

**ASSESSING SUSTAINABILITY OF RURAL COMMUNITY RADIO IN KENYA CASE
STUDY OF RADIO MANGELETE**

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DECLARATION

This is my original work and has not been submitted to any other University or college for examination purpose

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ABSRTACT

Rural community relies on radio for communication and community radio remains the most accessible medium of communication. Rural community radio is the voice of the unprivileged members of the society. In Kenya community radio stations are growing rapidly and extensively. Through rural community radio, issues affecting the community are addressed by involving community members in the process of change in their lives. The study was on Radio Mangelete a community radio station in Makueni County. Radio Mang'elele has been in existence for more than ten years however still struggling with sustainability challenges. Although rural community radio aims at developing the society, the station is not reaching out to the entire community due to sustainability challenges that entail: social, institutional and financial. Generally, sustainability is thought of in terms of finance; however this is not the case. Lack of quality management, lack of quality programs, lack of staff with quality skills and lack of clear defined roles are some of the challenges hindering RCR performance. The success of rural community radio must incorporate the three forms of sustainability. A lot is known about community radio as a tool for community development, and also studies on sustainability of community radio focusing only on financial sustainability have been documented, however little is known about social, institutional and financial sustainability of rural community radio stations in Kenya. The qualitative study on Radio Mang'elele (RM) sustainability reveals that lack of quality management, lack of community involvement, lack of quality programs, unprofessionalism among others are contributing factors towards RCR sustainability. The study was conducted in a natural setting which involved in-depth interviews and FGD's. Data was collected and analyzed depending on collected data. Qualitative research focusing on insight and understanding from the perspective of those being studied offers the greatest promise of making a difference in people's lives (Merriam 2009). In addition Flicks emphasize that qualitative research is about understanding social realities through the interpretation of text by translating reality into text. Based on findings, the study recommends that RCR should improve on financial resources by engaging in financial generating activities. Improve on policies and regulation of rural community radio in Kenya, for instance regulating board of governors. Improve on of rural community radio professionalism, improve on management skills, and training of staff /volunteers should be frequent.

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ACRONYMS

AGM	-Annual General Meeting
AMARC	-World Association of Community Broadcasters
AMREF	-Africa Medical Research & Education Foundation
BBC	-British Broadcasting Corporation
BoD	- Board of Directors
CAK	- Communications Authority of Kenya
CIMA	-Center for International Media Association
CRAK	- Community Radio Association of Kenya
CDD	-Community Driven Development
CDF	-Constituency Development Fund
DW	-Deutsche Welle
EACOMNET	- East Africa Community Media Network
ECONEWS	-Electronic Component News
FGD's	-Focused Group Discussions
ICT	-Information Communication Technology
IEBC	-Independent Electoral and Boundaries Commission
KBC	-Kenya Broadcasting Corporation
KCOMNET	-Kenya Community Media Network
KIMC	Kenya Institute of Mass Communication

K-REP	-Kenya Rural Enterprise Project
KWS	-Kenya Wildlife Service
MCA	-Members of County Assembly
MCK	- Media Council of Kenya
MCIDP	-Mangelete Community Integrated Development Project
NGO	-Non Government Organization
RM	-Radio Mangelete
RCR	- Rural Community Radio
RMC	-Radio Mangelete Community
UNESCO	-United Nation Educational, Scientific and Cultural Organization

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section covers background of the study, research problem, research objectives, research questions, i.e. overall question and specific questions, significance of the study and scope of study.

Through community radio, civic education to empower the community on development issues can be easily attained because of the language. Community members can easily understand the message conveyed to them through local language and by their own community members. Center for International Media Assistance (CIMA 2007) report emphasize that community radio is generally the best tool for getting information to illiterate and poor communities, as it requires neither reading skills nor money. In addition community radio provides opportunity to reach powerless in the community and give them a voice.

