channel will apply in general.

- The station manager reports to the Radio Board
- The department chief report to the station manager
- The shift-in-charge report to the department chief
- The shift member to shift-in-charge
- The staff at the administration, accounts, marketing departments report to the respective department chief

Code of the office holder

The office holders (board members, committee and sub-committee members) of Radio will strictly abide by the following code of conduct.

- Political non-partisan
- Democratic norms and behaviors

- Respect to organizational decisions
- Maintain station's goodwill
- Maintain secrecy

Staff/volunteer code

The staff and volunteers of Radio will observe these codes of conducts, which will be taken as complimentary to the code of conducts mentioned in the human resource management policy.

- Punctuality
- Maintenance of office secrecy
- Respect to organizational decisions and colleagues
- Adherence of authority
- Maintenance of station's good will
- Studio disciplines
- Collective effort

The Radio can prepare by-laws regarding these aspects to impose sanctions those officials who violate these code of conducts.

On-Air protocol

Radio will have its administrative norms and rules defined with a view to ensure quality of on-air broadcast of the station. The norms and rules will include at least the issues and the standards listed here. The norms and rules may be further elaborated for reference and enforcement.

Reporting time

- Program broadcaster (presenter, news reader) must report to the station at least 30 minutes before the broadcast time of their program
- The technical staff must report to the station at least 45 minutes before the broadcast time of the radio

Airing of signature tune

- The signature tune of the station will only be aired at the beginning and end of broadcast
- The signature tune of the station will not be longer than a minute.
- The program signature tune (theme music) must be aired at the beginning and end of program broadcast.
- Program signature tune should not be longer than 30 seconds
- The signature tune will be based on rhythm, chord progression and distinctive note pattern (in short it will be not melody-dominant but rhythm-dominant)

Station ID and promo

- Station ID will be aired once at least every 30 minutes
- Station promo and Program promo will be aired not more than twice every 30 minutes

Broadcast of advertisements

- Radio will broadcast advertisements equivalent to 8 minutes per hour of available broadcast time
- Airing of advertisement at a time will not be more than 1.5 minutes.

On-air log

- The Programme Chief is responsible for maintaining of the on air log of programme.
- Programme chief will sign on the on-air log. The program log will be made available to the on-air studio daily with a copy to the Station Manager.
- Marketing chief is responsible for maintaining the ad-log.
- Marketing Chief signs and provides the ad-log to broadcast to programme department chief. Programme chief checks the adverts to see whether they are according to the broadcasting policy of Radio. Then putting a signature on it s/he provides it to the studio for broadcast.

Transmitter log

- Technical Chief is responsible for maintaining the transmitter log.
- In the beginning, mid and ending time of on air, technician on duty must write the parameters of the transmitter and submit to the technical chief.

Handling of emergency situations

- In any unprecedented emergency situation facing at the station, the shift-in-charge (duty chief) is responsible to handle it.
- S/he should inform the Station Manager about the situation as soon as possible and consult to take the appropriate measures.
- In such situation, Radio expects the staff members closer to the station (in walking distance) to come to the station as fast as they can.

Handing over and taking over

- Briefing to the successor will have to be done by the outgoing responsible person from one shift or group to another.

Notice of changes

- In case if an existing program is to be replaced by another one, or a new program is to be launched, then Radio will inform the community sufficiently ahead of the effective date (for example the notice will be announced repeatedly at least for 5 days prior to the actual happening in different shifts).

Station style

The following parameters indicate the style of the station

- Use of tense: present perfect
- Use of languages: predominantly Nepali, ethnical languages
- Addressing: no use of the term "audience"; no use of Mr. or Mrs before names; no use of words such as hajur, jyu, ta, timi
- Speed: 120
- Voice pitch: mostly normal, sometimes by the nature of program it will be in between medium and high
- Format for date: year/month/day.
- Format for Time: 12 hrs.

Programming protocol

Radio will have its programming norms and rules defined with a view to ensure quality of program broadcast of the station. The norms and rules will include at least the issues and the standards listed here.

The norms and rules may be further elaborated for reference and enforcement.

Reporting time and preparation

- Recorded program should be submitted to the shift-in-charge at least 1 Hour before the on-air time
- For live programs, all the members of the responsible team must report at least 30 minutes prior to the broadcast time
- Guests invited in studio for live programs, should be given proper orientation at least 15 minutes prior to the broadcast time

Program log sheet

- Shift in-charge will make the programme log sheet in a standard format.
- S/he must submit it to the programme chief one day before.
- Programme chief checks it and sends to studio in-charge to broadcast.

Program length

- 15 minutes of allocated time equals to 12 minutes of actual program time. In the same way 30 minutes of allocated time equals to 26 minutes actual time. 45 minutes equals to 40 minutes of actual time and 1 hour equals to 52 minutes

Handling of unusual situations

- The shift-in-charge will take appropriate decision in consultation with the station manager in case of unusual situations.

Channel of reporting

The following channel of reporting will apply

- shift member to shift in-charge
- shift in-charge to department chief
- department chief to station manager

Upkeeping of equipments

- Technical department will have the prime responsibility to upkeep the equipments

Portraying

- Programs and people in Radio must not use stereotype portraying on the basis caste, sex, race, human disability and so on.

Representation

- Each program must ensure a balanced representation of people belonging to different class, caste, ethnicity, gender, and geographic areas
- Priority should be given to voiceless people and community members

Selection of music

- The program producers must broadcast only those music that have been scrutinized and rated as eligible for broadcast by the station

Respect of copy right

- implication of provision of copyrights act in every programs and bulletins is the duty of respective producers

Advertisement and promotional activities

- Radio has to be alert at the eventuality of different commercial firms affecting the element of their independence, honesty and prestige. This is the reason why the radio should refrain from giving an impression that the radio is promoting the products or services being advertised by different business undertakings. Point should be made to ensure that the prestige of the radio, program title, content selection and actors involved are not abused by the advertisers.
- Program presenters, reporters or anyone who appears regularly in the programs should not be involved in promotional activities in a way which may adversely hit the prestige of the station.
- Artistes involved in the production of radio programs of the station should not hit the image of their station while producing advertisements or promos for other radio stations.

Plan, Policies and Procedures

Human resource plan of community radio

The human resource need of Radio will be determined by various factors. They include:

- Vision and long-term plan of the Radio
- Hours of broadcast
- Type of program broadcast: musical, educational, news and current affairs
- Policy of the radio with respect to programs broadcast - self-produced; shared; quality of program; presentation format;
- The human resource plan of Radio is calculated taking into account of these factors, and assuming a standards and norms.

Standards and norms for number and type of Human Resource

The norm is deducted considering the broad basis with regard to total hour of broadcast, and certain standard and principles. They are:

- Daily broadcasting duration will be 6 hours a day
- Broadcasting will take place in 2 shifts (3 hours morning and 3 hours evening)
- Breakdown of broadcasting time by type of program will be as follows: 3 hours of musical programs, 2 hours of educational/package program, and 30 minutes of news (3 bulletins) and 30 minutes of current affairs.
- Certain percent of a news item can be carried over up to only the third bulletin.
- In case a news item is carried over then only 25 to 30% of a bulletin will be carried over to the subsequent bulletin. Similarly it will be 10 to 15% carried over to the third bulletin.

Proportion of the content by the type of program will be maintained as follows:

Table 32

Category of production	News	Current affairs	Educational /package	Music
Studio	40 percent	80 percent	40 percent	20 percent*
Live	20 percent			5 percent
Others' production			20 percent	60 percent**
Field/research based	40 percent	20 percent	40 percent	15 percent

* Music produced by the radio station bringing artists in the studio

** Music produced by other companies/groups/individuals

Calculation of human resource need

Calculation of human resource need for the news bulletins and current affairs program is done based on the effective time of broadcast and actual production time. The following are the assumptions for this purpose.

Time distribution of news bulletin (30 minutes)

The time distribution of news bulletin is shown in table below. It assumes that if allocated time of a news bulletin is 10 minutes then effective time will be 9 minutes only (after deducting signature tunes, and promos). The actual production time will also be calculated by deducting the time of the news items carried over from the previous bulletins.

Table 33

	Allocated Time	Effective Time	Actual Production	Carried over from previous bulletin
Bulletin - 1	10 min	9 min	9 min	0
Bulletin - 2	10 min	9 min	6 min	3 min
Bulletin - 3	10 min	9 min	4.5 min	4.5 min
	30 min	27 min	19.5 min	7.5 min

Time distribution of news and current affairs program (60 minutes)

The table below shows the allocated time, production time and an estimate of the human resource needs. The Human resource need column gives the number and type of human resource to produce and broadcast the news and current affairs program.

Table 34

Format	Allocated Time	Production Time	HR Need
3 News bulletins (10min each)	30 min	27 min	8 (editing-1, reporting-5, desk - 2)
30 min current affairs (interview format)	30 min	27 min	3 (research-1, question designing and interviewing-2)
Total	60 min	54 min	11 Persons

Time distribution of education program (120 minutes)

The table below shows the allocated time, production time and an estimate of the human resource needs. The Human resource need column gives the number and type of human resource to produce and broadcast the education program.

Table 35

Format	Allocated Time	Production Time	HR Need
Interviews	30 min	26 min	3 (research-1, question designing and interviewing-2)
Magazine	20 min	18 min	4 (report and vox pop- 1.5, analysis-1, interviews-1, narration-0.5)
Discussion	30 min	26 min	3 (research-1, question designing and interviewing-2)

Mini feature/actuality	10 min	8.5 min	3 (research/field work-2, Script/editing-1)
Drama	10 min	8.5 min	5 (concept-1, script-2, direction-1, artist-1)
Game	20 min	18 min	4 (research/design-3, presentation-1)
Total	120 min	105 min	22 Persons

Time distribution of music program

In order to arrive at the time distribution of the music program it is assumed that at least music equivalent to 30 minutes per week will be produced by bringing artists in the studio. Similarly it is assumed that a fixed amount of time on a month will be allocated for live music program. Furthermore, assumption is that the Radio gives special focus on identification, preservation, and promotion of traditional/cultural/folk music through field research.

The table below shows the allocated time, production time and an estimate of the human resource needs. The Human resource need column gives the number and type of human resource to produce and broadcast the music program.

Table 36

Format	Allocated Time	Production Time	HR Need
Studio production	36 min	30 min	3 (music knowledge, public relation.)
Others' production	108 min	100 min	2 (music knowledge, screening, presentation, interviewing)
Live (monthly)	270min	270 min	1 (public relation, field/technical knowledge, observing, interviewing)
Field/research based/ appreciation	27 min	27 min	5 (ethno-music knowledge, public relation, research skill)
Total	180 min	166min	11

Considering the fact that it the need of the Human Resource need of the radio cannot be calculated proportionately for different hours of broadcast. The radio calculates the human resource need for the First-six hours broadcast, and subsequent six hours. While the first six hours of broadcast will be fixed minimum the human resource need for the subsequent hours will be proportionately adjusted to the subsequent six-hours of broadcast.

Radio will also define how the station will plan to source the required human resource. The station will fulfill its human resource needs through hiring regular staff, volunteers, contributors/stringers, trainees/interns, and outsourcing of services.

As a policy Radio will maximize the use of institutional volunteers

According to the estimates of the human resource needs and policy directions mentioned above the human resource requirement and the sourcing plan is presented in the table below:

Table 37 HR needs for the first six hours of broadcast

Description of programs	No. of HR	HR Sourcing Plan				
		Regular staff	Volunteer	Contributor/stringer	Trainee/Intern	Outsourced
1 hour of news and current affairs program	11	6	2	1	2	-
2 hours of education program	22	7	6	3	3	3
3 hours music program	11	3	4	1	3	-
Technical	1	1	-	-	-	-
Admin and account	1	1	-	-	-	-
Support staff	2	1	-	-	-	1
Marketing	1	1	-	-	-	-
Total HR	50	20	12	5	8	4

Human Resource needs of Radio for the subsequent six hours broadcast is worked out with the following assumptions with regard to the type and quality of program envisaged for the additional hours of broadcast.

- Additional programs will be developed in a relatively easy format such as including interview and discussion programs instead of magazines, features and drama;
- Additional news bulletin will be broadcast for 5 minutes each, which will cover the main events and not go into probing in-depth news; and
- Additional music programs packaged utilizing mainly Others' music (Music produced by other companies/groups/individuals).

The estimation of the HR needs for the subsequent six hours of broadcast and the sourcing plan is presented in the table below:

Table 38 HR needs for the subsequent six hours of broadcast

	Additional HR Needs	HR Sourcing Plan				
		Regular staff	Volunteer	Contributor	Trainee/Intern	Outsourced
1 hour of news and current affairs program	5	1	2	1	1	-
2 hours of education program	8	-	3	-	2	3
3 hours music program	3	-	2	-	1	-
Technical	1	1	-	-	-	-

Admin and account	2	1	1	-	-	-
Support staff	1	1	-	-	-	1
Marketing	2	1	-	1	-	-
Total HR	22	5	8	2	4	3

HR Need of the Station will be determined based on these two tables, as below:

Table 39 Human resource needs by hours of broadcast

Description	HR Need		HR per Hour		HR Needs by Hours of Broadcast				
	1st 6 Hrs	2nd 6 Hrs	1st 6 Hrs	2nd 6 Hrs	6	9	12	15	18
1 hour of news and current affairs program	11	5	1.8	0.8	11	13.5	16	18.5	21
2 hours of education program	22	8	3.7	1.3	22	26	30	34	38
3 hours music program	11	3	1.8	0.5	11	12.5	14	15.5	17
Technical staff	1	1	0.2	0.2	1	1.5	2	2.5	3
Admin and account staff	1	2	0.2	0.3	1	2	3	4	5
Support staff	2	1	0.3	0.2	2	2.5	3	3.5	4
Marketing	1	2	0.2	0.3	1	2	3	4	5
Total Human Resource	49	22	8.2	3.7	49	60	71	82	93

Note:

It is noted that the HR needs is estimated following certain assumptions with regard to the format of the programs the Radio will broadcast and the type and proportion of different type of programs to be produced and broadcast. Therefore the management of Radio will give due consideration while evaluating the program efficiency and effectiveness with the number and type of human resource made available to work at the station.

Documentation and knowledge management policy

Radio gives high importance to documentation and knowledge management, which it considers as one of the core area of management for an information and knowledge based organization such as radio.

Radio will maintain its documentation in web-page, library of print documents, and library of electronic records. The contents of the different forms of documents and records are provided here.

The web-page of Radio will normally contain the following:

- Policies and strategies of Radio
- Good practices and lessons drawn with regards to internal organizational management, production and broadcasting, public relation and partnership, and other relevant matters.
- Information for public dissemination (including information about the station and its programs, program content, photos, other local materials, feedback from listeners)
- Useful internet links for knowledge and information about radio management and content development.
- Space for local organizations within the broadcast community of the radio to disseminate their goals, programs and activities.

Library of print documents will contain as much of the following as possible:

- Books, journals, periodicals
- Constitution, Acts, By-laws and Declarations
- Reports
- Magazines
- Newspapers
- Press releases, party manifestoes,
- Treaties and Agreements
- Other relevant documents

Library of electronic records (CD, Cassettes, computer archives, e-books...) will be maintained of the following:

- Music
- On-air program records
- Raw footage

The radio will adopt a system and mechanism for easy and fast accessing and retrieving the information. A library and documentation center will be established and maintained for this purpose.

For the proper management and operation of library /documentation center Radio will develop a by-law defining the following as the minimum.

- Responsible unit within the organization with responsible staff;
- Availability of budget for running the information and documentation center;
- Information collection, processing (e.g., cataloguing by name, place, subject matter, program, key words, producer, and so on), storing and retrieval system;
- Provisions for accessing and using of the information and documentation center, such as enriching the documents and records, borrowing materials and penalty; and
- Duration and frequency of updating the records and documents.

Collaboration policy of community radio

Radio will forge and develop collaborative relationships with appropriate organizations, to enhance its efficiency, effectiveness and sustainability. The policy on collaboration guides the Radio to decide on the collaborating partners and the way in which the Radio maintains its relationships with the collaborators.

Types of Collaborators of Radio

Radio classifies its collaborators into four main types. They are: Content collaborator, Event collaborator, Sponsors, and Funders.

- Content collaborators are those institutions and organizations who provide the program content to the Radio. The objective of such collaboration is to acquire useful program with less liability. The collaboration of the Radio with indigenous people's organizations (IPOs), professional organizations such as N-SAT or national geographic fall under this category. In such collaboration while the radio provides space for the collaborating partners to reach the community, the radio receives broadcast content with no or a little long term liability involved. The Radio has the rights to see whether the program content meets the parameters of Radio Broadcasting policy. Such collaboration are often long term and permanent nature such that the institutional relationship remains live even though there is no program being broadcast at any point in time.
- Event Collaborators are those partners who the Radio will work together in an event and where normally the partnership terminates as the event ends. Such relationships are mostly temporary and one-off type, however, working together for events may lead to developing a longer term partnership. The objective of the radio to entertain such collaboration is to expand network and visibility. Example of such collaboration is Radio serving as media partner of an urban cleaning campaign, exhibition or a carnival.
- Sponsors are fund providers to the radio station who in return wish to promote their image or objectives with funds to the Radio. The radio itself produces the program content, but may use the materials provided by the sponsors. The primary objective of such collaboration is to improve financial capacity of the Radio. The relationship with a sponsor can be longer term, but remains live until the memorandum of understanding remains valid.
- Funders are collaborators of the Radio who provide physical, material or monetary support. Examples of such collaboration include construction of a studio room, land donation, purchase equipment or furniture, cash donation, and so on. Funders are different from sponsors in the sense that they do not tie up their contribution with a particular program – they contribute to the strengthening of the radio as an entity.

Radio will establish the working relationship with them according to the interest and requirements of the Radio as well as the collaborators. The Radio will evaluate each collaboration proposal in terms of the organizations credibility and profile, or the proposed terms and conditions of collaboration, and other applicable criteria and decide on whether to accept or reject a proposal.

The radio will become a member of association or network at the national and international level to protect the rights of radios, develop capacity and learning. Such decisions are made on a case to case basis evaluating the merits of the proposals, so policies to enter into partnership and networking of such kinds are not covered here.

Relationship with collaborators

Radio is open to collaboration with organizations subject to their compatibility with the collaboration policy and standards set by the Radio. The relationships with collaborators will be decided according to the context and negotiation on the terms of collaboration between the collaborating partners.

However, broadly the characteristics of the relationship with different types of collaborators are defined in terms of the objective of collaboration and the minimum criteria to accept a collaborator. Similarly the most common mode of collaboration, the communication mechanism between the partners, and the means of monitoring and reviewing the partnership relations are also developed. The following table provides the broad framework of collaboration:

Table 40

Collaboration aspects	Content Collaborator	Event Collaborator	Sponsors	Funder
Objective	Reduce organizational liability Create synergy in program	Increase radio visibility expand network	Improve financial capacity	Improve social, physical and financial resources
Choice of collaborators	Commonality in goal and core values Specialization in subject matter Involvement in social movements Credibility and recognition	Social importance of the event Credibility of potential collaborators	Compliance with radio editorial policy Credible potential collaborators	Institution or individual with good moral standing
Mode of collaboration	Longer term frame agreement (editorial policy, program frequency, roles, responsibility) and periodic activity agreement	Memorandum of Understanding (MOU)	MOU agreement	MOU agreement
Communication	Regular contact, review meetings, progress report	Information exchange briefing meeting	Status report as provisioned in the MOU/ agreement	Status report as provisioned in the MOU Review meetings briefing
Monitoring and review	Joint permanent mechanism Develop joint monitoring plan	Reflection and learning	Review meeting	Periodic review Develop joint monitoring plan

Radio will develop a template of MOU for each type of collaboration, or enter into MOU format developed by the collaboration partner. However, it will at least make sure that the MOU defines the following:

- Objective and Tasks
- Duration of MOU
- Roles and authority of each party
- Liability of each party
- Communication, monitoring and reporting mechanism
- Terms and conditions of collaboration
- Mechanism for arbitration and dispute settlement

Resource mobilization policy and procedures

The sustainability Radio largely depends upon its ability to mobilize resources – financial, physical, technical, and human. The Radio has its criteria and priorities to accept resources from organizations, business houses and individuals.

Policy and procedures with regard to two major sources – advertisements and fundraising – is elaborated here.

ADVERTISEMENT COLLECTION POLICY AND PROCEDURES

General policy on advertisement

The following are the general guiding policy with regard to advertisements:

- The collection of advertisement is a means to diversify resources for the operation of the radio. As such Radio will take resources from advertisements as supplement to the resource generation endeavor of the radio.
- While Radio will not rely heavily upon collection of advertisement from commodity market, it will also see to it that the radio's dependency on any single source is avoided. As policy direction any single source should not have more than 15% of the total advertisement revenues.
- Moreover, Radio will accept advertisements about a product, service or practice only if they are socially beneficial.

Radio collects advertisements in different forms including corporate sponsorships, public service announcements, and product/individual advertisements.

Irrespective of the kind of advertiser Radio will accept only those advertisements that are beneficial to the society in the long run, and do not promote petty business interests of a company. Similarly the advertisements will not be acceptable to Radio if it involves use of superlative words and languages, promotion of any commodity that directly affects public health, use of statements without scientific basis, and use of statements that negates existence of other actors. Specifically Radio will develop criteria for accepting or not accepting an advertisement and make it public.

Organizational arrangement

- Radio will make necessary organizational arrangements to take care of collecting advertisement. The organizational arrangement will be formalized through by-law and will elaborate covering

at least the following aspects:

- Assign the Marketing Department to take overall responsibility for collecting advertisement. Hence, the program staff and news staff are not supposed to collect advertisements.
- Provisions related to institutional commission agents (Ad-agencies): this will elaborate who are agents, their scope of works, and the terms and conditions (e.g., security deposit, commission, bonus, other benefits, and contract termination conditions) of agency.
- Provisions related to individual commission agents: this will elaborate who are agents, their scope of work, and the terms and conditions (e.g., security deposit, commission, identity card, bonus, other benefits, and contract termination conditions) of agency.
- Provision for Incentive policy for business generated by marketing staff: covering topping up bonus as percent of total volume of business created in a year. This will specify percent of bonus on the total volume of advertisement incomes generated by ad-agencies; and percent of bonus on the volume of ad income generated by the staff.
- Provisions related to business coming directly from clients: including appropriate proper arrangements such as discounts.

Procedure of mobilizing advertisements

The following procedures will be employed to mobilize advertisements:

- Prepare plan for collecting advertisements
- Assign responsible agents/staff
- Monitoring by Department Chief
- Prepare Ad-agreement signed by client/agency/agent and Marketing Chief
- Produce advertisement

- Prepare ad-log and forward to Program Department with copy to Accounts Departments
- Obtain broadcast log of the advertisement, submit invoice to the client
- Payment collection and deposit at Accounts Department

FUNDRAISING POLICY AND PROCEDURES

General policy on fundraising

- Fundraising is a means to diversify resources, and means to keep in touch with the community, for the operation of the radio. As such Radio will emphasize on fundraising as a key source of income for operation of the radio.
- However, while raising funds Radio will also see to it that the radio's dependency on any single source is avoided. As policy direction any single source should not have more than 15% of the total fundraising outcomes. With a view to enhance community ownership, and developing the radio a broad based community radio, Radio will focus on horizontal expansion of funding sources more than promoting large sums at a time from any source.
- Moreover, Radio will accept advertisements from organizations or individuals only when the radio is assured that the organization or individual have matching interests, and the terms and conditions of the deal is compatible with overall framework of Radio (e.g., editorial policy, plans, programs, terms and conditions).
- Radio will devise packages, offers and proposals that appeal the potential funding sources. The fundraising package will be devised as far as in a way that there are elements of transaction – "you give something to the radio and get something in return".

Sources of funds

Radio will launch campaigns and put the efforts for fundraising through the following sources.

- Institutions (local, national, or international donors): The institutions within or outside the broadcasting community are important targets for fundraising activities. Although, it is not essential, a significant part of the institutional funds may come in the form of sponsoring a program.
- Business community: Traders and industrialists are other major targets for fundraising. Besides supporting the radio with advertisements the business community can use their corporate social responsibility funds, or charity budget to support the cause of the radio.
- Individual donors/collaborators: Radio will also mobilize resources from individuals and collaborating partners.
- Intellectuals/practitioners/experts: Radio gives importance to mobilize the valuable intellectual, social capital this group of funder can provide to the Radio.

Radio will also organize special programs to make use of any possible opportunity in the community to raise funds. Some of these kinds of opportunities are:

- **Annual events:** Those events that annually take place in the community such as festivals, New Year, memorial days, and the like. The radio will pro-actively package celebration of such events for raising funds.
- **Occasional events:** Events that happen occasionally in the life of an individual or a group will also be picked up as potential opportunity to raise funds. Examples of such occasions include publication of SLC exam results, birthday greetings, felicitations, exhibitions, walkathon, and so on.
- **Promotional events:** Radio will also organize promotional events and raise funds. Such works include promotion of a picnic spot, trekking route, historical places, religious places and rites, agricultural pockets, and so on.

- **Joint action:** Radio will plan or participate as a joint action partner in social movements and use the involvement as an opportunity to raise funds. As an example it can work for promotion of dairy cooperative wherein the cooperative sets aside a nominal amount to the radio per liter of milk sold. While the nominal amount is not a burden to the buyer or seller, the radio obtains good sum because of the high volume of transaction taking place. Similar arrangement can be made with community forest, hotel associations, and others. Joint action of the radio can also be planned with individuals where the individual provide resource for highlighting the special works the individual is doing for the society.

Radio will systematically plan and implement the advertisement and fundraising campaigns.

Resource mobilization plan

Marketing Department is responsible to prepare a comprehensive resource mobilization plan in collaboration with other departmental units or constituent (board, committee, council) of the Radio. The plan is to be prepared each year and implemented. Following the M&E framework, the department will also carry out review of progress and implementation of the plan.

The resource mobilization plan of the Radio will be prepared according to the format presented herewith.

Financial and physical resources mobilization plan

The plan for collecting financial and physical resources starts with listing all the potential resource organization and the expected type of resource each possess. Then the plan identifies the special interest or stimulus of the organization – primarily it attempts to comprehend what argument, promise or arrangement from the radio is likely to inspire or motivate the organization to support the radio. Then the plan will also identify the appropriate strategy to propose the organization for collaboration, and expected result in quantitative terms as far as possible.

The marketing department will present its plan to mobilize financial and physical resources in a table as below.

Table 41

Potential resource organization (names given here are indicative only)	Expected type of resource	Special interest or stimulus	Strategy to propose collaboration	Expected output of collaboration
Donors				
Government offices				
Local authorities				
Financial institutions				
Educational establishments				
Business entities				
Associations and network organizations				

Intellectual resource mobilization plan

Intellectual resources are the backbone for a community radio. Radio will prepare a plan to mobilize intellectual resources. A simple format for preparing such plan includes listing of the subject matter, and identifying possible resource persons and their specialization within the subject matter. Radio will enlist as many resource persons as possible on each subject matter; and prepare roster of people having diverse specialization within a subject matter. Then against each possible resource person possible area for collaboration will be identified (whether the person can be a contributor, volunteer, expert to be consulted, interviews and so on). Then the contact address with preferred time to contact will be noted.

Radio will obtain consent from the people in this roster, which will be updated every year. Such a roster will be made available to program or news staff members. Radio will also organize programs to recognize the contribution of such intellectuals.

Table 42 A sample table for mobilizing intellectual resource is given here.

Subject Matter (subjects given here are indicative only)	Possible resource person	Specialization	Possible area for collaboration	Contact address (phone, e-mail)
Environment				
Child rights				
Buddhist philosophy				
Inclusion				
Drama				
Poultry				

Plan for resource mobilization during annual occasions

The Marketing Department will prepare a calendar of annual occasions prevalent in the community by month. Then it will decide which occasion can be used for resource mobilization. The potential partners and sponsors for each of the occasion will be identified and the responsible person to coordinate the fundraising event is identified. The format for the planning table is presented here.

Table 43

Month	Annual occasions	Potential partner	Potential sponsor	Coordinator
a.	1.			
	2.			
b.	1.			
	2.			

Plan for mobilizing resources during occasional events

Occasional events for persons such as results of exams, birthdays, felicitations, exhibitions and walkathons can be opportunity for mobilizing resources for the Radio. Radio will prepare systematic plan to harness such opportunities. The plan will be prepared on the monthly basis which will identify potential occasion. The plan will also identify potential partners (if applicable) and potential sponsors if it is the case of exploiting occasion

of exhibitions. The plan will also identify coordinating person of the radio to make such things happenings. A sample table is presented to prepare resource mobilization plan in such occasional events.

Table 44

Month	Potential occasion	Potential week or date	Potential partner	Pontential sponsor	Coordinator

Plan for mobilizing resources promotional events

As a program policy, Radio will promote specific place, time, area, or occupational endeavours in the community. It may include promotion of touristic places, religious places, picnic spots, agriculture pocket areas, trekking routes and religious festivals. The same promotional programs can also be utilized for mobilizing resources for the operation of radio. Radio will prepare a plan to promote such events according to the month such activities are promoted. A sample table is presented below to document the plan.

Table 45

Month	Events	Potential partner	Potential sponsor	Coordinator

Dealing with competition

Community radio has to stand firm amidst competition as challenges and competition are the way of life in a pluralist democratic society. The policy of the Radio therefore is not to negate competition but to deal with it more systematically. Radio has to face Radio Nepal, commercial FM radios, community radios as the direct competitors. Besides direct completion from Radios, as a media organization, it receives competition from television channels (national or local) and newspapers (national and local) in some way or other.

Policy and approaches

The overall approach of the Radio will be to create niche market of its own. For this Radio will act for longer-term social/collective interests, and let the stakeholders know about its position.

Creating niche market for a community Radio would mean developing unique and needed programs. To understand the needs, likes and dislikes of the community Radio will devise ways to remain in regular contact with its community. Therefore constant gauzing of market pulse – for example in terms of what other radio and media competitors are doing, whether community needs and preferences are changing, and what opportunities are emerging – will be an integral activity of the policy to creating niche market.

As a practical measure Radio will continue to take innovative initiatives all the time. Similarly, it will also devise and implement joint schemes such as distribution of Radios to the poor and a pro-active engagement in movements for social transformation as its measure to improve relationship with the community.

Specific strategies

The specific strategies to deal with the key competitions are presented in the table below. The strategies emerge from the strengths of Radio being a community local radio vis-à-vis the inherent characteristics of other radio and media. It should also be noted that these are indicative list of strategies therefore they are not exhaustive.

Table 46

Competitors	Strategies to deal with
National Radio	Raise local specific issues, Make programs more interactive (two-way), Provide space for local language, culture, individuals, and music for examples, Provide broadcast space for programs prepared by local peoples, Provide information related to livelihoods of different community groupss, Promote local identity and local pride
Commercial FMs	Highlight community ownership and participations, Highlight non-profit making aspects, Advocate for rights (voice of voiceless, diversity of voice and interests), Provide broadcast space for programs prepared by local peoples, Provide information related to livelihoods of different community groupss, Emphasize community radio as community heritage
Community FMs	Develop innovative programss, Implement innovative social schemes, Improve style, and format of presentations, Expand ownership base (horizontal and vertical), participatory actions, and local collaborations
National TV channels	Produce programs suitable for farmers and workers while at work (e.g., drivers, rickshaw pullers, factory workers, security guards, housewives, shop keepers), Provide information to related to livelihoods of different groups in the communitys, Implement innovative social schemes for the marginalized communities such as radio set distributions, Raise local specific issues, Make programs more interactive (two-way), Provide space for local language, culture, individuals, and music for examples, Provide broadcast space for programs prepared by local peoples, Promote local identity and local pride
Local TV channels	Produce programs suitable for workers at work (e.g., drivers, rickshaw pullers, factory workers, security guards, housewives, shop keepers), Provide broadcast space for programs prepared by local people
National newspapers	Produce programs suitable for workers at work (e.g., drivers, rickshaw pullers, factory workers, security guards, housewives, shop keepers), Implement innovative social schemes for the marginalized communities, Raise local specific issues , Make programs more interactive (two-way), Provide space for local language, culture, individuals, music, Provide broadcast space for programs prepared by local peoples, Provide information to related to livelihoods of different groups in the communitys, Promote local identity and local pride
Local newspapers	Produce programs suitable for workers at work (e.g., drivers, rickshaw pullers, factory workers, security guards, housewives, shop keepers), Provide broadcast space for programs prepared by local people

Public consultation and transparency policy and procedures

To run the radio as a community owned institution community radio must win public support. For this the radio should be in close contact with its public. Public consultation is one of the effective means to promote and win community ownership, participation and loyalty. Similarly, Radio intends to be transparent about its operation and decisions in order to promote good governance and public trust. Radio considers transparency and public consultation as mutually reinforcing elements – frequent public consultation events provide opportunity to promote transparency which in turn enhances the quality and depth of information gathered through of public consultations.

Public consultation

Radio will conduct consultation events with different types of public (ethnic groups, geographic locations, professionals, and so on) on a regular basis. While the ultimate purpose of public consultation is to improve Radio's image relationships with the public and win the trust. The immediate result of public consultation would be to obtain information to set the direction of the Radio, get information to improve the programs through better identification of the public needs and feedback on program design, format and content. Moreover, public consultation activities are effective means to raise/mobilize resources (money, land, building, technology and human) – it is observed that when radios consult people, present the situation and seek support and advise then the public will come up with their contributions more readily than with making plain requests for funds or resources.

Radio will conduct two types of public consultations – field consultation and on-air consultation. The methods and process Radio will employ for these consultation events are elaborated here.

Field consultation

Radio will carry out minimum two field consultation in a year. The radio will form a sub-committee comprising representation of the board/council, staff, radio members, and if deemed appropriate external professional to carry out the consultation exercise.

Radio will organize the events in all geographic clusters. Since it will not be possible to do consultations in all clusters in a year, it will be done turn by turn. The consultation exercise will be completed within two months of its beginning. The consultation venue will be chosen considering the travel time and distance and mobility pattern of people.

Radio will judge the authenticity and quality of a consultative event if it fulfills the following set criteria: a) consultative event is participated by at least 40 persons belonging to diverse group of people in the community and b) the exercise should go on for at least 2 hours to ensure sufficient time for the public to express their ideas, concerns, and suggestions.

Implementation process

The following gives a roadmap to implement public consultation events in brief.

Preparation for public consultation event

The preparatory activities and functions include the following:

- Set agenda/issue and date for consultation,

- Assign responsibility to individuals among the team members to implement the consultation (e.g. to carry out facilitation, note taking)
- Inform the public about the consultation date at least 2 weeks prior to the event
- Invite participants (with a view to have participants representing gender, ethnicity, class, profession/occupation, age group) through appropriate means. Make special effort to ensure participation of weaker section of the society (by mobilizing volunteers and Indigenous Peoples Organizations (IPOs), writing letters, personal requests etc)
- Prepare for logistics (required materials, venue, etc)

Management of public consultation event

The following should be observed while conducting the public consultation

- Maintain an attendance register
- Introduce the objective of the meeting, agenda and process, and set rules for discussion
- Deliver maximum a half-an-hour of presentation – including radio policy, activities, progress, financial status, future direction
- Invite for views and opinion by the participants
- Encourage the weaker section to speak up,
- Take note of the discussion and debrief the key points of the discussion

Reporting

The committee/sub-committee responsible for conducting the consultation event will prepare a report covering the main findings and recommendations, and submits the same to the Board/Council of the Radio. The Board/Council will analyze the pros and cons of the recommendations and take appropriate actions on them.

Code of conduct for consultative meeting

The following norms or code of conduct should be observed while conducting consultations.

- The discussion should be issue-focused
- No comment will be made on individual and personal matters
- The organizers will not defend, or suppress ideas, but provide clarifications if required
- The participants will put ideas, comments and suggestion precisely and to the point
- Everyone will respect each other

On-air consultation

Radio will decide on the number of on-air consultations in a year. The Radio may form a separate sub-committee comprising representation of the board/council, staff, radio members, and external professional to carry out the consultation exercise, or designate the responsibility to the existing committee for field consultation.

The consultation exercise will be completed within two months of its beginning. The consultation venue will be chosen considering the travel time and distance and mobility pattern of people. Radio will judge the authenticity and quality of a consultative event if it fulfills the following set criteria: a) consultative event is participated by wider range of population belonging to diverse group of people in the community and b) the exercise should go on for at least 1 hour to ensure sufficient time for the public to express their ideas, concerns, and suggestions.

Implementation process

The following gives a roadmap to implement on-air consultation events in brief.

Preparation for on-air consultation event

The preparatory activities for on-air consultation are divided into two phases. The following include the first-phase of preparatory activities

- Declare time period (“consultation weeks”) for conducting on-air consultation. Divide the consultative week into two phases - a) providing information about the radio and b) obtaining views, suggestion, comments about the radio
- Inform the community about the consultation weeks, and remind frequently at least 15 days ahead in the form of public service announcement (PSA)
- Prepare 15-20 minutes radio program to inform the public about radio policy, activities, progress, financial status, future direction for the first phase
- Broadcast the 15-20 minutes radio program at least thrice a day (morning, day and evening) continuously for 2-3 days in the first phase of the consultative weeks

Prepare for second phase of the on-air consultation (Suggestion to the radio)

The following are the second-phase of preparatory activities

- Ensure availability of equipments (telephone hybrid, recording equipments, delay machine ...)
- Inform about studio phone number(s) for participation
- Encourage participants (with a view to have participants representing gender, ethnicity, class, profession/occupation, age group)
- Make special effort to ensure participation of weaker section of the society (by mobilizing volunteers, Indigenous Peoples Organizations (IPOs), and personal contacts etc)

Conducting on-air consultation

The following should be observed while conducting the on-air consultation

- Make arrangement to receive/select the calls
- Announce the objectives, agenda, program rules for the participants at the opening of the consultation program
- Give priority to participants belonging to the weaker section,
- Ensure a reasonably sufficient discussion on each issue
- Do not provoke callers,
- Make sure discussion does not go out of context

Reporting

The team assigned to conducting on-air consultation event will transcribe and compile the program. The committee/sub-committee will prepare a report covering the main findings and recommendations, and submits the same to the Board/Council of the Radio. The Board/Council will analyze the pros and cons of the recommendations and take appropriate actions on them.

Transparency

Maintaining complete transparency about its plans, programs, decisions and actions are the overriding policy of Community Radio.

The purpose/objective of transparent behaviors and actions of Radio is to reinforce/demonstrate accountability of the radio towards its stakeholders, and secure public support, win stakeholders’ trust and enhance radio image.

What to be made transparent

Radio will make its policies/decisions, plans and activities, radio program, financial status, research findings, Community Radio Performance Assessment System (CR-PAS) result, and other important information to the public.

Medium of transparency

The Radio will use a variety of medium. It will choose best medium and decide on the frequency to transparency depending upon the nature of the information. The medium could be on-air broadcasting by the radio itself, or posting the information in the web-page with easy access option. Similarly posting of information in notice board, and keeping document in library are other important medium. Besides these, the radio may also opt other useful media to maintain transparency.

Transparency Grid

The table below shows the summary of the scheme in which the radio will make its information transparent to its stakeholders.

Table 47

Information Domains	Medium	Time or Frequency
Financial status	On-air, Web-page	Monthly
Audit report	Library	Annual
Policies	On-air, Web-page, library	As and when new policy is adopted
Decisions	On-air, notice board, library	Within 24 hours of taking decision
Plans	On-air, Web-page, library	As and when new plan is prepared
Off air activities	On-air, notice-board	As required
On-air activities	On-air, web-page,	Timely
Research findings	Library	
CRPAS result	On-air, web page, notice board	Within a month after the CRPAS result is published

Human resource management policy and procedure

Core values and management principles

Community Radio has adopted the following core values and management principles and these values and principles underpin its Human Resource Policy. All station staff would abide by and work in conformity to these values and principles.

Core values

Honesty in dealings: Staff honesty and integrity is the most sought for attribute in dealings with its community, clients and stakeholders.

Non-discriminatory practices: The station will not discriminate its staff on the basis of gender, caste, class, ethnicity, political leanings or other such aspects.

Respect diversity: The station believes that diversity generates synergy in a team. Therefore, the station will maintain diversity among its staff and clientele. All staff will be encouraged to respect different culture, sex, views and beliefs of individual staff member and clients. Diversity factor will be one of the considerations in the recruitment and selection of staff.

Excellence and Commitment to work: The station believes in excellence in staff performance, which stems from commitment to work. The station will adopt a policy of rewarding excellent performance records.

Learning attitude: To be competitive in the sector, it is necessary that Radio develops itself as a “learning organization.” Therefore, constructive feedback practices and learning attitude will be fostered among staff.

Community patronage: Since the station’s sustainability depends on the community ownership and patronage of the station staff members are encouraged to be continuously in touch with the community and develop programs of community needs.

Rights perspective: The station upholds the community rights to raise voice.

Management principles

Promote transparency: The station will maintain transparency in all its financial dealings and policy decisions.

Clear responsibilities and accountability: Job responsibilities and accountability of individual staff towards the management, the community and stakeholders will be clearly spelled out in the letter of placement or transfer to all staff members.

Cooperation: Teamwork and cooperation among staff is one of the major success factors for any organization.

Develop lean but effective organization: In order to meet this management principle the station strives to be community owned and operated, the staff members of the station will be kept minimum. Volunteers will comprise % of the total staff number, and as much of the programs will be developed and broadcast with community volunteers and contributors as possible.

The human resource policy (HRP) of the Radio stems on the vision and mission, core values, and guiding principles. The HR management provision is developed around its core values and management principles.

Human resource and terms of service

The types and the composition human resources in the station are:

Table 48

Type	Description
Board/ council/ committee members	Member in the governing body of a station can work as volunteer at any level of the station. Such members will not be treated as other type of human resource. They can be compensated for the expenses incurred in working for the station and possibly an honorarium amount that is lower than the salary or service charge for contracting people from the market. The provisions of the HR policy unless explicitly mentioned do not apply for this type of human resource in the station.
Staff members	The human resources belonging to the staff category as mentioned below are staff members. The provisions of the HR policy are applicable to this type of staff. The key role of the staff members is to facilitate other types of human resource, and ensure that the radio keeps operating when needed. The radio, being the voice of community, the community will be given more opportunity in the radio, so as far as possible the number of staff will be kept at bare minimum required. The proportion of staff members to the total number of HR (staff, contributor and volunteer together) will be close to 25%.
Contributors	They are the subject matter specialists, professionals, and experienced persons working in the radio station who are contracted for program production and broadcast. Most of the provisions of the HR policy, unless specified, do not apply to them, the applicable terms and conditions of service will be spelled out in separate MOU with them. The radio will employ as much contributors as possible in its daily program production and broadcast.
Volunteers	Volunteers are those human resources working in the station who want to share their experience, skills, and causes for the good of the society. The Radio will engage two types of volunteers – namely the individual and organizational volunteers. In case of individual volunteer, the Radio may engage a person as volunteer upon the request of the latter whose skills and profile match with the requirement of the Radio. Such individual volunteer will be given a position equivalent to any level (from level 1 to 6) depending upon the skills and personal profile. The terms of service of volunteers will be as specified in the MOU governing their service, but the station will not keep an individual volunteer for more than a year in service. However, provided that the individual expresses a written desire to continue as volunteer then the person can be employed as volunteer for more period of time. Institutional volunteers are those individuals deputed to work in the Radio by any institution. While such volunteers have to comply with the prevalent norms and administrative rules of the station, the radio will not be responsible for their compensation. Such volunteers they will work on the terms and conditions of service of the respective institution.
Intern/Trainees	Interested persons who want to acquire, experience, skills or competencies on management or operation of a community radio will be employed as Intern/Trainees. This type of human resource must tender an application to work in the radio. The terms and conditions of the service will be as specified in the MOU. The trainee may and must pay a nominal fee for the opportunity provided by the radio.