The aspect of ownership and participation in community radio programming qualifies Radio Mengelete as a tool for community development. Community members associate themselves with the station through local language and presenters who majorities are community members. Girard (2003) affirms that radio is still the most pervasive, accessible, affordable, and flexible mass medium available. Radio as a gadget comes in variety in terms of size and price which is friendly as well as attracts all kinds' of people in the society. Technology has made it more convenient for radio listeners especially through their mobile phone which is a personal belonging to almost every individual. This makes it portable and accessible at their convenient time.

1.1 Background of the Study

The Kenya Communication Amendment Act 2008 defined community radio as a station that is fully controlled by nonprofit entity and carried on for non-profitable purpose, serve a particular community, encourages members of the community served by it or persons associated with or promoting the interest of such community to participate in the selection and provision of programs to be broadcast and finally the station may be funded by donations, grants, sponsorship

fee or by any combination of the aforementioned. On the other hand Fraser and Estrada (2001), defined community radio as a social process or event in which members of a community associate together to design programs and produce and air them, thus taking on the primary role of actors in their own destiny.

Darpan (2009) defined community radio as a station that must be for community and run by the community; the station should serve a clear and specific community and should be a strong representation of that specific community. Community radio is a medium owned and run by community for the purpose of addressing community needs. Generally, radio is popular however community radio has become more popular because community members associate with it. In addition portability of radio especially on mobile phones has made it easily accessed making it more popular than other media.

Community radio has encouraged community participation in decision making hence development of society. UNESCO (2014) while celebrating World Radio Day states, 'as radio continues to evolve in the digital age, it remains the medium that reaches the widest audience worldwide.' Obera (2007) article assert that community radio empowers, disseminate and exchange development programs to the local communities. Giving an example of Radio Lake Victoria, Obera concludes that the poor can now see the light of hope rejuvenating for the first time with a voice from radio Lake Victoria. The aim of the station is to solve problems facing the poor and give them a voice which is a beacon of hope and voice for the voiceless. Mensah (2000) in his piece on Radio Conflict and Political Transition as appears in Gumacio and Tufte, her argument on community radio implies a two-way process. One way is the exchange of views from various perspectives and the adaptation of radio for use by communities in light of them.

Pavarala and Malik (2007) states that community radios are located in isolated rural villages and in the hearts of large cities in the world. Community radio is owned by the listeners and financed by donations from listeners, international development agencies, advertisements and the government. For community radio to achieve its purpose there should be enabling environment which include sustainability. Therefore sustainability of community radio is in three ways: financial, institutional and social sustainability. Sustainability of community radio has been a challenge since it has been attributed to community ownership and donors who sometimes pull out. Buckley (2011) emphasize that community radio sustainability is done through social and

economic models of operation and sustainability that would often not be viable on a commercial basis alone. He adds that community radio often build an audience around those who do not have spending power.

The liberalization of the airwaves has allowed for the development of community radio stations that cater for community members needs by broadcasting community service programs. Kenya is among other African countries where media has been enjoying a period of liberalization, and this has led to increase in number of radio stations especially community radio across the country. Gone are the days when the entire country had only a single state radio KBC and the rise of community radio has offered an alternative voice to the people. Community radio is a key component in promoting development; therefore programs should be packaged appropriately. Development news and features should cover issues that are relevant to the social and economic changes. Development intervention through community radio is part of the liberal approach to change in society.

One among key findings in Theodora Hannides (2011) study on how effective is community radio in meeting the needs of remote Communities was that although the station was at the central part of the community and many villages gathered there for conversation; however the wealth of knowledge and experience of the community was excluded from that of the program content since the producers made programs separately. This finding raises the issue of community participation and community radio as a medium in which community participates as planners, producers, and performers as well as a means of expression of community.

The concept of community participation is one way that defines community radio and to confirm this, Mensah (2000) emphasize that community participation is the empowering process in which people in partnership with those able to assist them identify problems and needs so that they increasingly assume responsibility to plan, manage, control and assess the collective actions that are proved necessary. In her argument, she insist that in community radio station, people should choose what problem they should pay attention to and how they want that particular problem solved.