Staff categories in community radio

The Radio will have the following broad job categories.

Table 49

Staff Category	Level	Position Title
Managerial	Unspecified	Station Manager
	Unspecified	Department Heads
General Services	6	Administrative/Accounts/Marketing Officers
	5	Administrative/Accounts/Marketing/Knowledge Management Associates
	4	Store keeper, Accounts Assistant, Administrative Assistant, Librarian, Receptionist
	1, 2, 3	Driver, Helper, Guard
Radio Professional	6	Producer, Editor, Sr Reporter,
	5	Co-producer, Co-editor, Reporter
	4	Jr Reporter, Jr Producer
Technical	6	Engineer/Sr Technician
	5, 4	Technician, Jr. Technician

Terms of service

The terms of service to the station will be defined as follows:

Regular service contract

Human resource employed under regular service contract are the normally the staff members, or the core staff of the radio. Most provisions of this policy are applicable to them, unless explicitly mentioned as not applicable. Such staff members can remain on job up to up to 60 years of age limit. Staff members from level 1 to level 6 will be hired as regular staff as permanent service contract. Under the normal condition, the maximum age limit for retirement for all regular service contract staff is 65 years.

Fixed-term service contract

Radio will have human resource employed for a fixed period of time. The managerial category of staff will be generally employed as fixed term service contract. The management can also decide to employ staff in level 1 to 6 as well under this contract as appropriate. A fixed-term contract will not exceed a fixed duration of 5 years at a time. However, the management can retain staff under fixed term-contract service for up to a total period of 15 years.

MOU service

The terms and conditions of the human resource employed under this service contract will be specified in the MOU. Although the terms and conditions will be guided by the human resource management policy, the provisions of this policy will not apply to this kind of service. The human resources to be

employed under MOU service generally include: the contributors, short-term consultants or experts, subject matter specialists and professionals, and outsourced service.

As much as possible the services of the station will be received through outsourcing service contracts. The following services will generally be outsourced, as much as possible: drivers, sweepers, peons, runners, security personnel; and secretarial services, and suitable field support staffs.

RECRUITMENT AND SELECTION

Job creation

The board will decide the number and types of positions to be filled under each category and levels. The board will also decide whether to fulfill or annul any vacant position, and the kind of service contract to employ.

Vacancy fulfillment

Fixed-term service contract

The vacant positions for contract services will be filled through open competition. The process and criteria of recruitment of staff for fixed-term service contract is as specified in section . . .

MOU service

The management of the Radio will decide on the methodology to fulfill the HR under MOU service.

Regular service contract

All the vacant positions under permanent service category will be filled either through internal or external competition. Seventy-five percent of these positions will be filled through internal competition and twenty-five percent will be filled through external competition.

Staffs working for five or more years at one-level lower position in case of regular contract service, or working for 2.5 years in the same position as fixed-term contract service or volunteers, will be eligible candidate for internal competition.

If the internal competition could not fulfill the required number of positions, the remaining vacancies will be announced for external competition.

The external competition will be open for all eligible Nepali citizens fulfilling the minimum educational and other criteria set by the Radio.

Recruitment and promotion committee (RPC)

There will be a Recruitment and Promotion Committee (RPC) in the radio. The Board of Directors will appoint four-member RPC under the chair of a Board member comprising the Station Manager, Board member and external subject matter expert. The RPC will identify the vacancies, decide on the positions to be filled under contract and permanent service, and make necessary arrangements to fill the vacancies. The RPC will:

1. Collect number of vacant positions from the HR Division with justification based on the volume of work and need for expertise
2. Prepare vacancy fulfillment plan and get endorsement from the board

3. Define eligibility criteria for competition and the steps and mode of internal and external competitions
4. Announce the number of positions to be filled from internal and external competition along with eligibility criteria through appropriate media
5. Carry out the selection process and steps as defined and recommend selected staff.

Qualifications required for different positions

The staff in various positions should have three types of competencies (knowledge, skills and capacity) as below. The selection of staff members would be strictly on the basis of one’s mastery on these competencies.

- Academic degree and work experience
- Functional competency: including knowledge, ability, and past performance
- General competency: including language, hands-on skills, and personal effectiveness qualities

Every staff member must have these competencies to the extent specified by the RPC, which will be defined at the time of recruitment. The following table gives the minimum qualifications and competency standard for the staff in each category.

Table 50

Category and Position	Managerial, Station Manager
Academic degree and work experience	<ul style="list-style-type: none"> - Post graduate degree - At least 5 years experience at senior management position
Functional competency	<ul style="list-style-type: none"> - Knowledge about industry, Ability for linkage building and familiarity with practices of government and other key players in the field - Other relevant competencies specified by the RPC
General competency	<ul style="list-style-type: none"> - Appropriate job support competencies as defined by RPC - Minimum Personal effectiveness competencies

Table 51

Category and Position	Managerial, department head
Academic degree and work experience	<ul style="list-style-type: none"> - Post graduate degree - At least 5 years experience at senior management position
Functional competency	<ul style="list-style-type: none"> - Knowledge about industry, Ability for linkage building and familiarity with practices of government and other key players in the field - Other relevant competencies specified by the RPC
General competency	<ul style="list-style-type: none"> - Appropriate job support competencies as defined by RPC - Minimum Personal effectiveness competencies

Table 52

Caregory and Position	General services
Academic degree and work experience	
Functional competency	
General competency	

Table 53

Caregory and Position	General services
Academic degree and work experience	
Functional competency	
General competency	

Table 54

Caregory and Position	General services
Academic degree and work experience	- As specified by RPC
Functional competency	- Appropriate experiences as per the job requirements as specified by RPC - Other relevant competencies specified by the RPC
General competency	- Appropriate job support competencies as defined by RPC - Minimum Personal effectiveness competencies

RECRUITMENT AND SELECTION PROCESS

The following process is generally followed for recruitment and selection:

Vacancy announcement and application collection: The RPC will decide to fill the vacancies based justification (volume of work and need for expertise), and ascertain the number to be filled through internal and external competition. The vacancy will be announced clearly mentioning the academic qualification and experience, competencies required and other preferences and qualities such as diversity in the workforce (gender and ethnic group) and local candidate.

Shortlisting of applicants: Applicants will be shortlisted according to the criteria mentioned at the time of vacancy announcement. Following criteria and weightage will be generally followed:

Table 55

Criteria	Weightage
Academic qualification and experience (including experience of working with Radio)	60
Functional expertise and competency (including the performance measurement result in case of internal candidate)	20
Preferential criteria	20

Screening of applicants: The applicants will be screened through a number of tests and activities as specified by the RPC. The tests applied for selection of candidate would include one or a combination of more than one of these: Written test, Group dynamics test, practical, and individual interview.

Final selection: Based on the results of the candidates' on different tests, most suitable candidates will be offered the jobs through an appointment letter.

Appointment and creation of personal file

The name of the selected candidates will be posted on the notice board or made public through appropriate media. The selected candidate must join the service within a week month of publication of result; failing to do so will be considered as rejection of the position by the candidate. If the main candidate does not join the service, the RPC will seek for alternative candidate for appointment. The selected staff must take oath of office before joining her/his job. The service years of all these staff will be counted from the date of appointment.

The HR Division will prepare an appointment letter signed by the board chair or designated authority.

Immediately with the appointment letter the HR division of the Radio will prepare personal file of employees classified as regular service contract, fixed term service contract and volunteer service contract.

Personnel/Confidential File must contain at least the following documents:

- Personal History
- Contract of Employment
- Current Job Description
- Copies of Citizenship Certificate
- Copies of all Certificates and Licences
- Signed copy of code of conduct
- Copies of all Performance Appraisal Reports (PARs)
- Copies of all Salary/Benefits adjustment notices
- Records of leaves taken and due
- Disciplinary actions
- Placement to a new position
- Self-fitness declaration
- Personal and professional certificates
- Copies of all other relevant correspondence related to individual staff.
- Document log-sheet

The radio management can decide to maintain personal file for volunteers and contributors as well.

Probation period

All newly appointed staff would be kept in the service for a one-year probation period. If the performance or the conduct of the staff is not found satisfactory during the period, the Radio can terminate the appointment of such staff.

STAFF MOBILIZATION AND PERFORMANCE MANAGEMENT

Job orientation

A newly appointed staff will be given job orientation, which the Radio will organize. The orientation must cover the terms and conditions of services, such as the rules, regulations, job requirements, norms and values and “do’s” and “don’ts”, and on specific areas of functional competencies. Appropriate combination of methods such as training, handing over of manual, field exposure, service overlap, and other will be used for orientation.

Placement

The appointed staff will be placed in their respective positions and Departments by the Radio. The staff members will report to the respective Department Chief.

At the time of placement of the new staff, or transfer to a new office or position, the radio will spell out their responsibilities, authority, accountability, and the key results to be produced in written form.

Transfer

The Station Manager will have the authority to transfer the staffs from level 1 to 5. For the transfer of staff of level 6 the station manager will have to obtain Board approval. The board will transfer the Department Heads if necessary.

Staff in officiating or acting position

The Radio management may appoint a staff to a vacant one-level higher position temporarily as Acting or Officiating status.

A staff member who is designated “Acting” for a period of 30 working days and more at a stretch will be compensated financially. Compensation will be the extra amount equivalent to 10% of the current salary that the staff is receiving. Upon termination of the Acting period the staff will receive the salary due to her/him. The compensation for Acting will not be linked either with job changes, or payments of benefits. The letter granting “Acting” authority to the staff will be maintained in her/his personal file.

PERFORMANCE MANAGEMENT AND DEVELOPMENT

The performance management system of Radio Nepal is geared towards setting staff performance objectives, monitoring the achievement of the objectives, staff supervision and coaching for further development of staff competencies in needful areas, and thus improving effectiveness. Performance management system within Radio is therefore not geared towards faultfinding but more towards motivating the staff for better performance and enhancing her/his performance capacity through better skills and knowledge, better work environment and better organizational support.

Setting performance goals

The supervisors will sit with every staff reporting to them in the beginning of the fiscal year and discuss

the mutual expectations (personal as well as professional) from each other. They will jointly set performance goals, focusing on a maximum of four job-result areas, with specified indicators of achievements for one year. These achievements will include aspects about behavior change and efforts to address gender and social inclusion issues. They will also agree on the frequency and type of monitoring of the performance.

They will also identify at least one each from peer and reportees (where applicable) besides the supervisor to be part of 360-degree feedback process. The number of persons (including the supervisor, peers and reportees) involved in 360-degree feedback for the staff will not exceed four.

Monitoring performance

The supervisors will monitor the performance of their staff as per the agreement described under section above. Performance of new staff might be monitored more frequently than the performance of old and proven staff. The supervisors will provide immediate feedback to their staff based on their observations.

Supervision and coaching

The supervisors will provide supervision, coaching and mentoring support to their staff based on the needs identified during performance monitoring. Staff needs beyond the scope of coaching of the line managers will be separately taken note of and fed into the annual staff development plan via the annual performance appraisal report, as described below.

Appraising performance

Besides the regular supervision and coaching, the supervisors will annually appraise the performance of staff using the performance appraisal form. The supervisors will produce staff appraisal reports focusing more on the staff development needs and proposed action plans based on the individual appraisals.

The main purpose of the assessment is to gain and provide feedback on the staff's effectiveness and efficiency, as well as to identify areas for staff development and training. The appraisal will also assess the efforts to address gender and social inclusion issues and changes in behavior.

The management of the radio will develop appropriate forms and methodology to carry out staff performance appraisal.

Staff development

Regular performance monitoring and annual staff performance assessment will result in areas of capacity building and staff development. The Radio will prioritize these staff development and capacity building needs and prepare a plan of action for staff development and capacity building.

The Department Heads, based on the outcomes of their regular and annual staff performance monitoring and appraisal, will submit development needs of their staff. A consolidated annual development needs assessment will be prepared by the HR Department and submit to the station manager. The Board will develop and approve of this staff development programme from the radio resources. Besides this the Board will also set norms and standards for selecting staff members to participate on the staff development events organized by others.

The common measures for staff development include: in-country training, international training and workshops, exposure visits, exchange visits, staff counselling and coaching.

STAFF COMPENSATION AND BENEFITS

Salary scale

The salary scale of all the positions under regular service contract and fixed-term service contract will be as specified by the board of directors. In case of the human resource under the MOU service the Radio management will work out the salary on a case to case basis.

The salary scale of the staff members, under fixed-term service contract, who are given an equivalent status to the Level specified in the staff category, will be fixed equal to the basic annual salary plus other allowances and benefits specified under sections plus up to 10 percent of the basic salary of the regular service contract at the same level.

Staff members are eligible to get salary from the date of appointment. Salary will be due on regular basis after completion of the month.

The Radio Board will review salary structure every three years and decide on the applicable salary structure.

Annual grade

The regular service contract staff will get “annual grade increment”, as specified by the management, after completion of one year. Generally, staff members get only one grade increment in a year. But in case of superior performance by the staff, the Board, in recommendation of the Station Manager can provide an additional grades increment to such staff in one year.

Allowances

The staff members of the Radio are entitled for festival allowance, and travel and per diem allowances, and overtime allowances at the rate and procedures specified by the board.

Provident fund

All the permanent service category staff members are entitled for the provident fund at the time of retirement. Staff provident fund will comprise of ten percent of the basic salary of the concerned staff deducted for provident fund purpose plus an equal amount topped up by the Radio in the staff provident fund accounts. The staff will be entitled to get his/her total provident fund accumulated during his/her service period plus the interest thus accrued at the time of retirement.

Staff welfare fund

A “*Staff Welfare Fund*” will be created by the Radio to manage special incentive packages and some of the retirement benefits (such as gratuity, performance award, and so on) for its staff from the profit generated from operation. The radio will develop mechanism and rules to manage and mobilize the fund and (raising the fund and using it).

Leave

Radio will provide its staffs leaves for different purposes. The leaves will be taken as facility and not as rights. As such, the routine responsibility of the staffs will not be adjusted for the days in leave, and Radio can call any staff on leave back to office any time.

Staff or volunteers under regular service contract, fixed term service contract are entitled to all the leave

provisions of Radio. Staffs under probation shall be entitled to only Sick, Annual and Mourning leaves. The minimum leave period is one-half of a day. Calculation of leave record will be based on calendar year.

Leave request

All staffs wishing to take leave must submit a written request to their supervisor using the leave request form developed by the station. The amount of notice required for the various types of leave will be elaborated.

Leave records

Respective Departments and HR Department will ensure that all staffs have a leave record, which monitors all types of leave taken, and due.

DIFFERENT TYPES OF LEAVES PROVIDED

Home leave

The staff (regular service, fixed-term, volunteer) will be eligible to get home leave equivalent to 18 days a year, at the rate of 1.5 days per month of work. It can be accrued for maximum 60 days if not consumed. It must be taken for whole day, and the public holidays during the home leave period will be counted as home leave days. At the time of separation a staff can encash the accrued home leave on a pro-rata basis. Home leave must be approved in advance.

Emergency leave

Emergency leave will be provided for up to 6 days a year at the rate of half-a-day per month of work done. This leave should be consumed within the year, and will not be carried over to the next year. Staff member will be fully paid for such leave days, and it can be taken in half day fraction as well.

Normally, emergency leave should be approved beforehand. In cases of emergency, the supervisor of the concerned staff may accept a request for Annual Leave of up to five working days with only one day's verbal notice.

Radio will not allow encashment of accumulated annual leave days to staffs during the service period.

Sick leave

All staffs shall be entitled to 15 days of Sick Leave per year. Sick leave can be accrued up to 60 days and will be non-cashable. It cannot be less than a day.

Sick Leave cannot be taken in conjunction with other types of earned leave or holidays. She/he should continue to take annual leave. Staff members should notify the supervisor as early as possible at the start of sickness. Sick leave can be taken up to three days without evidence of illness, beyond which staff members are required to submit evidence of illness (in the form of a letter or certificate) from a licensed medical practitioner.

Any Sick Leave days taken in excess of the accrued amount and to be accrued in the current fiscal year will be recorded as "Leave Without Pay". Staffs on Probation period will be allowed to use only the accumulated sick leave days.

Maternity/paternity leave

All female staffs shall be entitled to Maternity Leave with pay for up to 60 (sixty) calendar days, of which at least a minimum of 45 (forty-five) days must be taken after the delivery of the child. In the

cases of abortion, miscarriage and still birth, the staff can get up to 30 days of maternity leave upon recommendation by a registered doctor. Staffs shall be entitled to a maximum of two maternity/paternity leaves during their term of employment with Radio.

All male regular and non-regular staff are eligible to take paternity leave up to 15 (ten) working days. Leave should be taken within a month of the baby's delivery, in one block.

Maternity/paternity leave shall be granted on the submission of a medical certificate of pregnancy by a certified physician, which indicates the expected delivery date and other factors that may be relevant to the staff's working conditions. The request for leave should reach Radio at least eight weeks before the planned date of leave.

Mourning leave

For the observance of mourning rites (*Kriya*) of near relatives (parents, spouse and children) all staffs are entitled to take Mourning Leave up to a maximum of 15 (fifteen) calendar days from the date of death. All staff will be entitled to take a maximum of four such leaves during their full term with the Radio.

A verbal request to the supervisor shall be accepted in advance of taking Mourning Leave, but staffs shall submit a leave application form on returning to work.

Special leave

The radio may grant Special Leave up to 30 days without pay to regular, fixed-term and volunteer staff members. The management may ask for convincing reason to approve such leave. Special leave will be granted only after the concerned staff member has exhausted all her/his leaves. The station manager will approve special leave of staffs.

WORKING ENVIRONMENT

Official working days/hours

As a general rule, 6 working days a week with a total of 40 (forty) hour applies to staff at the Radio. The staff and management decide on the working hours within this framework.

In general the staff members are expected to fulfil the duties assigned to them in their job descriptions deliver their output for which they might have to work more than the 40 hours' limit. No overtime will be paid for such efforts in general. However, the management may decide to pay overtime within a limit of time or money to certain category of staff for special work they do for the Radio.

The staff member and her/his supervisor will workout the work time (shift, and hours) for staff member.

Special gender specific security facilities

Due to the gender specific vulnerability of women, special safety arrangements, as appropriate, for working at odd hours, and travel to isolated or troubled locations

Staff attendance

Radio shall maintain a weekly attendance record indicating time of arrival and departure. It shall be the duty of each staff to fill-in and sign the attendance record every day. The attendance register will record leaves, travel/field visit, training and other events.

All staff are expected to be punctual and work during the working hours, except in the case of special flexi

time arrangements. Failure to sign the attendance record will be treated as unauthorized absence, unless adequately explained on a leave application form. The Manager/Unit Head of each office shall review and authorize attendance records at the end of each week.

Absence from duty

If staffs are unable to report to work due to unavoidable circumstances, they should attempt to inform their supervisors or responsible officer as quickly as possible, on the same day. It is the duty of the concerned supervisor to inform the staff absence to HRD.

Use of vehicle and equipment

Vehicle of Radio shall be used for official only unless otherwise authorized by the Authorized drivers will drive Radio vehicles.

Detail of vehicle use rules and conditions will be prepared and enforced. Similarly policy and provisions will be laid out for the use of Laptop /Computer, Cellular Phone, field equipments, and other equipments.

Code of conduct and disciplinary actions

The Station can assign tasks to the concerned staff at any time deemed necessary. It is the duty of the staff to complete the job at the specified time frame. Besides, the station has set code of conducts as outlined in the annex.

Types of misconducts

Violation of the code of conduct will be considered misconduct. Two types of misconduct are defined: minor misconduct and major misconduct. Refer Annexure ... for examples of acts of minor and major misconduct.

Disciplinary actions

All staff must remember that breach of any above-mentioned code of conduct is punishable.

Authority to take disciplinary actions

For investigation and action with regard to committing minor misconduct, the Department Chiefs and the Station manager are the authority.

For cases of major misconduct the radio will form a committee under one of the member of the board.

Procedure for disciplinary actions

If the radio deems it necessary to take disciplinary actions against any staff for misconduct, the staff will be given notice about the charges and the reasons of such charges in the written form, and ask for clarification. The staff must clarify the charges within seven days of the receipt of the letter in front of the concerned authority.

The staff charged for major misconduct will be suspended from work. If not acquitted, the staff will be automatically reinstated in his/her position with right to radio's all compensation entitlements during the suspended period.

If the radio is not satisfied with the staff clarifications, it can take action against the staff on the alleged

charges within 10 days. If the authority feels that the case needs further investigation then it will do as appropriate. The authority will carry out investigation and give the verdict within 45 days.

In case of action against staff under MOU, under probationary period, or the staff has been proved guilty on criminal or moral charges by the court, the radio need not follow the above procedure for disciplinary actions.

If the staff has been ordered by the court to be imprisoned under criminal or moral offences, all kinds of staff will be automatically suspended for the period.

Disciplinary actions

Following disciplinary actions can be taken against the radio staff if proven guilty.

- Reprimands
- Collect financial loss caused by the staff fully or partially from his/her salary or other her/his personal assets
- Demote to lower salary scale
- Suspend salary increment for maximum of two years
- Suspend from job declared “eligible for future employment with the radio”
- Suspend from job declared “ineligible for future employment with the radio”

The radio can reprimand or suspend salary raise or transfer from permanent category to contract category of its staff in the following situation;

- Unsatisfactory job performance for continuous two years
- Frequent use of alcohol and other narcotics/drugs during the office hours
- Frequent absence without prior approval
- Absent for more than one month without prior approval
- Carelessness in official responsibilities
- Breach of any of the code of conduct

The radio can terminate contract for both permanent and contractual staff in the following situation;

Eligible for future employment with the radio, if the staff member

- Is not able to perform assigned duty due to incapability
- Commits frequent breach of the code of conduct
- Has been indicted with three times on breach of conduct on petty charges
- Loss to radio's properties due to carelessness
- Politically biased actions and decisions

Ineligible for future employment with the radio, if the staff is

- Convicted by court in criminal or other moral ground
- Convicted of corruption charges

SEPARATION/TERMINATION

Staff may leave Radio due to their own reasons, and similarly Radio may release staff due to variety of reasons such as violation of the code of conduct, unsatisfactory performance, violation of contractual

obligations, redundancy of the position, and so on. In such cases, either the staff writes a resignation letter to Radio or Radio issues a termination letter. Upon acceptance of the resignation/termination letter by the other party, the contract between the staff and Radio will be considered null and void. Different types of separation/termination are described below

Retirement

Staff retirement will be on two grounds: age and medical/physical fitness. The normal retirement age for the regular staff is 65. HRD will give notice at least three months prior to the date of retirement of staffs who reach the retirement age. The contract will normally end when staff under regular staff service contract this age.

Staffs who retire (because of age or medical/physical fitness grounds) shall be entitled to all accrued benefits due to them.

Death

In case of death of a staff, the contract is considered null and void from the date of death. However, all legal/contractual obligations of the staff and Radio to each other will be taken into account and appropriate actions will be taken to ensure that all matters are settled within two months of the death notice.

Resignation

Staffs across all levels and of all service contract must give minimum 30 calendar days' notice of resignation. Staffs within probation period can resign with a week's notice. No termination and retrenchment package will be provided to staff who thus resign.

Any staff wishing to resign should submit his/her resignation in writing through supervisor or directly to the appointing authority giving 30 days' notice, with copies to his or her supervisor and HRD, stating the reasons (if any) for resignation and the effective resignation date.

Radio will verify the resignation letter with the concerned staff. Confirmation of the resignation of the staff will be considered final, unless the staff is under investigation for minor or major misconducts, or the staff has not yet settled her/his liabilities with Radio (e.g., advances). In such cases, Radio may decide not to accept the staff's resignation until a decision on the misconduct investigation has been reached or the liabilities have been settled.

Failure by the staff to provide minimum days' written notice of intention to resign from Radio may result in the staff forfeiting salary on a pro-rata basis. Regular or non-regular contract staffs who resign in this manner, with proper advance notice as explained above, will be entitled to all accrued benefits such as gratuity, leave accrued, pro-rated Dasain bonus as may be applicable to them up to the effective date of separation. The letters will be kept in the Personnel File.

Retrenchment

Radio can decide to retrench its regular staff members under the following circumstances, or convinces authority to close the radio due to other convincing reasons:

- If the radio management assessed that it has faced financial crisis, and decides to downsize the radio operation leading to abolition of a position
- The management has decided to close down the radio altogether due to reasons such as political instability, inability of management to take control of the administrative or social situation, or disaster.

- If the license of the radio is not renewed
- If a staff is unfit to work on physical and medical grounds.

All Radio regular staff will be given three months' notice of retrenchment of employment. Staffs, whose services are terminated in this way, will be entitled to all accrued benefits due to them. Under special circumstances when Radio gives shorter than three months' notice, the staff will be compensated on pro rata basis.

The following benefit package as lump sum payment and rules will apply to all retrenched regular staff:
a) Three months' salary for staff who has worked less than 5 years; b) Six months' salary for staff who has worked more than 5 years.

Radio will provide certificate of appreciation to all retrenched staff and give priority to relevant retrenched staff when there is a need for local resource persons or short-term consultants/advisors.

End of contract

A staff member will be separated from the service upon end of contract. Staff under fixed term service contract staff receives the benefits as specified in the contract, which may include termination package at the end of service tenure.

Dismissal

Staff can be dismissed on two grounds: disciplinary action and poor performance. No termination or retrenchment package will be provided to staff upon her/his dismissal. However, the dismissed/terminated staff will receive their accrued benefits

Staff can be dismissed on disciplinary grounds according to the procedures and actions outlined in this policy. Radio will not give any advance notice of dismissal to the staff dismissed on disciplinary grounds. Staff can also be dismissed on the ground of poor performance (as reflected in performance assessment) for two consecutive years.

Exit interview

Exit interview for all departing professional staff will be conducted prior to final clearance. The interview should focus on staff's reason for leaving Radio and any suggestion that can be used for the betterment of Radio will be collected from the departing staff.

Final clearance

Any staff, who leaves Radio, or nominated beneficiary in the case of death, will be obligated to sign a Quit Claim Form. A Quit Claim Form calculates the final dues and benefits owing to a staff after consideration of all advances and other liabilities the staff has with Radio. No final payments will be made without signing of the form and Radio will entertain no other claims subsequently. HRD will maintain personal record of all ex-staff for up to three years from the effective date of separation and after that all such records will be disposed of.

Volunteer mobilization policy

Community Radio will make involve volunteers heavily in its operation. The radio considers that involvement of volunteers from the community enhances community ownership and at the same time reduces the cost of operation. Involving local volunteers in operations also helps bring the radio closer to the community.

Radio may involve the volunteers in all aspects of radio operation – e.g., Office works, stringers, news correspondence, marketing, program presenter, and liaising with community groups.

Types of volunteers

Radio will recognize two types of volunteers; they are Individual Volunteers; and Institutional Volunteers. Individual volunteers are those types of people who want to do volunteering because they like and enjoy activity or programs of the radio; have useful skill, knowledge, and experience to share with the community; and have no expectations with regards to financial or physical support from the radio.

Institutional volunteer are those institutions in the community who want to promote their causes through the radio. The institutional volunteers will also designate a person to work in the radio – for example, for program production and broadcasting, or office works – who will be the bridge between the volunteering institution and the radio.

Management of volunteers

Terms of service

The tenure of service of an individual volunteer will generally be one year, which can be extended upon request by the volunteer and approved by the radio management. The tenure of service in case of institutional volunteer will be as specified in the MOU. The radio will not provide any financial remuneration to the volunteers. Institutions may pay their person working at the radio as volunteers on their own. The radio may decide to reimburse certain kinds of direct costs that the volunteers incur while delivering their duties.

With regard to the duties and conditions of service – e.g., working hour, leave, office protocol, and code of conduct – the volunteers will be liable to abide by the rules of Radio. The volunteers will be eligible to participate in meetings and programs of the radio as members of the radio.

Process and steps

The radio management will make institutional arrangement (such as a sub-committee) to take volunteers, and announce from time to time encouraging community people to join the radio as volunteers. Once selected, the radio will issue authorization letter to the volunteer and announce on-air about their contribution and service. Upon successful radio provides with letter of appreciation.

Policy about trainees/interns

Purpose

The purpose of the accepting trainees or internship at Radio is to provide interns/students with the opportunity to sharpen and apply academic knowledge and skills in a professional environment at Radio. It will also provide the opportunity for Radio to acquire academic and professional knowledge and skills of interns/trainees.

Sources and methods of appointing trainees/interns

Radio may accept interns/trainees on written request of academic institutions, community radios, community groups, interested individual and other sources. To be considered an intern/trainee by Radio, the intern/trainees must meet the eligibility criteria, and make monetary or non-monetary payment to the Radio for providing opportunity to them as trainees/interns.

Funding

Radio will not share costs for intern/trainees. It is the sole responsibility of the individuals or respective organization. However, when Intern/Trainees need to travel out in delivering their assigned responsibility then Radio may consider compensating for such expenses.

Radio may provide written document of work experience to the intern/trainee.

The general conditions for interns/trainees

The following general principles and conditions apply with regard to interns/trainees

- Interns/trainees are not supposed to continue or convert their service as staff member of the radio. In any case Radio does not guarantee jobs to the intern/trainees. However, the radio can adopt policy to give priority to interns/trainees if vacancy for staff recruitment is announced.
- Interns/trainees must pay a fee to Radio for providing opportunity to learn.
- The duration of the internship is limited to a maximum of 1 year. However, the interns/ trainees will be supervised closely by the department head and depending upon their performance their service can be terminated before termination of the designated period.
- Internship costs and expenses (if applicable) must be included in the requesting unit/project's annual budget.
- Individual trainee/intern must prove in advance that they have financial support and will not seek any financial support from Radio.

Annex I

APPOINTMENT LETTER RUGULAR SERVICE CONTRACT

(Employee's Name)
(Address)

Subject: Regular Service Employment
Dear _____

Radio _____ is pleased to offer you a Regular Service Employment for the position of _____, effective _____. You shall be on Probation status for the initial six months of employment. Following successful completion of probation, you shall be confirmed as a staff of Radio _____ under regular service contract. Either party can terminate this contract by giving one-month notice in advance before the end of the project.

Your duties shall be as described in the Job Description.

You shall be bound by the terms, conditions & policies of the Radio _____ Human Resource (HR) Manual, which you are advised to read and understand. By signing this contract you shall therefore indicate acceptance of all the terms, conditions and policies of the Radio _____ HR Manual and this contract.

If the above terms, conditions and policies are acceptable to you, please sign and date all the copies of this contract in the space provided below. Please retain the original for your records and return the signed copies to the HR Department for processing.

Sincerely,

(Name)
(Designation)

I have read this Letter of Contract of Employment and I willingly accept the terms and conditions contained herein and in the Radio _____ HR Manual.

Signature:

Date:

-> Personnel ->Employee file

THE ELEMENTS OF THE TERMS AND CONDITIONS OF CONTRACT

The terms and conditions for the regular service contract and fixed-term service contract should include at least the following:

- Job Description
- Outputs/Deliverables
- Reporting Officer
- Category/ Grade/Step
- Monthly Salary
- Annual increment on the monthly salary
- Allowances
- Festival Bonus (Dashain Bonus)
- Leave days
- Termination Benefits (if any)

The terms and conditions for the service under MOU contract an should include at least the following:

- Job Description with Expected Deliverables
- Time period applicable for the contract
- Reporting Officer
- Remunerations and payment modality (frequency)
- Provisions relating to absence (if applicable)
- Termination Benefits (if any)

PROBATION EVALUATION FORM

To: HR department
Name of Employee: _____
Date Employed: _____

From: _____
Position: _____
Date Evaluated: _____

List the three most important job functions of this position based on initial 6 months plan:

- 1.
- 2.
- 3.

How has the employee performed on these functions? (Please write a brief description)

- 1.
- 2.
- 3.

Is this person doing a job, which matches her/his abilities? Yes No

Does this person require more training in order to do this job properly? Yes No

If so what? _____

Would you recommend that Radio _____ should give this training? Yes No

Would you recommend the staff to end the probation status? (*Please circle any one*)

1. Have no reservations
2. Have reservations
3. Conditionally if ... (State Condition) _____

Supervisors Comment if any:

Employee's Comments:

Employee Signature: _____

Date:

Supervisor Signature: _____

Date:

RENEWAL OF CONTRACT LETTER

(Date)
(Employee's Name)
(Designation)
(Place)

Subject: Renewal of Contract

Dear _____,

Following the completion of your terms of employment and on recommendation of your supervisor, Radio _____ hereby offers you a further term of contract according to the same terms and conditions of your previous term, effective from _____ to _____

Sincerely,

(Name)
(Designation)

-> Personnel ->Employee file
cc: Account

Annex II

CODE OF CONDUCT

Public Image

The public image of Radio _____ largely depends upon the conduct and comportment of its staffs while dealing with community, public, private agencies, and civil society. It is the duty of all staffs to conduct themselves in a manner conducive to the best interests of the Radio.

Internal Conduct

Radio expects its staffs to devote their full time and attention to the work assigned to them. Staffs shall at all times be obliged and abide by the lawful directions and guidance of their supervisors and shall work diligently, faithfully, and professionally.

Staffs shall treat the equipment and property of the radio. They shall not put them on to unauthorized use, or take personal advantage of any of the resources or properties.

Personal conduct

The following are the key features of the code of conduct. Violation of this regulation will be considered a Major Misconduct and action will be taken accordingly.

- Attend office at the specified office hours. Leave of absence must be approved from the concerned authority.
- Show commitment to the core values and principles of the radio
- Work under the authority and guidance of her/his immediate boss and follow instructions
- Meet the minimum performance standard acceptable to the radio
- Feel it her/his duty to safeguard the properties of the radio
- Not abuse her/his authority in any circumstances
- Not accept any kind of financial or other favors in fulfilling duties
- Not involve in any donation raising campaign without prior permission
- Not criticize radio's rules and regulations in public
- Not violate radio's confidentiality even after retirement unless asked by the court
- Not involve in any speculative businesses; but can invest in stock market
- Not involve in any destructive or illegal activities
- Not absent for more than one month without prior approval
- Follow the journalist code of conduct
- No harassment of any kind (sexual, racial and other)
- No monetary and non-monetary fraud, deception, theft and dishonesty
- Maintain confidentiality no use of unauthorized information
- No use of Radio facilities for personal benefit

Examples of misconduct

The misconducts are classified as minor misconduct and major misconduct. The examples of misconduct are intended to indicate behavior inconsistent with Radio's principles and they should not be understood as exhaustive list of misconduct.

Minor misconduct

The following are some example of minor misconduct.

- Absence from duty without showing proper cause and/or without reporting the absence in a timely manner to the supervisor
- Inattention to observe official working-hours punctuality
- Failure to repay or justify advances or loans from Radio within the stipulated period of time
- Failure to carry out all duties as listed in the Job Description.
- Misusing organization's assets for personal reasons such as computers, photocopiers or motor-cycles/vehicles without prior permission
- Misuse of telephone system, mobile and office supplies
- Failure to submit leave application form on time

Major misconduct

The following are considered major misconducts but not limited to:

- Fraud or flagrant misuse of Radio's funds, equipment, or materials
- Giving or accepting bribes or kickbacks in the form of money, services, or gifts
- Engaging directly or indirectly in trade, commercial activity, other employment, or any other activity deemed a conflict of interest of Radio, without the prior written permission
- Unauthorized disclosure of any confidential or classified information.
- Insubordination and gross negligence
- Physical violence.
- Discrimination or harassment based on race, colour, nationality, caste, creed, sex or age.
- Repeated or frequent commission of minor misconduct.
- Intentional damage to Radio property.
- Criminal conviction.
- Any action or statement which can result in or create a situation detrimental to Radio work or reputation, outside or inside the place of work.
- Unlawful manufacture, distribution, disposing, possession or use of controlled substances
- Asking of favour by a senior staff using his/her position from a junior or subordinate staff in any kind.
- Individual or group of staff intentionally creating unfavourable working environment and spreading rumour with out following grievance procedures.

EXIT INTERVIEW

Personal Information

Name:

Position:

Separation date:

Future contact Number:

Q1. What caused you to consider leaving your present job in Radio?

Q2. What part of your present job in Radio you like best and why?

Q3. What was the most difficult situation you faced in Radio?

Q4. What you consider the greatest achievement in Radio and what were the supporting factors?

Q5. Would you give your comments on the strength of Radio?

Q6. Would you give your comments on the areas that Radio need to improve?

Q7. Any special remarks/ Notes you want to make?

ANNUAL PERFORMANCE APPRAISAL REVIEWS

Name of employee: _____

Position: _____

Grade/Step: _____

Department: _____

Reporting Period: From _____ **to** _____

Principal Evaluator: _____

Co-evaluator : _____

Achievement against target, maximum 4 responsibilities For current FY

Major responsibilities	Self evaluation (d"100 words)	Supervisor's evaluation (d"50 words)
R1.		
R2.		
R3.		
R4.		
Individual strength:		
Rating:		

Co-Evaluator's Comments

For next FY

Major responsibilities	Indicators / standards
R1.	
R2.	
R3.	
R4.	

DEVELOPMENT NEED AND ACTION PLAN TO ADDRESS

Development Needs	Activities to Address the Needs	Support Needed	Time Frame
Prpfessopmal			
Personal			

APPLICATION FOR LEAVE

Name: _____ File No. _____

Type of Leave: Annual/Sick/ /Maternity/Paternity/ Others

PERIOD OF LEAVE: From..... to

Reasons: _____

Work of responsibility assigned to: _____

Signature of Agreement: _____

Recommended by: _____

ANNUAL			SICK		
BF	Current No. of days	CF	BF	Current No. of days	CF
Days					

Signature of the Applicant

Date

APPROVAL	SIGNATURE	DATE
Supervisor		

Remarks:

JOB DESCRIPTION FORMATS

Job Title: Station Manager

Place of Work: Radio Sagarmatha, Lalitpur Nepal

Class/Level:

Minimum Qualification: Bachelor in Mass Communication or Bachelor in Commerce

Experiences: 5 Years working experience in top level management position or according to personnel policy of Radio Sagarmatha

Responsible to: Radio Sagarmatha Board

Responsible for: Department heads and staff/volunteers of Radio Sagarmatha

Accountable to: Communities/public

Relation with: Regulatory authorities, development partners, donors, civil society organizations, communities, academic institutions, corporate houses, indigenous peoples organizations, women organizations, dalit organizations

Key Result Area:

- Self reliant station
- Expanded network and partnerships
- Chosen radio by movements

FUNCTIONS:

LEADING

- Communicating decisions, progresses and challenges to all stakeholders (board, staff, partners, community at large, regulators)
- Drafting policies and plans (strategic and operational)
- Communicating vision, orienting, inspiring and supporting staff
- Reflecting and designing strategic directions for the radio station
- Evaluating impacts of radio programs
- Drawing lessons for future
- Setting institutional standards

EXECUTING

- Organizing for implementation of plans (including annual plan and monitoring plan)
- Creating conducive working environment (Organizing team building)
- Overseeing administrative activities (Recruiting staff, approving staff leaves, approving financial transactions and incentives, maintaining financial discipline, negotiating and signing agreement letters with clients, staff supervision ...)
- Making day to day decisions and ensuring execution
- Identifying and solving problems (All administrative, program and staff related)
- Controlling program quality, appraising performances of staff, analysis of Budget, enforcing organizational disciplines
- Reviewing over all status of the station, identifying areas of improvement and instructing staff accordingly

PROMOTING

- Representing radio station in national and international events
- Identifying like minded agencies/stakeholders and initiating working relationship
- Organizing innovative events jointly with relevant organizations
- Taking up official media role of selected important events/occasions
- Publication (books, comics, periodicals) of important radio programs and activities
- Production of promotional materials (e.g., sticker, cap, brochures, hoarding board)

AUTHORITY

- Recommend for reward and sanction of Department Chief
- Take reward and sanction decisions of staff below Department Chief
- Sign agreements on behalf of the station
- Hiring of consultants within approved budget
- Approve/recommend purchase of fixed assets as specified in the rule
- Approve budgeted annual expenses
- Approve/recommend leaves of staff as specified in the HR rule

Job Title: News Department Head

Place of Work:

Class/Level:

Minimum Qualification:

Experiences:

Responsible to:

Responsible for:

Relations with:

Key Result Area:

- Accurate, balanced and credible (ABC) news bulletin
- Up to date/breaking news
- Coverage of diverse news events
- Special bulletins

FUNCTIONS:

- Coordinating
- Producing
- Supervising and mentoring

AUTHORITY:

ACCOUNTABILITY:

Job Title: Program Department Head

Place of Work:

Class/Level:

Minimum Qualification:

Experiences:

Responsible to:

Responsible for:

Relations with:

Key Result Area:

- Programs with defined impacts are in place (programs are duly linked with station's vision, mission, goal, and guiding principles)
- Quality programs (creative style, attractive and relevant content, well packaged) are produced and aired
- Image of radio built as functional knowledge imparting center.

FUNCTIONS:

- Coordinating
- Producing
- Supervising and mentoring

AUTHORITY:

ACCOUNTABILITY:

Job Title: Marketing Department Head

Place of Work:
Class/Level:
Minimum Qualification:
Experiences:
Responsible to:
Responsible for:
Relations with:

Key Result Area:

- Increase in market revenue
- Diversification of sources/clients
- Off-air promotion of the station

FUNCTIONS:

Revenue generating
Coordinating
Promoting and public relation
Supervising and mentoring

AUTHORITY:

ACCOUNTABILITY:

Job Title: Technical Department Head

Place of Work:

Class/Level:

Minimum Qualification:

Experiences:

Responsible to:

Responsible for:

Relations with:

Key Result Area:

- Operating condition of equipments
- Broadcast quality (audio, on-air signal, ...)

FUNCTIONS:

- Program recording and broadcasting
- Coordinating
- Supervising and mentoring

AUTHORITY:

ACCOUNTABILITY:

CHAPTER
3

Broadcasting
Norms &
Standards



Since largely because community radio stations operate with the involvement of the community operating the same demands involvement of the people of multiple languages, diverse religious following, genders, classes and cultures when it comes to conduct programs. In circumstances as these, community radio stations ought to have their announced news policy and policy guiding information and education related programs while also having announced policies on culture and language.