Ford, Maxwell and Meadows (2009) identified community radio as the only media that is able to take account of the nation's social, political, and cultural diversity. Such media plays, a critical

role in maintaining culture and language strengthening notion of identity of specific community. Community radio provides the minority audience with a first level of service with regard to local news and information. Giving example of Australia, Ford, Maxwell and Meadows (2009) revealed that community broadcasting outlets have become the only media able to accurately represent the diversity of cultures that make up the modern Australia. A study conducted in Nepal in 2011 by Theodora Hannides on how effective is community radio in meeting the needs of remote Communities revealed that the needs of remote communities were varied and complex. Underlying issues like weak economy, lack of infrastructure, and lack of good governance made it difficult even for those with assets such as finance, education and skills to lead bad life.

The World Bank focuses on community radio because community radio can be a significant vehicle for participatory development. Radio helps to erode one of the key aspects of poverty, that of isolation. Local news and educational programs can greatly enhance transparency, a cornerstone of democracy on the other hand; better knowledge of development projects promotes higher levels of participation and ownership, and discourages corruption. Moemeka (1981) has similar views especially on community education for development purpose. He argues that rural community education entails all activities which are: social, economic, educational, political and cultural that touches on the lives of rural communities, knowledge that is essential to purposeful living and progress.

Community participation entails volunteers from the community who majority of them are not media trained. Therefore World Association of Community Broadcasters (AMARC) supports the community radio sector by training staff in content development, radio production, management and use of basic ICTs. This helps to strengthen information dissemination not only through radio airwaves but also within the network. Access to radio via mobile phone has made it easy to participate since the audience can call the station and make contribution as well as give feedback. Working in the context of culture the station serves, community radio deals with local issues in local language, therefore community radio is relevant to local problems and concerns (Fraser & Estrada 2001).

Lush and Urgoiti (2012) study on Participation Pays: The Sustainability of Community Broadcasting in perspective revealed that social sustainability is about community participation in the station and its programming. This involves decision making in programming, accessibility

to station and its programming and representation of the community. Community radio depend heavily on volunteers who support by creating interactive program content to raise funds, provide expertise on important issues to the community who remain actively involved in sustaining the station (Mefalopulos 2008).

Center for International Media Assistance (CIMA 2007) emphasize that Fulltime community Volunteers can successfully maintain station's sustainability after donor funding ends. This can be achieved through members investing their time and resources without any pay. This is also an indication of commitment and sustainability. However the report adds that volunteerism is not universal, and there are cultures and places where it is impossible to rely on volunteers. On the other hand, Buckley (2011) insist that social sustainability is important to community broadcasters since they draw their mandate and purpose from their relation to and role in serving the interests of their social base. He emphasize that most of community broadcast have sprung from broader social movements and have continued to be sustained by their tangible and intangible support.

Institutional sustainability on the other hand is about structural arrangements for operational management and governance including accountability to a suitably constituted and representative governing body (Buckley 2011). It depends on management skills of directors and core staff and the basic skills of volunteers. To emphasize on this, Gumacio insist that institutional sustainability is influenced by the external environment, in particular the presence or absence of enabling laws, policies and regulations. Engagement of community members in content development is important since it contributes towards community ownership and involvement.

Most of community radio staff members are volunteers who may not have journalist skills, however this can be strengthened with training and advice from expert who have developed sustainable community broadcasting in the region to share their experience (Mefalopulos 2008). However, policy decision making is a process of persuasion and argumentation and Mansell and Raboy (2011) argue that there are many different actors who want to participate in policy making and influence decision-making because of their position. Policies give guidance on how community radio should operate and therefore there is need to involve community members in decision-making. This is emphasized by Indian communities who launched campaign to set up

low-cost local radio broadcasting facilities to support their community development work (Pavarala & Malik 2007).

While community radio social and institutional sustainability is important, financial sustainability helps in operation of daily activities of the station. Buckley (2011) states that, financial sustainability is about raising support from within the community itself, donations, member's schemes, payment for broadcast announcement, and charges for provision of services. Mefalopulos (2011) revealed that community radio is also contingent on the director's management skills to mobilize resources and encourage community groups, grassroots organizations and local business to provide continuous financial support. Community radio funding can be in many forms that include; regular donations from community, fees from individual announcement and programs, program sponsorship by community members or groups, and sometimes establishment of separate microenterprise affiliated with the station.

In addition, Mefalopulos (2011) suggest that it is important for community radio to have diverse funding sources since it contributes to the independence of community station. Community radio can generate income from commercial advertisements from local business if the purpose of the business and the nature of advert are consistent with the values of the station. The number of community radio stations has been increasing however these stations are unable to fully sustain themselves. Countries like France and UK addressed the issue by granting government tariffs either tax on revenue of commercial adverts or license fee for use of radio receives or generate resources that are pooled into funding for broadcast diversity, to help support the operating cost of community broadcaster, (Mefalopulos 2011).

Regulatory framework for community radio operation affects sustainability aspect of community radio. For instance, in India, there is no cost involved in lodging an application for community broadcasting license and access to spectrum is also free. This is given only to non-profit community broadcasting organizations which represent community interest. On the other hand, community radio assessment is important especially to supply knowledge about country's context to improve institutional mechanism and practice for making informed choices, local governance and empowerment of poor communities (Mefalopulos).

Radio Mengelete, is a community radio station located in Makueni County owned by Mangelete Community Integrated Development Project (MCIDP) which brings together 33 women groups from Nthongoni, Ivingoni and Masongeleni. Makueni community is a group of individuals who are traditionally bound and share a common socio-economic and cultural interest. The community is identified by its culture and it is advisable for the community to keep its culture, however, culture is dynamic and therefore there is need for adjustment in social policy and funding along with necessary flexibility to meet the needs of individuals.

Radio Mangelete has 22 staff, one of whom is a Station Manager. The 21 volunteers produce and present the programs. These programs are disseminated in Kamba language promoting social culture through ethnic music and language which are not played anywhere else. This creates a sense of belonging, wellbeing and comfort the community cannot receive from other stations. This helps to maintain community connection or togetherness of Makueni people. News programs of community radio focus on events that are taking place in the community. The community is eager to know about what is happening around them. Forde, Foxwell & Meadous (2009) maintains that community radio programming must emphasize community issues not normally dealt with by other broadcasting services. Community radio is the only station that on daily basis will provide information that directly affects the lives of community members. Community radio audiences see their local station as primary source of news and information concerning their affair.

1.2 Research Problem

There is much literature on the role of community radio in livelihood improvement that focuses on the contribution of community radio to the livelihood improvement of the people. (AL-hassan, Andani & Abdul-Malik 2011). Study on Beyond the Studio a case of community radio and social capital is one of the studies in Australian community broadcasting series (Vuuren 2001). The study focused on community radio and community development which aimed at exploring the community development function of community broadcasting; in order to promote community development and satisfies the principle of subsidiarity.

There is also study on giving voice to invisible women in developing countries, giving general aspect of women empowerment (Gatua 2007). However, there is little documented study that

addresses social, institutional and financial sustainability of community radio. Focusing on Radio Mangelete strategic plan 2011-2015, sustainability is one of the areas that should be addressed. However the focus is more on financial sustainability forgetting social and institutional sustainability. This plan aims at generating profit that will be used for development of the organization. “The leeway for commercial advertising provided by the Broadcasting Regulations of 2009, Article 13(5) would be applied to enable the station to generate income and works towards self-sustainability”

CIMA report (2007) also revealed that social and institutional sustainability is **overlooked** and the focus is on financial sustainability. Some of recommendation states that there was need for a pooled funding resource to support community radio development. Another approach was to introduce a microcredit loan system for community radio, such as the Media Development Loan Fund, which would provide low-interest funding packaged with management and financial training. Therefore this study partly fulfilled this information gap by addressing social institutional and financial sustainability of community radio and in particular Radio Mangelete with selected indicators, documenting the findings, and making recommendations for future community radio initiatives.