News policy

A) Fundamental perspective

Easy access of the people in the conduct of the affairs of the state is the very soul of the democratic system. Guided along by this perspective Radio Tamor shall consider the people's right to information as the fundamental right.

It shall be the original mantra of the editorial policy of Radio Tamor that when it comes to bringing out the truth, ensuring people's participation in the decision-making process, taking right decisions at the right time and identifying the path of positive changes news and information play a special role. Journalists associated with Radio Tamor shall have to work in coordination with governments, political parties, policy makers, experts and thinkers who have differing views on the issues involved while pursuing the agenda of resolving internal conflicts in society. It shall have to disseminate slews of news at people who follow different religion, belong to different communities and have their own faith. This shall demand journalists associated with Radio Tamor to be responsible and honest while also disseminating information in realistic and self-respecting manner. The fundamental values of the tasks of collecting news and information is to evolve the people along lines whereby they are not only informed but are also in a position whereby they can come up with opinion of contextual issues and thus striving towards social welfare. Since largely because they are associated with local and community radio every journalists shall be expected to give due importance to local perspective. Reality, independence, justice, honesty, creativity and participation all of which are cornerstone of community communication shall have to be taken as the fundamental principles.

News

News is what which works as fuel for society. Every piece of news is invariably found linked with the concerns and interests of the local people (listeners). It is essential to pay attention to facts and impartiality while disseminating news. The task of collecting news must ensure that there is not only enough information but every side of the issue has been explored. Point should be made to give enough importance and coverage to all the stakeholders and sides when covering controversial issues as long as they are in the news. One must decide whether to carry the news based on the importance and underlying logic. Editorial discretion must go into play when it comes to decide whether it is essential to incorporate all the perspectives of the event in a single program or news bulletin.

News based programs should be so designed that they go on to evolve the listeners into people who have opinion on the issue by purveying intellectual and factual description. While any correspondent can

This is the Draft News Policy, 2007 of Radio Tamor, Taplejung as prepared by Community Radio Support Center (CRSC). The material and information which has gone into this draft policy was compiled by assembling promoters and members of the board of Radio Tamor and all those who could be depended upon to describe geographical, social, historical, casteist and cultural issues of the district at a guided discussion organized in the premises of Taplejung Chamber of Commerce.

include his or her experience based on observation but he or she cannot express his/her personal views.

Responsibility of journalists

- It must be imbibed that journalism is a profession which survives on responsibility, code of conduct, competence and faith of the people.
- News should expose misdeeds and cooperate in encouraging good deeds rather than ending up tormenting some and accusing others.
- Enough space must be given when covering issues from coverage area.
- Issues which make the community proud must be disseminated.
- News must be based on facts and free from prejudices.
- News must be realistic.
- When covering controversial public issues point must be made to explore perceptions of all involved.
- Efforts must be taken to goad the concerned section into ensuring transparency in issues of public concern.
- Anonymous source of news must be protected.
- News related to women and children should be produced by taking enough precaution.
- News and information must be disseminated after exploring the communal, cultural and linguistic diversity thus ruling out any discrimination and prejudices.
- Errors made in the course of broadcasts must be conceded and correction sent out right away.
- Efforts coming from community, collectively and from the government must be taken in positive perspectives.
- Legal provisions should be respected in entirety.
- The freedom to put forth one's perspective or opinion including the religious belief should be respected.
- News related to rape, killing, torture and assault including the physical and mental torment must be disseminated in discouraging tone.
- News being carried courtesy other media agencies must be according attributed to them.
- The Nepali language used news writing should be mainstream Nepali language.

Dont's

- No one should be tormented and victimized in pursuit of highlighting the issues of public concern in concerted manner.
- Interviews and quotes should not be used spiced up with double entenders.
- Use of source should not include quoting "Observers," "informed source," "source," "responsible authority," "eyewitness," "commentator" and "intellectual".
- Violence and terror should not be depicted as acts of valor.
- One should refrain from poring into private lives.
- Element of inclusiveness should not reflect in the views.
- Unless it demands point should be made to refrain from identifying the caste, religion, nationality and reference to past public life of any person related to any incident.
- News should not be sensationalized.
- Messages that denigrate humanity in general should not be carried.
- Activities which encourage human trafficking including flesh trade should not be carried.
- News collection, writing and editing should not be aimed at confusing anyone or have an underlying impact.
- News which affects the verdict of matters sub judice should not be carried.

- Messages which spread hatred vis-à-vis marriage, veneration of ancestors and festivals or create tension should not be carried.
- Crime should not be portrayed as positive act.
- Do not disseminate news identifying an alleged criminal as criminal until the court holds him guilty.
- Do not go into great detail while reporting criminal acts like attempted dacoity, abduction and suicide outlining the modus operandi.
- One should refrain from carrying news related to sex or in an exciting manner. or in a way which makes the listeners uncomfortable
- Political events must be viewed in independent manner; news disseminated should not reflect political biases.
- Messages which add pain to social fabric, morality and behavior or those which spread bad faith should not be carried.
- Refrain from carrying contents or messages which can end up denigrating those who are differently-abled.
- No one should be discriminated based on caste, religion, gender, race, age or profession.
- News should not be held back expecting definite financial benefits or amenity.
- Refrain from ghastly description which can set in panic among listeners.

B) Conflict and emergency

The period through conflict and the state of emergency is marred by political, social and communal tension. The state mechanism is deemed to be weaker in comparison. The rights of the citizen are often restricted. There is a crisis of confidence. There is a state of no dialogue between the warring sides. There is scarcity of food, habitation, medicine and fundamental needs like drinking water. People could be dying, disappearing or facing displacement. People are marred by hopelessness, on the flight and often complacent.

This is the kind of period when Radio Tamor should be broadcast messages that promote patience and resilience. The attention should be on what to do during the state of emergency and conflict and how to survive on and also control the damages.

The access to information between people caught up in tragedy and crisis should be simplified.

The news bulletins should not prioritize news related to killings as if one were reporting sporting event narrating who has attacked whom, how many have been killed or who has lost out in way which spreads incitement. The message which remove element of humanitarianism from around state of war should not be encouraged. Rather than describing the behavior being demonstrated by the warring side the stress of the debate should be on how to arrive at a create solution of their differences. Rather than the warring sides the journalists must disseminate news about the people at large who are the third party and their conditions. One must pay special attention when addressing the warring sides to minimize internal conflict. One must refrain from using adjectives which incite the warring sides or evolve them along more attacking mode. The warring could resort to propaganda with the objective of emboldening their respective side and with the objective of weakening the psychological side of their rivals. That is the period when the journalists have to be alert about. That is the period when one must make it a point to bring in use distinct vocabulary than used by the warring sides. For example listed below are some of the terms which were in use during the Maoist insurgency.

Table 56

Terms used by government	Terms used by Maoists	Terms used by radio
Terrorist	Revolutionary	Rebel
Dastardly/cold-blooded murder	Elimination	Killing
Martyrdom	martyr	Killed
Looted	Seized	Killed

C) Peace restoration process

The nation is currently passing through political and peace transition. The situation is highly inflammable to say the least. A minor lapse could end up inviting unimaginable and sorry state. This highlights the criticality of the transitional phase. This suggests that its management is highly important aspect. Currently we have the Comprehensive Peace Agreement and the interim constitution as tools to manage the transitional phase. We have Constituent Assembly in place with the objective of drafting the new constitution. The community journalists are currently shouldering a huge task pending the promulgation of the new constitution. The community radio stations must play an a crucial role by disseminating information, monitoring the sides involved in violence, ensuring transparency in the peace process and debate into issues of public interest apart from also giving voice to the backward classes, gender and those who are down-trodden.

- **Monitoring of peace agreement:** It is necessary to monitor the compliance or otherwise of the peace agreement by the warring sides from the central to the village level. Under circumstances as these the community radio journalists would do well to monitor the compliance to the peace deal on day to day basis at the local level. Moreover since the peace process is not of interest and concern only of a leader or the parties involved it is essential to have enough discussion prior to undertaking anything in this connection whatsoever. The efforts so undertaken can be expected to be an insurance against additional doubts, terror or instability entailed. Rather than activities which take place in a closed room any open debate on issues of these nature go a long way in reassuring the people about the success of the process.
- **Minority and backward classes:** The voice of the minority, backward classes, women and children is invariably ignored through conflict and war. Just in the event one fails to give voice to backward classes, group and gender and those hit worst by the conflict it is not possible to push the peace process forward. Just in the event the problems faced by conflict affected people and those displaced is not addressed during the peace process it is impossible to have a lasting peace. This incidentally is the reason why the community journalists must be active in giving voice to the people affected by conflict, people who are displaced, members of the minority communities, backward classes, women and children.
- **Constituent Assembly:** Nepal has gone for an elected Constituent Assembly as part of the bid to take the peace process to its logical end by promulgating a new constitution. All the Nepalese people are of the hope that the new constitution will pave a way for a new Nepal. There is far little hope for a resolution of the issues facing the nation if the Constituent Assembly fails to address the mandate given by the mass movement of 2006. The historic movement of 2006 has thrown up three mandates: republican Nepal, inclusive state and federal political system. Each and everyone have to be objective through times when the nation is looking for the best national political system. Or else the nation will relapse into the crises. This is the reason why the

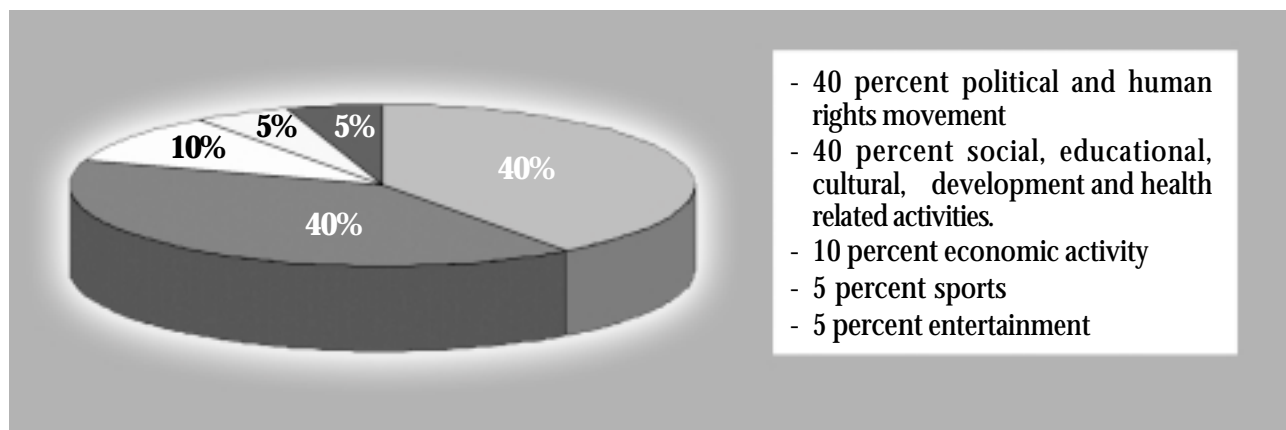
community journalists must be active participants in the process of wangling objective results from the Constituent Assembly. The Constituent Assembly is the participatory process of constitution building. It is not something which may activate on its own. One must create a situation whereby the people involve themselves in the task after thoroughly understanding it when it comes to make it a success. This is the reason why the community journalists must pave way for sporadic national dialogue with the objective of nation building on new footing rather than restricting themselves by attending the electoral results. The Constituent Assembly must be activated in such a way that there is enough dialogue that reflects the seriousness of the mandate to evolve the nation along republican line.

- **Identification of additional stakeholders:** The ruling elites which preside over the affairs of the state and the rebels are found to come up with their respective agenda. Generally speaking, their demands, perceptions, stances and requests are part of the main agenda of the talks. They consider themselves as the only stakeholders in the process. The political deals reached with the objectives of striking power balance are not considered to bring sustainable peace. Peace talks should be broad-based. There are simply too many stakeholders who might be affected by political, social and cultural inequalities while also working to pave a way out of it. The community journalists must be working to establish civil society members, people affected by the conflicts, women, children and communities suppressed from regionalist and linguistic stand point including the members of the general public. Doing this will add new dimension to the peace process entangled in the stampede between two sides.

D) Setting News Priority

When it comes to decide news priority point should be made to classify the news items in subjective manner which can be instrumental in covering larger number of areas. For example, let us consider we need ten news items to make a full news bulletin. Also consider that the news room has five news items related to politics, two news items related to social issues, two news items related to education, two news items related to culture and one news items related to development activities, taking total news items to 12. Just in the event we have to choose only 10 news items we can do so by rewriting political news item, thus boiling the items to 10. To make the matters simple while political news should comprise 40 percent of the news bulletin, the rest of the space and time must be awarded to social, educational, cultural, development, gender activity and health while economic activity takes 10 percent, sports 5 percent, entertainment 5 percent as a matter of priority. Radio Timor shall have to decide news priority as determined by the following aspects.

Figure 5: Outlining subjective news selection



1. Dealing with diversity of issues

- **Social:** Activities comprising family, rituals conducted to appease those dead in the family, lifestyle, festivals, customs, caste, language and sartorial customs.
- **Political:** Local and regional political activities including events.
- **Economic:** Local weekly markets, trade, agriculture, small and big businesses and employment opportunities.
- **Cultural:** Festivals, trade fairs and musical events.
- **Educational:** Activities surrounding non-formal, formal, school and college education including those related to students, teachers and administrators.
- **Bureaucracy:** Services available in district headquarters, tasks like when the offices will remain shut down or when they are planning to send out team.
- **Tourism:** Trekking, mountaineering, hotel and transport.
- **Health:** Health camp announcement and schedules, hospital timings, services available, status of visitors to hospitals, public hygiene, epidemic and its control measures.
- **Development:** Village trails and roads, electricity, communication, irrigation, bridges and physical infrastructures.
- **Community:** Development activities undertaken by villagers combined like bridges, temples, trails, public places and their restoration, community forests, community schools and the like.
- **Sports:** Activities like quiz contests, football matches, volley ball matches and tennis organized by clubs, schools and campuses.

2. Participation

- **Class:** (Farmers, students, teachers, workers, grocers, hotel employees, traders in papers, blankets and carpets and trekking workers.)
- **Gender:** (Women (68,500) men (66,200).)
- **Age:** (Children, youth including young women, middle aged and aged.)
- **Religion:** (Hindu, Kirati, Buddhist, Christians)
- **Caste:** (Limbu, Chhetri, Brahmin, Sherpa, Rai, Gurung, Kami, Tamang, Damai, Dhola and Newar)
- **Culture:** Mangol, Khas and Balung.

3. Geographical proximity

- **District:** The district has been divided into eight sectors from the view point of reception of programs and includes areas like Tamor Khola, Mewa Khola, Yangrup, Fawa Khola, areas surrounding district headquarters and areas like Aatharai and Tharpu region. News related to Lelep, Siwan, Thembe, Thukimba, Sinam, Thechambu, Phungling Bazaar, SAGRANTI and Sinhapuchhare will have to be prioritized.
- **Neighboring district:** News related to disaster and epidemic from neighboring districts like Jhapa, Paanchthar, Terhathum, Ilam, Sunsari will have to be included.
- Local, regional, national and international activities have been defined as follows next.
- **Local activity:** It denotes activities taking place in Taplejung district
- **Regional:** It denotes activities in Mechi and Koshi zones
- **National:** It denotes activities of enough importance to the people of the region which may have taken place in any part of the country.
- **International:** It denotes activities taking place outside of the country which can include nations of South Asia and China as a matter of priority.

4. Proximity from the stand point of interest

- **Areas which have social and family relation with the people of Taplejung:** Political, social, cultural, economic, health, famine and drought related issues reported from Birtamod, Dharan, Fidim, Iwa, Chhatedhunga, Chuhandanda, Dhandkuta Bazaar, Itahari, Amarpur, Damak, Biratnagar and Kathmandu.
- **Areas which are known as trading front for Taplejung people:** Activities related to politics, economics, trade, transport and trade unionism reported from Birtamod, Itahari, Kathmandu, Siligudi, Riu of Tibet and Sikkim.
- **Regions which are job centers:** Issues related to law and order, weather and public security in Birtamod, Kathmandu, Itahari, Dharan, Malaysia, Qatar, Saudi Arabia, Dubai, Australia, Hong Kong and Korea.
- **Pilgrimage destinations:** Activities surrounding Pathivara (mid-September to mid-December, March and April), Timbung Pokhari (July and August), Sabha Pokhari (during Janai Purnima), Sodo Pokhari (July), Baraha region and Budasubba of Dharan (all round the year with updates), Pashupatinath temple, Swayambhunath temple of Kathmandu (for climate), Lumbini (November, December) and Varanasi, Haridwar of India and also Tatopani of Sikkim (November, December) Gaya and Kashi, including pilgrimage to four holy destinations for pilgrims (July and August).

5. Contextual

- **Public interest:** Events related to local people both in personal and social context and projects undertaken by various organizations and government institutions.
- **Time:** Contemporary and past events.

6. As social institution

- **Local likeminded organizations:** Development activities, annual general meetings and activism related to issues of public importance of agencies associated with Radio Tamor and working along with it, local chamber of commerce, Pathivara Conservation and Promotion Committee, Environment Conservation and Development Forum, Kanchanjunga Conservation and Management Council and organizations which similar objectives than that of the radio station and organizations working for the development of Taplejung such as Federation of Nepalese Journalists (FNJ) and the like.
- **Regional and national level agencies:** (The organizations which are involved in Taplejung and are associated in some form or the other with Radio Tamor or have been extending commendable contribution to the development of Taplejung.) Development activities and annual general meetings of Janajati Mahasangha Kathmandu, Sarokar Manch Kathmandu, Janajati Pratisthan Kathmandu, Red Cross Society Nepal, World Wildlife Fund, Gorkha Welfare Scheme, Pahad Trust Nepal, Kaduri Pariyojana, SNC and RIP.

7. Emergency and event induced perspective

- **Direct:** Events related to flood, landslide, drought, violence and loss of life from the same and changes announced by the government or other authorities and related to changes in tax, cess and concessions thereof.
- **Indirect:** News and program including those related to dependents of the victims of any incident or agency, or psychological effect of conflict on women and children

8. Importance as criteria

- **Responsibility:** Events related to social issues and events related to whether or not a public official has fulfilled/not fulfilled his responsibility.
- **Status:** Activities undertaken by leading social figures and organizations.
- **Result:** The task of anglicizing the result of any activities or event on other individuals and society.

9. Of human interest

- **Unnatural:** Strange events such as a lone passenger surviving a plane crash.
- **Contradictory:** There indeed are events which are self-contradictory. For example a political party may stage protests while still in power.
- **Strangeness:** Events which are difficult to believe at first sight like a hardened communist ends up appreciating the religious rituals like sacrificial pyre or an instance of a man biting a dog.

E. Local language bulletins

Since the listeners of radio programs in Limbu, Sherpa, Topkegola, Balung, Rai, Gurung including Tamang languages tend to share the same interests and curiosity from geographical, linguistic, cultural and social perspective it would be better to prioritize activities related to the communities in question from geographical, linguistic, cultural, social and economic perspective while other activities too are dealt with accordingly.

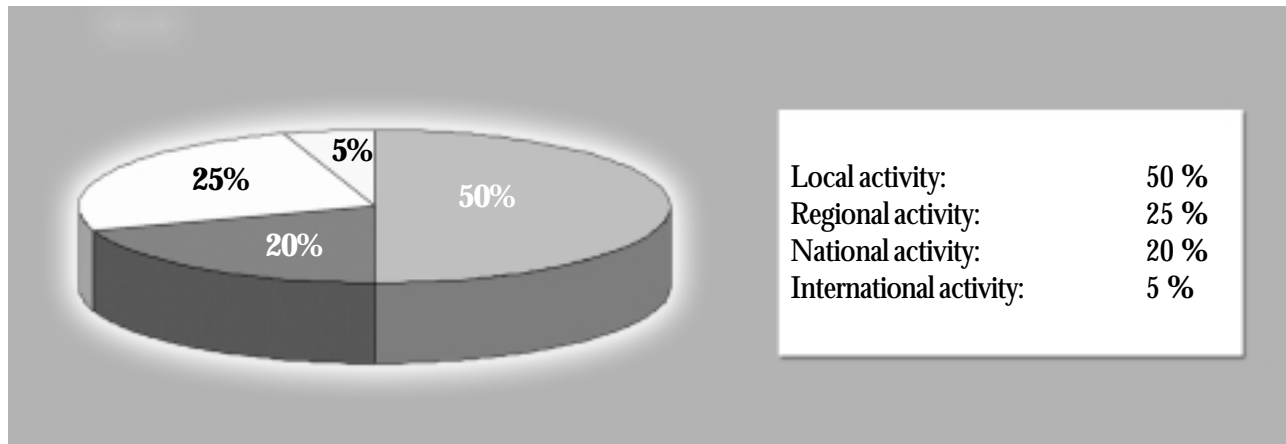
F. Follow up news

- **Follow up:** Just in the event there are three bulletins on air a day point should be made to carry the main news of the first bulletin in the remainder of the two subsequent bulletins depending on the situation. However just in the event there has not been additional development or there has not been much bigger news development main news of the previous bulletins can go as main news.
- **Update:** Some events are by their nature in need of update demanding repeated update until the cycle of the event has not come to a close. For example the electoral process is not over with voting, demanding constant update until all the results are in.
- **Monitoring:** Each and every news bulletin has its shelf life. Some news items are of very short term interest while some news items are of long term interest and long term impact. This is the reason why the news of long term interest and impact has to be monitored continually. This is the reason why editors must be alert at the need to retain news items in the bulletins as guided by their importance, impact and interest.

G: Mix of news

News is something which makes a community radio effective and also prove instrumental when it comes to localize its impact while also activating society and sharing its joys and sorrows. News is a kind of fuel to activate society without which society cannot gain any speed. This is the reason why local activities have to be prioritized when producing programs. This shall be followed by prioritizing regional events. Events expected to simplify the lives of the region but are of national and international in scale shall be included in the bulletin. The proportion of “regional”, “national” and “international” news shall be determined as defined by Radio Tamor in the following way:

figure-6 Classification of events



H) Style

- **Acronym and initialism:** One must make it a point to have the full name of any organization and any political party while writing the news since initializing the name can create confusion for listeners. However one can use acronym while referring to the same offices and organizations when they appear in the news for the second and third time. For example: Dambar Bahadur Sawa, Secretary of the Village Development Office, (VDO), Fungling Village Development Committee (VDC), has said that those looking forward for any recommendation related to citizenship certificate should come before 12 noon. The VDC has made the arrangement for the convenience of the people, it is said.
- **Intonation:** Intonation used in different regions differ from other regions depending on geography, local reality and incomplete imitation. Radio Tamor shall be using the intonation in use in the region. This is all about localizing the intonation used. While Radio Tamor shall be using Nepalese language in news bulletins but the intonation should be local.
- **Tense:** News has to be oven fresh, so to say. That is the reason why the news has to be written in present tense. It is better to write in present tense even if the event had taken place the day before. For example, Prime Minister Prachanda expressed commitment to be serious about the resolution of the crisis facing the country. This is written in past tense as thus: Prime Minister Prachanda yesterday said he was serious for the resolution of the crisis facing the country. But radio can rewrite that as thus: Speaking at a function yesterday Prime Minister Prachanda said: I am serious to sort out the crisis facing the nation.
- **Announcement:** The words spoken must be sweet, polite and clear. But prefixes like Mr. Mrs. Ms. Rt. Hon and Hon. should be omitted in the course of news writing and reading. For example, it is enough to limit to Prime Minister Pushpa Kamal Dahal “Prachanda” than including Rt Hon Prime Minister.
- **Speed:** The reception area of Radio Tamor largely comprises of 65 percent of the population being non-Nepali speakers. News read in other languages than native tongue is not followed at the same rate as read in native language. Therefore we will have to keep the speed of news in such a way that it is not unpleasant for the 35 percent of the population which comprises of

Nepali speakers while non-Nepali speakers follow it. This is the reason why the speed of new on Radio Tamor has been fixed at 110 words per minute. The speed will be decided after recording news bulletins at 90, 100 and 110 words per minute before deciding the speed based on feedback on the speed.

- **Word and sentence:** There are words in Nepali language which do not appear in verbal conversation but do appear frequently in writing. These are the words which should not appear in radio news writing and are “below”, “above”, “cited”, “as follows”, “opt cited” “that”, “following” etc. Indefinite words like “it is said” “it is learned” “it has come to light”, “buzz” etc. Formal words should be replaced by a popular word in use in the region. For example, the program was organized under the auspices of the District Development Committee (DDC) should be rewritten as “DDC made the arrangement for the conduct of the program.” The news must be written in active sentences. The sentence should be simple and direct.

One sentence should not have more than one message. One sentence must run into 18-20 words and not more. The sentences can be rated as follows:

Table 57

Sentence	Status
Sentence upto 8 words	Excellent
Sentence up to 14 words	Very good
Sentence upto 18 words	Good
Sentence up to 22 words	Difficult
Sentence beyond 28 words	Abstruse

- **Statistics:** One must make it a point to guess-estimate low than ending up guess-estimating to the level of inflating when it comes to use statistics. Since it is difficult to catch large figures it is better to turn the same smaller. For example, it takes 2000 liters of petrol for a motorcycle to run for 100 thousand km. This can be broken down to read “it takes one liter of petrol to run the motorcycle for 50 km.” While using figures and statistics it is good to boil down 4, 33, 32, 250 to four crores and 33 lakh rupees. Similarly 4,45,47,250 can be rounded off to mean nearly 4 and half crores. Similarly figures can be turned into words by presenting 25 percent as one/ fourth and 33 percent as one/thirds.
- **Quote source:** It is important to include each and everyone involved in the story when writing news. Generally speaking those who need to be included are the tormentor, tormented, responsible authority, experts and others. It is necessary to collect the information from all involved before looking into the veracity. It is desirable to have enough quotes to make the news credible as needed. One must make it a point to delve deep into whether the source quoted is genuine or not? Whether the source has been used in the desired way? Or whether the source matches the story and its content thoroughly, among others.
- **Dispatches:** Point should be made to ensure that name and location of the reporter/s sending dispatches are clearly mentioned when using news filed from definite locations.

Example 1

The government has closed down the Mewakhola based community hospital which was providing services since the last five years from today. The report filed by Sher Bahadur Thebe describing the situation after the closure (either in his own voice or news reader is doing the reading).

Example 2

The government has closed down the Mewakhola based community hospital which was providing services since the last five years from today. According to our reporter Sher Bahadur Thebe in Thumki (news reader doing the reading).

- **Beginning and end of news:** There should be uniformity in the ways the news reading gets underway and comes to an end (refer to news presentation style too)

Here it goes: *Good Morning, I am Iman Singh Thebe and am back with a fresh bulletin of news. Let us start with the headlines*

Here is how it should end: This winds up our news bulletin. We will be back at 6. Thanks for listening

I) Presentation

- **Dual:** There shall be two presenters of news, one male and female. Both the news readers shall read news in the same intonation, rhythm and speed.
- **Bridge tune:** There shall be bridge tune after every two news items. Bridge tune shall not last longer than 2-3 seconds.
- **Voice report:** Voice report shall be included to make the news bulletin lively. The voice report shall not be longer than two minutes at the most.
- **Actuality insertion:** It is essential to have the voice of the person associated with the event as actuality insertion.
- **Originality:** The presentation has to be original and natural.
- **Clarity:** Pronunciation has to be clear and facts correct. One must take special care when pronouncing names of people and places.

J) News format

Table 58

Direction	Description	Time
Signature tune	Logo Fade in/out	15 seconds
Greetings according to the customs of the community	<i>Good Morning I am Iman Singh Thebe and I am Anand Baral</i>	
Iman Singh	<i>We have come with the news bulletin. We begin the news bulletin with the main headlines.</i>	
Iman Singh+	1. 2. 3	
	Bridge tune	2 second
Anand	Now the news in detail News item 1 News item 2	

	Bridge tune	2 seconds
Iman Singh	News item 3 News items 4	
	Bridge tune	2 seconds
Anand	News item 5 News item 6	
	Bridge tune	2 seconds
	Bridge tune	2 seconds
Depending on who is the reader	And now the sports	
	Bridge tune	2 seconds
Depending on turn	And how the whether	
	Bridge tune	2 seconds
Depending on turn	Here are the headlines once again· 1· 2· 3	
Closing announcement	This is all for now. We will come back with another bulletin at 6 in the evening. Bye for now. Namaste	
	Fade under/up/out	15 seconds

Policy governing informative and educative program

The original character of community radio should reflect the community. The main objective of community radio is the overall development of society. When talking about community radio stations, the values surrounding their broadcasts should reflect reality, freedom, justice, honesty, creativity and participation. What follows next is the policy governing information and education program¹.

IMPARTIALITY AND ACCURACY

1. Impartiality

The most important features of community radio are to ensure enough degree of impartiality in the program broadcast by them. It is not enough incorporate all the sides in a story when ensuring impartiality.

¹Informative and Educational Program Policy has been processed and developed with Radio Sagarmatha functioning as a laboratory and is based on program policy and directives issued by UNESCO Community Radio Broadcasters Guideline, BBC World Service Guidelines, HK Radio/Television, CBS and other media organizations.

Special attention has to be paid to the need to incorporate interests, faith and perspective of every variety when deciding upon the content of the program. One must also pay attention to geography, language, caste, class, social structure, the issue of gender and its representation to ensure impartiality.

One has to be alert to see to it that whether one has left out any gender, class, religion, views and language from one's broadcasting in news, current affairs, interviews, sports, drama, reportage, education, religion and humor related presentations. Just in the event one has left out any point should be made to make correction and incorporate it to ensure impartiality. One has to give a thought to all the perspectives while picking up a theme of a program.

No presenter can be said to have ensured impartiality merely by including diverse views in his presentation. One has to be really impartial while putting political, economic, linguistic, casteist and issue related to gender and class to truthful and impartial debate. Staying aloof is not becoming impartial. However one should shy away from defending basic democratic norms in the name of maintaining impartiality.

2. Objective program

The program produced on controversial issues must ensure that they are impartial in contents. They must stand by the truth. Just in case there is appropriate editorial policy producers can draw up programs on variety of issues picking up themes from any stage of the controversies. Producers can include any definite argument coming from any sides in the row but the same has to be done in honest manner. However while doing it point must be made to see that the opinion coming from any sides in the row is not perversely defined.

While at times there is a need to have views from all involved but there are times when one should not necessarily do it. But there are times when point must be made to incorporate all the sides when the issue is big. What it means is a producer must work in honest ways.

2.2 The element of impartiality of a program in series should be judged after taking into account the whole series rather than a single episode.

- In program under first category, one can ensure element of impartiality either in the series as a whole or within definite series within a series. One ought to have told the listeners that impartiality will be demonstrated within the stipulated number of episodes beforehand.
- In program under second category, one ought to ensure element of impartiality all along. In program under this category the producer cannot excuse himself at the end of the episode saying he will come back with other perspective next.

There are times when one must come up with one more program or a supplement to the series or follow up measure to render the program as impartial one which can include views different than the one which appeared earlier on. This must be announced beforehand. Such follow-up programs must usually follow immediately after the series. It should not take long in the coming. Since the context and background often changes, one may fail to ensure element of impartiality to a perceptible degree even if there are efforts to that end.

2.3 Personal opinion programs

It is essential to let the people or organizations present their point of view and opinion on the controversial issue at hand. That contributes to the agenda of adding to the existing body of knowledge when the program happens to unspool issues which have never been brought to light and are strange in their own

way. However, one has to take note of the following dimension when running program on controversial issues (like “Aaja Ka Kura or Dabali or other interview based programs):

- One has to inform the listeners that what is coming to them is the opinion based program so that they are clear about the contents of the same.
- The producer/presenter should make sure that they will not present the issues coming from the other side in wrong way. Here the facts have to be absolutely correct.
- It is appropriate to give space to others than those taking part in the program.
- It is commonly not appropriate for journalists, employees, presenters and those associated with programs related to public policy to express their point of view on controversial issues.

It is not essential to ensure that one must give equal space and time to the actors in the series but what must be paid attention to is that each and every side in the row is give the voice.

2.4 Series committed to definite mission

Programs run by any individual or organizations which have their own perspective (social service organization, offices, business or manufacturing organizations) should be true to the fact. Such programs in series when they come in a series should not leave out differing views and opinions. The program department must monitor the fact that this is ensured.

2.5 Opportunity to clarify

One must make it a point to give a chance to just about anyone who has been portrayed as unethical or incompetent or has been portrayed in unbecoming ways in any program to make their point. There are times when it may be a difficult to give any chance to the accused or those who have faced criticism owing to legal constraints or on ethical ground to put forth their point of view but the same can be done at an opportune moment.

2.6 News, emergency and national crisis

The national security establishment can dominate journalism through national crisis and the state of emergency. These are the times when journalists face test of time. Regardless of the hardship faced at personal level through times as these one has to be responsible to nationalism and social responsibility. But point should be made to purvey credible and substantial information and analysis to the listeners. Good journalism is what ensures that the available information is purveyed only after taking good note of everything that comes one’s way. Impartiality has to be maintained here too. Diverse views must be given suitable space and time.

2.7 Documentary, magazine and feature

Documentaries, magazines and features are usually produced after including only some aspects. That is to say they may not include all the views. But such programs often include reality. Such programs must make it a point to incorporate all the views and perspective within definite time. There should be regular review and interaction to ascertain that these programs indeed have incorporated diverse views from society.

2.8 Stand by society

When it comes to come up with views of all kind and which may be remarkable in their own way, one must make it a point to have reports about such individuals or talk to such individuals whose reactions can hurt many. In situations like these, the benefit to society should outweigh than the harm done. For example, an interview with minister during the royal rule on the government bid to muzzle independent

radio would have been humiliating to him but legitimate in every other way.

One should refrain from dominating the interview being conducted for broadcast on Aaja Ka Kura, Dabali, Radio Khabarpatrika or Halchaal while putting up questions but point has to be made to take into account the aspirations of the listeners when dealing with dyspeptic interviewee. Questions must be put up in attacking mode while also coming up with supplementary questions if need be in a challenging manner. The interviewer must refrain from insulting the interviewee, but has to be sensitive to the aspirations of the listeners while putting up questions.

There are times when sentiments may so dominate that the listeners may not want an impartial program. These are the times when the presenter must make it a point to remain impartial and behave accordingly after taking control of the proceedings.

3. Subjective and creativity program

3.1 Drama, arts, humor and entertainment

These programs must give opportunity to artistes, writers and entertainers when it comes to expression. Program producers should restrict his concern to whether the program in question has definite quality or not. For example, plays or voice animation in Lukamari program meant for children.

3.2 Drama and docu-drama

Just in the event the drama is based on current events or some real life character the same must be handled correctly. There should not be any problem just in the event the drama is in tune with the situation while also being impartial even as the same has paid attention to actors, background and views. There should be distinction between drama based on real life situation and docu-drama which involves reconstructing an event. The listeners must realize that they are either tuned into to a drama or a reconstructed docu-drama.

Just in the event the objective is to present any controversial event through drama or docu-drama point should be made to take care that the same is presented doing justice to the issue. While it is natural for actors, dialogues and background to give it a fictional color but point has to be made to stick to not twist the issue as far as is known.

3.3 Actors in a drama

Just in the event the drama is based on real life and just in the event the protagonist is dead point has to be made to talk with his relatives and family while also seeking their co-operation. One should drop the project altogether if the relatives deny co-operation leave alone giving permission for the same. But this may not be applicable all the time. However, one can still produce such docu-drama even without any permission if the same is being expected to serve greater public interest. But this will still demand enough editorial discussion while seeking official permission of the station.

3.4 History in drama/historical drama

Truth, impartiality and fitness of things are criteria which hold good in the case of historical drama also. As a rule, drama must give a correct account of history. But it is also true that the drama may differ as to what actually could have happened while it is also true that any claim will have to be authenticated accordingly. Program producer will have to be alert at the fact that the production can indeed attract challenging reaction.

3.5 Facts, fiction and publicity

One must pay attention to the need to inform listeners through announcement and promos about the drama and its message. Just in the event the program is a mix of truth and fiction, listeners ought to be informed about it.

4. Political parties and election

A radio station must let the political parties put forth their point of view in the run-up to the local and general election. It is much like the same when Radio allotted enough time to political parties in the run-up to the election to constituent assembly during 2008 based on proportional allotting of time. Once this is allowed, the radio stations should not have any say in what to broadcast and what not when the parties talk about themselves. That means the question of maintaining impartiality in the content does not arise. But the station has to take the responsibility about the contents. This is the reason why there should be monitoring whether the political parties have abided by the law during the allotted time. The station must make it clear that the program in question was not produced in independent manner.

Accuracy

1. Introduction

Materials broadcast by radio stations have to be factual. There has to be research for every content broadcast. Point must be made to verify and re-verify the information coming its way. As far as possible, point must be made to visit the site of the incident. Just in case that is not possible, one must talk to the eye-witnesses.

2. Search for the truth

It is often tough to find out the truth. One must take note of the fact that eye-witness account and third person accounts can vary. Materials broadcast and printed can be wrong and outdated. One should not depend on a sole source. Date and position of a person have to be checked and verified and reverified. Looking for the truth does not only mean looking for facts; it is also about looking for the truth after analyzing the context and information. On issues controversial, it is always good to deem truth only that which is admissible under the law.

3. Correction

Mistakes committed of serious nature must be corrected clearly and openly. It is the best way to both admit the mistakes made and coming up with the actual facts. Just in the event one has ended up coming up with wrong facts, the allegations of being not impartial are natural to come by. No one gets the opportunity to complain just in the event corrections are made on time. A lawyer has to be consulted before writing the apology on issues which can lead to libel and slander. One can ward off legal complications just in the event the apology is suitably phrased while also making it sure that one does not get bogged down in the case.

4. Correct language

Facts alone do not make news and programs. Language too has to be impartial. What this means is nothing should be presented beyond a desired limit. Just in the event we do not pay attention to it, we end up sending impression that we are taking sides.

5. Statistics

One must pay attention to statistics when collecting news. The news has to be looked against the backdrop of statistics. Since it is not very easy to explain the context of statistics, enough time must be allotted to take care of them. Disseminating statistics on regular basis is to inform the listeners about anything in context highlighting the rise or fall within the stipulated time. However, one should not give too much importance to statistics even if this is the purpose. The source of the statistics has to be cited, which passes on the onus of judging the veracity of the same to the listeners.

6. Dramatization

When it comes to purvey information about how a particular event had unfolded in the past, it is always easy to explain to the listeners by enacting or dramatizing it. But the presenter must have the knowledge about what he is dramatizing. One must also keep in mind that any event so dramatized could end up spreading panic and confusion all around. Generally speaking, the news is not dramatized. There is a possibility of the listeners getting confused in its wake. But the dramatization coming from other sources can be carried as part of the news. For example, we can take the dramatization done by police in nabbing any criminal.

7. Sound effect

While producing sound effect while dramatizing an old event, listeners have to be told that what they are hearing meanwhile is the sound of the event from the past to make sure that they are not confused. One should not play the sound of one event while talking about another event.

8. Relevance of material

Point must be made to make sure that the material recorded is in right order or not. For example, one must make sure that the people in the program are alive and that their names, positions they occupy, their age and related information is also correct. While broadcasting such programs while it sometimes suffices to say that the program was recorded previously, there are times when one must edit out certain section or make some addition. However, while doing it it is necessary to take up the task with the program producer since it is he who knows about possible complications in comparison to others.

Fairness and clean dealing

1. Introduction

The programs of Radio have to be impartial and free from prejudices. It is important for everyone involved in program production. One must respect the individuals, groups and classes who have figured in the program.

2. Behavior on program

Programs like Aaja Ka Kura, Dabali, Uhile Baje Ka Palama, Achar Bichar, Yuva Awaj, Rojai Ka Geet and Sagarmatha Sangeet and which involve participation of listeners or experts or stakeholders must ensure that they are honestly respected. The presenters of the programs must at the very outset make it clear that they are clear about the objectives and structure of the programs. Unless there is a need to maintain secrecy, the producer must share the plan and thus be honest with those taking part in the program.

People taking part in the program might not know much about radio broadcasting or about the program. Hence there is a need on the part of the radio journalists that they are well versed in process

followed in program production. This is the reason why those taking part in the program being produced must be told about the process. For example, how far away should they be from the microphone?, what happens when one ends up hitting the table?, what happens when one ends up touching studio fixtures? what happens when one ends up touching the microphone?, what happens when one fiddles with pen in hand that is making sound? and just in case if it is the telephone he has to handle one has to tell him how should he do it apart from advising to keep mobile telephone set and other trinkets out.

Regardless of whether the participants are those who occupy public positions or ordinary people, one has to make sure that there is equal treatment. They should not feel confused or misled during the course of the program production, after it or before it. However, while reporting about criminal or those involved in anti-social activities, the producer shall enjoy leeway in keeping with the need to uphold public interest. In other circumstances, everyone involved in the production of the program are entitled to know about the following:

- The theme of the program
- What should they do? Do they have to take part in studio talk or give an interview? Who all will be taking part in the studio talk and what will be the issue under debate just in case they are about to take part in Aaja Ka Kura or Dabali?
- Will the studio talk will go live or will it be broadcast later? Will the producer edit their say? Point has to be made not to promise anything to the participants. Moreover, if the program is least likely to be broadcast it is better to not to talk at length with them.

One has to behave honestly while seeking advice from members of the editorial team who tender advice. One must also take into confidence the people one is talking with apart from also briefing them about the program. However, there are instances while producing a fact-based program which may demand not telling everything to the participants. But there should be definitive reason to do so. The producer of a program may not tell everything just in the event he is producing a program of serious legal nature or a program on criminal theme. However, a producer has to take into confidence senior members of the editorial team or higher authority in such circumstances. One should also make it a point not to exploit those taking part in the fact-based program and program related to entertainment while also making it a point not to give them protection.

People taking part in the program must get a feeling that they are being respected by the producer. Just in case it is a program on bereaved set of people than a point has to be made to be in touch with them while also commiserating them both before and after the program production. Participants of the programs like Arogya, Sahaastitwa, Achar Bichar or any other magazine programs could ask for CD, tape or in any other format before the program goes on air. As a rule, the station should not hand out such material with the objective of upholding editorial independence. One could have them listen to the recordings in special circumstances but point should be made to uphold editorial independence. If at all it is given to them point should be made to impress upon them that the editorial contents will not be edited any further in writing. It is better to sort it out by sitting down with station manager. One must look forward to be treated just as one is treating those who are taking part in the program and that is they are honest to one. The research has to be well done and accurate. The participants taking part in the program have to be told how important it is on their part to be clear and truthful both privately and in a studio announcement. One should not be complacent saying “C’mon it is achievable” and “they will come up with truth”.

Research

The research conducted for all program must be comprehensive and accurate. It has to be checked again and again to make sure that facts are accurate. One has to check and recheck names of people if occupying public position, their affiliation and issues and facts related to them. There has to be enough research into papers related to the theme discussed in the program. One must take notes or record the same whether it is while people are talking among them or while collecting related information in clear and legible way. One can depend on the research conducted by other researchers about the people who appear in the program but point should be made to not depend fully on the same. As to who should be included in the program is something which can come from media organization itself or other organizations. But the same has to be ascertained to check the veracity.

4. Issue appeals

There are times when one must send out invitations to suitable people to take part in the program which are based on facts. But this is something which must be done far less in between. For example, take the instances of appeals going out to take part in the Aaja Ka Kura and programs related to public cause. This helps in gauging broader social views.

One ought to have done enough research before sending out any such appeal. There ought to be enough research into issues which might be included in the program. One should not depend on information that comes forth after sending out appeals.

One may end up facing complications after sending out appeals for participants for a radio program. Undesirable participants may insist on participation. This is the reason why there should be enough research. It could also be possible that people who are unfit for the purpose but want to spread the message of their political parties calling time and again and thus try to have a hold on the program. While sending out appeals for participation in the program attention has to be paid to the wording. At no cost should one send out an impression that one is desperate to hear from such people. It is however in the fitness of things to send out such appeal by all means in the case of entertainment based programs. But there should be care taken to pick up the right people here too.

5. Denial

It is possible that some of those called up for participation may decline to take part citing busy schedule. They have the right to deny. However, just in the event there is curiosity among participants as to why the certain invitee has denied taking part the same must be clarified. While citing reasons one should not demean the one who did not take part. The program producer must make it a point to give space to the views held by the one who has failed to take part in the program in suitable manner. The act of not giving space to anyone's views completely is not admissible at all times.

6. Impartiality and independence

People who have taken part in the program can be expected to intimidate, threaten and issue warning to producers prior to or after they agree to an interview. Program producers should face such people bravely. In such a situation, the radio must stand along side the producer. As a rule, anyone who has agreed to an interview cannot go and tell the producer that he cannot carry the views coming from him. Due thought has to be given to those who agreed to an interview but want to give it a second thought.

7. Embargo

It is always in the fitness of things to disseminate any news or information only within the time line suggested by the purveyor of the same. Just in the event it is essential to carry the same well before the

embargoed time it is possible to convince the person supplying news by talking up the need to do so. However a radio station can violate the embargo just in the event the other means of media communication violate the same along with the organization which supplied the same.

8. Anonymity

It is not essential to give credit to all who contributed in program production although there are times when those who contributed as members of the staff and from among listeners are keen to figure in the credit list. But there are also times when the main contributor would have to be kept anonymous. One can land in dilemma through such times. The credibility of the program suffers when the people who have figured in the same do not appear in titles. The listener may not be able to gauge how truthful the man who is speaking really is. Despite all this there are situation when one cannot publicize the names on the following ground:

- Security
- Ignominy
- Legal

Generally speaking, no one should be given anonymity to dodge law. But one has to do it on occasions. But here too one has to consult with senior members of the editorial team before taking any decision to give anonymity.

Just in the event anyone taking part in the program wants to remain anonymous it should be clear as to which level anonymity he is looking for. While some want to make sure that he remain anonymous to people who do not know him there are some who would not like to be known even by his close relatives and friends. One has to make sure about the level of anonymity.

There are some who would not like to be identified through voice and hence insist on someone giving the voice over for him. It is better to switch over to voice over rather than tampering with the voice with the use of computer techniques. That is because voice tampered with the use of computer can be restored to original voice which can help those looking to identify him later on. However the listeners have to be told that what appears in voice-over is something which has come from a certain participant who wants to maintain anonymity.

Privacy

1. Introduction

Radio stations have to respect the right to privacy enjoyed by individuals. Except in cases when violating the same can contribute to greater good of the people, one must respect right to privacy. Right to privacy has the following aspects:

The public interest

Such people will have less right to privacy just in the event if what they do not make public ends up harming greater public interest to a large degree.

Behavior

The people who are involved in crime and serious anti-social activities enjoy restricted right to secrecy.

Location

People enjoy greater right to privacy in private homes than in public places.

One should not make public personal relations, letters and conversation except in circumstances when

they are matter of public concern. What has to be kept in mind always is that the job of a journalist is to probe into issues of public concern and bring them to light while also respecting the right to privacy and behaving much like any other individuals.

2. Private and public life

People occupying public positions can be said to be special in certain ways, but they too have their private lives. While the listeners need to be informed about the competence of people occupying public positions and how fit are they to occupy that position, but no one has the right to know about their private life except in situation demanded by the law. One should not prepare any report and broadcast it based on the theme of the private life of a public official as long as it does not become an issue of public concern. One should refrain from producing and broadcasting any program even if other broadcasting organizations have done it. Doing it is tantamount to say “others stole it so I have also stolen it.” One should not file report on private lives of public officials and his behavior until the same does not become an issue of public concern without his permission.

Anyone who is occupying public position cannot be expected to forfeit his right to privacy even in the event of probe into his personal behavior. The program producer must give space to the material in context and not the buzz doing the rounds. Radio must make it a point to carry on the right and accurate information. One should not carry everything saying it is interesting. Attention must be paid to the fact that the radio pays attention to the need to come up with contextual and independently verified issues when taking up issues of public concern.

3. Right to entry

If a program has to be produced in private homes and landed property necessary permission has to be sought from the owner as a matter of rule. But the permission may not be sought in most of the cases. For example one can record program at shopping centers or bus stations where people keep moving freely. One need not take such permits if one has to go there where there are serious crimes and anti-social activities taking place. One has to pay attention before entering private homes, premises or landed property to ascertain what the law and customs say on the issue. One must get out of the place if anyone in his private office or landed property tells to do so.

4. Lying in wait

The act of going out to talk to someone without taking prior appointment and waiting outside the residence or in public place is what is called lying in wait. People who are in the news do not feel uncomfortable when they are accosted for a comment that is recorded. It is considered as the legal way when journalist accosts government officials for their comments while on the move. But except in circumstances just referred to lying in wait for news collection is not considered as an acceptable activity. What is also true is this should be undertaken only in the event when other means of news collection fail. As a rule, this is something which must be resorted to only after taking senior members of the editorial team like the Station Manager into confidence and should be done in the light of the following situations:

- Just in the event you are chasing a crime story
- Just in the event the concerned person has declined to react to queries despite repeated bids or does not show willingness to talk citing enough reasons or just in the event he has such a track record

One should lie in wait to sensationalize what is a factual story.

5. Swarming

It is natural for journalists to swamp the house of just about any person who is in the news and makes news. This results in media person landing at any appointed house. However it should not look like that too many journalists have arrived at his residence to intimidate or force their way unwarrantedly. Similarly, journalists should not call up too often or knock the door in a way which can set in hardship for anyone. It can add up to criminal act. In certain countries, there is a practice whereby certain journalists go out to swarm the person in question and later share the same with others. We have yet to evolve this custom. Reporters would be left to leave the place just in the event the person who is sought out for comments and reactions declines to oblige. One must pay attention to the following just in the event the person who is being sought out for reaction is lodged in his private home and wants the reporters out from the premises:

- Is the person occupying public post?
- Is he the tormentor or tormented? Is he someone of general interest?
- Has he said he will not speak out everything?

Public figures must concede that media is attracted towards them as and when they are in the news. But one has to give a due thought to the idea of recording the conversation through such phase. The equipment must respect the right to privacy of such public figures.

6. CCTV recording

When it comes to use the close circuit television footage or audio provided by agencies which extend emergency services point has to be made to take care that the same does not lead to violation of right to secrecy, anonymity or libel since a journalist does not know under what condition the same was recorded. Much like in cases when one may be recording conversation, point has to be made to give a due thought to the need to look into it from ethical and editorial principles.

7. Missing person

Radio stations often broadcast material supplied by the next of kin of those who might be untraceable or lost. While the act of disseminating materials related to the person who might be missing but point has to be made to take care to see that the material so disseminated does not create problem for the missing person. The person who is missing could be wishing that he is not traced by anyone whatsoever. This is also the reason why one should not believe in what the family members say. This is also the reason why one must take care whether the missing person would have approved of the same apart from checking whether the incident has been reported with the police. But it certainly is not an easy task. Hence there is a need to probe the issue without alerting the family members and friends of the person in question.

Recording on the sly

1. Introduction

Journalists should refrain from recording materials on the sly on regular basis. It should not be used even if it means a lot to spice up the report. Generally speaking, it is advisable to record on the sly under the following circumstances:

- To probe criminal activities and activities of gross anti-social nature.
- Only in cases when such material cannot be compiled in other ways.
- For entertainment. However, the concerned person must be informed about the recording as part of seeking permission to broadcast.

2. Approval

The reporter must seek permission from editor/ chief program producer or station manager prior to recording such materials meant for use in Achar Bichar or Halchaal or Aaja Ka Kura or any such program. Whatever may be the objective, there should be detailed information into messages recorded on the sly. For example, who gave the permission? and what was recorded and from whom?. There has to be enough record even if it is not broadcast. This goes a long way in reviewing the techniques adopted by the radio station.

One has to pay attention to the following when recording on the sly.

Entertainment

- Make sure you have the permission of the concerned person for recording.
- Is the recorded material taken as evidence against definite person or in definite exercise?
- Can the person who is the target in the recording end up as a victim?

Investigative report

While chasing investigative stories, point has to be made to take note of the following:

- Is the activity which is being recorded criminal or anti-social?
- Is it related to the issues of public importance?
- Can one compile information through other means?
- Can the recorded material be used as evidence against definite person or activity?
- Given the nature of the recording, can it be deemed as adding up to violation of right to privacy?
- How important is the person who is being recorded on the sly to his organization? Can one hold the organization accountable based on what he is saying?
- Just in case it is not so, can the recording be credible enough?
- Decisions to record and broadcast are different. The following points will have to be considered before the same is broadcast:
- Is the material recorded important for public? Can the recorded material establish any anti-social or criminal activity?
- Is the information related to what is recorded stored up in the radio station?

Social investigation

When chasing social issues, point has to be made to consider the following:

- Is the issue being chased of enough public interest?
- Can one compile information through other means?
- Can the person recorded on the sly get anonymity?
- Has the person who is being recorded on the sly been told about it? Do they behave differently than at the time when they are being recorded?

3. Secret recording in public places

Individuals do not enjoy unhindered right to privacy in public places than they enjoy in their homes and private properties. The fact that anyone can see their activities in public places suggests that their conversation can be recorded. While doing so point should be made that every one sees the person doing the recording rather than doing it surreptitiously. However there are times when the task has to be done surreptitiously in fear of reprisal. In such cases, permission has to be secured from station manager or news chief. While one cannot guarantee that the recordings from public activities cannot end up maligning those recorded but one should make it a point not to record speech or conversation of people who are not involved in anti-social activities in surreptitious manner.

4. Sorrow and grief

One must pay extra attention when it comes to do the recordings at places such as hospitals when the people may be overcome with sorrow and grief. It is not desirable to do without permission of the concerned people especially when broadcasting it. One has to also seek permission from news chief and station manager.

5. Recording in private place

One should record materials related to crime and anti-social activities at private places after taking into account the following:

- One must have the evidence that the place where one has recorded the material has such past record
- Other means of seeking information have failed
- The reporter must be able to establish the fact that the material recorded is part of the greater social concern and thus important.
- One should not tamper with the recorded materials.

5.1 Guesswork

No reporter must resort to surreptitious recording hoping that he may land a story related to corruption not really knowing that the place where he is looking for a story is known for corrupt practices or criminal activities. Likewise, one must refrain from either installing recording equipment or actually recording material in surreptitious manner except in cases of recording material of serious and criminal nature.

5.2 Changing identity

There are times when one can record material of anti-social and criminal material in surreptitious manner. However, one should not reveal the identity of those who are not fully involved in criminal activity.

6. Telephone tapping

As a rule one should not tap the telephone of people without seeking permission. Just in the event one is keen to tap the phone to know who is calling and who is being called up one has to seek prior permission. Just in the event one has no option but to tap the phone necessary permission has to be sought from station manager or news chief. Point has to be made to take note of the following:

- One has the evidence of crime and serious wrong being committed
- Reporter can convince that there is no alternative to tapping with other means throwing up no result.

One should not tell the caller that his conversation is being tapped or being carried live in the middle of the telephone calls. One can record only under the following circumstances and that too only after taking the permission from one's senior members of the editorial team:

- In the event one is chasing crime or anti-social activity
- In the event whereby the caller has repeatedly declined to comment or just in the event he has declined to give an admissible reason.

One can however record the conversation of the other party as a matter of compiling information (and not for broadcasting) as well as for defending against possible legal action. Conversation so recorded should not be broadcast.

The rule does not apply in cases when it is light entertainment and humor which is involved. But permission has to be sought from the person concerned before the same is broadcast.

7. Materials recorded by others

One has to be guided along by the same rule which applies to oneself when it comes to broadcast material recorded surreptitiously by others. One must reject the material recorded surreptitiously. Or one can merely carry the message in the recording declining to carry the voice the way it is recorded. One should broadcast the message only if it is very much important and that too only after seeking necessary permission from news chief or station manager.

8. Humor and entertainment program

The practice whereby recording equipment are kept hidden at desired places and recording the conversation and telephonic conversation by not being physically present there is also suggested when recording the conversation to be used in humor and entertainment based programs. For example, one can take programs like Tapaiko Sirjana or Anurodh Geet or Jire Khursani and Boke Timbur of the yore. One can by all means resort to such recording or phone tapping by following the tips below:

- One must seek prior permission from people figuring in the recording before broadcasting
- The presentation should be in such a way that those figuring in the recordings are not ridiculed
- One should not record if the person concerned knows about it and tells to stop it.
- One must give assurance to delete the material if the concerned person insists on it.

Taste and decency

1. Introduction

Radio has to go by certain standard of decency. Material which encourages crime or has adverse effects on peace and harmony and hurts the sentiments of the common people should not be disseminated.

Radio has to take note of the fact that it has diverse category of listeners. The interests of the people belonging to different genders, profession, age and opinion and culture differ greatly.

Humor and drama often can end up challenging the social values. Such programs can be expected to expose the underbelly of society but at no cost should one appreciate the act of denigrating human values while also not giving boost to inhuman values and cruelty.

No program should cast insult on listeners whether knowingly or unknowingly. However, one should not violate the basic tenets of journalism in the name of impartiality, facts and truth. Society has become more sensitive to violence (killings, including that of animals, fights, abuses) in comparison. One should refrain from disseminating such materials in deference to the evolving sentiments.

2. Tragic events

One has to make sure that programs produced on tragic and unpleasant events do not hurt anyone.

3. Religious and cultural sensitivity

Religion and culture are sensitive issues. This is the reason why the point should be made to refrain from ridiculing any religion or culture while producing humor and fact based programs.

4. Comedy and entertainment

The presenters of humor and entertainment programs enjoy relatively more freedom. But such programs too should not be harsh more than required. Such programs should not hurt anyone or insult anyone. Cracking jokes on anyone's mental and physical disability can hurt people's sentiments while also denigrating the self-respect even as the listeners too feel insulted. The jokes cracked on real life events can end up hurting the people involved.

Jokes cracked on caste, religion, age, disability and gender hurts people. While the instance of anyone casting aspersions at one's own caste may not hurt so much but the same thing coming from another can end up hurting.

Even humor based programs should not come up with domineering contents which can hurt any community. It is natural for the members of the minority community to be sensitive vis-a-vis such contents. One must pay attention to the fact that words played out indiscriminately can lead to irreparable damage.

Imitative and anti-social behavior

1. Introduction

People can be expected to copy whatever comes on radio. This is the reason why producers of programs must make sure that the listeners do not end up imitating things which can endanger lives, including anti-social and criminal themes. For example, how the burglar picked the lock, how the abductors killed the person they abducted are some of the things which should not be disseminated.

2. Crime and vandalism

One must pay special attention when it comes to disseminate news about vandalism, use of weapons and modus operandi adopted in criminal acts. There is a possibility of others imitating the modus operandi. One should refrain from giving graphic presentation of the modus operandi.

3. Imitation and children

Children are prone to imitate whatever they hear or see. One should not include material on smoking and drinking.

4. Suicide

One should not give undue stress on suicide in drama. While disseminating news and programs on suicide point must be made to make it sure that one does not end up inspiring the listeners. It is not good to disseminate reports saying such and such a person resorted to such and such ways of committing suicide and that he died after a long struggle in programs like Halchaal.

5. Drugs

The identity of the drug-abusers has to be kept anonymous while chasing investigative stories on drugs. It has to be paid all the more stepped up attention so that the identity of young drug-abusers is not revealed.

6. Smoking and drinks

Social perception on smoking and drinks keep changing. In Nepal too it was considered as a common thing to find people smoking even on public buses but the same is not so now. People make it a point to board the bus only after finishing smoke. It may be that one has to at times have something related to smoking but the same should not be referred to in any other programs. One must restrain oneself vis-a-vis drinks and alcohol.

Portrayal, representation and vocabulary

1. Introduction

Radio stations must make it a point to serve each and every community in its broadcasting area. The programs must represent each and every community. It holds good in the case of the editorial team as well. It must make it a point to portray the complete and impartial description of the views of the people of the region and their cultures. Programs must reflect the diversity of the region. While enlisting the participation of people from different region point must be made that new talent, new perspective, new faces and new voices come to the fore which certainly raises the standard of the program. While portraying the diverse views of the community, obscurantist views must not be included. Radio must come up with reports if society has prejudices and discrimination. However, point should be made not to encourage the same.

2. Interest of all

The issues which a certain community people feel do not portray them completely could be the issues of concern for other communities. Hence it is always good to disseminate such materials and issues.

2.1 Reduced importance

Radio programs much include all the groups as a matter of rule. It is always good to have people from all the communities while producing programs like Dabali, Radio Khabarpatrika, Achar Bichar, Sahaastitva, Uhile Baje Ka Palama, Sangeet Akash, Bidhi Ko Sasan and Sanjivani which are participatory in content and nature.

2.2 Sarcasm or conservatism

The portrayal of community people have to be realistic. Old people and women should not be presented as someone who must remain at home or are too old to do anything. Similarly, people from definite profession should not be made fun of.

3. Women

Women are still discriminated against notwithstanding the constitution and laws and whatever are promised in speeches. Radio program too may not be representing them all. One must pay attention to it. One should refrain from disseminating gender stereotypes like certain functions are best done by male members of society and thus ending up reinforcing gender disparity. One must make it a point to refrain from using terms which do not reflect gender discrimination. Rather than saying that so and so was the chairman of the function, it is better to use the program was chaired by so and so.

4. Minority

There are radio stations which instead of reporting someone as a person make it a point to identity the caste also. For example, how does it look when Secretary General of the parliament is a Brahmin and Newar wins an award?

5. Vocabulary

The word “minority” does not refer to people other than Chhetris, Brahmins and Dalits. Brahmins and Chhetris can be minority in the Limbu dominated area.

5.1 Politically correct

There was time in our society when physically-disabled people were deemed as not able to do anything

and that they were burden on society. Words like blind, lame and mentally-retarded which came into circulation to indicate at certain disability are now considered as insults. The words indicate that they cannot do anything and live on others' mercy. Now there is a need to use words which show respect. Some may take pride in identified as blind and lame. In such cases one can identify them as such. Only thing is no one who is so challenged feels insulted when identified as such.

One has to identify a disabled-person as such only when there is a need to do so. For example, when describing a situation when blind men play cricket.

6. Portrayal of religious group

We have wrong practices of wittingly and unwittingly presenting groups of certain religious community along inaccurate line. Many Nepalese media were found using the word Islamic fundamentalists as responsible when 12 Nepalese were killed in Iraq some years ago. Doing this sends an impression that one is trying to stigmatize the religion. It can be deemed as a subtle way of inciting people against Islam. What one should keep in mind is the one who is spreading terror is a terrorist by religion. Linking him with any religion is to defame that religion.

7. Gender

One has to pay right attention to the need to how to address whenever producing program on homosexuality. It is possible that the identity is not a lasting one. It can change over time. Whatever would have been true in traditional terms may not be true ahead. The address which may appear right now many not be so a little later. One must allude to gender only when it is absolutely essential. Alluding to gender in unnecessary way can be deemed to be the violation of right to secrecy.

8. Senior citizens

One should not portray older citizens as inactive and those who depend on others. One should not forget the fact that older citizens in our country were as much or much more active than the youth population at times. It does not mean that health declines or mental aptitude receives a setback with age. One should refer to their health condition only if it is strongly required.

Conflict of interests

1. Introduction

Radio must win over its listeners. While what to disseminate and what not and which program should go on air and which program should not go is purely decided by the editorial discretion, listeners must be reassured about the fact that the radio is not guided along by any other interests. The unrelated agenda of the person working with a radio should not cast any influence in the editorial discretion. Since this holds good in the case of all the programs one has to be careful about it. Just in case there is a conflict of interest between radio and interest and objectives of the person when working outside radio, there is a need to seek permission from radio.

2. Positions and conflict

Positions like correspondents and presenters who work in frontlines are sensitive. But there can be conflict of interests between editors, producers, script writers, researchers and program coordinators, all of whom decide the content and the style. Editorial department is highly prone to conflict of interests coming into play. They have to be equally cautious to rule out conflict of interests.

Radio station should be able to create such a scenario whereby program producers working with it do

not end up evolving the radio as a vehicle to fulfill their personal interests. This holds good for any independent journalist working for radio or in the case of just about anyone else. They should not work to meet interests other than related to journalism. It is possible that the public position occupied by another member of the family of just about anyone working for radio could end up affecting the editorial discretion. One has to pay much more attention under such circumstances.

3. News and current affairs

Program based on news and current affairs have to come up everything related to any event, theme, organization and individual. Those working on such programs should not use radio as a vehicle to fulfill personal interest by undertaking something which raises doubts about the impartiality of the station while also damaging the image. This also holds good for freelance journalists. Regular news reader of a radio station should not give voice to advertisements of companies and advertisers or that of the political parties except that of one's station. But this does not hold good in the case of books authored by them. But even then one should not erode impartiality. Media organization like the BBC does not allow the personal views of the correspondents on controversial issues. Correspondents give thought to it even if they get the opportunity to speak on the issue on any other fora. The necessary permission has to be sought from the radio station even if one wants to write a letter to the editor or when one wants to write an article.

4. Program on consumer interests and life style

The one who presents a program on consumer interests and lifestyle should not give an impression that he is in favor of any product, service or company. Attention has to be paid that this does not happen even through the guest speakers. As a rule, it is not good to advise any particular product or service while talking about consumer interests. Just in the event any expert who has promoted any product has to be invited on the show, point has to be made to ensure that the same promo is not played during the program.

5. Program presenters in drama

Radio presenters who generally present program of factual contents must pay attention to the need to ensure that they do not end up eroding the credibility of their programs when they take part in didactic programs. That is because just in the case a news reader takes part in didactic programs like drama the listeners can end up confused whether they are listening to news or drama. Just in the event the newsreader thinks he can be funny character in a drama he must also seek necessary permission. This holds good for charity programs. Even if journalists working in radio take part in such programs they should not give impression that the radio is backing the cause.

6. Media training

It does no harm when journalists associated with radio have to talk about how radio works and how should one work while speaking at a training program. However, one should not end up giving training how to take a good interview? How to come up with tough questions and how to garble issues?

7. Political activism

Every one who works with a radio has the right to take part in political activities and parties. But what has to be taken note of is how much one is involved and to what extent is one accountable to editorial responsibility. The main point is his activities should not affect the impartiality of the radio and that his involvement should not leave the policy struggling. Certainly it adds up promoting a party and also advertising about it just in the event one is working with the publicity department and implementing department of the party. Just in the event anyone working in the editorial department is going to contest election he should not be given serious responsibilities. He should not be allowed to take part in the programs related to politics.

While contesting election, interests of radio and that of polling process should not clash.

8. Miscellaneous

The interests of program producers, news presenters or anyone involved in current affairs and consumer related programs could come into conflict if they are also involved with definite organizations involved in publicity. However, one can occupy apolitical and honorary positions like promoter of schools. Similarly, one can speak at a public meeting or write in a leading publication. But one has to take permission when it comes to work for a rival station.

9. Trade and commercial interest

Program presenter has to inform the radio station just in the event the content of the program is personally related to the presenter and the nearest relatives in a significant way by dint of economic and professional link. One should not produce program about any organization where one is heavily involved.

10. Financial journalism

Journalists who are in financial reporting should be all the more aware of it. It is illegal to put information obtained in the course of professional pursuit to personal profit.

11. Personal benefit

One should not take any gifts, concession or cash except professional reception from organizations with which radio has business links.

DIFFERENT ISSUES OF PROGRAM

Reporting on people caught in tragedy

1. Reporting on accidents and natural disasters

Journalists must come up with accurate and balanced report when covering accidents, natural disasters and general unrest. One has to come up with correct description of time of accident, place and route in the case of surface transport accident or air route in the case of aircraft related news apart from flight number all which is basic information.

One has to reveal the source of information at the very outset while reporting accidents. The initial report about the accidents is often inaccurate. One has to give space to different accounts which come in from different sources while also commenting on the authoritativeness of the same. One should come up with correction then and there if the initial reports have not been true.

2. Presentation of pain

The long experience in reporting big natural disasters and accidents has taught that the report about the same should be along sympathetic line. Point should be made to refrain from adding pain to the already harried people.

Following guiding principles must be adhered to by news and fact based program:

- One should not center more on bloodshed resulting from accident or terrorist attack.
- One should not carry grisly tales just because one has landed them.

News related to death must be accurate. One should write the news in a good style if it is related to sorry turn of events.

3. Reactions from injured and affected people

One should refrain from compelling people hurt and so affected to talk to one. One should talk to their family members, neighbors, friends and advisors before talking to them. One should not broadcast what comes from them just because police and government sources have arranged the meeting. Such materials must be broadcasted only to achieve a much bigger objective. Questions asked in mindless manner add to the agony. The flow of the content should not be affected when editing out what was asked by others.

4. Dead and missing

One has to pay special attention when it comes to report killing and injury or disappearance since the same can be expected to hurt the family members.

5. Recalling old incidents

Special attention must be paid when recalling old incidents (including criminal) since the same can be expected to hurt the feelings of the near and dear ones of the concerned people. One must inform the near and dear ones of the affected people and their relative that you are including the concerned material in broadcasts. Not doing that is deemed as violating of the right to privacy of the concerned people. One can, however, carry materials without asking anyone if the issue is of supreme public interest.

6. Final rites

Generally speaking, one must seek permission from the next of kin of the dead when reporting the last rites. The same can be, however, done even without asking if there is a good reason. One has to be sensitive while reporting last rites while refraining to take the boom right up to the faces of the bereaved family members.

Interview

1. Introduction

Interviews and conservations with people is an important tool for news and program production. While asking any questions on controversial issues or while seeking their opinion point has to be made to ensure that editor, researcher and interviewer adhere to editorial values and perception before acting accordingly. One has to be polite during interviews. Interviews must ensure something new. They must be explosive, informative and subjective by nature. It should not be one-sided affair. The one who is being interviewed must be given sufficient time to answer.

2. Objectives of interview

One has to be clear about the objectives before the interview gets underway. While interviewing someone one has to confide with the person who is being interviewed as to what will be expected of him. One should not interview people without preparation and just because the one who is being interviewed is in the news.

The interviewer must be well-versed on the issue on which the interview is based. Rather than only one person doing any preparation, it should be the whole team which should be doing the research. Not all the varieties of interviews are challenging. Many interviews are simply conducted with the objective of soliciting information, analyzing some issues and for purely entertainment purpose. This shows that the objectives of interviews can vary. This also demands suitable interviewing style for different forms of interviews. While interviewing specialists and eye-witnesses, the best thing to do is to listen to them rather than challenging them.

The interview has to end within definite time when the same is a live event. Here one should not end the interview in a way which might leave the listeners confused by truncating it right in the middle of issues. One should also refrain from reminding that there is very little time left time and again. An interview has to come to an end after arriving at a definite conclusion.

3. Standardized behavior

One must make sure that the views coming from the person interviewed are genuine just in the event he comes up with controversial revelation. One must speak in a standardized form even if the person being interviewed is in power or about to go to power or even if he backs the government policies or is against them. The person who is hated in society can come up with heated answers to question but the person who does the asking should not do so. The person interviewing should not change his style in a way which may be prejudicial to the person interviewed.

4. Impartial behavior

The persons called up for interview must be told why they have been picked up, what all will they be asked apart from explaining the context and what role will they have to play during the interview. Questions should not be revealed to them the way they will come to them later on.

Program producer should give a serious thought to the idea of interviewing any person if he insists on written questions while also insisting that he will comment on only certain side of the issues involved. If interview goes ahead with stipulated conditions, then the listeners must be told about it.

The one who agrees to interview can sometimes put up some unjustified conditions. Or he may try to change the condition agreed initially. He may insist on dropping certain questions. He may also try to bide the time away if the interview is live so that he does not have to answer such questions. Editors and producers must insist on their point of view at such times. One can withdraw the interview if the situation so demands while interviewing someone else.

5. Style

Interview should be such that one digs out the issues. It should be decently conducted and following a definite protocol. While taking interview involving tough and explosive questions, one has to refrain from going on the attacking mode showing dry side of your nature. Listeners must feel as if it is they who are interviewing.

One must be polite while talking with common people. They may not be accustomed to talking on radio. They may be rattled if one ends up asking them unexpected questions. Questions should not be such that denigrate them.

6. Opportunity to answer

The one who is being interviewed must be given enough time to speak on the question asked. But one should not give time to anyone who is imposing his views. One can ask question stopping him mid-way. But one should not come up with too many short questions repeatedly. Just in case the person being interviewed does not want to come out clear, the same must be announced to the listeners. But it must be done in a gentle manner.

7. Talks with correspondent

It is sometimes good to have the correspondents put forth their views on certain issues. But it is not good to have them put forth their views on issues which cannot be commented upon offhand or involve speculation. But the producer has to make sure by talking with the correspondent to gauge how well informed he or she is on the issue at hand and whether he can delve any deeper on the same.

8. Editing recorded interview

One must do sufficient justice to the person interviewed when the same is recorded and will be edited before it is broadcast. One must tell the person interviewed that the interview will be edited. Just in the event one is seeking clarification on too many points, the person being interviewed must be allowed enough time to clarify the main point. While editing out redundancies, the interview must have the summary of the whole interview. It is wrong to retain weak answers, while knocking out strong answers. Any wise person who wants to verify the edited with the unedited version must feel that the editing has been impartial.

Children

1. Introduction

Radio must ensure the participation of children as actors, interviewees, program producers and program presenters. Radio can produce program for them but while doing this too much attention has to be paid to various aspects. Attention has to be paid to whether the programs are meant for Lilliputian population or for others.

2. Consensus

It is good to take permission from the parents or guardians whatever may be case while interviewing children or while including them in any program. The consensus of the guardians is much more vital depending on how smaller the age of the children is or how much sensitive is the issue taken up with them. Permission has to be secured from the schools just in the event the program falls during school time. One should not lure parents or guardians when seeking their permission to have their child on a radio program. This however does not mean that one should not reimburse legitimate expenditure incurred in the process.

Permission has to be secured from children also before taking them on board. One should not force them if they do not agree for it. When explaining anything to them, the same to be done in simple language. Apart from the young children, the permission has to be secured from parents and guardians as well.

3. Impact

Due attention has to be paid about its impact on children while recording program, after the recording and following its broadcast. While producing program for children, necessary consultation has to be carried out with a consultant who is involved in such projects.

It is good to have human rights organization or human rights activists in tow whenever producing program on children who abuse drugs or are involved in flesh trade.

4. Anonymity

It becomes a big moral issue whether or not to disclose the true identity of children when producing programs on their involvement in illegal and anti-social activity. While the listeners would very much like to know their identity the same is not really good for people who will grow up some day. One may have to stick to anonymity just in the event doing that can go a long way in helping them ward off adverse reactions in future even if their parents and guardians give their permission to reveal the identity.

While producing program on anti-social or criminal activities of the children it is good to focus on what they are doing rather than focusing on who is involved in such nefarious activities with the objective of

informing the listeners. But the identity of the children should not be revealed. While producing program on children who are into illegal and anti-social activities serious thought has to be given to whether or not to keep them anonymous. Their identity has to be revealed only in the event that doing so will not harm their long term interest.

5. Style

Special attention has to be paid while talking with children. One can have them speak whatever one wants them to speak out. Small children cannot differentiate between reality and imagination. Adolescents cannot differentiate between rumors and facts. This is the reason why one must allow them to speak on their own rather than encouraging them. One should neither behave with them in intimidating manner nor incite them to speak out. One has to be careful since children involved in anti-social activities are prone to at times sensationalize what they talk with the objective of ensuring credibility. One should refrain from encouraging criminal and anti-social activities in unbridled fashion. There is always a need for consultation with an expert before talking with children who might have been abused at home or have fled their homes so that one learns how to sympathies with them.

6. Laws governing children

There are special laws for the protection of children who are facing court cases. These laws have to be adhered to while producing any programs. One should not undertake any activities which militate with the laws.

Crime

1. Introduction

Much like in other areas of public life, journalists must apart from reporting on major crime events should also make a point to reveal the overall crime picture. Journalists should inform society about the criminal activities so that people know how secure they are and how effective is the government policy and the mechanism to control it.

But the reporting by media can sometimes end up spreading terror among people. This however does not mean media should not report crime. Only thing is it must along desired lines.

Radio must present a realistic picture of crime. Apart from reporting citable incidents it must also come up with the trend. Criminals are prone to change their identity to avert arrest. This demands necessary caution to come up with reality.

1.2 News

Violent crime is the smaller dimension of crime in society. Even then it occupies major attention of the media. This demands necessary caution so that one does not end up setting in panic in society. Serious thought must be given to how to present such incidents and their context.

- Attention must be paid at how much resource is going into reporting violent incidents and what has been its impact on society. The sensitivity of the listeners has to be kept in mind when reporting violent incidents.
- The selection of the criminal story has to be right. One cannot come up with criminal trend which does not exist and claim such and such is the picture. For example, one should not link two separate incidents of stabbing and claim that they are related. One should not play the stories in a way that could link them.
- One should not repeat the news item on the following day if there is no appreciable change

from the news carried on the preceding day.

- Should the crime news be at the beginning, in the middle of the bulletin or at the end of the same is something which must be given a serious thought. It is not very good to read out crime related news in news summaries time and again.
- Special attention has to be given to the language when the crime news is being spiced up. Crime is itself dramatic and there is no need to dramatize it. It is not good to garnish such stories while also using clichés and using avoidable adjectives.
- One has to take caution while dealing with criminals and those who have been convicted for crime. Correspondents should take permission from news chief before talking with them.
- One must also verify the claims coming from eyewitness to ascertain whether he or she is speaking the truth.
- Society does not like crime. Journalists should not present the same in presentable light.

1.3 Context

News bulletins must have items related to crime. But radio must come up with programs on crimes from time to time so that the listeners get the information on whether crime takes place only far in between or is a continual process.

- Reports on petty crimes as they take place or about their general background
- Doing this means presenting a general picture of crime.
- This demands expertise. One should not fall back on isolated statistics. One-sided statistics must be ignored. There is no dependable methodology to come up with cent percent correct statistics.
- One can take seek assistance from one's reporter who has closely looked into statistics related to crime.
- One has to be cautious while taking help from expert. Different experts can analyze the same issue differently.
- One should not depend on police alone while reporting crime. Police is important source but depending on police alone can lead to misuse of media.

1.4 Crime dramatization in news bulletin

- News items related to crime should not be dramatized in news bulletins. One can however carry the dramatization made available by police in the course of investigation.
- Visiting the scene of crime, interviewing the victims and eye-witnesses does not add up to dramatization.

1.5 Dramatization of current affairs

- One has to stick to tough guidelines while dramatizing criminal events. One must do it with the objective of coming up with truth rather than attracting attention or trying to produce entertainment.
- One should not come up with subtle details in the absence of a strong reason. One should not also carry materials, saying it took place in the course of committing the crime since there is no ground to believe it.
- One should not play irrelevant sound effect.
- One should announce it while broadcasting dramatization of crime. It should say where dramatization starts and where it ends.
- Due thought has to be paid to the fact dramatization could upset the next of kin of the dead or those affected by the crime.

1.6 Pedophile

The element of curiosity surrounding those convicted of sexual abuse goes up in society while coming back home after completing their jail sentence. It is good to have reports on such cases of public interest, but attention has to be paid to respect right to privacy of the person.

One has to give a thought when it comes to disclose his identity when reporting about the homecoming of sexual abuser. Some media organizations make it a point to reveal the same if the police have done it. While doing it point has to be made to ensure that he does not face attack on him. Name can be revealed if the person is well known.

One has to take extra caution while interviewing person who may be a sexual offender. But due safeguards have to be taken so that the victims and the relatives are not affected.

1.7 Record of criminal activities

There are times when journalists want to record criminal activities. Doing this gives an impression that he may be involved in criminal activities. This is the reason why one should not want to record the same unless it is essential. The following rule has to be followed if one wants to record them:

- A journalist should not involve in a crime, abet it or encourage anyone into it.
- One should not tell other to do this or that when one is either recording or has recorded certain criminal incidents.
- Just in the event one has promised anonymity to a criminal, the same has to be adhered to throughout.

1.8 Use of old record

The following points should be taken note of while using old materials:

- One should not play similar record governing another context while citing an old example.

1.9 New record of old event

There are events which can be revisited even after too many days of it having taken place but one should not come up with report on a day when nothing new has come up. There is no need to come up with any report even if the radio has deputed a reporter but nothing new has come up.

2. Behavior towards criminal

There are times when an interview with a criminal would be welcome. But it is essential only if the criminal is expected to give crucial information. One should not broadcast material just in the event a criminal or someone who is no longer in crime presents crime as a prideful act or goes on to present the same in great detail.

2.2 Family of a criminal

The family of a criminal is deemed innocent until the court declares the same as a partner in crime. In a sense, the family is already an affected one. This is the reason why their families should not be ill-treated. There are times when one may have to include the status of the family while reporting about them. But here too point has to be made to ensure that the family is not unduly hurt.

3. Behavior towards witness

While interviewing a witness point should be made to ensure that it does not affect court proceedings.

4. Relation with police

It is a part of the role played by radio to broadcast police announcement or information about traffic on the road. Similarly, it is good to broadcast information about serious crime if the police come up with a request.

Raid

Journalists are highly likely to be invited to join when police/customs department or excise department/ wildlife conservation agency/ombudsman body/drug enforcement agency carry out raids on targeted places. Accompanying them can mean both good and bad results. One gets plenty of information while accompanying them. It could look as if journalists are carrying out raids. Hence one must join only if there is public interest involved.

One has to be cautious on the need to maintain secrecy. Journalists are obliged to seek permission from the household before entering the premises accompanying the government officers carrying out the raid. One can enter without the permission only in the event of great deal of public interest attached. The government officers setting off on definite mission have the authority to enter while the journalists do not enjoy such authority. This incidentally is the reason why it is not very presentable to accompany the government officers while carrying out raids. One must give enough chance to anyone to explain just in the event he or she is accused of any wrongdoing.

5. Abduction and hostage taking

Government officers can come up with request to not to carry the news related to abduction and hostage-taking since the same can be expected to endanger the lives of the innocent people. Such requests should neither be ignored nor complied with offhand.

Criminals involved can hear the things coming from journalists in incidents involving hostage-taking and abduction. Here one has to be cautious to ensure that criminals involved do not benefit. In situations like these, journalists have to take the things coming from government officers and police seriously. They can request what to carry and what not. As a rule, such instructions must be complied with. Police is keen to see to it that the news does not spread out fast enough helping the accomplices of the criminals in destroying the evidence. In situation like these, one has to pay attention to greater public interest and hence go ahead in breaking the news only after ensuring public interest.

6. Rallies and demonstrations

It is the duty of the radio to disseminate news related to rallies and demonstrations. While doing it due attention has to be paid to certain aspects. Demonstrators change their behavior with reporters around them. They are likely to be excited. The reporting on rallies and demonstrations has to be impartial. The guess-estimate related to the number of demonstrators has to be nearer to the realistic strength. Reporting that the peaceful demonstration was a violent one can flare up violence. One should not carry reports that can flare up violence.

Confidentiality and access to archive

1. Confidentiality

The identity of the source should not be revealed if the news has been secured on condition of anonymity. Violating the gentleman's agreement erodes the credibility of the media organization. The provision in Nepalese Journalists Code of Conduct that refers to a vow to refrain from revealing source of news is

applicable here. While journalists in Nepal enjoy the right not to reveal source of news even in court of law, countries where journalism has developed greatly have given this right only to a certain extent. Journalists are in for prison terms if they do not reveal source of news even if the court issues an order. The right of the journalists to secrecy vis-a-vis source has bowed down to the court order. Nepal too can have such a scenario. This is the reason why an issue of a journalist declining to reveal source should not be taken lightly. A journalist who is a witness to an event or the one who records materials can have to land up in the witness box. This is the reason why one must pay attention to a number of things before securing information promising anonymity.

- Source of news or his assistant must be told about the possibility of not enjoying anonymity if the court orders to reveal the source.
- One should not jot down the identity and address of the anonymous sources in notebooks carried by journalists, computer file, and administrative file or on audiotape.
- Journalists are not obliged to hand over the notes used in the production of a program. But in many countries there is a provision whereby the same has to be handed over to the police if there is a formal request.
- One should not have the materials coming from anonymous and unanonymous sources in the same notebook.
- There is no obligation to share the identity of the source with others except editor or station manager.

In countries like the United Kingdoms, it is mandatory to let in information which can be instrumental in abetting terrorism or having the terrorists arrested as early on as possible. There is no such compulsion in our country. But such a scenario can set in in future. In many countries, there is a provision whereby journalists are known to keep the names and telephone numbers of person who help them as secrets. In such countries, there is a tradition whereby information given by them is passed on to others only after securing their permission.

2. Unused materials

Materials collected by journalists but which have not been broadcast should not be handed out to colleagues. There are two objectives in so doing: to ensure the safety of the colleagues and to ensure impartial capability to collect such materials through a phase marked by civil unrest and state of war.

It is largely because journalists are neutral they are allowed to collect information through critical phases as well. The life of a journalist can fall in danger if the people think that they pass on the compiled information to the government. Journalists have to be cautious to ensure impartial image. There is a big loss just in the event people think journalists are working as state agents and thus do not pass on any information. Giving access to the information which was not broadcast to others is violation of privacy.

2.1 Access to dropped materials

There are chances of people wanting access to materials compiled by radio but which have not been broadcast. Generally speaking, people ask for access to any one kind of materials from the following standpoint: 1) keen to read/listen by sitting down at the premises of the radio and 2) to be taken away for personal use (to be produced as evidence in the court of law.)

Materials which can end up revealing one's source if given access to others should not be allowed to be read or listened to. Materials which do not end up revealing source can be allowed to be read and listened. But such materials should not be allowed to be taken away except in cases of court order which

are mandatory in nature. Materials which have not been broadcast can be allowed to be read and heard only in the event the same does not malign the image of the journalist and the radio station.

3. Request for broadcast material

Material which has been already broadcast can be given away on demand. But such materials can be denied under certain circumstances. The following has to be taken note of if the materials are being asked to be produced as evidence in the court:

- One cannot give all the material asked for; one can suggest taking only part of the material
- The expenses incurred in making the material available should be borne by the one who is requesting it.