Radio Mangelete has been in operation for the last ten years for the purpose of community development; however the station is struggling with sustainability. There are no records on social and institutional sustainability of the station. Development of content and dissemination of content requires professionalism, on the other hand management skills is also required to enable the station accomplish the purpose for which it was established.

The mission of radio Mangelete is to facilitate community participation in development. Program content is the key determinant of audience reaction either positive or negative. Community participation by identifying the need of the community at that particular time and on the other hand suggesting solution to that problem is one way to address community problems. Also through interactive programs that will persuade audience and make them have the urge of taking part in development activities can be realized through trained volunteers good management, as well as good equipment.

In addition CIMA report (2007) revealed that financial sustainability of station should not be the primary objective. However all aspects of sustainability i.e. social, institutional and financial should be incorporated into the overall strategy of community radio sustainability. This can be achieved through disseminating engaging programs hence achieving both social and financial sustainability.

1.3 Research Objectives

General objective: to assess the main challenges towards rural community radio sustainability and how these challenges can be overcome.

Specific objectives include:

1. To assess how Radio Mangelete generate financial resources for their sustainability.
2. To examine the extent to which radio Mangelete depend on donor support and to establish whether there are measures put in place by the station to enhance self-sponsorship
3. To identify the challenges facing rural community radio towards achieving social sustainability and establish how to overcome these challenges
4. To establish obstacles facing Radio Mangelete towards achieving institutional sustainability and identify how to overcome these obstacles.

1.4 Research Questions

Overall research question guiding this study is: what are the main challenges towards rural community radio sustainability and how can these challenges be to overcome?

Specific Research questions include:

1. How does Radio Mangelete generate financial resources for their sustainability?
2. To what extend does radio Mangelete depend on donor support? Are there measures put in place by the station to enhance self-sponsorship

3. What are the challenges facing rural community radio towards achieving social sustainability? And how can they overcome these challenges?
4. What are obstacles facing radio Mangelete towards achieving institutional sustainability? How can these obstacles be overcome?

1.5 Justification and significance of the study

Everyone has the right to freedom of expression and therefore the success of rural community radio enhance different aspect of community development. Community participation in development process is a major factor especially in changing people's way of life. Kenya Constitution 2010 established counties and therefore Makueni County is likely to use Radio Mangelete to help facilitate development projects. There is significant growth of community radio in the country; however, most of these stations are struggling to sustain themselves. Findings of this study will enable community radio stations to handle sustainability challenges they face, hence success of community radio.

Ownership aspect of radio Mangelete by the community will encourage more volunteers who will dedicate their time to accomplish the purpose for which the station was established. The Board of Directors of community radio, the government, Association of Community Radio of Kenya, policy maker and other related organs can use findings from this study to improve sustainability of existing and potential community radio stations in the country. Existing community radio stations can learn from findings of this study and embrace the three aspect of sustainability to enhance self-sustainability.

1.6 Scope of the study

The study was on Social, Institutional and Financial sustainability of Radio Mangelete in Kibwezi District Makueni County. Social sustainability of the study entails community participation in content development, feedback (call-in or SMS contributions), ownership and management. Institutional sustainability on the other hand entails: management skills, managing policies for instance house policy and government policies, partnership with other organizations and training of staff and volunteer. Finally, financial sustainability entails: donor support, advertisements, program sponsorship and fundraising. Respondents from purposive sample in Kibwezi Sub County represented the entire community the station serves. They include: Station

management team, employees, volunteers, community leaders, donors, scholars/media consultant and audience.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers global perspective on challenges facing rural community radio; case study of Radio Mangelete. Sustainability of rural community radio should take the three aspects of sustainability i.e. social, institution and financial sustainability and conceptual framework. **2.1**

2.1 2.1 Community Radio

Community radio station broadcast for, by and about the community it serves and whose ownership and management are representative of the community. Howey (2005) has the same view and he says, ‘community radio is radio for the people and by the people.