There are times when listeners and people taking part in the program can ask for the copy of the broadcast material. Here the program producer has to give a thought to the expenses incurred in copying the material, copyright laws and editorial independence and its practical issues while also adhering to the policy of the station on whether to give the material away or not. It is good to have the person demanding the material write down a note, saying he will not be using the same for business related purpose.

Terrorism and national security

1. Introduction

While reporting about terrorism a journalist must come up with the right account in a speedy and responsible manner. He must refrain from speculation. People repose faith on a journalist only in the event he is independent and well-versed in the issue on hand.

2. Language and vocabulary

Journalist should not use the terror language in a way which gives impression that it is coming from him. The use vocabulary like combatant, martyr and court marshal is the case in point. But a journalist must use these words only when needed and that too only by attributing them to the terrorists. The reporting done on terrorism is the only basis to judge the impartiality of a radio. This is the reason why one must be cautious in the language one speaks in and vocabulary one uses while reporting such incidents.

3. Handling scare

There is a tradition of tipping off journalists that a bomb has been placed at a certain place. It is the duty of the citizen to pass on such information to the police. One must give a thought to the idea of disseminating the news that bomb has been placed at a certain place while it is not yet clear whether the information is just to scare the people. Here while one has to deny any opportunity to the scare-mongers to spread panic one has to also inform the innocent people about the potential danger to their lives. What should one do must be based on the past experience, including past terrorist attacks and initial information coming from the police. In most cases, the report of bomb planting may not be true at all. Such rumors should not be carried unless big disaster is likely in the offing. One should not tell the code word of the person who passes on such information.

4. People in danger

One has to be sensitive enough when broadcasting any news about people in danger. Such news should not be carried unless independently confirmed.

5. Talks with terrorists

Talking with terrorists goes on to fulfill larger social interests. One must talk with terrorists only after coming to a definite conclusion that the service rendered by doing it is far greater than the possible dangers in comparison. No correspondent must decide the issue alone. Such things must be undertaken only after discussing the same with chief of the editorial department.

6. National security

The issue of national security demands serious attention and thought. Journalists must keep in mind that it is their weakness to not to have basic information related to their profession. One has to discuss with senior members of the editorial team on the issue of national security.

7. Nepal has not yet seen implementation of the law governing state secrecy which was enacted in the year 1982. One must advocate in favor of right to information for journalists, but one has to keep in mind that information related to security, espionage, crime and special investigation must remain secret.

Materials from other sources

1. Material from other sources

Radio stations have to broadcast materials related to trade and non-trade entities. Such materials include weather forecast, sports developments, and currency exchange rates and so on. Radio must also broadcast materials carried by notable news agencies.

Radio stations pay for the news purveyed by news agencies. However, one should not promote agencies which provide news free of cost. Such organizations should not work to damage the relationship with radio having their materials broadcast on radio.

1.1 Diversity in source

Usually one tends to depend on a single source for variety of news. For example, prices of bullion. This can set in mistakes. This is the reason why one must use information from other sources if they purvey similar news. But the official information coming from bullion and silver traders's agencies can be carried unchanged.

1.2 Quote the source

The following reasons demand invariable quoting of source in news from external source:

- Listeners come to the conclusion that the information is authoritative and credible.
- To let the listeners know that the information in question would not have come forth through other medium. (For example, weather report from Department of Hydrology and Meteorology and exchange rate from the central bank.)
- The radio has depended on a source. To inform that the same has not been independently probed.

Materials should not be borrowed or procured at lower prices with the objective of broadcasting or disseminating through other means of mass communication. The description related to the source should be short and which does not spread any word about the agency.

1.3 Thanking libraries, museums and research organizations

It is good to thank libraries, museums and research organizations just in the event they have supported by sharing information or lending materials.

2. Materials recorded by others and shared

Radio stations often have to carry the materials recorded by others and shared with others. But radio stations should not let out information on what conditions they were recorded. From among all such materials one can easily depend on the accuracy of the materials coming from noted producers and broadcasters. But there are times when one may have to carry the materials received from certain vested interest groups. But before using materials so received one must verify whether the materials are credible even as the producer has not violated anyone's right to secrecy.

3. Audio news release

Many organizations could have come up with audio news release. Such materials can be turned into news material remaining impartial. But there are times when many organizations can have their vested interests. Such materials can be compiled on one's own while it is good not to use whenever provided by others. If one feels that using them could serve good editorial purpose, the same must be used while also citing the source.

The following must be taken note of before using such materials:

- One should not prepare materials made available at a press conference where one was not invited deliberately. If the material has to be used as an exception the source has to be cited while also telling the listeners that there were efforts to keep the radio away from the venue of the press conference.
- Generally speaking, it is good not to carry the voice from such releases. But if the same has to be carried the source has to be cited.
- Such materials must not be accepted just in event the materials provided tend to curtail editorial rights.

4. State of emergency

4.1 Police request in state of emergency

It is the duty of the radio stations to help police make announcements through an emergency. But such materials should not curtail anyone's right to secrecy.

4.2 National Broadcasting Regulations

There is a provision in National Broadcasting Regulation, 1995 Rule 8 (e) whereby government notifications will have to be broadcast five minutes at a time and unto 6 hours a day if the Ministry of Information and Communication comes up with the call through emergency and natural disasters.

Likewise, there is a provision under Rule 8 (f) whereby Ministry of Information and Communication can come up with directives to broadcast only a certain program through war and state of emergency.

Regulation 9 in the same regulation has provision whereby no one can broadcast materials which can affect the security of the republic, have impact on peace, militate against general good behavior, can cast impact on moral and social mores, end up eroding sovereignty and national integrity of Nepal, create animosity among different castes, sub-castes, religion, community and race by setting in animosity among members of different communities, spread social bad behavior, ends up in contempt of court, disseminating erotic materials which can spread social anomalies and materials which can affect the prestige of anyone if it comes in a concrete reference apart from not disseminating materials so identified by the ministry from time to time.

The same regulation has also made it mandatory for broadcasting agency and individuals to give call lines at the beginning of the broadcast, in the middle of it and at the end of it as a pre-condition.

4.3 Copyright Act

Copyright Act, 2002 has a provision of jail sentence of upto a year or fine from Rs. 25,000 to Rs.2,00,000 if anyone is found to have broadcast anyone's article or creation without due permission.

Likewise, there is a provision of a jail sentence of up to 6 months to two years in case of contempt of court while there is a jail sentence of up to 6 months in case of the violation of the special rights of parliament.

4.4 Defamation Act

Going by Defamation Act, 1959 it is tantamount to defamation just in the event anyone publishes or broadcasts anything which affects the prestige, respect or social status of anyone through write up, icon or a sign without having any evidence. If the defamation suit is proved in the court of law one is in for an imprisonment of two years or fine of Rs.5000. One may be slapped both the fine and the imprisonment. Along with the fine, the convicted person may be asked to foot the bill incurred in litigation apart from shelling out compensation.

4.5 Children Act

Children's Act, 1991 has defined person less than 14 years of age as children. The act has proscribed acts of photographing children, publishing and publishing /broadcasting material which can affect their character. Anyone found guilty of so doing is liable to Rs.10, 000 as fine or one year in jail, or both.

Children enjoy rights against exploitation of every kind, including physical and psychological under Article 22 (3) of the interim constitution of Nepal. Any such exploitation shall be punishable under the law and will also involve paying compensation if such behavior has been proved.

The interim constitution of Nepal has under Article 15 (1) made a provision whereby there will not be any ban on the publication and broadcast of news, editorial, article, creation or any other print and audio-visual materials but there is no ban on drafting of law to proscribe acts which affect sovereignty or territorial integrity of the nation or can poison relationship between different communities apart from moving legislation to deal with treason, defamation, contempt of court or that which go against public good behavior or morality.

5. Right to privacy

Under Right to Information Act, 2007 information can be declared as secrets as guided along by the following:

- That which can have tremendous adverse impact on sovereignty of Nepal, its territorial integrity, national security, general public peace and international relationship.
- That which can have direct impact on investigation into crime, probe and the procedure followed.
- That which can have far-reaching impact on economic, trade and monetary interests or the protection of intellectual property or secrets related to banking and trade.
- That which can cast direct impact on good relationship between different castes and community.
- That which can endanger individual privacy and life, property, health and security.

Phone in program and telephone service

1. Introduction

Programs can be improved by having the listeners express their views through use of telephone as well as by allowing them to take part in interactive programs. Listeners can be roped in as participants in entertainment or information-oriented programs with the use of telephone. Similarly, listeners can straight away call up politicians or people occupying public positions by taking part in program involving the use of telephone. Generally speaking, program involving use of telephone to seek reactions are not recorded but carried live with the objective of ensuring that the reactions are natural. In doing this, one has to pay attention whether the caller violate the governing law and that he spreads ill-will through the use of language. This suggests that the program producers must have due knowledge of the governing laws. The potential callers have to be previously informed to avoid the eventuality of the conversation becoming explosive in nature or the same leading to extraordinary situation.

While supplying SMS number to the listeners inviting them to register their vote on any issue they must be told about the SMS charges applicable. While supplying the SMS number every time the call is made point must be made to also refer to the charges applicable. Community radio stations must not charge such voters anything over and above the applicable charges.

Phone-in in children's programs

Just in the event children have to be allowed to call seeking participation in programs point has to be made to secure permission from their parents or those whose phone they will be using to make calls. They must be asked whether they have the necessary permission if they make long calls.

Program coverage

1. Radio station can broadcast materials related to sports and concert events organized by others. The expenditure incurred in such efforts has to be borne by radio station itself alone or have another radio sharing the same.

2.1 Sponsor

Linking sports programs with sponsors has been established as tradition, but it does not necessarily mean that programs produced on this issue are linked with sponsors. It is not common to find programs related to arts linked with sponsors while it is not good for radio stations to link sponsors.

2.2 Sponsors in program

It is good to refer to the crucial role played sponsor. But what has to be clarified is the credit has been given not because of producing the program but for sponsoring the same.

Social campaigners and rescue agencies

1. Program on social issues

The difference between programs on social service and other programs is that program on social issues not only inculcate enthusiasm among listeners but also raise awareness on issues of social issues. Programs related to social service incorporate areas like health, social welfare and issues like adult literacy. Program producers must see to it that programs produced on social sector contribute to the task.

2. Impartiality and social service

One has to be doubly cautious while producing programs on social service. Radio must pick up social

service related issues. The task of prioritizing such agenda must be accomplished by radio itself. There are times when social service organizations and government agencies are involved in a campaign in simultaneous manner. Radio has to fix the distance in relationship vis-à-vis the government and politicians. The program produced on controversial issues should not appear to back the government position.

3. Groups in campaigns

All the programs produced by the radio must make sure that groups involved in any campaign go ahead in impartial manner. While preparing materials through times when there are simply too many pressure groups attention must be paid to incorporate the diverse agenda reinforced by the groups in impartial manner.

4. Relief agencies and appeals for rescue

There are times when radio must carry the appeals related to relief and rescue operations regularly. One should not show favors to any definite agency while collecting money for children in crisis and other purposes.

Politics

Political impartiality

There was ban on FM stations broadcasting news bulletins on political issues in the beginning. Worse, there was ban on any kind of news from FM stations following the royal takeover of February 1, 2005. The FM stations got to carry news only after the Supreme Court verdict on the issue.

The political scenario now is completely different. As things stand, no one can stop FM stations from carrying news and initiating debate on political issues. But it is important for radio stations to be careful, factual and impartial in the task of conducting program on political issues or carrying political news.

Doing this is to give due importance to the thoughts of the leading political parties from time to time. There is no doubt that the government is the main source of news. But one has to give space to the voice of the opposition parties while also analyzing their concern and voices.

Materials broadcast by radio must reflect the diverse characteristics of all the political parties which will have influence on Nepal and Nepalese people. The election held in the year 2008 has already boosted the influence of regional parties in Nepal.

Political interview

Just in the event any leader of any political party does not turn up for the planned interview or cancels at the last moment one can interview any person harboring any political view. But the program can be dropped altogether in the event a person who was planned to play a leading role does not turn up.

It does not necessarily mean that anyone who is requested for an interview must oblige. Everyone has the right to accept or decline an offer to take part in any program. Generally speaking, the listeners need not be told that such and such a person has declined to take part in the program. But in circumstances when the listeners are likely to ask why a certain person or the party was not invited point must be made to announce that while the request to take part in the program was made but the concerned people could not come or have declined to take part.

Politicians or people taking part in the program must be cleared on the conditions which are previously

determined. Just because the person who has to be interviewed should be available at any definite location point must be made to ensure that the selection of the location for interview does not adversely affect editorial independence.

Politicians have information on issues other than related only to politics. This suggests that they can contribute to programs other than those related to politics and can also be good program presenters. But here point has to be made to ensure that they do not take undue advantage during electioneering. While interviewing party leaders the behavior has to be healthy and friendly. Leaders of all the parties must be given equal participation.

Opinion survey

In most of the cases, opinion survey enhances the importance of programs while also expanding the scope of journalism at large. Nowadays media organizations are found conducting opinion surveys with the objective of identifying areas which can be used as program production material. But opinion survey is a definite science which cannot be expected to throw up the desired materials if the right methodology is not used. This is the reason why the radio station should not be doing it on its own; here the point should be made to rope in agencies which have the required expertise. Such surveys must be neutral and impartial.

The governing laws have banned the act of publishing the outcome of surveys in Nepal until the election results are out. Survey results are welcome much before the nominations are filed.

Survey

Apart from comprehensive survey like opinion survey one can collect crucial information through a simple survey. But much like opinion survey, simple survey has to be conducted with necessary caution. One must seek the opinion whether the survey is practical much before it is conducted. The survey conducted on one's own should not be presented as opinion survey per se. Listeners must be told about the status of the information they have been purveyed. While describing the survey in percentage one should not give an impression of a comprehensive survey which can set in confusion. It is better to state the figures. For example: "We had talked with 60 respondents in the group. Out of them 40 were in favor and 20 in opposition."

Phone-in survey

Radio Sagarmatha has been collecting opinion on diverse issues through Ghara Ghara Bolchan, Aaja Ka Kura, Rajai Ka Geet or Sagarmatha Dabali or Dabali, all of which are programs that have participation of listeners. Survey is done by talking with people. That is to say while there is a person active in doing the survey the phone-in program has the caller calling the studio who is active. Phone-in survey is "raw survey" is something which must be kept in mind. That is because there are too many weaknesses in it. The views which come through it do not come forth through sample surveys because one cannot pick up the respondent through use of representative sample. This renders the view coming as fully one-sided. Such opinion cannot represent the opinion of larger number of respondents. People who have definite interests can cast their votes repeatedly if the time to cast vote is long.

The wording of the questionnaires and sentences for phone-in programs has to be impartial. One can expect objective answer only if there is an objective question. Phone-in programs should not be used to collect information of serious nature involving a political party. In other contexts, phone in programs can throw up interesting and good results. But one has to be clear that such results do not reflect wider public interests.

This is the reason why the results of surveys should be broadcast only during the programs which had carried them out. Institutions like the BBC do not broadcast results of surveys in the news bulletins. In Nepal private TV channels and radio stations have been doing it. But they are found presenting phone in survey results as if they were real surveys.

Vox pop

Vox pop represents views of the common man. Collecting vox pop means collecting diverse views on any given issue. The importance of vox pop is reflected by the fact that one comes up with views from people walking on the street. Its objective is not to show weightage behind any view at all. One has to be extremely cautious when incorporating views from general respondents speaking both in favor and against anything political or public.

Election reporting

1. Background

The impartiality coming from radio is assessed more based on the election reporting than at any other time. The media organizations end up losing prestige during sensitive phase even if they might have been demonstrating higher degree of impartiality and neutrality.

All the political parties in the fray try to have editorial opinion of all means of mass communication including radio in their favor during election. They can be expected to come up with allegations against programs produced by ensuring necessary impartiality. But program producers and radio which have ensured such impartiality need not panic. No matter how explosive the scenario the one who conducts interviews must be gentle in manner and presentation. Since whatever comes from them is taken as the policy of the radio they must be aware of the same.

JOURNALISTS AND ELECTION

News based program during election campaign

During election campaign programs must be produced by observing the parameters of democratic interaction. Radio must hear out the views of the major political parties. One can review their policies and even challenge if there are certain contradictions. One must also come up with materials on fringe parties of their own importance. The fact that the smaller parties which were not expected to win a single seat in direct election too have a large following has been demonstrated by the election to constituent assembly. There has to be discussion into their manifestoes and policies if it can go to any extent in showing respect to the votes garnered by them.

Parties can be shown respect equally in different ways in the course of broadcasting. One can show respect even in a single presentation. One can show equal respect in the course of series of programs or during the entire electoral campaigning. But radio must show equal respect to all parties in every program. The radio has to be aware of the need to refrain from showing itself in favor of certain party at the cost of the other.

The employees, program presenters and freelance journalists who work for the radio on and off should refrain from bringing the radio into controversy for personal political benefits.

Program that is not at all news-based can at the time of election smack of politics depending on the selection of participants and contents discussed. It is not that such programs should not have political

contents but the point is they should not be picked up to benefit certain political actors. These programs too must be impartial in content.

Countries like the United Kingdom too ban reports on how much polling has taken place, who among political figures visited the polling booths and how the general atmosphere is on a polling day. Doing this is to discourage anyone from affecting the outcome of the polling. In Nepal, there is no ban on such reports. But even then point has to be made to make sure that no parties end up benefiting from it.

Broadcasting the proceedings of a press conference which is open for all journalists is not considered as an act of backing any candidate. But such events should be used as a means to educate the voters on who the candidate is while also reporting about his party. It should not be used as a chance to canvass for votes for any one party.

One must pay attention to a number of factors while conducting a debate among two candidates contesting against one each. In Great Britain, there is a practice of including all the candidates from a given constituency while conducting such a debate. There is a tradition of seeking written note if any candidate from among all is unable to take part in such debates.

It is impossible in country like Nepal where there are often multi-cornered contests to ensure the participation of all the contesting candidates. And it is not really a practical option to seek written note from any candidate that he cannot be present for a debate. Journalists have to keep in mind that any such debate conducted by him does not give any impression that the program is benefiting a certain party. This is the reason why main parties can be requested for such a debate.

How to identify main parties is also an issue. Here one can invite parties which had established themselves as leading parties in the last election. But it is really a tough undertaking to assess which are the leading parties under circumstances as in the last election to constituent assembly when it was not possible to identify large parties given the gap between elections. In such case one can base the criteria on how many candidates have the parties filed.

Opinion survey

The electoral code of conduct in Nepal has banned any opinion survey after the nominations are filed and electoral outcome is yet to come. The ban has been imposed in the wake of the realization that they could boost the electoral prospects of any one party while also shaping the voters' opinion. It is the duty of all to adhere to it.

Required reading for broadcasters

- UN Declaration on Right of Indegineous People
- International Convention on the Elimination of all Forms of Racial Discrimination (ICERD)
- International Covenantion Civil and Political Rights (ICCPR)
- International Covenantion Economic, Social, and Cultural Rights (ICESCR)
- Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)
- Convention on the Right the Child (CRC)
- ILO 169
- Universal Declaration of Human Rights (UDHR)
- Agenda 21 of Rio Declaration

CHAPTER
4

Financial
Norms &
Standards





Introduction

GENERAL BACKGROUND

The manual has been designed to assist the Accounts Section and other concerned sections of Community Radio in order to meet the requirement of smooth recording and reporting of the accounting transactions.

TOPICS DESIGN

There are twelve chapters in the manual including the introduction topics. Remaining eleven topics deals with accounting, budgeting, stores, procurement and final accounts.

First Topic deals with general accounting principles. This topic covers basic accounting records like journal voucher, ledgers etc.

Secone Topic deals with the accounting policies on various issues of Community Radio.

Third Topic presents the charts of accounts. The chart of accounts is prepared based on the current and anticipated activities of Community Radio.

Fourth Third Topic explains the procedures of recording cash and bank transactions. The subjects covered are cash and cheque control, cashbook, bankbook, bank reconciliation etc.

Fifth Topic deals with travels and work advance. Advance is provided to staff for official work. The procedure of providing these advances and its settlement procedure is explained in this Topic.

Sixth Topic describes the procurement procedures, responsibility of the procurement section, tender, quotation and price comparison of suppliers, costing of materials etc.

Seventh Topic describes the accounting of payroll of the employees. The formats and procedures maintaining records of leave, payroll etc are explained in the Topic.

Eighth Topic explains the procedures of recording receipt of materials in the store and recording them in the stock according to their classification and issue of materials from store. This topic also deals on another important aspects of inventory like valuation of materials, accounting of store consumption, physical verification of store, write off of stores etc.

Ninth Topic describes the procedures of recording fixed assets and their classification and coding. Other aspects covered in this chapter are procurement of fixed assets, valuation, maintenance of fixed assets register, disposal, amortization and depreciation of fixed assets, physical verification etc.

Tenth Topic deals with budgeting and budgetary control. The procedure of budget estimation and comparison of expenditure with budget are explained in this topic.

Eleventh Topic explains about the preparation of final accounts. The accounts are income and expenditure account, balance sheet and cash flow statement.

DISTRIBUTION

A copy of the Manual should be made available in the accounts, store, administration and procurement section.

All the staff should read the relevant section of the manual carefully. The accountant should bear in mind that any mistake or wrong accounting will not only make their work difficult but it will also affect and hamper the work of his fellow accountants and the organization as a whole.

Although this manual has been developed basically as guideline for the accounting staff, it should also be read by other senior staffs, specially the top executives as this is such an important aspect of the organization which affects all the section. Successful implementation of the manual becomes a part of the management executives' responsibility.

Accounting is a technical work, which is mastered with experience. The accountants should not therefore feel shy to consult his fellow accountants, seniors or juniors, if they encounter any problem. If there is any state of confusion, it is prudent to spend few minutes with the person who knows the job rather than mess up the work.

The Accounts Section staff should make it sure that the daily accounting works are completed on the same day. The accountants should never develop the habit of keeping the work pending. The result of pending work delays the process, which will ultimately affects the overall performance of the organization.

Procedural guidelines explained in this Manual are more essential to the juniors than the senior staff. The Manual therefore deals with the simple elementary matters also. The senior experienced staff while reading this Manual should realize this fact and should place themselves in the position of junior staff in reading the elementary matters.

ASSUMPTIONS

In this manual existing forms and formats, which are appropriate, have been retained and changes in forms and formats, or new forms and formats that are necessary for the accounting system have been incorporated.

Presently, Community Radio is maintaining its books of accounts using computer in accounting software packages called AccSys. The software has many special features including automatic preparation of ledger accounts, subsidiary ledgers, final accounts etc. Moreover it contains various in-built forms and formats.

Various forms and formats have been included in this manual wherever necessary. They have been designed keeping in mind the minimum required data in a standard vouchers/forms and not the vouchers/forms produced by the software in use. If in future, the software is upgraded or a new one is used, the forms and formats prescribed shall be helpful in customizing the formats the software produces.

Similarly, various internal control procedures have been prescribed in this manual, which are essential.

Therefore, it will be assumed that organization has followed this manual correctly if:

- I) Certain activities suggested in the manual are automatically performed by the software in use, and
- II) In-built forms and formats of the software are used, incorporating all required information suggested in the forms and formats of this manual.

General accounting principles and guidance

GENERAL BACKGROUND

Accounting records has to be maintained on the basis of the nature of the transaction. This manual has been prepared with a view to provide guidelines as to accounting of all transactions of the organization in a uniform and appropriate manner and to provide guidance to the people responsible to maintain accounting records. Explanations as to the each of the prescribed accounting heads and necessary maintenance of other records are also provided. In addition, there are other administrative matters as well the knowledge of which provide clarification in the course of discharge of duties relating to the maintenance of accounting records.

DOUBLE ENTRY ACCOUNTING SYSTEM

Accounting is the term used for correct book keeping and generation of reports of the financial transactions. Book keeping is the first stage of the accounting work. The principle of double entry book keeping system are based on recording every transaction of the business into two accounts i.e. one which gives or pays and other which receives. The double entry system of accounting ensures correct accounting of the transactions, as the accounts would not balance if there are mistakes in maintaining the accounts. Each accounting activity, which involves cash, bank and non-cash transactions, are recorded in the books of accounts to show the correct state of affairs of the entity.

The accounting transactions are recorded in the various forms and records; and eventually all these transactions are recorded in different accounting heads. The individual head of the account could be income, expenses, assets, liabilities, person, firm etc. These accounting heads are predetermined and coded.

SOME BASIC RULES OF ACCOUNGING TRANSACTIONS

- For every debit entry there must be a corresponding credit entry.
- Debits are recorded on the left-hand side of the account.
- Credits are recorded on the right-hand side of the account.
- Expenses and assets accounts always have debit or zero balance.
- Revenue and liabilities accounts always have credit or zero balance.

ACCOUNTING CYCLE

The cycles of accounting transactions rotate on recording phase and summarizing phase.

Recording Phase

All accounting transactions must be recorded in the prescribed vouchers. After recording them in vouchers they are recorded in the books of accounts. Each transaction must have the original supporting evidence before recording in the books of accounts. In general supporting documents are bills, contract documents, tender and quotations, agreement, receipts, memos, decisions made by the management etc.

The transactions should be prepared by the junior staff, checked by the senior staff and approved by the authorized official before it is recorded in the account.

Transactions recorded in the vouchers are transcribed to the ledgers. This process of transcribing the entries in the respective ledgers is called "Posting". Voucher numbers and the folio reference of the prime book of entry are written in the ledger to trace the source of entry in the ledger accounts.

Summarizing Phase

Transactions recorded in the accounts during the recording phase are periodically summarized during the summarizing phase. The accounts should be summarized every month/quarter in order to review the periodic financial position. Adjustments entries are also should be passed on to record prepaid as well as outstanding revenue and expenditures as per its necessity. For example salary, rent, provident fund etc. which are incurred for the month but not paid as at the end of the month. Preparation of Trial Balance and Financial Statements in brief is the basic summary of accounting transaction.

Trial Balance

Trial balance should be prepared monthly with the total balance of each accounting head after the adjustment entries at the end of the month are passed. Since each debit entry must have a corresponding credit entry, the debit and credit of the trial balance must tally.

Financial Statements

Financial Statement is prepared from the trial balance. Financial Statement includes Profit and Loss Account, Cash Flow Statement, Balance Sheet and supporting schedules of these statements. Preparation of Financial Statements are discussed in length in a separate chapter.

PRIME BOOKS OF ACCOUNTS

The Accounts Section shall maintain the following Prime Books of Accounts. The source documents of these books are different vouchers and relevant supporting documents.

Cash Book

Bank Book

Journal Book

Subsidiary Ledger

General Ledger

CASH/BANK BOOK

The procedures of recording cash and bank transactions are described in Cash and Bank chapter.

JOURNAL BOOK

This is one of the prime book of accounting entries. Non-cash transactions and correcting entries are recorded to the ledgers through this book. Journal Voucher is the basis to record Journal Book. Debit and Credit transactions are recorded in this book from Journal Voucher giving detail of voucher number, date, particulars in brief, account head and code. All journal vouchers be entered in this book giving brief descriptions of the nature of transactions, date etc. This is a prime book of non-cash transactions from where posting is done in the general and subsidiary ledgers. Debit and Credit columns total of each page should be done. These totals must agree. Entries should be checked if the total does not tally. Ledger posting in the Subsidiary or General Ledger is done daily from the Journal Book. Posting in the ledger should not be done until Journal Book total as explained in 3 above is done.

SUBSIDIARY AND GENERAL LEDGER

This is the final book of accounts from which the trial balance is extracted. All the accounting transactions are recorded from the vouchers to Cash/Bank Book or Journal Book. Ledger posting is done from Cash/Bank Book or Journal Book.

In the General Ledger, accounts are opened for each individual accounting head as given in the chart of accounts. A subsidiary Ledger is maintained for debtors, creditors and staff. The main purpose of opening separate Subsidiary Ledger for debtors, creditors and staff is to keep the size of the General Ledger small and easy to manage. The format of Subsidiary Ledgers and General Ledgers are same. Posting to the ledgers is done from the prime book of entries, i.e. Cash Book, Bank Book and Journal Book. Posting is done in the respective debit or credit columns giving a brief particulars, date, folio numbers, and reference of the prime book of entry. A monthly balance of General Ledger is reconciled with the Subsidiary Ledger of accounts having Subsidiary Ledger.

JOURNAL VOUCHER

Journal voucher is the primary entry document for any accounting transactions which does not involve cash or bank transactions like expenses not paid for, write off of bad debts, branch transactions, and for rectification of errors. This Vouchers should be prepared on the basis of supporting evidence only. The person preparing journal voucher should be careful in checking these documents. Journal voucher along with the supporting documents should be presented to the authorized person for final approval. Serial number is given in the voucher and it is entered in the Journal Book serially. The voucher will be filled chronologically in the Journal Voucher file.

INTERNAL CONTROL

Internal control system is a key mechanism of a good accounting system. It should be effective so that financial records will provide a reliable information and the transactions take place properly and correctly. The objectives of a good internal control system are:

- To provide reliable financial information in time.
- To safeguard assets and properties of the organization.
- To complete the job efficiently and thereby to increase the operational efficiency.
- To comply with the prescribed policies and rules of the Board.

In order to make the internal control system effective following components of internal control functions should be in place:

- The organization should have competent, trustworthy and honest personnel.
- There should be clear line of authority and responsibility.
- The duties of staff should be segregated in such a way that one person's worked is checked by another person. Functions of each staff should be segregated so that one person is not solely involved in completing a transactions or function.
- All accounting transactions should be properly authorized. No transactions should be affected unless it is approved by the final authority.
- The accounting system should be able to provide necessary information to the management in time.
- Proper physical control of assets should be maintained. Cash handling should be minimized and assets and inventory should be properly recorded.

Discipline in Account Keeping

Accounting records has to be maintained appropriately and completed on time. For the purpose, all staffs entrusted with the account keeping function bear high degree of responsibility. They are expected to maintain discipline in discharging of their duties/obligations. In this respect, attention is invited to the following matters:

- a. Appropriate approval or decision as to the transaction is prerequisite before preparation of any transaction voucher.
- b. Full narration explaining the transaction has to be given in the transaction voucher. Further, all supporting documents shall be attached with. Where separate filing of the relevant document is needed, photocopies may be attached.
- c. Every transaction voucher shall bear at least two signatures, one preparer and one approving authority, who shall be an officer level staff.
- d. Accounting heads used to reflect the transaction shall be appropriate and be as per the Chart of Accounts. The voucher approving authority shall confirm the accounting heads used and the amounts mentioned.
- e. All approved vouchers shall be entered into the system same day. He/She shall initial the voucher as a confirmation of date entry. At this point of time, any confusion as to the use of the accounting heads may be intimated to and reconfirmed from the approving officer.
- f. A full set of accounting reports, including ledger details, need to be printed out. These will facilitate not only for audit trail purpose but also facilitate scrutiny by the concerned officers, particularly from the point of view of budgetary control, reconciliation, and initiating other corrective measures.

Follow up and monitoring

It would be the responsibility of staffs in the Accounts Section to regularly scrutinize all personal accounts, reconcile bank account and adjust or follow up for adjustment of the pending items therein. It should be an effort not to keep the pending items unresolved beyond the appropriate time period.

Fiscal Year

The organization's fiscal year begins from Srawan 1 of each Bikram Sambat Year and closes on last day of Ashad of the following year. The accounts pertaining to a fiscal year has to be adjusted in the books of the same year. Hence, it might require keeping the books open even after close of the fiscal year till such time the auditor certifies. Where any accounting entry passed earlier needs reversal, full narration explaining the reason for doing the same, giving reference of the earlier voucher with date etc. is necessary.

Form No.2

Community Radio, Nepal Journal Book						
Date	V. No	Particulars	Code	L.F.	Dr. Amount	Cr. Amount

Form No-3

Community Radio, Nepal General/Subsidiary Ledger Book						
Account Head:						
Account Code:						
Date	Particulars	Folio	Debit Rs.	Credit Rs.	Dr/Cr	Balance Rs.

Accounting policies

GENERAL BACKGROUND

Accounting policies means the specific accounting principles, bases or rules adopted in preparing and presenting the financial reports/statements. These adopted principles, bases or rules are mentioned here in brief with a view to provide general guidance so that production of a reliable, uniform and free from undue error financial statement is drawn up.

The accounting policies to be applied to many transactions or other events are specified in Accounting Standards propagated by The Institute of Chartered Accountants of Nepal or in absence of that, the International Accounting Standards/IFRS, Companies Act/Ordinance, where applicable, as well as other authoritative pronouncements.

FUNDAMENTAL ACCOUNTING ASSUMPTIONS

Accounting of transactions needs to follow generally accepted fundamental accounting principles. These include the following:

Going Concern Basis

When preparing the financial report, an assessment must be made of the entity's ability to continue as a going concern. The financial report must be prepared on a going concern basis unless it is intended to either liquidate the entity or to otherwise wind up its operations.

All the accounting policies mentioned herein are based on the assumption of the Organization as having ability to continue as a going concern.

Accrual Basis

Accrual basis recognizes the financial effects of transactions or other events in the financial years in which they occur, to the extent that those financial effects can be recognized, irrespective of whether cash has been received or paid. Accrual accounting provides information about assets, liabilities, equity, revenues and expenses, and changes in them, that cannot be obtained by accounting only for cash receipts and payments.

Consistency in Application of Accounting Policies

Accounting policies must be applied on a consistent basis year after year. A change in an accounting policy must be made only when it is necessary in order to comply with Accounting Standard or change in existing policies of an authoritative pronouncement. In such a circumstance, the effect in the Income Statement brought about by such change shall be quantified.

Circumstances may also exist where, under the prevailing accounting standard, the cumulative financial effect from such change in accounting policy up to the end of the preceding financial year may be required to be recognized as a revenue or an expense in the financial statement.

The principal accounting policies devised for the Organization on the basis of above fundamental principles are summarized below. Requisite accounting procedures for the compliance of these policies are explained in related chapters of this Manual.

MEASUREMENT

Historical cost concept shall be the basic measurement for recording financial transactions of the Organization.

PRESENTATION OF FINANCIAL STATEMENTS

The presentation format of financial statements including grouping and disclosure of policies and notes to the accounts shall be, at a minimum, as prescribed by this Manual. The chart of accounts and accounting procedures shall be developed and practiced to suit such requirement.

GENERAL ACCOUNTING POLICY

Accrual basis of accounting shall remain the principal method of accounting of the Organization. However, the Executive Body may direct for following Cash basis of accounting for certain revenue recognition transactions.

FIXED ASSETS

Fixed Assets will be accounted at cost. Cost shall include freight, duties, taxes and all incidental expenses related thereto. Assets shall be capitalized, per the practice described below, to the extent completion certificates have been issued, wherever applicable.

- a) Land will be capitalized when possession of the land is taken. Value of leasehold land will be amortized over the period of lease.
- b) Building will be capitalized to the extent it is ready for use.
- c) Vehicles and other assets will be capitalized as and when purchased.

Expenditure on replacement of assets, equipments will be capitalized if, in the opinion of Organization, it results in enhancement of capacity. In case of borrowed funds and liabilities in foreign currencies for the acquisition of fixed assets, the exchange differences will be adjusted to the cost of fixed assets. Assets costing up to Rs. 5,000 shall be expensed in full in the year of purchase.

DEPRECIATION ON FIXED ASSETS

Fixed Assets will be provided periodic depreciation at the rates and methods duly approved by the committee.

INVESTMENT

Investments will be accounted at cost. Cost will also include amount paid in brokerage. At the end of each accounting year, Investments (shares, debentures, government securities) shall be valued at the lower of the cost or market price. Where the market value of shares, debentures and securities are lower than the cost price, appropriate provisioning against such possible loss shall be made. Unlisted securities shall be valued at cost. However, on the basis of available information on financial position of such unlisted companies, appropriate provision shall be made. The amount of interest collected on such investment will be bifurcated to various funds as per their average balance for the period and allocated.

INVENTORIES

Community Radio do not purchase and sale any tangible product, causing nil inventory will be maintained. However, purchase of certain office consumables for example stationeries etc. will be expensed in full at the time of purchase.

Stocked inventory if any will be valued at cost on the basis of First-In-First-Out (FIFO) principle.

REVENUE RECOGNITION

Revenue from Radio Programme Production will be accounted on accrual basis on completion of Radio Programme Production and airing of the same irrespective of receipt of payment. Similarly, Advertisement sale will also be accounted on accrual basis on completion of airing the same irrespective of receipt of payment.

Grants will be accounted on Cash Basis. Except for Grant, all other revenue will be recognized on accrual basis. Dividends on investment in shares, less final withhold tax, will be recognized on Cash Basis.

CAPITAL FUND AND RESERVES

Capital Fund (Unrestricted Fund)

The Organization shall maintain a Capital Fund in which all surpluses from the Annual Income and Expenditure Account, after allocation to other earmarked funds or otherwise as per the prevailing policies of the Organization, shall be credited.

Such fund will be invested and the income received will be recognized as income.

Capital Reserve

Capital Reserve Funds will be created for the purpose of accounting for gains resulting out of capital receipts, grants of capital items (fixed assets) and revaluation of properties.

All capital items (fixed assets) received in grant will be valued and accounted by crediting Capital Reserve Account.

Periodical depreciation on such fixed assets will be provided at the normal rates. Any portion of such fixed assets written off will be adjusted with the balance amount in Capital Reserve Fund.

Revaluation Reserve

The Reserve is created on account of the increase in the carrying amount as a result of revaluation of assets. The amount will be transferred to Capital Fund (retained earning) when the asset is retired or disposed off.

Specific/Earmarked Funds

The Organization may create specific earmarked funds (reserves) where funds received from others for the purpose as well as funds allocated by the Organization out of its annual surplus will be credited. Such funds will be invested and the income received will be credited to the Funds itself.

REPORTING CURRENCY

The reporting currency will be Nepalese Rupee for all purposes. Transactions in foreign currency will be stated at the exchange rate prevailing on the transaction date. Monetary foreign currency assets and liabilities are translated into rupees at the closing rate on the date of balance sheet.

RETIREMENT BENEFIT

As and when employees become eligible, the amount of employees' retirement benefit (e.g., gratuity) and accumulated leave shall be provided annually as per the amount accrued. Contribution to leave encashment fund, provident fund and medical fund shall be provided on accrual basis.

Chart of accounts

GENERAL BACKGROUND

Accounting transactions are classified under separate groups into income, expenditure, assets and liabilities. These groups of accounts are given specific name and code to identify various transactions. This classification is called “CHART OF ACCOUNTS”. Classification of chart of accounts of the organization is done to reflect income earned from various sources, expenditure incurred in various items, assets and liabilities of the organization.

The chart of accounts once used may have to be renamed, deleted or added according to the requirement of the entity. It should, therefore, be appreciated that the chart of accounts is not a rigid classification, which will not change. Any change in the accounting heads should be done with approval of the management.

FORMULATION OF ACCOUNTING CODES

Accounting codes are being widely used by the organizations. For the purpose of accounting the entire Chart of Accounts has been classified using a 6 digit coding system. The proposed accounting codes for Community Radio have been designed as explained below. It contains 6 digits to represent different category of expenditure, budget center and the functional accounts.

Category	Sub-Category	Budget/Account Head
00	00	00

The explanation of the digit representing the codes is explained below:

Category

First two digits of code indicate categories of the final accounts. There are four categories of the final accounts. They are assets, liabilities, income, and expenditure. Accounting transactions must fall in any of these categories. These categories have been numbered as follows:

Liabilities	= 10
Assets	= 30
Income	= 50
Expenditure	= 70

Sub- Category The third and fourth digits indicate the sub-category. For example: Fixed Assets, Investments, Current Assets etc.

Budget / Account Heads

Last two digits indicate the budget head of account. For example, Office Equipment is one of the budget/account head of Fixed Assets of the Balance Sheet.

The final coding structure of Office Equipment will therefore be as follows:

Category	Asset	30
Sub-Category	Fixed Assets	10
Budget/Account Head	Office Equipment	03
Office Equipment Code		301003

LIST OF ACCOUNT HEADS AND CODES

Account Heads	Codes
Liabilities	10
Capital and Reserve Funds	1010
Capital Fund (Unrestricted Free fund)	101001
Capital Reserve	101002
Revaluation Reserve	101003
Radio Trust Fund	101004
Building Trust Fund	101005
Capital Grant	101006
Friends of _ _ _ _ _	101007
Medical Fund	101008
Gratuity Fund	101009
Leave Encashment Fund	101010
Provisions	1020
Provision for Bad Debts	102001
Borrowings	1030
Loans from Banks	103001
Other Loans	103002
Current Liabilities	1040
Overdraft	104001
Sundry Creditors	104002
Interest Payables	104003
Deposits	104004
Salary Payables	104005
Provident Fund Payables	104006
CIT Payables	104007
Income Tax Payables	104008
Other Payables	104009
Assets	30
Fixed Assets	3010
Land	301001
Buildings	301002

Account Heads	Codes
Radio Transmission Machinery & Equipments	301003
Furniture & Fixtures	301004
Office Equipment	301005
Vehicles	301006
Other Assets	301007
Capital Work in Progress	301008
Investments	3020
Government Bond/Securities	302001
Fixed Deposits in Financial Institution	302002
Market Securities	302003
Others	302004
Current Assets	3030
Inventories	303001
Sundry Debtors (Account Receivables)	303002
Interest Receivables	303003
Prepaid Expenses	303004
Advance Tax	303005
Advance to Suppliers	303006
Staff Advance	303007
Deposits	303008
Bank Accounts	303009
Cash in Hand	303010
Income	50
Income from Local Resource Mobilization	5010
Income from Program A	501001
Income from Program B	501002
.....	501003
Advertisement Sales Income	501004
Income from Unique & Creative Sources	5020
Income from Program A	502001
Income from Program B	502002
.....	502003
Advertisement Sales Income	502004
Income from Traditional Product Marketing Advertisement	5030
..... Advertisement Income	503001
..... Advertisement Income	503002
..... Advertisement Income	503003
..... Advertisement Income	503004
Other Radio Programme Production Income	5040
Income from Program A	504001
Income from Program B	504002

Account Heads	Codes
Advertisement Sales Income	504003
	504004
Other Income	5050
Interest Income	505001
Donation Income	505002
Grant Income	505003
Exchange Gain	505004
Miscellaneous Income	505005
Expenditure	70
Local Resource Mobilization Expenses	7010
Expenses on Programme A	701001
Expenses on Programme B	701002
.....	701003
Programme Expenses	7020
Expenses on Programme A	702001
Expenses on Programme B	702002
.....	702003
Administrative Expenses	7030
Staff Salary	703001
Allowance And Benefits	703002
Medical Benefits	703003
Dashain Allowance	703004
Leave Encasement	703005
Uniforms	703006
Provident Fund	703007
Gratuity	703008
Overtime	703009
Insurance	703010
Local Conveyance	703011
Travelling	703012
Training	703013
Telephone, Telex etc	703014
Fuel Expenses	703015
Rent	703016
Office Expenses	703017
Books And Periodicals	703018
Printing And Stationary	703019
Bank Charges	703020
Audit Fee & Expenses	703021
Board Meeting Fee	703022
Board Meeting Expenses	703023
Consultancy Expenses	703024
Repair & Maintenance Buildings	703025

Account Heads	Codes
Repair & Maintenance Vehicles	703026
Repair & Maintenance Others	703027
Water	703028
Electricity	703029
Newspapers	703030
Security Expenses	703031
Staff Welfare	703032
Miscellaneous	703033
<i>Nonoperational Expenses</i>	<i>7040</i>
Interest on Loan	704001
Exchange Loss	704002
Amortization Expenses	704003
Bad Debts	704004
Depreciation	704005
Loss on Sale of Assets	704006
.....	

Explanation of account head

Capital Fund (Free Fund)

Capital Fund is the main fund of the organization in which all funds not assigned for any purpose and net savings from annual Income Statement will be credited to this account. Similarly, balances in other funds, the purpose of which is complete, will also be transferred to this account.

Capital Reserve

Capital Reserve is created out of capital gains which otherwise is not liable for credit to Capital Fund directly. The account is also created against receipt of fixed assets in grant. The capital reserve account will be transferred to Capital Fund on realization of cash/excess cash.

Revaluation Reserve

This represents the gain arising out of revaluation of the fixed assets of the organization. The Reserve is created on account of the increase in the carrying amount as a result of revaluation of assets. The amount will be transferred to Capital Fund (retained earning) when the asset is retired or disposed of.

Earmarked Funds

The organization may create specific earmarked funds where funds received from others for the purpose as well as funds allocated by the Organization out of its annual surplus will be credited. Use of these funds is restricted.

Any expenses made out of these funds will be debited directly to the respective fund account (except for Building Trust Fund).

Upon fulfillment of the purpose, the balance amount in the respective fund account will be transferred to Capital Fund, unless decided or required otherwise.

In the case of building fund, expenses made on construction will be accounted as under construction

expenses, which, on completion, will be transferred to Building Account (Fixed Assets). At the time, the purpose of the Building Fund will be over and hence the account will be closed by transferring the balance to Capital Fund. Some of the earmarked funds currently maintained by the organizations are Radio Trust Fund, Building Trust Fund, Friends of _____ etc.

Employee Related Funds

This Sub Category comprises of Funds created out of surplus and/or contributions for discharge of employees' retirement benefits. Expenses will be made by directly debiting the respective fund account. Similarly, the requisite amount (liabilities) will be calculated at the fiscal year ending and shortfalls, if any, will be compensated by charging to the Income Statement. For Example Medical Fund, Gratuity Fund, Leave Encashment Fund etc.

Provision For Doubtful Debts

The organization shall make assessment of reliability of receivables, including advances on annual basis and provide for the amounts considered doubtful and not written off. Any deficiency arising out of such accounting estimates will be credited to this Account

Where any receivable becomes uncollectible, the same should be written off by debiting Bad Debts written off Account and recalculate the adequacy of provision for the same.

Borrowings

All borrowings made by the Organization for whatsoever purpose will be accounted under this Sub Category. Accounting heads will be used as per the term, purpose and source of such borrowing. The borrowing accounts will reduce with repayment of principal. It will increase on account of cash borrowed and capitalization of interest by the lender. Borrowings made by the organization can also be bifurcated as Term Loan, Finance Lease/Hire purchase Liabilities or Loan from Others.

Current Liabilities

Liabilities which are payable within one year, fall within this category. Some of the important current liabilities are bank overdraft, sundry creditors for supplies and other services, interest payable on loan, deposit received from different parties, salary bonus payable etc. Other appropriate headings should be opened to record current liabilities as necessary.

Fixed Assets

These are assets, which are durable and valuable. These assets are classified in different groups. All assets that are of fixed assets nature are to be accounted under the following accounting heads:

- Land
- Buildings
- Radio Transmission Machinery & Equipments
- Furnitures & Fixtures
- Office Equipments
- Vehicles
- Other Assets

The values of these assets except lands are written off annually in the form of depreciation or amortization.

Capital Work in Progress (pending Capitalization)

All expenses incurred on construction have to be accounted separately under this accounting head. This account balance will be capitalized on completion of the construction.

Investments

Surplus fund of Community Radio can be invested to generate income. Such investments can be in the forms of Government Bonds, Bank Deposits, market securities etc.

Current Assets

Current assets are those assets, which are normally converted into cash in the course of operation or realize in one year.

Cash and Cash Equivalent

The organization will not normally maintain cash balance except for petty expenses. Cash received at any point of time will be accounted under this head and deposited compulsorily into the bank account the next working day. For operational purpose, imprest (advance) accounts will be maintained in the names of the staffs who handle the respective jobs.

The organization will maintain appropriate number of bank accounts. The general policy for maintenance of such accounts will be separation of (a) main revenue deposit account, and (b) operations account. More bank accounts may be opened for operation of particular transactions/projects.

All monies received by the organization will be deposited into the Revenue Account. Periodical amount, on the basis of the approved budget and programs, will be released from such Revenue Account into the Operations Accounts. All cheques drawn on other local banks received by the organization will be recorded and should be deposited into the bank account next working day. The amount of such cheques will be realized normally after two days For accounting purposes, the amount of all such cheques will be debited into the concerned bank account (as if instant credit is available).

The amount of dishonored (returned unpaid) cheques, if any, will be reversed upon receipt of intimation from the bank by debiting the cheque issuer's account, along with the bank charges, if any.

The organization as a matter of internal control policy should discourage accepting outstation cheques. If such a cheque has to be accepted, the same will be accounted on confirmation of collection (credited to the account).

Sundry Debtors (Account Receivables)

This group is for accounting all receivables, other than on account of advance payments and prepayments. Receivables arise on account of rendering of services or sale of products etc.

Interest Receivables

Interest on investment is also provided for accounting under accrual basis. Accordingly, any amount of interest that becomes due as of the close of the fiscal year has to be recognized by debiting Interest Receivable Account.

At the fiscal year closing, accrued interest on all investments should be calculated (at the coupon rate for

the period from the last date of interest payment up to close of fiscal year) and credited to Interest Income and debit to Interest Receivable.

The amount of interest accounted as receivable at the close of fiscal year should be reversed immediately at the beginning of the next fiscal year. In doing so Interest Income shall be debited and Interest Receivable credited. This will result in appearing debit balance in the Interest Income account.

Irrespective of the period, all interest collected should be credited to Interest Income account. In this process, interest pertaining to earlier fiscal year period will also be credited. However, owing to the debit balance appearing in the account, the credit of total interest amount will have effect of netting the account (income) automatically.

Prepaid Expenses

Where advance payments for expenses covering periods beyond the current fiscal year are made, the proportionate amount relating to the subsequent fiscal year have to be accounted as Prepaid Expenses. At the beginning of next fiscal year, balance in such Prepaid Expenses Account (unless part of the payment extends for the period beyond that fiscal year also) should be zerorized by transfer to the respective expenses accounts. Examples of such advance payments include House Rent, Insurance Premium etc.

Deposits

Deposits are the money placed with other agencies as security or otherwise. Such deposits become recoverable/refundable on completion of specified tasks or assignments.

Deposit may also have to be paid for filing appeal against some decisions. At that point of time, such payment should also be accounted as deposit. It will be reversed by refund (cash receipt) or by transferring to appropriate expenses head (forfeiture of deposit in full or part).

Receipts of all monies placed in deposit have to be filed properly (*preferably in the relevant file*) so that the same become available when needed. Photocopy of such receipt may be attached with the accounting voucher.

Deposits placed for telephone connection since bears the characteristics of permanent nature and without having the intention to receive back, need not be accounted as deposit. They are charged off in full as expenses at the time of payment. Refund of the same at a later date for any reason should be credited (recognized) to Miscellaneous Income.

Maintenance of a subsidiary ledger of individual deposit accounts will not be necessary unless the number involved is large.

Advance to Suppliers

Purchase advance is the advance money paid to vendors against supply of merchandise under contract. Margin money paid to the bank in case of opening of import letter of credit should also be accounted under this head. But advance paid to staffs for market purchase purposes has to be debited in their personal names and clubbed under this accounting head.

Travel Advance

All travel advances paid to traveling Committee members, staffs and consultants should be debited in the personal names and accounted under this accounting head.

All travel advances should be settled within stipulated time of returning from the travel-including deposition of balance amount. Whether travel expenses claim forms are not submitted within that period shall be liable for charging of interest as per the organization's rules. Maintenance of a subsidiary ledger of individual accounts will not be necessary unless the number involved is large.

Staff Advance

Staff advances are the advances paid to the employees under approved policy of the organization with provision of recovery of principal and interest on a regular basis (*by deducting from payroll*). This includes the occasional salary advance paid as per the request of the concerned staffs.

Sub-heads under this will have to be added wherever the organization constitutes various types of eligible staff advances. Accounting and recovery procedures of such advances will be as per the approved policy. Maintenance of a subsidiary ledger of individual accounts is necessary.

Revenue

Radio program production and Airing of the same is the main revenue generating activity of Community Radio. Hence, revenue from this radio program production and airing the programme is the main source of revenue of the organization. Besides Advertisement Sale, interest on investment, donation and grants received from the donor agencies are also the source of revenue of the organization. Revenue from these activated shall be credited only after the completion of intended task, for example completion of production of programme and airing of the same. Similarly, Advertisement income should be recognized only after airing the advertisement.

Depreciation Expenses

Depreciation and amortization are the loss of original value of assets caused by wear and tear of assets. A predetermined amount of fixed assets is annually written off and charged to Income & Expenditure Account. The accumulated depreciation or amortization can be either shown in the Depreciation or it can be deducted from the cost price of the assets.

Programme Expenses

These are the costs related to annual operation of the Community Radio's overall programs related activities.

Administrative Expenses

These are administrative expenses incurred for the administration set up of Community Radio For example: salary of staffs, electricity, office maintenance etc.

Non-Operational Expenses

These expenses are not related to the operation of Community Radio and they do not fall to anyone of the above categories of expenses. Such expenses are depreciation on fixed assets, exchange loss, bad debts, loss on sale of assets, interest etc.

Cash and Bank

GENERAL BACKGROUND

The terminology cash refers to all other forms of cash including petty cash also. Cash transaction in an organization is inevitable. So brief description regarding internal control over cash, procedures of recording cash transaction and relevant formats have been given in this chapter.

The overall administration of cash and bank operation should be directed to achieve following major objectives:

- a) Optimum utilization of funds.
- b) Strict supervision over cash in-flows, out-flows and transfers of funds.
- c) Fixation of suitable limits of fund and authority to spend.
- d) Proper control over receipts of cash, cheques, drafts and their deposits into bank.
- e) Proper authorization in respect of payments.
- f) Proper and timely recording of cash and bank transaction.
- g) Proper control over cash and bank balances.

Recording of foreign currencies should be done into Nepalese currency equivalent on the basis of exchange rates prevailing on the day of transaction. Loss or profit in the rate of exchange fluctuation shall be accounted in exchange loss or gain account.

All payments to outside parties should be made by account payee cheque, or draft. However, in an exceptional case this condition may be waived with prior approval of authorized personnel only.

Cash shall be kept under the custody of the cashier. No personal cash should be kept in the cash box. Cash should be kept in safe custody. Proper security arrangement should be made in case of heavy cash withdrawals from banks. All cash in transit should be insured. Cashier should be covered with fidelity insurance.

RECEIPTS

Cash, cheque, drafts collected should be deposited in the bank by the next day. It should be ensured that cheques are crossed before they are sent for deposits into bank.

Receipt books should have the serial number and it should be kept in safe custody. Unused receipt book should be kept in the safe custody with the Chief of the Accounts Section. All cancelled receipts should be defaced as cancelled and all copies shall be retained in the receipt book. The serial number of the used receipt books should be checked before new receipt books is issued.

In the event of amount deposited directly by debtors in the bank, the account section should receive statement of account from concerned debtor and credit advice from the bank.

Credit advice or the statement of account from the debtors should be verified and a Bank Receipt Voucher should be prepared. Entry in bankbook should be made on the basis of duly approved Bank Receipt Voucher.

PAYMENTS

Cash/Bank Payments should be made against 'Cash/Bank Payment Voucher' duly approved authorized

personnel. Supporting documents e.g., bills, invoices, etc should be attached with Cash/Bank Payment Voucher and sent to cashier for payment. The cashier should ensure that it is complete in every respect. No foreign currency should be paid in cash.

Proper acknowledgement, receipt, signature stamps etc, of the payee should be obtained at the time of making payment. After the payment, the Payment Voucher and the supporting documents should be defaced by a 'PAID' stamp. Entry for payments in cash book should be made from Cash Payment Vouchers.

In the event of payments to be made by bank draft, a 'Request Letter' on the basis of Bank Payments Voucher should be prepared and sent it to the bank after it is signed by authorized signatories. A copy of request letter should be attached to the Bank Payments Voucher along with other supporting documents.

Entry in the Bank Book should be made serially on the basis of duly approved Bank Payment Voucher.

CASH WITHDRAWAL FROM BANK

Request for cash withdrawals should be made by the cashier. This should be checked and approved by the authorized personnel. The practices of carrying large cash balances should be discouraged as far as practicable.

CASH BOOK

This is the book of original entry to record cash receipts and payments. Cash Book should be maintained by the Cashier of the accounts sections. Entries in Cash Book should be made daily from the Cash Receipt and Payment Vouchers. Receipt and Payment should be totaled every day and balance ascertained. The cash balances in hand should be physically verified every day by the Accountant and initial the cash book.

BANK ACCOUNT

This is the book of original entry to record bank receipts and payments. Accounts Section is responsible for all bank transaction. The accountant should ensure the following while depositing money in the bank:

- Identify the party from whom payment has been received.
- Unidentified cheque/drafts shall not be deposited.
- Receipts duly issued against such cheque/drafts.
- Bank Receipt Voucher is properly prepared and checked.
- First copy of receipt and bank pay-in-slip duly attached with Bank Receipt Voucher.

At the end of the day, the accountant should determine the bank balance. The previous day's closing balances should be taken, as opening balance to which receipts for the day should be added and total payment for the day should be deducted. The net difference is the day's closing balance.

In the event of cheque being dishonored, timely intimation should be sent to the concerned party. Party's account should be immediately debited. Vouchers for bank charges should be prepared on the basis of bank advice.

Vouchers should be prepared for fresh cheque issued against date expired or lost cheque. In such cases it should be ensured that old cheques have been returned or in the case of lost cheque 'Stop Payment Notice' has been sent to the bank.

Cheque Book should be in the custody of Chief of the Accounts Section. Physical verification of unutilized cheque book should be carried out periodically. Bank Book should be balanced every day and entries in subsidiary ledger from Bank should be made on daily basis.

BANK RECONCILIATION

Bank Reconciliation Statement is prepared to reconcile bank balance as per bank book and the bank statement. The purpose of timely bank reconciliation is to ensure that:

- a) Discrepancies or irregularities are promptly identified and the same can be rectified in time.
- b) Unreconciled items in the previous reconciliation are adjusted and do not appear in the following reconciliation.
- c) Cheques deposited into bank but outstanding for a considerable period are timely investigated.
- d) Cheque issued to parties and outstanding beyond the validity period are identified and information is provided to the concerned party.

Accounts Section should receive monthly statements of all bank accounts. Request should be made with banks to send monthly statements immediately after the end of the month. If the statement is not received within a week from the end of the previous month, a reminder should be sent to the bank. On receipt of monthly Bank Statement/Pass Book, the accountant should check all debits and credits in Bank Book with the Bank Statement.

Monthly bank reconciliation should be done and discrepancies should be adjusted immediately. Appropriate adjustment entries should be prepared to make corrections in the Bank Book as per the Bank Reconciliation. Vouchers should be prepared for any adjustments in the Bank Book. At the end of the financial year a bank balance certificate should also be obtained from Banks.

MONTHLY CASH PROJECTION

Accounts Section should prepare monthly cash projection i.e. estimated cash inflow and outflow within the month. If it is estimated that monthly cash inflow is more than cash outflow, arrangement should be done for alternative use of balance available fund. Similarly, if it is estimated that the monthly cash outflow is more than the cash inflow, arrangement should be done for the collection of balance required fund.

At the end of every month, cash inflow and outflow projection should be verified with the actual inflow and outflow. Corrective measures should be taken if the deviation between projection and the actual cash inflow and outflow is very high.

Form No-4

Community Radio
....., Nepal
Cash/Bank Receipt

Receipt No. : _____ Date : _____

Received with thanks from Mr./Ms.-----
Rs -----(In Words Rupees-----)
in cash/cheque/draft on account of -----.

Received by _____ Deposited by _____

Designation:
Official Stamp:

Note: Cheque/Draft receipts are subject to realization from bank.

Form No.-5

Community Radio
....., Nepal
Cash/Bank Receipt Voucher

V. No: _____ Date: _____

Account Head	A/C Code	Amount Rs.
Total		
In Words:		
Received vide receipt No.Deposited on Account of..... Dated		

Prepared by: _____ Checked by: _____ Approved by: _____

Form No-6

Community Radio		
....., Nepal		
Cash/Bank Payment Voucher		
V. No:		Date:
Account Head	A/C Code	Amount Rs.
Total		
In Words:		
Amount paid toon account of..... vide cash/cheque No		
Prepared by:	Checked by:	Approved by:
		_____ Receiver's Signature

Form No-7

Community Radio							
....., Nepal							
Cash Book							
Date	V.No.	Particulars	Code	L.F.	Receipt Amount	Payment Amount	Balance

Community Radio
 Nepal
Bank Book

Name and address of the Bank:
 Rate of Interest :
 Bank account No:
 Other:

Date	V. No.	Receipt No./ Cheque No.	Particulars	Code	L.F.	Receipt Amount	Payment Amount	Balance
			Total					

Community Radio
 Nepal
Bank Reconciliation Statement
 Bank Reconciliation as on

Bank's Name: _____ Account No: _____

Particulars	Amount in Nrs./Fcy.
Balance as per Bank Book	
Add:	
1. Cheque issued but not presented at the bank	
Ch.N. Date Payee Amount	

2. Amount credited by bank but not debited in bank book.	
Date Particulars Amount	

Less:	
1. Cheque debited by bank but not credited in bank book	
Date Particulars Amount	

2. Cheque debited in bank book but not credited in bank	
Date Particulars Amount	

Balance as per Bank Statement/Pass Book	

Prepared by : _____ Checked by: _____

Community Radio

....., Nepal
Cash Projection for the month of for the F/Y

Particulars	Amount Rs.	Remarks
<i>Cash Inflow</i> Cash Received from Radio Programme Cash Received from Advertisements Interest Income Received Cash Donation Received Cash Received for various Trust Fund Grant received in Cash Cash Received from Equipment Hire Cash Received on sale of Investment Cash Received on maturity of FD Cash Received on sale of Fixed Assets Cash Received from Sundry Debtors Cash Received from Advances Recovery Cash Received from other resources Cash Received from Deposits Refund		
Total Cash Inflow [A]		
<i>Cash Outflow</i> Cash Exp for Local Recourses Mobilization Cash Exp for Programme Cash Administrative Expenses Cash Purchase of Fixed Assets Cash Payment to the Creditors Cash Loan Repayment Cash Payment from various Fund Interest Payment in Cash Deposits Refund in Cash Various payables payment in Cash Other payments in Cash		
Total Cash Outflow [B]		
Excess of Inflow over outflow (Excess of Outflow over Inflow) [A-B]		
<i>Excess amount to be managed by:</i> A. B.		
<i>Cash shortfall should be arranged from:</i> A. B.		

Prepared By:

Approved By:

Advances

GENERAL BACKGROUND

This chapter deals with the procedures of providing advances for travel, different jobs and purchases, their accounting and adjustments. Advances are given on the basis of estimation of expenses and in pursuance to the provision of the Finance Rules of Community Radio in this regard.

There are three kinds of advance that needs to be provided to staff. They are:

- (a) Personal advance,
- (b) Travel advance and
- (c) Work advance.

When the organization provides personal advance to the staff, it should be debited in the name of the person and recovered as agreed at the time of approval of advance. Salary advance will be provided to staff as per the organization's Personnel Bylaws.

TRAVEL OR WORK ADVANCE

Travel and work advances are provided to staffs in the course of performing official work at different places inside and outside the Country.

Travel Order

Travel Order should be prepared by the staff travelling. Travel Order should be approved by the authorized person for both domestic as well as international travelling. Travel Order should be prepared well in advance so that all the necessary arrangements regarding approval of Travel Order and payment of travel advance can be made in time.

Request for travel or work advance should be submitted by the concerned staff. Advance for travel is requested in the Travel Advance Request Form. Work advance is requested in Work Advance Request Form. Estimate for expenditure should be made correctly as far as possible.

The concerned authority should not approve advance unless the Account Section submits its comment regarding the old outstanding advance. New advance should not normally be provided if there is unsettled previous advance.

If payment is to be made in foreign currency, an application should be forwarded to Nepal Rastra Bank for issuing necessary exchange permit. On receipt of exchange permit, a Bank Payment Voucher will be prepared. Once this Voucher is approved, a cheque in Nepalese equivalent using current exchange rates prepared. The cheque and exchange permit will be given to employee against proper acknowledgement.

Submission of Statement of Expenditures

Statement of Expenditure of travel or other work should be prepared within the prescribed time after the completion of the assignment. Justification for any undue delay in submitting statement of account should be provided. The statement should be submitted to the Account Section after it is approved by the authorized person.

Statement of Expenditure should have all the necessary supporting documents. If the supporting documents are not submitted then settlement of advance will be delayed.

In the case of Travel Advance Settlement Form, it should contain Travel Order, used/unused tickets, hotel bills, (if reimbursement on actual expenditure) transportation bills, exchange conversion documents and other relevant documents.

In the case of work advance, Statement of Work, bills and other supporting documents of expenditure should be submitted.

The Account Sections will verify the Statement of Expenditure with supporting documents and check that the amount claimed is in accordance with the rules of organization. Only after the approval by authorized person, it will be recorded in the books of account.

Accounting of Advances and settlements

Accounts Sections will maintain Advance Ledger of individual employee’s sub ledger. Advance provided and adjustment made are recorded in the Ledger as well as sub ledger. Posting in this account is done daily from the Cash Book, Bank Book and Journal Book as appropriate.

An adjustment voucher is passed if it is to be adjusted against the advance. If the payment is due to the staff then payment will be made through payment voucher. The supporting documents will be defaced ‘PAID’ to avoid resubmission.

In the event of money refunded by employee, the accountant will receive money and issue a Receipt. He should also stamp Received Rs. on the original Statement of Expenditure.

Cash refunded from the employee or payment made to the employee will be posted in the staff ledger from the Cash/Bank Book. In case of excess expenditure incurred by the staff, refund of money is debited to as total expenditure incurred by him is credited to expenditure.

A monthly balance of individual staff advance will be extracted from Advance Ledger. The total of these should tally with Control Account in General Ledger. Regular monitoring on advances should be done. Any advance outstanding for more than 15 days should be followed up.

Form No.-10

Community Radio	
....., Nepal	
Travel Order Form(International/Domestic)	
Place of Travel :	
Purpose of Travel :	
Travel period from..... to	
Means of Travel :	
Instructions (if any).....	
Advance	Travelling Allowance:
	Daily Allowance :
	Other :
I am fully aware that I shall be required to exhibit professional standards setting the important job I am going to undertake on behalf of COMMUNITY RADIO.	
Applicant	Approving Authority
Name :	Name :
Designation :	Designation:
Signature :	Signature:
Date :	Date:
<i>Note: The Statement of account must be submitted within 15 days of return from travel.</i>	
Account Section’s Comment	
Previous O/S Balance _____	Dated _____ on account of _____

Community Radio
....., Nepal
Work Advance Request Form

Sir,
Please sanction advance for the following purposes:

Purpose of Advance Job/Purchased	Estimated Cost	Estimated date of completion	Remarks
Total			

Accounts Section's Comment
Previous O/S Balance _____ Dated _____ on account of _____

Requested by: _____ Recommended by: _____ Approved by: _____

Community Radio
....., Nepal
Work Advance Settlement Form

Date: _____

S.No.	Description	Ref. No.	Qty	Rate	Amount
				Total	

Submitted by _____ Checked by _____ Approved by _____

Date :

Community Radio

....., Nepal

Travel Advance Form

As my travel order (copy attached) has been approved by the Executive Director, please allow me to draw the following advance. I am fully aware of the provision in regard to settlement of this advance, and shall settle the same immediately upon my return from journey.

Name of the employee :
 Designation :
 Travel Order Form No./Date :
 Travelling Period From : To:
 Place to be visited :
 No. Of days of visit :

S.N	Particulars	Amount in Foreign Currency	Exchange rate applicable	Amount in Nrs.
1	Transportation (Subject to production of tickets) (Air Fare, Train Fare, Bus Fare) a) From.....to			
	b) From.....to.....			
	c) From.....to			
2	Airport Tax/ Duties			
3.	Hotel Accommodation (Inclusive of Tax)(Subject to production of Bills)			
4	Daily Allowance Per Day.....X.....Days			
5	Local Conveyance			
6	Miscellaneous/ Other Allowance			
7	Total			

Total Rupees in Words:-----

Submitted by

Checked by

Approved by

Community Radio

....., Nepal
Travel Advance Settlement Form

Date:

Please find enclosed the required bills towards settlement of the travel advance drawn by me vide Travel Order No.-----
 -----dated-----.

Name of the employee :
 Designation :
 Travel Advance Form No./Date :
 Travelling Period From : To:
 Place visited :
 No. Of days of visit :

S.N.	Particulars	Amount in foreign currency	Exchange rate application	Amount in Nrs.
1	Transportation (Subject to production of tickets) (Air Fare, Train Fare, Bus Fare) a) From -----to ----- b) From -----to ----- c) From -----to -----			
2	Airport Tax/ Duties			
3	Hotel Accommodation (Inclusive of Tax) (Subject to production of Bills)			
4	Daily Allowance Per Day-----X-----Days			
5	Local Conveyance			
6	Miscellaneous/ Other Allowance			
	A Total Expenses Incurred B Advance taken from Office C Amount to be refunded to Office/Employee			

Total Rupees in Words:-----

Submitted by

Checked by

Approved by

Purchase accounting

GENERAL BACKGROUND

Procurement is one of the important functions of the organization. COMMUNITY RADIO needs to purchase fixed assets, general stores and many other materials in order to operate its functions smoothly. In this manual, we have referred Procurement Section to carry out the functions of any Procurement. The objective of purchase accounting is to control and comply with the Finance Bylaws with regard to purchase of various materials required to the organization.

It is necessary to take following procurement policies into consideration while making procurement:

- i) Procurement of goods, works and services should be made in proper time, place, quantity, quality, and price considering the need of the organization. Procurement Section should prepare procurement plan well in advance so that regular procurement procedure can be followed.
- ii) It is the responsibility of the concerned sections/units to provide their requirements well in advance to the Procurement Section so that necessary arrangement can be made to procure goods and service in time.
- iii) It is unethical to pass one supplier's price to another supplier. Due care should be taken in maintaining confidentiality of the supplier's prices.
- iv) Employee engaged in procurement should not have direct or indirect interest or relationship with the suppliers.
- v) Staff should not accept any gift, personal loan, entertainment or other special considerations from an individual or organization engaged in business with COMMUNITY RADIO.
- vi) Goods or services should not be directly purchased from any employee or close relations of the employee responsible in procurement.
- vii) Equal opportunity should be provided to reliable suppliers in bidding.
- viii) Bulk purchase should be made for certain materials required frequently in advance for a certain period as far as possible in order to realise the benefit of bulk discount.

PROCUREMENT PROCEDURE

- i) Purchase Request/Requisition Form should be submitted by the concerned Section or the Stores Section to the Procurement Section to make purchase of good or services.
- ii) All purchases should be done as per the Finance Bylaws of COMMUNITY RADIO. However, the following points should be taken into consideration while making purchase:
- iii) COMMUNITY RADIO, according to the amount of purchase can choose any of these methods:
 - (a) Direct Purchase
 - (b) Quotation and
 - (c) Tender.
- iv) While procuring goods, consideration should also be given to the following matters:
 - (a) The minimum/ maximum level of stock to be maintained.
 - (b) Anticipated rise in price, availability of goods in future, scarcity in supply etc.
 - (c) Availability of funds.
 - (d) Budget allocation for the purpose.

RESPONSIBILITY OF PROCUREMENT SECTION

It is the responsibility of the Procurement Section to arrange for the procurement of necessary goods and services requisitioned by different sections. Procurement Section should pay attention on the following matters in supplying goods and services requisitioned:

- (a) Requisition should be referred immediately to clarify matters not clear in the Purchas Request Form.
- (b) Regular procurement procedures of COMMUNITY RADIO Finance Bylaws if any should be followed to procure all goods, work and services.
- (c) The requisition should be informed in time if there is any unexpected delay in procurement.

CERTIFICATION OF BILLS

The Stores Section will certify the quantity of materials as per the bill of the supplier. The bills will be checked and verify by the Stores Section with reference to Purchase Order, Contractors' Agreement and other relevant documents. Certified bills will then be forwarded to Accounts Section for subsequent processing and payment.

ADVANCE TO SUPPLIERS

Advance to suppliers will be provided strictly as per the terms and conditions of the contract against guarantee only. All advances will be deducted from the subsequent payments of bills. Party's ledger should be scrutinized regularly for ascertaining unadjusted advances to be recovered from subsequent bills.

RESPONSIBILITY OF ACCOUNTS SECTION

The final responsibility of making payment of the procurement lies with the Accounts Section. In order to finalize the accounts of the supplier, this section needs following information:

- (a) Copies of contract, agreement entered into with the suppliers, quotations, price comparison chart, and purchase order etc.
- (b) Copies of Goods Receipt Note (capital and general) from the Stores Section.
- (c) Suppliers' bills with supporting documents from concerned section after due certification.

The above documents will be checked by Account Sections regarding their confirmation with the Finance Rules. Arithmetic calculation of the supplier's bill will be carried out. Voucher will be passed to make payment to the supplier. Voucher along with the supporting documents is presented to the authorized person along with the cheque for signature.

Form No-15

Community Radio, Nepal Purchase Request/Requisition Form				
Date:				
S.N.	Description/Specifications	Required Unit/ Quantity	Issued Unit/ Quantity	Remarks
Total				
Requested by		Checked by		Approved by

Form No-16

Community Radio, Nepal Purchase Order Form							
Supplier						P.O. No.	
Please supply following goods before						Date:	
S.N.	Code	Particulars	Unit	Quantity	Rate	Total	Remarks
Requested by			Checked by			Approved by	

Payroll accounting

GENERAL BACKGROUND

Employees are the assets of the organization on whose performance, success of the organization depends. Accounting of payroll is important to keep payroll system efficient so that payment to staff is made in time.

This chapter deals with the system of recording attendance, disbursement of payroll and its accounting. The main objectives of the system for payroll accounting are, recording of attendance correctly, timely computation and distribution of salaries, and proper internal control of payroll accounting.

In order to make timely payment to staff, recording of attendance and submission of attendance record in time to the Accounts Section is essential. Calculation and preparation of correct payroll is important. Valuable time of accounts staff and the payee is wasted if payroll is not prepared correctly. This requires correct recording of attendance, leave, timely communication of new appointments and revision of salary and allowance to the Accounts Section.

ATTENDANCE RECORD

Attendance record is the evidence of staff being present on duty. Attendance Register is the means of recording presence of staff. All employees should sign this register at the time of arrival and departure. No employee should sign the Attendance Register on behalf of any other person.

The Attendance Register should be kept in the custody of the Administrative Department Head or any other authorized person. The Attendance Register will remain open for 15 minutes from the start of the working hour. All late arrivals will sign the register in the presence of the authorized person with his prior approval. Attendance Register of employees in travel out of station should be noted from the Travel Order.

LEAVE

Employees are entitled to different types of leaves as per the Employees Rules of COMMUNITY RADIO. Leave will be sanctioned on the basis of the Leave Application Form. Approval of leave should be taken before utilizing leave except in the case of unexpected sick leave. Approval of sick leave should be taken as soon as possible.

PREPARATION OF PAYROLL

Salary must be paid every month on the last day of the month to employees according to their current basic salary and grades. Concerned Section should send attendance record to the Accounts Section in time. It is the responsibility of the Accounts Section to prepare payroll in time. Payroll preparation should be done as soon as attendance record is received from the respective sections.

Deposit of salary in the bank account of the employees is the ideal method of payment. As far as possible, it should be deposited in the bank account. Pay-slip should be provided to staff with details of payroll. For this purpose computer can be used for payroll preparation and the print out of payroll of each staff can be torn and given to them.

Subsidiary Ledger of staff advance will be scrutinized for advances. Any over due advance will be deducted from the salary.

A Journal Voucher of payroll will be prepared as follows.

- For recording of salary payable:
 - Dr. Salary
 - Dr. Allowances
 - Dr P.F. Contribution
 - Cr. P.F. Payable
 - Cr. Deductions (Advance, income tax, citizen investment fund etc)
 - Cr Salary Payable

- For recording of salary payment:
 - Dr Salary Payable
 - Cr Cash/Bank

DEDUCTIONS

Deductions from the payroll should be done for the following items:

- Salary advance as agreed in the advance approval application.

- Work advance not settled after the completion of work. Deduction from monthly salary is done as decided by the authorized person. Work advance balance should be refunded at the time of settling it. Only in exceptional circumstances it is deducted from payroll.

- Staff income tax should be deducted from monthly salary as per the HMG income tax regulations. Tax deducted should be deposited within prescribed time.

- Unauthorized leave or leave without pay or commencement of employment after 1st of the month should be deducted from the monthly salary.

- Regular staffs are entitled to 10% provided fund contribution on salary. PF deduction should be done every month from salary and deposited with the Employees Provident Fund.

- Staffs willing to contribute in Citizen Investment Trust can do so. This deducted should be deposited with Citizen Investment Trust.

- There may be any other deductions, which may be necessary according to the requirement.

Form No-17

Community Radio
 Nepal
Payroll Sheet
 F/Y.....
 For the month of-----

S. N.	Code	Name	Scale	Salary	PF	ALL	Total	PF D.	Loan	Adv.	TDS	CTT	Total Ded.	Net Salary	Sign.

Prepared by
Checked by
Approved by

Form No-18

Community Radio
 Nepal
Individual Staff Salary Sheet
 F/Y.....
 For the month of-----

Date: _____
 Name: _____
 Post: _____
 Current Salary: _____

Level: _____

Address: _____
 Grade: _____

Month	Basic Salary	Grade	All-1	All-2	All-3	Special All	Others	Total Amount	PF	CTT	Tax	Adv.	Others	Net Pay	Remarks

Community Radio

....., Nepal
Leave Application Form

Sir,

Please kindly grant me the leave as mentioned below.

Date:-----

Name:-----

Designation:----- Department:-----

Types of Leave: Casual/Annual/Sick/Others (specify):-----

Requested Leave: From----- To----- Total no. of days-----

Contact Address while on Leave:-----

Signature of Applicant

Office Use Only

Nature of Leave	Balance	Leave Sanctioned
1. Casual	-----	Number of Days-----
2. Annual	-----	Nature of Leave-----
3. Sick	-----	Remarks -----
4. -----	-----	
Remarks	Signature	Approved by

Community Radio

....., Nepal
Leave Record

Name: Designation:

Date of Employment:

Year:Month:	Annual Leave				Sick Leave				Other Leave				Remarks
	E	U	C	B	E	U	C	B	E	U	C	B	
Opening Balance													
Baisakh													
Jestha													
Ashadh													
Shrawan													
Bhadra													
Aswin													
Kartik													
Mangsir													
Poush													
Magh													
Falgun													
Chitra													
Closing Balance													

Note: E=Earned, U=Utilized, C=Cashed, B=Balance

Stores accounting

GENERAL BACKGROUND

All materials (including movable fixed assets, low cost furniture items, stationery, books and other items purchased with a view to keep in stock as well as for distribution – i.e., clothing for uniform) received by the Organization whether purchased or receive in grant, shall be entered into the store records and shall be issued for use against appropriate requisitions only. This chapter explains the store accounting system of store receipt, issues, and maintenance of records.

ACCOUNTING POLICY FOR STORES

Community Radio do not deals with materials that are kept for sale. Rather it purchases various material for its regular consumption. For example Purchase of office stationeries, computer parts, gift items, etc. which shall be expensed in full at the time of purchase. Store entry shall be compulsory even for receipt of movable fixed asset, including low cost items.

STORE RECEIPT

Receipt of any material whether it is consumable, durable or non-expendable items must be recorded through Goods Receipt Record. If it is necessary to check the quality of materials received then the technical expert should verify the quality. The Storekeeper should seek the assistance of the technical expert if there is any doubt on the quality of materials received.

Normally following steps are taken to procure and receive goods:

- Store Section prepares the list of goods to be procured and forwards the same along with the copy of requisition slips to Procurement Section.
- Procurement Section verifies the documents, checks the budget allocation to justify the procurement.
- Procurement Section then prepares the purchase order.
- Quotation is collected or tender is invited from registered supplier if required as per the Finance Rules.
- Order is normally placed to the lowest bidder.
- The Accounts Section receives the Goods Receipt Note from the Store Section as soon as the goods are received. GRN is the confirmation from the Accounts Section that the goods mentioned in it have been received in the store.
- The Stores Section should also send a certified copy of the suppliers through Procurement Section along with the GRN. Unless the invoice is received, the Accounts Section will not make payment to the suppliers.

STORE ISSUE

Issue of store from should be done against the Requisition Slip only. The storekeeper should in no circumstance issue materials from store if the approved requisition slip is not presented no matter who asks for materials.

Following steps are taken for the issue of materials from the Store Section.

- The indenting section fill up the Requisition Slip, gets approval and forwards it to the Stores Section for issue of materials.

- Requisition Slips are generally approved by the Administration Head.
- Store Section Maintains Stock Ledgers. Issue of materials from Store Section should be entered in Stock Ledger.
- Store Section should receive acknowledgement of materials issued from the person receiving it.
- Requisition Slips are filled date-wise.
- If the goods as intended are not available in the Store Section then the storekeeper should immediately inform the Procurement Section for necessary action.

VALUATION OF MATERIALS

The Account Section is responsible to value the goods purchased. Valuation is done on the basis of certified bills, customs duty paid, VAT on purchase, insurance charges, freight etc, pertaining to the goods. The value so calculated is recorded in the GRN. One copy of the GRN is returned to the Stores Section after valuation of goods received. This is the basis of recording the cost of good in the Stores Ledger.

STORES CONSUMPTION

Stores Section should prepare a monthly Consumption Statement of goods issued.

A proper record of equipment/tools and any other material issued on return basis should be properly documented. A list of these items should be prepared separately every month. These items are not consumption hence they will not have any accounting treatment. Hire charges for equipment provided to outside parties will be billed periodically on the basis of the contract or agreement. Since the volume of General Stock will not be material, these items will be directly charged to consumption at the time of procurement. However for the purpose of internal control, Stores Ledger of these items will be maintained.

Physical Verification

This is the procedure of confirming the balance of store as shown in the books of account of the organization. The format of Physical Verification is same for fixed assets also. At least once in a six month, physical verification of stores should be conducted.

Physical verification team is constituted to conduct this job. There will be three members in this team. They are representatives of Administration, Stores and Accounts Section. Physical verification sheet is prepared and the counting is done without referring to the book balance

Book quantity is filled up form the Stores Ledger after completion of physical verification. Balances of book records are compared with physical quantity. Major discrepancies should be investigated. Normal differences are adjusted in the book records. Any item damaged or unserviceable or unusable are identified and noted in remarks column. The management should take appropriate action to dispose of damaged or unserviceable and unusable stores or assets.

WRITE OFF OF STORES

A periodic statement of broken and unserviceable goods/equipment/tools will be prepared and presented to the management for review. An inspection team will be formed to review the status of such materials. These items will be disposed of as recommended by the Inspection Team. If the value of the item is zero, it will be written off from the books. If it has some residual value then such items will be disposed of by auction. Disposal of these items by writing it off or by auction must be approved by the authorized person.

Community Radio

....., Nepal
Goods Receipt Note (GRN)

GRN No.

Date:

Purchase Order No.....

Name of Supplier

Invoice No.

Letter of Credit No:

S.No.	Description	Specifications	Unit Price	No. Unit	Total Amount (Nrs)
				Total	

Comments if any-----

Certified that the supply is as per the purchase/job order.

Received in Stores

 Officer- Inventory

Officer Receiving

Community Radio

....., Nepal
Material Requisition Slip

RS. No:

Date :

To, Store In-charge:

Please deliver the following goods/materials to for.....Department

Date:

S.No.	Code	Particulars	Unit	Quantity	Issued Qty.	Remarks

 Authorized by

 Requested by

 Received by

Community Radio

....., Nepal
Stock Ledger

Item Name:

Received					Issued					Balance			
Date	GRN No	Quantity	Rate	Amount	Date	Req. Slip	Quantity	Rate	Amount	Quantity	Rate	Amount	Balance in Stock

Fixed assets accounting

GENERAL BACKGROUND

Fixed Assets are those capital items which are acquired by the organization for its use in the ordinary course of business and not for sale. They have a useful life of over one-year and are used in the business for the purpose of earning profits. All direct expenditures relating to the acquisition of fixed assets are included in the cost of Fixed Assets although they may appear revenue expenditure e.g. transportation, freight, insurance, custom etc.

The main objectives of maintaining a proper system of fixed assets accounting are as follows.

- Proper authorization for the purchase of fixed assets.
- Proper internal control of assets.
- Classification of assets into different group as per the chart of account.
- Maintenance of detailed asset records for ascertaining the net book value of assets.
- Proper accounting of amortization and depreciation.
- Proper accounting of disposal of assets.

APPROVAL FOR PROCUREMENT OF FIXED ASSETS

It is necessary to prepare capital expenditure budget at the commencement of each fiscal year. The authorized body should approve this budget in order to procure fixed assets. Approval of the budget alone will not be adequate to purchase fixed assets. Assets procurement should pass through different stages in accordance with the provisions of the Finance Bylaws.

Request for capital expenditure should be submitted by the concerned section to the procurement unit. The Account Section should give comment regarding budget allocation. The procurement unit should submit the Capital Expenditure Request Form (CERF) to the concerned authority for approval. The CERF is returned to the originating section. The approved CERF is serially numbered and filled in the Procurement Section.

PROCUREMENT OF FIXED ASSETS

The Procurement Department should follow Finance Bylaws of COMMUNITY RADIO in procuring fixed assets. Accordingly, quotations or tenders for supply of the fixed assets should be called in time. After selection of the supplier, Purchase Order should be issued. In the case of tender, an agreement should be signed with the supplier.

The items received should be inspected by the indenting section. or the expert as appropriate with reference to the Purchase Order for quality, specifications, number of items etc. Receipt of the fixed assets will be done by the Store Section. Items accepted will be received through Capital Goods Receipt Form (CGRF).