On the other hand, The Kenya Constitution 2010 defines community broadcasting service as service that is fully controlled by a non-profit entity and carried on for non-profitable purpose. It also serves a particular community, promotes their interests, and encourages members of community served or associated with it, to participate in the section and provision of programs to be broadcast. (Mefalopulos 2008, Buckley 2012, Chingamuka and Glenwright (2012) states that, community radio is owned, managed and accountable to the community. The community in this case can be based on geographical location, interests as defined by the group within the locality. However different and dissenting opinions from within the community must be allowed to have a voice.

The report from a seminar that was conducted in Nairobi on 25th -26th June 2008 by Eco News Africa in collaboration with UNESCO, insist that community radio exist to provide a voice for the community they serve, but they also work to clear set of ethical and social frameworks. According to Odera and Kamweru (2000), community radio has acquired a special place as one form of independent media, capable of evolving a community managed and more interactive communication and programming of issues affecting community. The authors argues that the introduction of community radio was as a result of the tendency of mainstream media perpetuating western perceptions of socio-economic and political issues, hence ignoring the problems faced by local communities in the country.

The main aim of media is to disseminate information, educate and entertain however, commercial media focus more on profit-making and persuading potential advertisers forgetting other function of media. Therefore community media can deliver these functions and address issues affecting the audience making the station reliable as well as gaining audience trust. The audience will prefer the station that addresses problems affecting him/her.

Establishment of community radio stations in the country has enabled marginalized communities to participate in countrywide activities hence satisfying the need of participation in development of the country. CIMA report on the other hand maintains that community radio is a powerful source for empowerment especially for disenfranchised and marginalized groups in the society. Dikshit (1979) emphasizes that even though mainstream media may have development programs, community radio has made it more acceptable because of the language used is common to everyone regardless of literacy level. People's participation in the development process is considered as a major factor where community radio can contribute a lot in making their life better since it will allow for the people to express their ideas and views.

Community comprise of all type of people i.e. illiterate, elite physically and mentally challenged name them, however development of the community will involve all kind of people and the common thing that bring these people together is local language they speak. Although they fall under different statues in the society but they understand one another through the common language.

Most of community radio aims at improving lives of the community hence development of the society. Domatob, Juka & Nwaso (1987) emphasize that development is about change for betterment of the society and media serve as an agent, and in this case community radio is an agent that stimulates and sustains this change provided is used as vehicle of communication rather than as a channel for information. Oriare, Oriale and Ugangu (2010) argues that communities in Kenya are now more aware about social, economic, thousands of jobs, business opportunities as well as political participation through community radio. In support of this argument, Odera & Kamweru (2000) wrote that community radio enables the community to speak about issues that concerns them at the local level creating linkages between development, democracy, and community media.

Moemeka (1994) agrees that rural radio aims at improving community in their totality, make them literate, widen their horizon, raise their aspirations and create in them willingness to find solution to their problems. However, he point out that radio alone cannot completely handle the task of changing rural community into development resources and substantially productive component on the nation. For the purpose of the long-term effect on development, there must be accompanying written materials to drive home the point made on radio and for reference from time to time. This mean that community members should learn how to read however in some cases this might take long especially for elderly.

Similar views from CIMA report (2007) emphasize that community radio is the most trusted agent in town that brings changes, and also it plays a vital role in building vibrant communities, mobilizing groups to action, informing and empowering citizens and bring community needs to attention. The report explains that community radio is about horizontal exchange of information, a participatory interaction between the community and the radio station rather than vertical one-way communication method of delivering information. On the other hand, community radio is considered as an instrument for expanding culture education, and information, and for improving society. Therefore community radio programs should be tailored to the lifestyle of the rural community it serves,

For community radio to achieve its purpose, Chingamuka and Glenwright (2012) emphasize that community radio should be empowered with means to tell their stories and be given platform as well to share real experience. By doing so, it will reach a point where knowledge transforms into

action. Therefore community radio is the most accessed form of medium available for community members to tell their stories. Community radio has been able to create alternative means of communication as well as community taking part in management and decision-making (Fardon & Furniss (2000). This is important since participation involves numerous individuals not only in making programs but also taking part in processes through which decision about general policies are made.