The certified bill is sent to the Account Section for checking, making payment to the supplier and for the valuation of assets. A detail record of capital expenditure in progress e.g., building under construction or machinery under installation etc. should be maintained.

Expenses incurred for specified job should be recorded in the Capital Work in Progress Register from the source documents like Payment Vouchers, Journal Voucher etc. Expenses that are relevant to capital

are payments to the contractors, professional fees, material consumption, labour payments, overheads etc. Control Account is maintained in the General Ledger for Capital Work in Progress. Expenditure in this account is booked from the accounting books of prime entry i.e. Cashbook, BankBook, Journal Book. A reconciliation of the control account will be done with Capital Work In Progress Register.

On the completion of the job, a Journal Voucher is passed to record total expenditure in the assets account.

Dr Assets

Cr Capital Work in Progress

VALUATION OF FIXED ASSETS

The Accounts Section should make valuation of fixed assets on the basis of supplier's or contractor's bills and order costs directly related to purchase of assets e.g., customs, freight, insurance, handling charges etc. Any fixed assets received by COMMUNITY RADIO free of cost should be booked in the books of COMMUNITY RADIO at the cost paid by the donor. Any other direct cost should be added in that value. However, if used fixed assets are received then depreciation should be deducted from the purchase value of the donor.

In the normal course of business, repairs and renovation cost will be directly charged to revenue expenses. However, when a substantial amount of repairing expenses is incurred thereby the capacity or the nature of asset is materially altered or the life of the asset is extended, such expenses should be capitalized.

FIXED ASSETS REGISTER

Capital Goods Receipt Form (CGRF) is the basis of recording fixed assets in the Assets Register. Individual group of assets is recorded in separate sheet of the Assets Register. This register should be divided into different section for different group of assets. Control Accounts are maintained in the General Ledger for each category of fixed assets as given in the Chart of Accounts.

IDENTIFICATION OF FIXED ASSETS

Fixed assets are classified in accordance with the account heads provided in the Chart of Accounts. A proper system of numbering of fixed assets to identify each asset is necessary. These numbers should be written in every asset. These identification numbers are also shown in the Assets Register.

Following alphanumerical numbering system has been designed to code the assets.

Category	Code	Implication
Asset Account	OE	Office Equipment
Serial	01	Serial number
Year of Installation	92	Installed in 1992

The first item code number of Office Equipment will therefore be OE-01-92

ISSUE OF FIXED ASSETS

Fixed assets purchased will be issued to the concerned section after completing all receiving formalities. Assets issued should be noted in the fixed assets register clearly indicating the location.

DISPOSAL AND WRITE OFF OF FIXED ASSETS

Assets Disposal Form (ADF) of unusable assets is prepared and submitted to concerned authority for review. The concerned authority will form a review team to examine the assets and determine whether the assets need to be sold or scrapped. The recommendations of the review team will be incorporated in the Assets Disposal Form. The ADF is submitted to the authorized person for his final action regarding disposal of assets.

Disposal of assets should be done in accordance with the Finance Bylaws. Donors guidelines if any provided should be complied for the use and disposal of fixed assets received free of cost.

Accounts Section should prepare a Journal Voucher to record the sale of assets as follows:

Dr	Accumulated Depreciation		
Dr	Bank /Cash		
Dr	Loss on sale of assets(if loss)		
		Cr	Asset (original value)
		Cr	Profit on sale of Assets (if profit)

Purchase of assets below a certain value as decided by the management of COMMUNITY RADIO (our recommendation up to Rs. 5,000) will be written off in the respective expense head in the year of purchase. However, a ledger record of such assets will be maintained so that quantitative control over these items can be exercised.

DEPRECIATION

Fixed assets are depreciated over the useful life of assets. Assets will be depreciated at different rates as determined by the management. The prevailing rates of Income Tax can be used to calculate depreciation. The assets which are fully depreciated but can be used, the book value of such fixed assets should be recorded at Re 1.

The method of charging depreciation can be changed on prior approval of the Board. It should be noted that change in the method of depreciation would have direct effect in the financial statement.

At end of each fiscal year a schedule of Fixed Assets and Depreciation should be prepared and the following Journal Voucher is passed to account depreciation:

Dr	Depreciation Account		
		Cr	Provision for Depreciation

PHYSICAL VERIFICATION OF ASSETS

A periodic Physical Verification of Assets (at least once in a six month) should be conducted. The Physical Verification will be carried out jointly by a team of three members representing Administration Section, Accounts Section and Stores Section.

During the course of Physical Verification, the condition of assets should be noted. The condition should be specifically written e.g. unusable, unserviceable, serviceable, shortage, excess etc. A report on Physical Verification of Assets will be prepared and signed by the members of the team.

Community Radio

....., Nepal

Capital Expenditure Request Form

Date of Required:
Indenting Section:

Urgent/ Routine:
Import/Local:

No:
Date:

Name	Specification	Estimated cost		Other charges	Total estimated cost	Budget provision	Remarks
		FC	Nrs.				
Total							
Justification ----- -----							

Recommendation-----

Prepared by

Recommended by

Approved by

Community Radio

....., Nepal
Capital Goods Receipt Note

Purchase Order No: Date: CGRN No:
 Invoice No: Date: Date:
 Chalan No: Date:
 Name of supplier:

			Quantity			
S.No.	Description	Code	Accepted	Rejected	Asset Reg.L/F	Remarks
		Total				

 Prepared by:

 Inspected by:

(For Accounts Section)

S.N.	Account Head	Code	Bill value			Other Costs			Total
			Qty.	Rate	Amount	Custom	Freight	Other	
Total									

 Prepared by:

 Checked by:

 Approved by:

Budgeting and budgetary control

GENERAL BACKGROUND

Budgeting is the process of expressing future plan of action in quantitative and financial terms. The Budget is formulated for a specified period normally for one fiscal year. The purpose of estimating and comparing budget are :

- To express the plan of action of the organization and its goal in a clear and specific manner.
- To establish clear responsibilities of different sections of the organization in order to attain its goals.
- To evaluate and control the performance of the concerned sections of the organization.
- To provide guidance for future execution of action based on the past experience.

There are different types of budgets depending upon the nature of the organization and its activities. Some of the important budgets are revenue budget, expenditure budget, capital budget, cash budget, sales hour budget etc. Proper planning, organization, co-ordination and control are essential to realise the objectives of any organization. Budget is an indicator of realisation of such objective.

Budget processes like preparation, comparison and control should be a co-ordinated effort of all the sections of Community Radio. Accounts section should play the lead role in this function. COMMUNITY RADIO will have mainly two types of budget i.e. revenue budget and expenditure budget. Expenditure budget will be divided into revenue expenditure budget and capital expenditure budget.

All the workings in preparing budget should be properly documented in the Budget Estimation Sheet. The budget should be presented to the Committee for its approval. The Committee should approval annual budget before the beginning of the fiscal year. Budget heads used for estimation should be same as explained in the Chart of Accounts. If these heads are not used then it will be very difficult to compare actual expenditure extracted from the accounting records.

Previous year's budget, variances and new conditions affecting budget should be taken into account in making the estimate.

REVENUE INCOME BUDGET

Revenue is essential to run COMMUNITY RADIO as a viable organization. Revenue budget provides the guidelines to calculate income generation in a given period of time for meeting the operating expenses and to create some surplus of fund.

This budget will be prepared on the basis of expected number of programme development and its airing time, expected number of advertisement and its airing time that would take place in a given time period. The number of revenue earning services so budgeted will be multiplied by the budgeted service rate per case to arrive at the total revenue. The Accounts Section in consultation with Concerned Section does finalization of the revenue budget.

Revenue Budget will work as a bench marks for formulating the expenditure budget as services costs are relative to revenue budget. Due consideration should be given to the past performance, expected increment for the period, current years revenue generation policies etc before finalizing Revenue Budget.

REVENUE EXPENDITURE BUDGET

Accounts Section will take the responsibility for preparing this budget. Each Department Head will forecast the expenditure for the period. This information is forwarded to the Accounts Section. The Accounts Section will consolidate the total estimated expenditure.

Expenditure budget calculation is based on the current estimate of the section and on the previous period's budget.

CAPITAL EXPENDITURE BUDGET

Capital Expenditure becomes necessary to different section of COMMUNITY RADIO. New investment is required for the development growth of the organization. The concerned sections, which need capital expenditure, will have to prepare a capital expenditure budget. This budget is forwarded to the Accounts Section. The Accounts Section will consolidate the capital expenditure budget of all the sections.

Estimation of capital budget is very tricky. COMMUNITY RADIO may require substantial amount of money for different capital expenditure programs. A proper fund management has to be done for capital expenditure. If the fund is not available but the expenditure is vital then the management will have to arrange external resources i.e. donor fund or loan from the financial institutions.

BUDGETARY CONTROL

Preparation of budget and approval of the same does not serve any purpose if it is not properly controlled and monitored. Budgetary control is a tool, which guides the management to take corrective actions and measures to carry out its plan of action. The management should take following steps to implement an efficient budgetary control system:

- Prepare budgets as correctly as possible.
- Compare the actual performance with the budget and work out the variances.
- Investigate the reasons of unacceptable variances.
- Take necessary action to correct the variances.

Community Radio executives are not authorized to spend more than what is approved in the budget by the Committee. Any over-expenses (variances) should be amended as prescribed in the Finance Bylaws.

It is important to compare total expenditure with budget every month. Comparison of current month's expenditure and budget and the cumulative expenditure up to the current month with annual budget is essential.

Community Radio should take following matters into consideration while expending project fund:

- Adequate provision has been made in the budget to spend the amount in a particular budget head.
- Current amount of expenditure incurred and fund committed in a particular budget head in order to commit addition fund in a budget head.
- New commitment of fund or expenditure can only be made if there is adequate budget available.

Community Radio

....., Nepal

Budget Comparison Sheet

Year:		Month:							
		Current Month				Year to date			
				Variance				Variance	
Account Code	Account Head	Budget	Actual	Amount	%	Budget	Actual	Amount	%
Total									

Prepared by:

Checked by:

Approved by:

Final accounts

GENERAL BACKGROUND

The purpose of an efficient financial administration system is to produce information necessary to the management on time. The end product of the financial records is called the Management Information System (MIS). Financial information is necessary to make decisions. In order to make timely decision, information should be provided to the management in time.

The financial administration of Community Radio should be strong enough and up to date in order to meet the requirements of the management and any other agencies.

INFORMATION FLOW

Detail records of financial transaction are maintained in the Accounts Section. Information necessary to the higher level management is collected from the detail information. Chief of the Accounts Section is responsible to produce management information on financial matters. He should direct his subordinates responsible for accounts, store and budget to produce necessary information on the given deadlines.

TRIAL BALANCE

Trial Balance is the balance amount of all the account heads on a given date. The main purpose of this statement is to check the accuracy of the financial records. The Subsidiary and General Ledgers are totaled every month. These totals are copied in the debit or credit side of the trial balance. The Final Statements comprising Income and Expenditure Account, Balance Sheet and other statements are prepared from the Trial Balance. The debit and credit of the Trial Balance must tally, as each debit entry must have a corresponding credit entry or vice versa.

INCOME AND EXPENDITURE ACCOUNT

Income and Expenditure Account is the final statement which shows revenue received and expenditure incurred in order to generate revenue for a given period. Total of the main control heads of income or expenditure is shown in the face of this account. The detail heads are shown in the schedules to this account. The total of schedules should tally with the control head totals on the face of the Income and Expenditure account.

The comparative figures of the previous year are recorded from the previous year's audited accounts. The purpose of this account is to present the operational result of the organisation for a given period. The net difference between income and expenditure after appropriation if any is either surplus or deficit. This net difference is transferred to the Balance Sheet at the end of the year.

Only the control heads of income and expenses are shown in the face of the Income and Expenditure Account. The detail expenses are presented in the Schedules of the financial statement.

BALANCE SHEET

Balance Sheet is the statement of balance of all the assets and liabilities of the organisation on a given date. The purpose of the Balance Sheet is to reflect the financial position of the organisation .

Only the control heads of the Balance Sheet are shown in the face of the Balance Sheet. The details of assets and liabilities are presented in the Schedules of the financial statement. A separate schedules to fixed assets and depreciation is prepared to show the total costs of assets and depreciation . The net value of fixed assets at the end of the period is extracted from this schedule. The total of schedules should tally with the control head totals on the face of the Balance Sheet.

The comparative figures of the previous year are recorded from the previous year's audited accounts.

CASH FLOW STATEMENT

The purpose of the Cash Flow Statement is to reflect the result of cash flow during the period. The cash flow from 3 different activities viz Cash Flow from Operating Activities, Cash Flow from Investing Activities and Cash Flow from Financing Activities are determined separately to identify the overall cash flow of the organization.

NOTES TO ACCOUNTS

Notes to accounts are the basic requirement of any financial statements as per international accounting practices. So, it should be prepared to disclose the assumptions made while preparing the financial statements. So, any financial statements will be incomplete unless notes to accounts are read along with the financial statement. Normally the following matters should be disclosed in the notes to accounts:

- a) Basis of accounting
 - b) Concept of fixed assets recording
 - c) Method of valuation of closing stock
 - d) Method of depreciation used
 - e) Amortization method of Deferred/Pre-Operating expenses
- Other material disclosures if any.

Form No.-27

<p>Community Radio , Nepal</p> <p>Trail Balance For The Period Ending.....</p>				
Accounts Head	Code	L/F	Debit Amount in Nrs.	Credit Amount in Nrs.

Community Radio

....., Nepal
Income & Expenditure Account
 For The Period Ending.....

Particulars	Schedule No.	Current year Amount in Nrs.	Previous year Amount in Nrs.
Income			
Income from Local Resources Mobilization			
Income from Unique & Creative Sources			
Income from Traditional Product Marketing			
Advertisement			
Other Radio Program Production Income			
Other Income			
Total			
Less :Expenditure			
Local Resource Mobilization Expenses			
Programme Expenses			
Administrative Expenses			
Non Operating Expenses			
Total			
Surplus/ (Deficit)			
Appropriations			
Balance Transferred to Capital Fund (Unrestricted Fund)			

Community Radio

....., Nepal
BALANCE SHEET
 As on

Particulars	Schedule No.	Current Year Amount in Nrs.	Previous Year Amount in Nrs.
Assets			
Fixed assets			
Investments			
Loans & advances			
Current assets			
Deferred revenue expenditure			
Total assets			
Liabilities			
Capital fund			
Other funds			
Reserve & surplus			
Loan			
Current liabilities			
Provisions			
Total liabilities			

Community Radio

....., Nepal

STATEMENT OF CASH FLOWS For the Period

		Current year amount	Previous year amount
		Rs.	Rs.
A	Operating Activities Net Surplus Adjusted for Depreciation and Amortization Deferred Revenue Expenses Profit/Loss on Sale of Investment Interest on Investment <i>Operating Surplus before working capital changes</i> Increase /Decrease in Inventories Increase/Decrease on Interest Receivable Increase/Decrease on Accounts Receivables Increase/Decrease on Prepayments, Advances Increase/Decrease on Other Current Liabilities Net Cash Flow from Operating Activities		
B	Investing Activities Proceeds from Sale of Property/Assets Proceeds from Sale of Investment Investment Income (Interest + Dividend) Acquisition of Property, Plant, Equipment Acquisition of Investment Capital Receipts Cash Flows from Investing Activities		
C	Financing Activities Proceeds from borrowings Payment of finance lease liabilities Proceeds from Other loans Cash Flows from Financing Activities Net Increase in Cash and Cash Equivalent Opening Balance of Cash and Cash Equivalent Closing Balance of Cash and Cash Equivalent		

CHAPTER
5

Technical
Norms &
Standards



Operation of a community radio is a high-tech business. It involves use of electrical and electronic equipments that require skilled handling for their longer life, better quality of outputs and performance. Proper operation and maintenance of equipments is essential to save money, reduce management hassles, and enhance broadcast quality. It is all the more important for Nepali community radio who are always in fund-crunch, situated in far-off places, and cannot obtain services of skilled technicians at time of need.

It is also a fact that the equipments used in running a community radios can perform much better even with layperson handling if they are properly operated and maintained. For this a systematic operation and maintenance guideline has to be at place and an effective system functional.

Provisions and procedures for operations and maintenance of equipments should cover at least three broad areas – operation plan, maintenance plan, and technical upgrading plan.

Operational Plan

This section elaborates the plan and procedures to be followed by technicians during the operation of radio equipments in FM radio stations.

1. Equipment Inspection and Observation

Every technician must make thorough inspection of all the equipments used in the radio station before the operation. Technician must make observation in following areas:

Power Supply System:

Technicians should first make thorough observation of the equipment used for power supply system. Please find the table below with the equipment to be observed in this section and factors to be considered:

Table 59

Equipments	Factors to be Observed
UPS	Readings on display and any kind of alarm
Battery	Level of distilled water inside the battery. any kind of heating or unusual odour.
Voltage Stabilizer	Voltage Fluctuation and alarm
Generator	Any kind of leakage; output voltage on test operation (15 min)

Studios

Technician should inspect following equipment in the studios:

Table 60

Equipments	Factors to be Observed
Microphones & Headphones	Position and Connections
Light / Electrical Outlet	Any problem with wiring

Control Room

As most of the parameters of the radio broadcast are being controlled from this room, careful inspection/ observation of equipments should be done before usage: Following equipments and their respective features can be instantly observed before use:

Table 61

Equipments	Factors to be Observed
Mixer/Audio Console	Led Display /VU meter Display,
Telephone Hybrid	Dial Tone Check
CD Player	Random track playback check
Cassette Player	Random track playback check
Computer	Playback software application check

Transmitter Room

Transmitter is one of the main equipment used by the radio station. Every day technician must make the serious observation of this equipment and should record the entire reading of the transmitter's parameters once a day. It is compulsory to record the transmitter's parameters in the transmitters log book (which is discussed in detail later).

Table 62

Equipments	Factors to be Observed
Transmitter	Record Entire readings , any kind of alarm
Air Conditions/ Exhaust Fan	Is in operation or not ?
Earthing	Earthing connections
Electrical Outlet	Heating; Spark or broken

2. Technical Check List

The check list below describes entire activates and tasks that each technician should perform during the operation of the radio station. The activities and task are listed according to their priorities. These activities are listed as they are carried out in the radio stations i.e first no is first activity carried out in the radio station, second no is the second activity carried out in the radio station.

Table 63

Task No.	Time	Activity/Task Performed
		At the opening
1.0	At least 30 min before broadcast.	Check the City Line AC Voltage and Turn on the UPS
2.0	At least 30 min before broadcast.	Check the UPS input and output AC Voltages.
3.0	At least 20 min before broadcast.	Clean the Transmitter surface and also clean the ventilation.
4.0	At least 20 min before broadcast.	Turn on the transmitter, take necessary readings, and check the exhaust fan of the transmitter and ventilation of transmitter room.

		At the opening
5.0	At least 15 min before broadcast.	Turn on the. Amplifier and Monitor.
6.0	At least 15 min before broadcast.	Turn on the Cassette Player, CD Player and other playback equipment.
7.0	At least 10 min before broadcast.	Turn on the mixer/ audio console.
8.0	At least 5 min before broadcast.	Check the microphone and its position in the studio.
9.0	At least 5 min before broadcast.	Check the headphone and its position in the studio.
10.0	At least 5 min before broadcast.	Check the ventilation of the studio and control room.
11.0		Start the broadcast
		During the operation
12.0		Continuously view the VU meter or LED Display
13.0		Check for any kind of alarm in transmitter and other equipment.
14.0		Check the temperature of the equipment; you can check with your bare hand.
		During Closing
15.0	At least 5 min after broadcast.	Turn off the computer.
16.0	At least 10 min after broadcast.	Turn off Amplifier and Monitor.
17.0	At least 10 min after broadcast.	Turn off Cassette Player, CD Player and other playback equipment.
18.0	At least 15 min after broadcast.	Turn off the mixture/ audio console
19.0	At least 15 min after broadcast.	Take the transmitter reading and check the rear side of the transmitter.
20.0	At least 20 min after broadcast.	Turn off the transmitter.
21.0	At least 30 min after broadcast.	Turn off the UPS /Stabilizer if needed.

3. Maintaining Technical Log Book

Technicians should regularly maintain the log book with entire record of the transmission system. They should record the technical parameter each day and record those parameters. Please refer to appendix to see a sample log book.

Maintaining technical log book help us to:

1. Find out the nature and remedy of the technical problem in equipment.
2. Be aware of the technical problem which may occur in future.
3. Understand the nature and condition of equipment used in radio station.

Transmitter System Parameters Reading and Recording

Each day technicians should check and record the necessary parameters of the transmitters. Following parameters are to be constantly monitored and recorded:

Table 64

S.No..	Parameters	Meaning/ Description of the Parameters
1	Forward Power (PWR)	Power Transmitted by the transmitter.
2.	Reverse Power (REV PWR)	Power reflected from antenna system
3.	Temperature (PS)	Temperature of Power Supply
4.	Temperature (RF)	Temperature of Power Amplifier
5.	Voltage Power Amplifier (VPA)	Voltage Power Amplifier
6.	Current Power Amplifier (IPA)	Current Power Amplifier
7.	Preemphasis	Addition of high frequency component in the audio signal.
8.	Audio (Stereo/ Mono)	Type of broadcast: Stereo /Mono
9.	Audio Level Left	Audio Level in Left Channel
10.	Audio Level Right	Audio Level in Right Channel
11.	Modulation (%)	Deviation in broadcast

Some of the typical readings of the transmitter system under normal operation:

Please note that the transmitter parameter display and values differ from transmitter to transmitter.

Table 65

Parameter of 100W Transmitter:

S.No..	Parameters	Values
1	Forward Power (PWR)	100 W
2.	Reverse Power (REV PWR)	2 W
3.	Temperature (PS)	42° C
4.	Temperature (RF)	44° C
5.	Voltage Power Amplifier (VPA)	48Volt
6.	Current Power Amplifier (IPA)	4.2 Amp
7.	Preemphasis	50 μS
8.	Audio	Stereo
9.	Audio Level Left	95%
10.	Audio Level Right	95%
11.	Modulation (%)	75%

Table 66 Parameter of 250 Watt Transmitter

S.No..	Parameters	Values
1	Forward Power (PWR PWD)	250 W
2.	Reverse Power (REV PWR)	2 W
3.	Temperature (PS)	42° C
4.	Temperature (RF)	44° C
5.	Voltage Power Amplifier (VPA)	48Volt
6.	Current Power Amplifier (IPA)	7.2 Amp
7.	Preemphasis	50 μS
8.	Audio	Stereo
9.	Audio Level Left	95%
10.	Audio Level Right	95%
11.	Modulation (%)	75%

Table 67 Parameter of 500 Watt Transmitter

S.No..	Parameters	Values
Exciter		
1	Forward Power (PWR PWD)	10 W
2.	Reverse Power (REV PWR)	0 W
3.	Temperature (PS)	42° C
4.	Temperature (RF)	44° C
5.	Voltage Power Amplifier (VPA)	24Volt
6.	Current Power Amplifier (IPA)	1.0 Amp
7.	Preemphasis	50 μS
8.	Audio	Stereo
9.	Audio Level Left	95%
10.	Audio Level Right	95%
11.	Modulation (%)	75%
Amplifier		
12	Forward Power (PWR PWD)	500 W
13	Reverse Power (REV PWR)	6 W
14	Temperature (PS)	45° C
15	Temperature (RF)	46° C
16	Voltage Power Amplifier (VPA)	48.0 Volt
17	Current Power Amplifier (IPA)	15.0 Amp

Table 68

Parameter of 1000 Watt Transmitter

S.No..	Parameters	Values
Exciter		
1	Forward Power (PWD PWR)	18 W
2.	Reverse Power (REV PWR)	0 W
3.	Temperature (PS)	42° C
4.	Temperature (RF)	44° C
5.	Voltage Power Amplifier (VPA)	24Volt
6.	Current Power Amplifier (IPA)	2.0 Amp
7.	Preemphasis	50 μS
8.	Audio	Stereo
9.	Audio Level Left	95%
10.	Audio Level Right	95%
11.	Modulation (%)	75%
Amplifier		
12	Forward Power (PWD PWR)	1000 W
13	Reverse Power (REV PWR)	15 W
14	Temperature (PS)	45° C
15	Temperature (RF)	46° C
16	Voltage Power Amplifier (VPA)	48.0 Volt
17	Current Power Amplifier (IPA)	32.0 Amp

Power Supply System Parameters Reading and Recording

Most of the technical problem that occurs in radio station is due to the problem in the power supply system. Hence each day technicians should read and record the power supply parameters:

Following parameters are to be constantly monitored and recorded:

Table 69

S.No..	Parameters	Units	Meaning/Description of the Parameters
City Line			
1	Line Voltage	Volts	Electrical Line voltage available at radio station.
2.	Current	Ampere	Current consumed by radio station.
3.	Frequency	Hz	Frequency of electricity available
Servo Stabilizer			
4.	Input Voltage	Volts	Input voltage of stabilizer
5.	Output Voltage	Volts	Output voltage of stabilizer
6.	Current	Ampere	Current Consumed by radio station
UPS			
8.	Input Voltage	Volts	Input voltage to UPS
9.	Output Voltage	Volts	Output voltage from UPS
10.	Current	Ampere	Current Consumed by the system operated/connected by UPS
11.	Battery Charge Level	%	How much is the battery charged?
12.	Temperature	Degree Celsius	How much is the temperature of the system?
Generator:			
13	Output Voltage	Voltage	Output Voltage
14	Frequency	Hertz	Frequency of the output voltage of the generator
15	Fuel Indicator		Level of the fuel in the fuel tank

Typical reading of the power supply system of radio station:

Table 70

S.No..	Parameters	Units	Value
City Line			
1	Line Voltage	Volts	190 V
2.	Current	Ampere	25 A
3.	Frequency	Hz	50 Hz
Servo Stabilizer			
4.	Input Voltage	Volts	190 V
5.	Output Voltage	Volts	220 V
6.	Current	Ampere	25.4 A
UPS			
8.	Input Voltage	Volts	220 V
9.	Output Voltage	Volts	220 V
10.	Current	Ampere	30 A
11.	Battery Charge Level	%	90%
12.	Temperature	Degree Celsius	45° Celsius
Generator:			
13.	Output Voltage	Voltage	205 V
14.	Frequency	Hertz	50 Hz
15.	Fuel Indicator		

4. RF Equipment (Transmitter and Antenna System) Operation

Transmitter Operation



Fig 7: 1000 Watt FM Transmitter



Fig 8: 500 Watt FM Transmitter

Technicians should have ideas about the above discussed parameters before operating the transmitter. Following is the process for operating any kind of transmitter.

Transmitter operational guidelines

1. Check the power supply system, take the readings and make the record of all the parameters. If everything is normal then proceed otherwise make further checking with power supply system.
2. Before turning on the FM Transmitter, check the feeder cable (cable connecting the transmitter to antenna system) connection to the transmitter, also check the power supply to the transmitter and check the audio cable connection to the transmitter.
3. Turn on the transmitter and make the reading of the parameters and record those reading in the log book.
4. If all the parameters are within the normal range then proceed further. Other wise check the settings and other factors affecting the transmitter.
5. If any alarm is displayed, note down the type of alarm and any peculiar message displayed, also note down all the parameters. Then turn off the transmitter. Consult with the senior technician & station manager about the problem.
6. Do not turn on the transmitter for long time when the alarm is displayed.
7. If all the parameters are within normal range, check the cooling fans inside the transmitter. If the fans are not in operation do not operate the transmitter.
8. Check the audio level / modulation of the audio fetched to the transmitter. It should not be higher than 75 KHz.
9. Check the operation of exhaust fan or air condition before leaving the transmitter room.

Antenna System Operation



Fig 9. Dipole Antenna System



Fig 10. Circular Antenna System

Each day technicians should make visual inspection of the antenna system of the radio station. He/she should make following inspection and report about any unusual circumstances:

Antenna System Inspection guidelines

1. Check the position of the lighting arrester on top of the tower. It should be erect on top of the tower.
2. Check the obstruction light. It should be in operation at the night time.
3. Check the position of the antennas. If any deviation, inform the senior technicians or station manager.
4. Make the visual inspection of the matching cables connecting the antennas to the power divider. One end of the cable should be connected to the antenna where as other end should be connected to the power divider.
5. Make the visual inspection of the feeder cable connecting the power divider to the transmitter. One end of the feeder cable must be connected properly to power divider whereas other end must be connected to transmitter.
6. Make the visual inspection of the earthing strip connecting the lighting rod to copper plate. Check if the earthing strip is broken or disconnected; if so please reconnect them before operating the transmitter.

5. Audio Equipment Operation

5.1 Audio Processor

Audio processor is the audio device used in between transmitter and audio mixer. The purpose of using audio processor is to enhance the audio quality that is to be broadcasted through the transmitter. These audio processors are usually digital audio processor. Few popular models are: Omnia, Orban, Condor, Falcon etc. Audio processors are to be operated as described below:



Fig 11: Digital Audio Processor

Audio Processor operational guidelines

1. Turn on the audio processor before the transmitter.
2. If there is any NIC card, check whether the NIC card is inserted properly or not.
3. Each audio processor has different preset like 'music, talk, news' For each of these presets, the entire audio parameter is automatically adjusted. Hence depending type of quality required, the radio station can set its audio processor to required preset.
4. Check whether the audio processor's preset is same as the preset that has been set in the audio processor during installation or has been set by the radio station previously. If not, try to set it to the preset has been set in the audio processor during installation or has been set by the radio station previously.

5.2 Compressor Limiter

This is the audio device used in between audio mixer and transmitter. It is used to compress and limit the audio so that the audio level is within the nominal level. It can be used as an alternative of digital audio processor but the purposes of these two equipments are different. Few of the popular brands are: Alesis, db.



Fig 12: Compressor/Limiter

Compressor/ Limiter operational guidelines

1. Turn on the compressor/limiter before the transmitter.
2. Various audio parameters of this unit can be adjusted using the knob on the front panel. These are to be adjusted during the installation at test transmission. The parameters are adjusted so that the audio is best heard at the receiver without any distortion. The parameter readings are recorded so that even if these knob's positions accidentally change, it can be restored to its original position.
3. In most of the compressor/limiter, level of audio input and audio output is displayed on front so that the technicians can easily monitor the audio level. If any differences between audio input and output, check the audio input and cables and mixer output.
4. If there is any malfunctioning of the equipment and if it disturbs the regular transmission then, by pass mode can be used so that the audio from the audio mixer is directly fetched to the transmitter without any processing.

5.3 Mixer



Fig 13: Audio Console/ Mixer

This is one of the major audio device used in the radio station. It is used to mix number of audio sources (like microphone, audio player and other sources). It is usually described by the number of channels like 12- Channel, 8 Channels etc. Popular models of mixers are: Soundcraft, Mackie, Audioarts, Yamaha etc. Operation techniques of these audio mixers may vary from mixer to mixer. However certain procedures that are to be carried out during the operation of audio mixer are common as discussed below:

Audio Console/ Mixer operational guidelines

1. Place all the faders of the audio mixer down to '0' -Level before turning on the mixer.
2. Turn on the mixer and slowly raise the fader of the desired channel.
3. Slowly raise the master output fader viewing the VU meter display and LED display.
4. The audio level should not be above '0 db' in case of VU meter or red led should not be 'ON' only green led should be ON which corresponds to 0 dB.
5. Whenever new audio player or audio source is connected to the audio mixer, it has to be connected properly. This means the audio connection of the jack and cables should be as per its instruction in the manual.
6. While operating the audio mixer, care has to be taken so that the equipment is protected against any kind dust as the dust might cause the problem in the operation of the fader making slight audio distortion in the audio broadcasted.
7. It is better that the technicians keep the record of all the levels of the faders, knobs and switch during normal operation so that even if they are accidentally changed, technicians can refer to the recorded data and retain the previous position.
8. Audio mixer generally get warmed up to 35- 40 degree Celsius under normal operation, if the temperature rises above that or if the technicians smells a burning smell then it is better to turn off the mixture and check the entire system.
9. Depending upon the type of audio source the audio level and gain has to be increased or decreased so technicians should continuously monitor the audio from monitor (speaker) and make necessary adjustment as per necessity. This requires some practice and knowledge.
10. Humming noise and several kind of audio noise can be heard from time to time in the audio mixture which may be due to wrong connection of audio cable, interference from electric cable, low quality audio device etc.

5.4 Cassette Player/ Recorder

Cassette Player is another audio device used in the radio station. It is used for playing audio cassette and also for recording audio in audio cassettes. In Nepal, still there is high popularity of audio cassettes. Hence most of the radio station uses cassette player/ recorder in spite of their low audio quality. Some of the popular models are: Marantz, Sony, Tascam, Denon etc.



Fig 14: Cassette Player

Though the operation techniques differ from model to model, certain procedures to be followed during the operation are same. Following are such procedures which are important to be followed during the operation of cassette player:

Cassette Player/ Recorder operational guidelines

1. Turn on the cassette player and leave it just for few minutes. (i.e do not touch or press any key pad or button immediately after turning on the cassette player). It may take some time to get turned on.
2. While operating the player/ recorder, it is very important that when you press any key you wait for some time and do not press another key immediately. This is because the player/ recorder may take some time to complete its given command.
3. During operation care has to be taken while doing fast forward or rewind. Generally while performing these two functions, technicians should press both buttons slowly after certain interval of time.
4. It is advisable that producers and technicians do not use these players for selecting the tracks. This may reduce the life time of the player / recorder. Selecting the required tracks can be done from ordinary cassette player.
5. If the audio cassette is very old, it is advisable to first check the audio cassette in the ordinary player and then use it in player/recorder of the studio.

5.5 Compact Disc Player

CD Player is another audio device used in the radio station. It is used for playing compact disc. Some of the popular models are: Tascam, Denon, Marantz, Sony etc.



Fig 15: CD player

Operation procedures differ from model to model; however certain procedures to be followed during the operation are same. Following are such procedures which are important to be followed during the operation of CD player:

Compact Disc Player operational guidelines

1. Turn on the CD player and leave it just for few minutes. (i.e do not touch or press any key pad or button immediately after turning on the CD player). It may take some time to get turned on.
2. While operating the player, it is very important that when you press any key you wait for some time and do not press another key immediately. This is because the player may take some time to complete its given command.
3. During operation care has to be taken while placing the CD on the tray. Incorrect placing may result in damaging the CD and also blocking the tray from being opened.
4. It is also equally important that you check the CD before placing it on the tray. Any dirt or dust on the CD must be cleaned with clean cloth.
5. If the CD shows 'error' on reading the disc inserted then check the disc and do not repeatedly play the same CD. This may be due to recording of audio in the disc with wrong format or unavailability of the facility in the CD player to read the format on which the audio is recorded.
6. It is advisable not to use the 'Pitch' function available in the CD player. This shortens the life of the motor and lens.

5.6 Microphone



Fig 16: Different Kinds of Microphone

Microphones are one of the main equipment of studio. These convert our audible voice into electrical signal. There are various type of microphone: Omni directional, Directional Microphone, Condenser Microphone, Dynamic Microphone etc. Some of the models are: Shure, Rode, Audio-Technica, Sony, Behringer etc.

Following are the general procedure to be carried out in operating the microphone:

Microphone operational guidelines

1. Position of the microphone is very important. It should be mounted in the stand and it should be 3"-4" away from the mouth.
2. Condensor microphone requires 48 V power supply which may be available in the audio mixer as phantom power. A separate switch is available in audio mixer for enabling this power supply.
3. Low quality microphone may produce humming and unwanted noise. Hence do not use such microphone for broadcasting purpose.
4. Microphone should not be moved randomly if it is mounted in movable mic stand. It should be fixed in one position and be moved only if required.
5. Proper setting of the microphone is also very necessary. Microphone may be set at different setting such as Omni directiona, cardioid, Eight Pattern. These can be set using the switch available in the microphone. These options are generally available in condenser microphones.

5.7 Headphone



Fig 17: Different kinds of Headphone

Headphones are the equipment used in the studio. These convert electrical signal into audible signal. It is used in the radio station to monitor the audio output and for the communication between radio presenter and technicians. There are various types of headphone: broadcast headphone, DJ headphone etc. Popular models are AKG240, Behringer HPS3000, Sennheiser HD280 etc.

Following are the general procedure to be carried out in operating headphone:

Headphone operational guidelines

1. Insert the jack (TRS ¼”) of the headphone properly in side the female connector. If the jack is partially inserted then sound can be heard in only one side/channel of the earphone.
2. While wearing on the headphone, care should be taken that they are slowly stretched outward and similarly while taking off the headphone it should be slowly stretched outward.
3. Headphone generally comes with the connector of size ¼” TRS. If the size is smaller, than it is better to replace the connector with ¼” TRS or use converter.
4. Headphone should not be placed near the microphone as it might cause a feedback as a result of which a distortion will be heard in regular broadcast.

5.8 Headphone Amplifier



Fig 18: Headphone Amplifier

Headphone amplifier is an amplifier which amplifies the input audio signal and distributes it to number of outputs which can be connected to number of headphones.

If in studio, we are using more than one headphone than we need to use headphone amplifier. Audio mixer does have one headphone output and so one headphone can be connected to the audio mixer. But in the studio generally, we may require more than one headphone which cannot be connected to the same output of the audio mixer. Hence we require headphone amplifier. Headphone amplifier are generally 6 - channel, 5 channel and 4 –channel. Some of the popular models are: Rolls RA 62 HA, Behringer HA4700; Proel etc

Following are the general procedure to be carried out in operating headphone:

Headphone Amplifier operational guidelines

1. The entire input jack (TRS 1/4") and output connectors (TRS 1/4") should be properly inserted in the female jack of the headphone amplifier.
2. While closing the radio station, technicians should reduce the audio level of each channel to zero level.
3. If the audio level is increased beyond the nominal level, then the indicator in the amplifier indicates about such phenomenon. Technicians should immediately reduce the audio level of the particular channel to nominal level.
4. The audio level of each channel should be adjusted as per the requirement of the person wearing the corresponding headphone connected to that channel.

5.9 Computer (Digital Work Station)



Fig 19: Computer System for Broadcasting and Production

This is one of the important audio equipment used in broadcasting and production purpose. There are various types of digital workstation used now days. Factors affecting the performance of any digital workstation are: Processor's Speed, Hard disk's capacity, Soundcard's type, RAM's size and software used.

Following are the general procedure to be carried out during the operation of digital work station:

Computer (Digital WorkStation) operational guidelines

1. Do not use the digital work station for email /internet purpose. This may allow virus to enter in the computer.
2. Do not use the pen drive from external sources. If you have to use it, better scan it with the powerful antivirus software.
3. Always keep the back up files of the audio materials in some other computer or digital works station.
4. Always use proper CD to write or copy audio programs.

5.10 Monitor

This is the audio device used in the studio to hear the audio output from various sources. Actually these are two speakers (each with woofer and tweeter) used in the radio station.

The audio output from the studio (mixture main output) and radio broadcast are generally heard from these monitor. Monitor needs amplifier to operate. Monitor with built in amplifier is known as Power Monitor. Some popular models are: Alesis Active Monitor MKII, Behringer

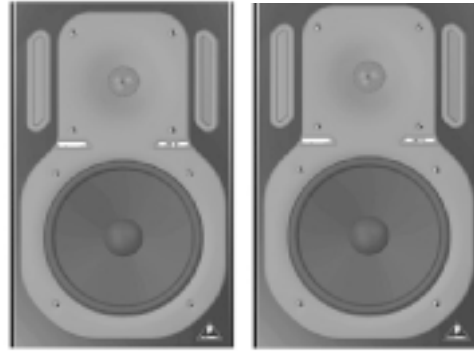


Fig 20. Monitor

Following are the general procedure to be carried out during the operation of monitor:

Monitor operational guidelines

1. Always reduce the volume of the amplifier to zero before closing the station at the end of the day.
2. These consume more power than other studio equipment in the studio , hence better do not use it when the power supply is provided by back up power supply.
3. Amplifier used along with the speaker becomes hot quite faster so it is advisable to keep some inches of air gap above and below the equipment.
4. Placing of the two speaker is also very important. Please use he instruction provided in the manual that comes along with the monitor. Other wise keep the two monitor at the left and right corner of the technicians.
5. Do not increase the audio level to maximum value over extensive period of time. This might damage the amplifier.

5.11 Telephone Hybrid

Telephone Hybrid is an audio device used in between audio mixture and telephone line. It is used while doing phone-in programs. It acts as the interface between the audio mixer and telephone device.



Fig 21: Telephone Hybrid

They provide protection for your equipment and the public telephone lines, allowing for varying line signals and line conditions. Automatically canceling out the unwanted signal they also facilitate two-way communication down a single telephone line. Analog and Digital Hybrid both are popular in our radio stations. Analog are more preferable than digital due to easy maintenance. But in terms of quality digital hybrid provide more audio quality than analog telephone hybrids.

Popular models are: Sonifex HY02, ITB, Axel Macrotel, DI2000

Following procedures are to be carried out during the operation of Telephone Hybrid:

Telephone Hybrid operational guidelines

1. Turn on the hybrid only when required. In most cases, telephone hybrids are kept 'ON' even when they are not in use.
2. Proper operation of telephone hybrid depends on the clarity of the telephone line connected to the telephone hybrid.
3. Disconnect the telephone lines from the telephone hybrid if frequent lightning occurs. For example radio station in Sarangkot, Pokhara will have more problem of telephone hybrid than studio in Kathmandu. If possible do not use the telephone hybrid during lightning. This is because during lightning unwanted spikes and harmful electrical signals enter the telephone hybrid via telephone lines damaging the telephone hybrid and also damaging the other devices connected to the telephone hybrid like audio mixture.
4. Due to mismatch between the mixture and telephone hybrid there may be some problems in receiving the audio and transmitting audio. Sometimes caller voice may not be heard or even if heard it may be very small. In some cases the caller may not hear the presenter's voice. This may be another problem. In such cases, telephone hybrid has separate potentiometer which can be adjusted to increase or decrease the audio level. Those can be adjusted as per our requirement.

Box 7

Electrical shock

If someone seems unable to free himself while receiving an electric shock, **turn power off** before rendering aid. A muscular spasm or unconsciousness can make a victim unable to free himself from the electrical power.

If power cannot be turned off immediately, **very carefully** loop a length of dry non-conducting material (such as a rope, insulating material, or clothing) around the victim and pull him free of the power. Carefully avoid touching him or his clothing until free of power.

6. Emergency resuscitation Technique

Step 1

Check the victim for unresponsiveness. If there is no response, **immediately call for medical assistance**, and then return to the person.