Study by Maputseni (2006) on the extent to which radio is useful in communication and advocacy for development of marginalized communities in Zimbabwe revealed that radio remains a popular medium with communities and development actors still seeing it to be useful in dissemination of development messages. However integration and adaptation into participatory and empowerment model of communication has not been achieved. Community radio is a medium that brings people together and contributes a sense of community or togetherness. By individuals hearing their voice on the airwaves has encouraged more participants to take and contribute towards the topic of discussion. Exchange between community radio and different culture and systems of values are advantageous and may create communication network within and between communities.

Article 7 of the Kenya constitution 2010 obliges the state to promote and protect the diversity of language of the people of Kenya. On the other hand, Article 11 recognizes culture as the foundation of the nation and obliges the state to promote all forms of cultural expression through literature, the arts, traditional celebrations, science, communication, information, mass media, publications, libraries and other cultural heritage. Community radio is among the medium that can be used to promote culture in the country.

2.1.1 Challenges Facing Rural Community Radio

Rural community radio is established within the village of a specific community that the station serves. Such stations face environmental as well as other forms of challenges faced by community radio in general. While it is easier to establish for instance campus broadcasting because of the organized nature and financial capability of the academic environment, rural broadcasting must rely on the patronage and support of the government, county government and the local community the station is serving.

Fardon and Furniss (2000) revealed that the biggest problem that community radios face is that most of community radio stations hardly know their audience and lack the methodological or material resources to get to know them. He argues that rural radio has not been in practice as participatory as it is in principle and rhetoric and this has hindered fulfillment of its true potential. Globalization, access to training, quality equipment that are durable and easy to maintain, and legislative framework are among challenges that rural community radio face. Frequent audience research is a requirement for rural community radio since it helps the broadcaster to know the kind of audience the station reach out to and adopt the programs to the aspiration and expectations of the listener. Fardon and Furniss (2006) insist that lack of research has made the broadcaster to address themselves to the potential public they imagine to share their own tastes and preoccupations.

On the other hand, Radio Mangelete in their strategic plan (2011-2015) identified challenges facing the station as follows: misunderstanding of the radio by the community, political interference, loss of staff to commercial stations, loss of audience as a result of competition from other media, mishandling of equipment by unqualified staffs and robbery, poor infrastructure, i.e. roads, insecurity, dissatisfied members, transition to digital transmission, internal and external conflicts. All these challenges are as a result of social, institutional and financial sustainability.

For instance high rate of staff turnover may mean two things, either the station has done well in training volunteers to become good presenter or the volunteers are using the station as an avenue to pursue their career then move to stations that pay them well. Mefalopulos (2008) point out that personnel shortage in community radio and turnover of skilled staff and volunteer present a challenge. Staff and volunteers tend to migrate to better paying jobs in commercial sector leading to continuing training of volunteers costing the station a lot of money.

Through research the station can satisfy audience by giving them what they want. Also training of volunteers is necessary to enable handle equipment with care. Every time their new member of staff, they must be trained to make sure that equipment's are in the safe hands. Howey (2005) has different views and he is concerned about competing interests on community radio that leads to demand on the station to address issues or concerns that are important to different people within the community. As a result, the scarce resources available to the organization for instance equipment, air-time, finances, personnel etc. become a site of intense struggle within and between

competing groups. Therefore, “the strength that listener support brings to community radio has the potential to undermine stations ability to serve the disparate tastes and interests within community” Howey (2005).

CIMA report also revealed that lack of finance, inability to maintain equipment and other factors such as stations being unable to pay electricity bill led to the closure of some stations. Although community radio is for people and by people, Mefalopulos (2008) challenges this concept and argues that local news can at a time be marginalized in favor of larger national news because of time or resources constraint whereby community broadcaster will just focus on general issues. Therefore community radio should give priority to local new/events especially those affecting the community.

Kenya was among the first African countries to own a community radio in 1982 in Homa Bay. However this station could not last and closed down after two years of operation. Since then it took the country many years to establish Radio Mangelete which went on air in 2004. A study by Costa da Peter entitled *The Growing Pains of Community Radio in Africa: Emerging Lessons towards Sustainability* revealed that the growth of community radio stations in Kenya and Rwanda is low compared to other African countries like Mali, South Africa, DRC, Malawi, Zambia etc.