Step 2

Position the person flat on their back. Kneel by their side and place one hand on the forehead and the other under the chin. Tilt the head back and lift the chin until teeth almost touch. Look and listen for breathing.



a. FIRE

- Immediately call the nearest fire brigade office or the emergency services such as police station.
- Immediately turn off all the equipment and switch off the electric supply.
- Do not enter inside the room in a fire at a once. The flame may come out towards the person opening the door and the person may be severely injured.
- If possible do not use water to extinguish the fire. Use the fire extinguisher to extinguish fire. If possible use cloth, insulated material to extinguish fire.
- Disconnect entire electrical and audio cables connecting the room with fire with rest of the rooms if necessary.

b. Treatment for Burns

- Continue treat victim for electrical shock.
- Check for points of entry and exit of current.
- Cover burned surface with a clean dressing.
- Remove all clothing from the injured area, but cut around any clothing that adheres to the skin and leave it in place. Keep the patient covered, except the injured part, since there is a tendency to chill.
- Splint all fractures. (Violent muscle contractions caused by the electricity may result in fractures.)
- Never permit burned surfaces to be in contact with each other, such as: areas between the fingers or toes, the ears and the side of the head, the undersurface of the arm and the chest wall,

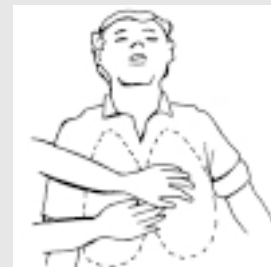
Step 3

If not breathing normally, pinch the nose and cover the mouth with yours. Give two full breaths. The person's chest will rise if you are giving enough air.



Step 5

Position your hands in the center of the chest between the nipples. Place one hand on top of the other.



Step 4

Put the fingertips of your hand on the Adam's apple, slide them into the groove next to the windpipe. Feel for a pulse. If you can not feel a pulse or are unsure, move on to the next step.



Step 6

Push down firmly two inches. Push on chest 15 times.



Steps 7:
CONTINUE WITH TWO BREATHS AND 15 PUMPS UNTIL HELP ARRIVES.

the folds of the groin, and similar places.

- Transport to a medical facility

c. Tower Falling

- Immediately turn off the transmitter and disconnect the feeder cable from transmitter. If the feeder cable is not disconnected the tower may drag the transmitter causing physical damage to the transmitter.
- Immediately inform the manager about the incident and prepare for any kind of emergency.
- Call fire brigade, police and ambulance for help as per necessity.
- If the falling tower hits any person, immediately take the person to hospital.
- Remove the antenna and accessories from the tower, once the tower lands on ground.
- Dismantle the tower.
- Remove the earthing accessories.
- If the tower hits any other tower of electric transmission or communication, immediately inform the corresponding authority and ask them to turn off the electrical supply and equipment.



Fig 20: Tower for Broadcasting

7. Rules and Regulations

It is essential that certain rules and regulations are to be followed by each and everyone working in the studio, control and transmitter rooms. Please find the list of the rules and regulations which may be followed by technicians and radio presenter:

- Maintain technical log book regularly.
- Clean the transmitter room daily.
- Record any kind of technical problem and report it immediately to senior management or technical in charge.
- Foods and Drinking should never be allowed in studio, control and transmitter room.
- Regularly clean and maintain entire studio and transmission equipment as per the instructions.
- In case of any confusion, always consult with senior management, engineer or technical in charge.
- Smoking, fire works and highly flammable products (petrol, kerosene, spirits) should never be allowed in studio, control room and transmitter room.
- Each technician should hand over all the equipment to another technician after his/her shift is over. He or she should also inform about any unusual circumstances to the technician coming for new shift.
- Technicians should not allow shoes inside the studio and control room.
- Technicians should always have the record of entire equipment possessed by the station. Record of each and every equipment taken/brought out from the radio station should be kept.

Maintenance plan and Procedure

8. Maintenance Plan

8.1 Requirement of Technical Training

- Technicians might have preliminary idea about basic electronics and semiconductor but they may not have idea about the operation and maintenance of studio and transmission equipment. Hence it is essential that they acquire technical training.
- Technical training enables technician to handle technical problem correctly and provide correct solution to the problem.
- Sometimes minor technical problem can interrupt the radio broadcasting and in the absence of trained technicians the radio broadcast may be stopped for several days. If there are trained technicians then such minor problems can be solved at the site immediately or can be solved by following instructions provided by engineer via telephone.
- There are not much organizations providing such kind of operational and maintenance training. Hence it may be difficult for station manager to send his /her technicians for such training.
- A technical training of two weeks is required for any technician with technical background.
- Similarly technical training of a month is required if the technician wishes to receive advance training on maintenance of audio and transmission equipment.
- Technical training should always contain practical works addressing various technical problem that technician may encounter in radio station.

8.2 Basic Tool Set

- Every technician should have good idea about the basic tool set that is used in the radio station.
- Technician should know when to use what type of tools and should also know how to use such types of goods.
- List of the basic tools used for maintenance :

Screw Driver

These are used to loosen and tight the screws. There are various types of screw drivers: Positive Screw Drivers, Negative Screw Drivers, Jewelers Screw Drivers (used o loosen and tighten very small screws)



Fig 21: Screw Driver

Nose Pliers

These are long elongated pliers used to hold nut/ bolt, screws and other accessories at difficult places in equipment.



Fig 22: Nose Pliers

Monkey Pliers

These are short pliers used to tighten nut and bolts.



Fig 23: Monkey Pliers

Solder Iron and Soldering Wire



Fig 24: Soldering Wire



Fig 25: Soldering Iron

These are used to connect the cables to connector or join cables or connect components to printed circuit boards (PCB). These can be operated with electricity. Soldering Iron and Wire both are to be used at a same time while connecting the cable or fixing the component on PCB. There are various types of soldering iron depending upon its use and application. Care must be taken while using soldering iron as it is very hot when in use.

Cutter



Fig 26: Cutter



Fig 27: Cutter

This is used to cut cables and semiconductor's leg. Care must be taken while using cutter as it might cut the finger while using it.

Wrench



Fig 28. Wrench



Fig29. Pipe Wrench

These are used to tighten and loosed hex nut /bolt. It is also used to tighten or loosed connectors of antenna system and transmission system.

Multimeter



Fig 30. Digital Multimeter



Fig 31. Analog Multimeter

This is a device/equipment used to measure voltage, current, resistance and other components. This is one of the important devices that technician need to use. Multimeter is used to measure voltage and current on the PCB. There are various types of multimeter depending upon the precision, facilities, brand and prices.

Wire Stripper



Fig 32: Wire Stripper

These are to remove the insulator covering the copper wire. Copper wire are covered with insulator and before connecting it to another cable or connecting it on PCB, its insulator has to be removed .This is done with wire stripper.

Tweezers



Fig 33: Tweezer

This is a simple tool used in catching and holding of semiconductors and screws.

Hex Key



Fig 34: Hex Keys



Fig 35: Hex Keys

Most of the equipments now have hex screws on them. Hence in order to open these equipment we need to loose hex screws. Hence Hex key are used to loosen and tighten these hex screws.

8.3 Test Equipment and Spare Parts

Technician may need several test equipment and spare parts during the maintenance of studio and transmission equipment: Following is the list of test equipment and spare parts required during the maintenance of studio and transmission equipment:

Power Meter

Device used to measure the output power of the transmitter. It is used in between transmitter and antenna system



Fig 36: Power Meter

Dummy Load

It is the device as an alternative of antenna system. It is used instead of antenna while we maintain the transmitter. The output of the transmitter is fetched to dummy load and transmitter is turned on. The power capacity of dummy load should be double the power of transmitter. If the power of the transmitter is 500 Watt than the power capacity of the dummy load should be 1000 Watt.



Fig 37: Dummy Load

RF Analyzer

This is expensive equipment. It is used to measure the signal strength of the broadcasted signal. It can be used to determine the coverage area of the signal. Similarly it can also be used to compare the broadcasted signal with other broadcasted signals



Fig 38: RF Analyzer

Modulation Analyzer

This is also expensive equipment. It is used to measure the modulation. This means it measures the level of audio from studio and final audio output after modulation. It also measures other parameters of the audio broadcasted.



Fig 39: Modulation Analyzer

Audio Generator

This device is used to generate tone/audio signal at several frequencies. This equipment is required during the calibration of audio mixer, transmitter and other audio device.



Fig 40: Audio Generator

8.4 Spare Parts

Fuses



Fig 41: Ceramic Fuse



Fig 42: Glass Fuse

Fuses are used in entire studio and transmission equipment. These fuses get damaged when there is fluctuation in the power supply. Fuse protects the equipment by getting itself burned. Once the fuse is burned out, the equipment does not get turned on. Hence we need to replace the fuse. Hence radio station should have extra fuse with them. Glass fuses that are commonly used are: 500mA, 1 Amp, 5 Amp, 7 Amp, 10 Amp and 15 Amp.

Audio Cables & Connectors



Fig 43: Phono Jack



Fig 44: XLR Female Jack



Fig 45: XLR Male Jack



Fig 46: RCA Jack

Once you bring new equipment, you need new set of audio cables and connectors to connect the new equipment to the audio mixer or any other device. So radio station should have audio cables and extra connectors with them. Mostly used connectors are: XLR Male, XLR Female, Phono TRS, RCA and few converters.

Weather Proof Tape

It is very important that the connectors/joint at the antenna system should always be protected from external environment, mainly rain. Hence such joints and connectors are wrapped with weather proof tapes. Such tapes are to be regularly checked and replaced if needed. The radio station should have such weather proof tapes so that the technicians could replace the tapes if needed.



Fig 47: Weather Proof Tape

Resistors

These are simple components used in electronic devices. In some cases replacement of such resistors could solve the problems.

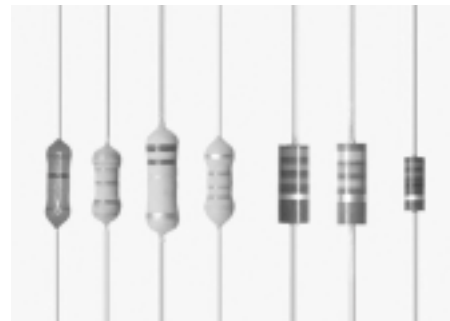


Fig 48: Resistors

Transistors



Fig 49: Transistor

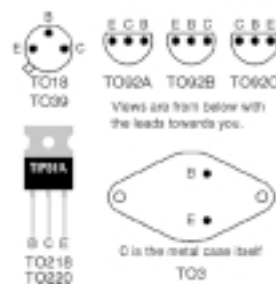


Fig50: Symbolic

Some of the popular transistors can be kept as spare parts so that it can be used in the time of emergency. Some popular transistors used in power supply are: 7805, 7812, 7815, 7912,7915, LM315, 2SK2611, IRF840.

Transformers

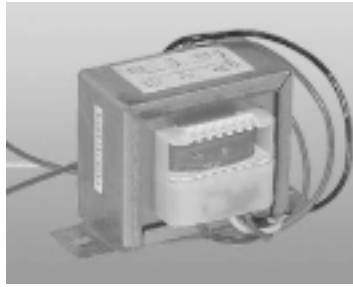


Fig 51: Transformers

Most of the power supply uses step down transformers. In most of the equipment frequent problem occurs due to the problem in the power supply. In the power supply the transformer is damaged in most of the cases. If you have equivalent transformer then the defective transformer can be replaced.

Diodes



Fig52: Various types of Diodes

Like transformers, diodes are also used in the power supply and are frequently damaged. Hence it is better if the radio stations have few diodes. Few popular diodes used in the power supply are IN4008, IN4007 and Bridge Rectifier.

9. Workshop

Technician should have a separate place to repair and maintain equipment. It is better if the radio station have a small room or space allocated for the repair and maintenance work. Workshop is not mandatory for radio station but if the repair and maintenance work is frequent then it is better to have one workshop in the radio station. Following are the key factors to be considered during construction and operation of workshop:

- Availability of sufficient light and proper ventilation is essential for workshop.
- Proper electrical wiring with number of magnetic circuit breaker (MCB) should be installed.
- First Aid kits should be kept in the workshop which may be needed in the emergency.
- Unauthorized person should not be allowed in the workshop.
- Test Equipment and Spare parts should be kept in workshop.
- One of the senior technicians should be given the in charge of the workshop. He or She should be responsible for overall activities of workshop.
- It is better if equipments are repaired in time and those equipment that cannot be repaired are to be send to store. Do not keep on accumulating equipments in workshop.
- Workshop should be equipped with working table, fire extinguisher, fan and proper ventilation.

10. Transmitter System Maintenance

10.1 Transmitter Maintenance

Transmitter is one of the main equipment of the radio station. It is very sensitive and should be handled properly. In simple words, transmitter mixes the audio signal from mixer with the transmission frequency and transmits the mixed signal in the air through antenna. Transmitter may be a single compact unit or it may be composed with exciter and amplifier. With maintenance point of view, transmitter composed with separate exciter and amplifier are more preferred than compact unit. Following are the major problems encountered and technical solution to those problems:

Transmitter Maintenance Instructions

- **No Power Supply:** Transmitter does not get turned on.
This is due to problem in the power supply of transmitter.

Problem in the power supply usually occurs due to fluctuation in the supply voltages (high or low voltages), spikes during the lightning, spikes during changeover etc.

Solution

- Check the AC chord providing power supply to the transmitter.
- Check the fuses placed on the rear part of the transmitter. If burned out replace the fuse with equal value of the fuse.
- If the replaced fuse gets burned out again on turning on the transmitter, check the internal power supply module.
- Replace the power supply module.

VSWR Alarm: This alarm is shown in the transmitter when the feeder cable connecting the transmitter to antenna is disconnected. The reflection power of the transmitter is higher than the maximum assigned reflection power. This means the output power from transmitter does not find the way to terminate. If the transmitter is operated in VSWR mode for long time, transmitter may get damaged.

Usually this problem occurs when the feeder cable is swung by the wind and the feeder cable gets disconnected from the connector or when the water gets inside the connector due to heavy rain.

Solution

1. Immediately reduce the power of the transmitter so that the reflection power is less than the maximum assigned reflection power.
2. Check the connection of the feeder cable with the RF output connector of the transmitter. If needed reconnect the connector.
3. Check the connection of the feeder cable to the input of the power divider. If needed reconnect the connector.
4. Check the connection of the matching cable to the power divider and antenna. If needed reconnect the connector.

Alarm (Temperature)

This problem is displayed in the transmitter when the temperature inside the transmitter exceeds the maximum assigned temperature.

This problem occurs when the exhaust fan inside the transmitter stops to operate or the ventilation in the transmitter is blocked by the dust.

Solution

- Immediately turn off the transmitter.
- Check the cooling fan of the transmitter. If the fan has stopped working, please change the cooling fan. Cooling fans are to be replaced after the transmitter is operated for 20000 hours. It is advisable not to repair the same old fan.
- Check the ventilation of the transmitter. Clean it and make sure that air circulates through it when operated.
- If both fan and ventilation are o.k. , please check the thermostat installed in side the transmitter.
- If the fan, ventilation and thermostat are o.k., then please check the power amplifier module. If the power amplifier module is damaged then it may consume more current as a result temperature may increase significantly.
- **Power Switch Malfunctioning**
Due to frequent spark inside the ON/OFF switch of the transmitter, the ON/OFF switch may get stuck and transmitter may not be turned ON or may not be turned OFF.

Solution

- Immediately replace the ON/OFF switch. The switch may be available in electrical shop. The capacity (current) of the new switch must be same as of old switch.
- If ON/OFF switch is unavailable, it is better to connect the wire connecting to the switch terminal directly with each other. If the technician is confused, he/she can take the help of local electrician or radio technician. However this is not the permanent solution; the permanent solution is to replace the switch as soon as possible.

PA Unbalance

This is the one of the problem displayed in the transmitter which is composed of more than one power amplifier. The problem is seen in the transmitter with RF power of 500 Watt and higher.

This problem takes place when one of the power modules stop working or is malfunctioning.

Solution:

- Immediately decrease the power of the transmitter so that only the correct RF modules are being operated. Do not use the transmitter with this problem for longer period of time. Please replace the faulty module with the new RF module.

P.S Overload

This problem takes place when the transmitter consumes more current than required.

This problem occurs in the transmitter when there is fluctuation in the power supply; mainly when the supply voltage is consistently low.

The problem is seen when the power supply is made through malfunctioning/faulty generator.

Solution

- When the problem is displayed in the transmitter, turn off the transmitter and check the supply voltage.
- If the power supply is provided from the generator, do not turn the transmitter immediately after turning on the generator. First let the generator operate for few minutes, then check the supply voltage of the generator. Once the voltage is constant and accurate, turn on the transmitter and rest of the equipment.

- **Auxiliary Voltage Failure**

When this problem takes place, the transmitter is operated partially meaning the transmitter may get turned ON but may not operate or transmit the indicated RF power.

The problem is due to the problem in the power supply. The power supply of any transmitter generates multiple voltages required to operate various different modules of the transmitter. When the power supply is not able to generate one or more of these voltages then this problem is displayed in the transmitter.

Solution

- Do not operate the transmitter in this mode. If there is extra power supply module, change the power supply module.
- If the extra power supply module is not available, open the power supply module and check the following components: Transformer, Bridge Rectifier, and Voltage Regulator.

PLL Unlock

When the transmitter is not able to lock to the assigned frequency then this problem is displayed.

This problem occurs due to the malfunctioning of control board or frequency synthesizer.

Solution

- Turn off and on of the transmitter for some time. If the problem persists then control board or the frequency synthesizer board has to be replaced.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

11. Audio Equipment Maintenance

11.1 Digital Audio Processor Maintenance

This is very sensitive and expensive device. Since most of the parts used in this device are micro chips, most of the technical problem cannot be solved in the radio station or in the professional workshop. It has to be send to factory for repairing purpose. However please find the list of common problem and their solutions:

Digital Audio Processor Maintenance Instructions

- No Power

There is no power in the audio processor and so it cannot be turned on. The problem is due to the fault in the power supply.

Solution

- Check the AC fuse
- If possible change the power supply module.
- If extra power supply module is not available, check the power transformers, diodes and spike capacitors in the power supply modules. One or all of these may get damaged, so replace these components with new components.

No Display or Random Text Display

There is no text displayed on the display screen so you cannot read the value of various parameters. You will not be able to use the audio processor. This may be due to loose connection of the ribbon cables or the microprocessor chips. In some cases, the LCD display may also be faulty

Solution

- Check the ribbon cable connections on the printed circuit board (PCB).
- Check the soldering of the printed circuit board.
- If the problem is still not solved; find the dedicated micro chips or microprocessor. If these processor are on the PCB with chip holder than try to replace it with the equivalent chip. If these chips are directly soldered on the PCB then it may be difficult to replace the chips here and we need to send the complete unit back to the factory.

No Audio

The audio processor may be on but there is no audio output from the audio processor. The problem may be due several reasons: loose jack connections, faulty audio amplifier, faulty digital signal processing board etc.

Solution

- Check the audio cable connections with the XLR or TRS Phono connectors.
- Check the audio amplifying section of the processor. Check the audio amplifier (Integrated Circuit) fitted on the printed circuit board. Usually these are frequently damaged.
- If these audio amplifiers are o.k., then it is advisable to send the complete unit back to the factory as it may be difficult to trace the exact fault and replace the faulty components as most of the components are very small in size and are sensitive with electrostatic charges of hand and soldering iron.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.

11.2 Compressor Limiter

These are usually used instead of digital audio processor. These are placed in between audio mixer and transmitter. These do not show frequent problem. Some of the common problems are:

Compressor Limiter Maintenance Instructions

No Power

There is no power in the compressor/limiter and so it cannot be turned on. The problem is due to the fault in the power supply.

Solution:

- Check the AC fuse.
- If possible change the power supply module.
- If extra power supply module is not available, check the power transformers, diodes and spike capacitors in the power supply modules. One or all of these may get damaged, so replace these components with new components.

No Audio Output

The audio compressor/limiter may be on but there is no audio output from the audio processor. The problem may be due several reasons: loose jack connections, faulty audio amplifier or other faulty components.

Solution:

- Check the audio cable connections with the XLR or TRS Phono connectors connected to the compressor /limiter.
- Check the audio amplifying section of the compressor/ limiter. Check the audio amplifier (Integrated Circuit) fitted on the printed circuit board. Usually these are frequently damaged.
- As these compressor /limiter are not expensive equipment, it may be sometime beneficial to buy new processor instead of repairing old one.

No audio output from one channel

Sometimes there may be audio output on only one channel either left or right and no audio output from another channel. This may be due to malfunctioning of one channel of the compressor/limiter.

Solution:

- Check the audio cable connections of the audio cables with XLR jack or TRS phono jack connected to the compressor/limiter.
- Check the audio amplifier (integrated circuit) of the dead channel (channel from which there is no audio).
- Check the other components of the dead channel and replace them accordingly.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

11.2 Mixer Maintenance

Mixer is one of the main equipment of the radio station. With mixer following problems are common:

Mixer Audio/ Console Maintenance Instructions

No Power

There is no power in the mixer and so it cannot be turned on. The problem is due to the fault in the power supply.

Solution

- Check the AC fuse.
- If possible change the power supply module.
- If extra power supply module is not available, check the power transformers, diodes and spike capacitors in the power supply modules. One or all of these may get damaged, so replace these components with new components.

Fader Distortion

This is most frequent problem encountered in the mixer. Most of the mixers after few years of operation show his problem. When the fader of the mixer is moved up and down a distortion sound is heard. This is due to corrosion of carbon in the fader.

Solution

- The best solution is to replace the faulty fader with new fader.
- If the new fader is not available clean the fader with clean cotton and cleaning oil.
- To replace or clean the fader, technician may need to open the mixer which may not be easy. There may be several screws and nuts bolts. Beside these, if the mixture is not modular than PCB containing all the fader has to be opened which may be complicated. Only experienced technician are recommended to open mixer.

No Audio Output

The audio mixer may be on but there is no audio output from the mixer. The problem may be due several reasons: loose jack connections, faulty audio amplifier on output section.

Solution

- Check the audio cable connections with the XLR or TRS Phono connectors connected to main output of the mixer.
- Check the audio amplifier on the output section of the mixer. Check the audio amplifier (Integrated Circuit) fitted on the printed circuit board. Usually these are frequently damaged.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

11.3 Cassette Player/ Recorder Maintenance

Cassette Players are not much used nowadays in radio station. Common problem encountered with cassette payer are:

Cassette Player Recorder Maintenance Instructions

No Power

There is no power in the cassette player and so it cannot be turned on. The problem is due to the fault in the power supply.

Solution

- Check the AC fuse.
- If possible change the power supply module
- If extra power supply module is not available, check the power transformers, diodes and spike capacitors in the power supply modules. One or all of these may get damaged, so replace these components with new components.

No playback /rewind/forward

The playback/ rewind/ forward function cannot be performed. This is due to following reasons: dc motor driving belt is torn, toothed gear of mechanism is broken, shaft is broken etc

Solution

- Check the dc motor driving belt and replace it.
- If the belt is o.k; check the toothed gear or other shaft in the mechanism. If the toothed gear or shaft is broken they cannot be rejoined. It is better to replace the tooted gear or shaft or the entire mechanism.

No clear audio

The audio output from the cassette player is not clear. This may be due to the dirt accumulated in the playback head or the corrosion of the playback head.

Solution

- Clean the head with clean cotton and head cleaner. If the head cleaner is not available use alcohol with higher percentage of alcohol as a head cleaner.
- If the problem continues, replace the playback head with new one.

No recording

The audio is not recorded in the cassette. The problem may be due to dirt accumulated in the recording head or the corrosion of the recording head.

Solution

- Clean the head with clean cotton and head cleaner. If the head cleaner is not available use alcohol with higher percentage of alcohol as a head cleaner.
- If the problem continues, replace the recording head with new one.

11.4 Microphone Maintenance

Microphone is also one of the main equipment of the radio station. Usually this equipment does not have much problem. Some common problems are:

Microphone Maintenance Instructions**No Operation**

The microphone may stop working. This is very rare problem.

Solution

- Check the audio cable connections with XLR jack fitted in the microphone.
- Check the connection of the cables with the transformer inside the microphone.
- Check the transformer, if needed rewind the transformer or replace it.

Loud /Low sound

Sometime, due to mismatch between the mixer and microphone, the audio output from the microphone may be very loud or very low. This is because the impedance of the microphone and mixture may not match and so the problem occurs.

Solution

- Check the impedance of the microphone and mic input channel of the mixer and try to use equipment with same impedance. If two equipments are with different impedances, use impedance converter.

Unwanted sensitivity

Sometime the microphone may be more sensitive than required. It may catch unnecessary sounds like sound of air condition, sounds produced from papers used by radio presenter while reading the text from paper.

Solution

- Place the microphone in correct direction. Use the correct setting as per the size of the room and type of acoustic done in the room.
- The most effective solution is to use windscreen in the microphone.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

11.6 Headphone Maintenance

Headphone is equipment mostly used by radio presenter and guest in the studio of radio station. Usually this equipment does not have much problem. Some common problems are:

Headphone maintenance instructions

No Operation

Headphone may stop working. However this is very rare problem.

Solution

- Check the audio cable connections with XLR jack fitted in the headphone.
- Check the connection of the cables with the speaker connected inside the headphone.
- Check the speaker, if needed replace the speaker.

Loud /Low sound

If two or more than two headphones are connected to mixer's headphones output, than the audio output from the headphone may be very low. Sometimes the output of the headphone may be loud.

Solution

- Use of headphone amplifier simply solves the problem. The mixer output is connected to the input of the headphone amplifier and each headphone is connected to output of the headphone amplifier. For each headphone output audio level could be adjusted.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

11.5 Digital workstation (computer) maintenance

Computer is one of the main equipment used in the radio station. It is used for audio playback, recording and editing. Few common problems seen are:

Digital workstation maintenance instructions:

No Power

There is no power in the computer and so it cannot be turned on. The problem is due to the fault in the power supply.

Solution

- Check the power cables.
- Replace the SMPS power supply. These are easily available in market and are not much expensive.

No playback/ recording

Sometime there may not be audio output from the computer or there may not be audio input in the computer. This may be due to problem in the soundcard or jack or the connecting cables.

Solution

- First check the connections of the cable with the audio ep jack (small TRS jack) connected to the soundcard of the computer.
 - Check if these ep jacks are properly inserted inside the soundcard of the computer.
 - If these are o.k; check the sound card of the computer. Replace the soundcard if necessary.

Software malfunctioning

Use of trial version or pirated software may cause the software malfunctioning after certain periods of time. The software may not work properly.

Solution

- Remove such software and try to use original software.
- It is recommended that radio station buys such software and use them.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

11.6 Telephone hybrid maintenance

Telephone Hybrid is also major equipment used in the studio for conversation between radio presenter and guest. This equipment is one of the equipment which needs frequent repairing. Major technical problems encountered are:

Telephone hybrid maintenance instructions

No Power

There is no power in the telephone hybrid and so it cannot be turned on. The problem is due to the fault in the power supply.

Solution

- Check the AC fuse.
- If possible change the power supply module.
- If extra power supply module is not available, check the power transformers, diodes and spike capacitors in the power supply modules. One or all of these may get damaged, so replace these components with new components.

No send (audio out) and Receive (audio in)

This is the most occurring problem in the telephone hybrid. There is no audio out from the hybrid or audio in to the hybrid. This occurs when the unwanted voltage enters through the telephone line to the telephone hybrid during lightning.

Solution

- Use telephone line filter in the telephone line so that the hybrid is not damaged due to unwanted voltages from the telephone line.
- If the telephone hybrid is digital then it is very difficult to repair the unit. If the unit is analog, then check the audio amplifier (integrated circuits), zener diodes and relay used in the telephone hybrid.
- If the problem persists take it to the repairing centre. If the hybrid is digital, it is better to send it back to factory.

Low Send / Receive

The audio out from the hybrid and audio input to the hybrid is very low and so the broadcasted conversation audio level is very low. This problem occurs when the connection of the telephone hybrid does not match with mixer. Most of the mixers used are without the dedicated channel for telephone interface which means telephone hybrid are used with microphone input and auxiliary output of the mixer. This may cause problem in the performance of the telephone hybrid.

Solution

- Try to adjust the audio level using both level controls of telephone hybrid and mixture. This is to be done repeatedly so that the best solution is obtained.
- For best result use the audio mixture with dedicated channel for audio interface
- .

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

12. Power Supply System Maintenance**12.1 Voltage Stabilizer Maintenance**

Voltage stabilizers are used to stabilize voltage. AC voltage from city supply or generator is fetched in side the stabilizer and the output voltage from the stabilizer is fetched to whole system. Common problem of the stabilizer:

Voltage Stabilizer Maintenance Instructions**No Power**

estabilizer does not get turned on even when the power is supplied.

Solution

- Check the magnetic circuit breaker (MCB).
- If MCB is o.k, check the AC fuse.
- If the fuse is o.k, check the spike capacitors and transformers.
- Check the power diodes and voltage regulators.

Unable to stabilize voltage

Voltage stabilizer is not able to stabilize voltage i.e when the input voltage is low stabilizer is not able to increase the voltage and when the input voltage is high the stabilizer is not able to decrease voltage.

Solution

- Check the carbon block inside the stabilizer. This problem is due to corrosion of the carbon block. Replace the carbon block.
- If the carbon block is o.k, the problem may be due to control unit. Replace the control unit.
- If the problem persists, it is better to replace the whole unit.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, then please inform your senior engineer/manager or technical consultant.)

12.2 UPS (Uninterrupted Power Supply)

UPS is used to provide electric supply in the absence of city supply. Common problems encountered in UPS are as follows:

UPS Maintenance Instructions**No Power**

The UPS does not get turned on even when the power is supplied.

Solution

- Check the magnetic circuit breaker (MCB).
- If MCB is o.k, check the AC fuse.
- If the fuse is o.k, check the spike capacitors and transformers.
- Check the power diodes and voltage regulators.

Less Back UP Time

The back up time goes on decreasing day by day. This is mostly due to a problem in the battery. The battery is composed of a number of cells, if one of the cells is damaged it consumes more current than required and so the backup time decreases.

Solution

- Check the wiring connected to all the cells of the battery.
- Check the current consumed by each cell of the battery using a clamp meter.
- Replace the cells that consume more current than required.

Interrupted power supply

Interrupted power supply is another problem seen in the UPS. The UPS may get turned on for a few seconds and get turned on.

Solution

- Disconnect the output from the load and see if the problem occurs .
- If the problem continues the problem may be due the short circuit inside the UPS. If problem discontinues, check the wiring of studio, control room and transmitter room. There could be short circuit in the wiring.
- Another reason of the problem may be the use of new device whose capacity may be higher or same as the capacity of UPS. Hence do not use such new device.
- If the problem is in UPS, check the control unit and replace the control unit.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

12.3 Battery

Battery is used along with UPS to provide backup electricity. Battery is composed of several cells. There are several types of battery such as Maintenance Free Battery, Maintenance Battery etc. Battery are typically specified by ampere-hour and output dc voltage. The ampere hour signifies the ampere that each cell of the battery provides in an hour.

Battery Maintenance Instructions

Battery Inspection

- All the cells of the battery must be inspected at the interval of one week. Technician should check the level of the distilled water in each cell. In each cell there is a marking of 'min' and 'max'. The level of water should be within the 'min' and 'max' marking. Generally the level of decreases so, technicians should slowly pour distilled water which is easily available in the local market.
- The specific gravity of each cell can be further checked. A simple instrument is available in automobile shop for this purpose. This ensures technician to find the deficiency of acid or distilled water in the each cell of the battery.
- All the cells should be kept in the metallic rack so that each cell can be visually and physically checked.

Battery Fault

- If the battery is not inspected for long period of time due to lack of distilled water, some of the cells of the battery may get damaged.
- In such cases damaged cells should be immediately replaced or removed. Such damaged cells could be identified using clamp meter. If such cells are not removed, than such other cells also get damaged and finally whole battery pack may get damaged.

Battery Cables Temperature

- Due to malfunctioning of any cells in the battery, the current flowing thorough wires connecting the cells may increase resulting increase in the temperature of the connecting wires.
- The insulators surrounding the wires may melt causing short circuit and fire.
- Hence care should be taken about the temperature of the connecting wires. It can be done by feeling the temperature by our bare hands.
- Among several wires if a particular wire is more heated than rest of the wire, then immediately further action should be taken i.e. identify the faulty cells and replace it immediately.

Battery Acid and Gas Formation

Each cell in the battery contains various types of acid. If the battery is overcharged after its lifetime, than there is high chances that acid may come out from the cell or bad odor may come out form the cell.

- These acid or odor may have negative impact on the human life. The acid may cause further physical distortion. Hence under such circumstances we should immediately replace the battery or the faulty cells.

(If the problem encountered is different than mentioned above or if the problem cannot be solved on the basis of the instructions provided above, than please inform your senior engineer/manager or technical consultant.)

13. Tower Maintenance

Tower is one of the major parts of the transmission system. Since it is exposed to external environment, it needs to be maintained regularly. Following points are to be considered carefully:

- Tower needs to be painted with red and white color each year. This protects the tower from rust and corrosion.
- The guy wire supporting the tower needs to be tightened each year. These wires are to be inspected each year before the autumn season.
- The lightning arrestor and the warning light on the top of the tower are to be checked regularly.
- The bulb fitted inside the warning lamp on the top of the tower may get burned out. Try to use good/original type of bulb available in electric shop.
- The copper strip used to connect the lighting arrestor to the copper plate is also to be inspected. The connection of the copper strip to the lightning arrestor is to be checked regularly at the interval of each three month.
- If a technician working in the radio station is capable enough to climb the tower, then it is advisable that he should be given simple training of replacing the bulb inside the warning lamp, checking the connection of arrestor with copper strip, antenna clamp connection and fixation etc.
- In the absence of such technician, radio station should take the help from tower expert and technician.
- Technician without any knowledge of tower and antenna system should never be forced to climb tower. It may be very risky.
- Bird (crow) build nest in the tower and frequently damage the matching cable connecting the antenna to power divider. Such nest should be destroyed and care should be taken such nest are not allowed to be constructed.
- Technician should continuously report his/her senior management about the condition of the tower.

Technology upgrading Plan

Equipment Lifetime and replacement

Equipment used in the radio station also has certain lifetime. Equipments are to be replaced after certain period of time. With the new technology emerging each day, the new equipment creates dissatisfaction to the existing user and so they thrive for new and latest equipment.

Considering the equipment operates for 18 hours each day, following is the average lifetime of the equipment in the radio station:

Table 71

Equipment	Average life time (Years)
Transmission System	
Professional Transmitter	30 Years
Professional Antenna System	20 Years
Studio Equipment	
Professional Broadcast Mixer	15 Years
Ordinary Mixer (Export Quality)	4-5 Years
Mixer (Local Brand)	1-2 Years
Professional CD Player	6-7 Years
Local CD Player	3-4 Years
Professional Cassette Player	8 Years
Local Cassette Player	2 Years
Professional Microphone	15 Years
Ordinary Microphone	2 Years
Professional Headphone	3 Years
Ordinary Headphone	1 Year
Professional Computer	6 Years
Digital Audio Processor	15 Years
Compressor/Limiter	10 Years
Digital Telephone Hybrid (Professional)	6-7 years
Analog Telephone Hybrid (Professional)	7-8Years
Ordinary Telephone Hybrid	1-2 Years
Professional Headphone Amplifier	10 Years
Power Supply Equipment	
UPS	15 Yrs
Battery	2-3 Yrs
Voltage Stabilizer	5-6 Yrs
Tower System	
Tower	30 Yrs
Earthing System	30 Yrs
Supporting Wires	30 Yrs

Technology Change & Future Application

Technology keeps on changing regularly. Radio station must keep up with the new technologies and system. New technology adopted must be applicable for future at least for coming three years. Following factors are to be considered when adopting new technology:

- Radio station may not be able to adopt new technology within small span of time. Adopting new technology involves various complications such as: large investment, trained personnel for operation, necessary permission from concerned authority and compatibility to rest of the system.
- Radio station should first make necessary study regarding requirement of new technology. Focus should be given to cost to benefit analysis.
- Technician/ producer/operator should be trained for the operation of new technology to be adopted.
- Care should also be taken that with the adoption of new technology, old technology should not be removed at once or the old technology should be properly terminated.
- Compatibility is one of the major issues which need to be considered before adapting to new technology. In most of the cases the new technology is not compatible to rest of the system and so the new system becomes failure. For example a radio station buys the digital mixture, but when it is to be installed it is seen that rest of the equipment in the studio is analog so the new digital mixture is useless. So always consider whether the new system matches with existing system.
- Affordability is one of another major issue to be considered while adapting new system. The radio station should only adapt the new technology that can be afforded by the radio station.
- In some cases, the system may not be seen expensive initially but after the system is implemented it may be expensive and station may find difficult to afford it. For example radio station may shift the transmission site to new location at the top of the hill. The total cost for the shift was very low but the operation and maintenance cost each month is considerably high for station to afford. Hence the radio station shifts back the transmission tower to its initial site.
- Sustainability is also one of the major parts to be considered while implementing new technology. Sometime new systems are implemented but are in operation for few months and afterwards the user follows the old system. In this case new system does not become sustainable. For example a radio station designs the studio in such a way that a producer himself/herself operates the mixing console while recording his /her program. This means same person is technician and radio presenter. For few months technicians and producer follow it but after few months they have separate technician to operate mixing console. Hence later they have separate technician to operate mixing console and separate radio presenter.

Resources for Information

Resources for information are very important for technician and producer of radio stations. Information is required for various purposes such as: to find out about new equipment & technology, to operate new equipment, to repair equipment, to find out about new companies and services etc. Following are

few resources of information:

Organization / Companies:

Organizations:

- Ministry of Information and Communication (MOIC), Kathmandu, Nepal/ *Ph No: 01- 4211556, 4211168/ www.moic.gov.np*
- Community Radio Support Centre/Nepal Forum of Environment Journalists (NEFEJ), Thapathali, Kathmandu/ *Ph No: 01-4261991; Fax 01-4261191; Email: asc@nefej.org.np*
- Association of Community Radio Broadcasters (ACORAB)/ *Ph No: 01-5011609*
- *Equal Access Nepal Ph No. 015539138*

Websites:

- **www.aeqbroadcast.com**: supplier of audio mixer
- **www.alldatasheet.com** : Website containing detail information about
- **www.AxiaAudio.com** Supplier of professional studio equipment the components.
- **www.bdcast.com**: Supplier of FM transmitter
- **www.bird-technologies.com**: website containing information about test equipment such as power meter and antenna accessories.
- **www.bsw-usa.com** : popular sites for the purchase of studio equipment.
- **www.burli.com**: complete news production software for radio.
- **www.superiorelectric.com**: popular supplier for Transient Voltage Surge Suppressors.
- **www.comrex.com** ; Supplier of telephone hybrid and interface.
- **www.cte.it** : Supplier of FM transmitter and antenna system
- **www.dbbroadcast.com**: Supplier of FM transmitter and antenna system
- **www.eddystonebroadcast.com**: Supplier of FM Transmitter and Antenna System
- **www.gsselector.com**: popular software supplier for music scheduling.
- **www.jampro.com** : popular site for details on best antenna system.
- **www.lawo.de**: provider of automation system for studio.
- **www.nepalradio.org** : website containing detail information about the radio station in Nepal
- **www.orban.com**: popular site for digital audio processing equipment and system.
- **www.omb.com**: Supplier of FM Transmitter and Antenna System
- **www.omniaaudio.com**; Supplier of digital audio processor
- **www.radioworld.com**: supplies radio magazines related to new technologies of radio transmission.
- **www.rvr.it** Supplier of FM Transmitter and Antenna System

Equipment Suppliers in Nepal:

- Audio and Visual Electronics, Kathmandu: A private company providing all kind of technical services and equipment for radio broadcasting/ *Ph No: 01-4220354*
- Muktinath Trade Concern, Kathmandu : A local supplier for studio equipment and transmitter/ *Ph No: 01-4250868*
- Sunny Music Pvt. Ltd: A local supplier for studio equipment/ *Ph No: 01-4231443*
- Sushmit International: A local supplier for studio and transmitter equipment./ *Ph No: 01- 4478179*
- Electromac International: Local supplies of studio equipment/ *Ph No: 015533587*

Annexes

Typical Technical Log Book

1. Power Supply System

Table 72

S.No.	Equipment	Average life time (Years)
City Line		
1	Line Voltage (Volts)	
2.	Current (Ampere)	
3.	Frequency (Hz)	
Stabilizer		
4.	Input Voltage (Volts)	
5.	Output Voltage (Volts)	
6.	Current (Ampere)	
UPS		
8.	Input Voltage (Volts)	
9.	Output Voltage (Volts)	
10.	Current (Ampere)	
Battery		
11.	Battery Charge Level (%)	
12.	Temperature (Degree Celsius)	
Generator		
13	Output Voltage (Volts)	
14	Frequency (Hz)	
15	Fuel Indicator	

2. Transmitter System:

Table 73

2.1 Parameter of 100/250 Watt Transmitter System

S.No.	Parameters	Displayed Value
1	Forward Power (Watt)	
2.	Reverse Power (Watt)	
3.	Temperature (°C)	
4.	Temperature (°C)	
5.	Voltage Power Amplifier (Volts)	
6.	Current Power Amplifier (Ampere)	
7.	Preemphasis (μS)	
8.	Audio (Stereo/Mono)	
9.	Audio Level Left	
10.	Audio Level Right	
11.	Modulation (%)	

Table 74

2.2 Parameter of 500/1000 Watt Transmitter System

S.No.	Parameters	Displayed Value
Exciter		
1	Forward Power (Watt)	
2.	Reverse Power (Watt)	
3.	Power Supply Temperature (° C)	
4.	RF Module Temperature (° C)	
5.	Voltage Power Amplifier (Volts)	
6.	Current Power Amplifier (Ampere)	
7.	Preemphasis (µS)	
8.	Audio (Stereo/Mono)	
9.	Audio Level Left (%)	
10.	Audio Level Right (%)	
11.	Modulation (%)	
Amplifier		
12	Forward Power (Watt)	
13	Reverse Power (Watt)	
14	Power Supply Temperature (° C)	
15	RF Module Temperature (°C)	
16	Voltage Power Amplifier (Volt)	
17	Current Power Amplifier (Ampere)	

Table 75

3. Studio and Control Room Equipment

S.No.	Equipments	Visual Inspection
1	Microphones	
2	Light / Electrical Outlets	
3	Mixture /Audio Console	
4	Telephone Hybrid	
5	Digital WorkStation	
6	CD Player	
7	Cassette Player	
8	Compressor/Limiter	
9	Digital Audio Processor	

Radio publications of CRSC/NEFEJ

Samaj Paribartan Ka Lagi Samudayik Radio (2000)

Community Radio For Social Transformation
-Rajesh Ghimire & Ghamaraj Luitel (Ed.)

Samudayik Radio Prasaran Nirdeshika (2001)

Community Radio Broadcasting Manual
- Raghu Mainali, Om Khadka, Badri Poudel & Harikala Adhikari

Radio Bachan (2002)

- Raghu Mainali

Nepalma Samudayik Radio (2002)

Community Radio In Nepal
- Puspa Adhikari

Samudayik Prasaran : Prastavit Kanun Tatha Sarvochha Adalatka Failsala (2002)

Draft Laws On Community Broadcasting And Vedicsts of Supreme Court
- Raghu Mainali (Ed.)

A Proposed Bill on Community and Non-Commercial Broadcasting (200@)

Radio Karyakram (2003)

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- Badri Poudel

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Samudayik Radio : Samuhik Bajarikaran Rananiti (2006)

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