A two day seminar held in Nairobi (2008) dubbed *The Way forward for community radio in Kenya*, identified challenges facing community radio in the country. These challenges include: Licensing whereby there has been no consistent policy to encourage a vibrant sector. Some communities may want to own a station however they are not able to afford license fee. The society has not been able to distinguish community radio from Vernacular commercial radio stations. Therefore there is need for awareness creation by the relevant authority concerning community radio. Another issue that was raised during that seminar was sustainability of community radio stations. There was need to address this issue to enhance the success of community radio stations in the country.

Other challenges include: Lack of proper training, especially of the volunteers, ownership aspect of community radio, where the community should be encouraged to own community radio. Community radio stations to improve on technology and embrace new technology for better

transmission as well as careful selection of words to be used on these stations to avoid creating tension or promote hatred. This was after vernacular radio stations were blamed for inciting 2007-2008 post-election violence.

2.1.2 Radio Mangelete

Radio Mangelete established in 2004 is currently facing stiff competition from FM stations broadcasting in local Kamba language the same as Radio Mangelete. The objectives of RM is to provide a platform for the community to engage in community development and to uplift their living standards, to promote community empowerment projects with a special focus on income generating activities for women and to enlighten the community on the local, national and international development issues. Just like any other community station, RM aims at achieving its goals by satisfying the community it serve. The station came up strategic plan 2011-2015 to help the station achieves its goals. Plans can be laid down however what is important is the implementation of these plans.

The station should be in position to address the needs of the community and encourage participation and debates as well as encourages the communities to come up with specific action plans to address issues raised in the discussions. Creation of awareness and sensitization of community for social change and transformation through listening groups is one away to reach out to the community. Mefalopulos (2008) maintained that good practice among community radio should be nonpartisan and nonsectarian and should be oriented to support the social development of the community they serve. He adds that community radio are service oriented and for them to achieve that, they are required to maintain editorial independence over and above legitimate restrictions applied to broadcast media. This will help to protect and sustain the expectations and input of the community they serve.

Radio Mangelete strategic plan 2011-2015 emphasize that the strategic considerations are the ways and means which can enable the station pursue all forms of sustainability without compromising its community development agenda. The mandate of community radio is to promote development at the grassroots by involving community members in seeking to bring about positive change in their living conditions and environment. Therefore RM has the role to play in improving the lives of Makueni community in various ways. Improving people's live

takes place in different forms for instance poverty eradication, education, health, better access to clean water, greater participation among others.

Through RM the management can identify priority issues from community members even if the participants/audience live in the remote areas, whether they are illiterate, poor, etc. and this may also help contributors to build self-confidence. Community radio exists basically to serve an underserved or marginalized community. Therefore the contribution of community members is valid irrespective of their status in the community.

2.1.3 Sustainability of Rural Community Radio

Lush and Urgoiti (2012) defined sustainability as the ability to keep something going either continuously or for a period of time. Rural community radio is a nonprofit information provider station to the community and just like any other broadcast station; rural community radio should be in a position to operate on daily basis. Sustainability of community radio is the biggest challenge most community radio go through. Lush and Urgoiti (2012) emphasize that community broadcasters, in rich countries as well as poor, struggle to sustain themselves.

Sustainability of community radio is mostly thought of in terms of finance; however this is not the case, there is more in terms of social and institutional sustainability. It is worthy to note that apart from management of staff and resources, and sourcing of funding for the sustainability of the community radio station, policy regarding its establishment and at times its mode of operation or guideline is also very important. Community participation that include developing of program content, giving feedback, volunteering, decision- making of various issues affecting the station enhance the aspect of ownership. On the other hand, good management by the leaders will contribute towards income generation by the station since the advertiser and donor will have trust.

i. Social sustainability

Social sustainability refers to community ownership of the station and participation in the production and airing of programs at both decision-making and operational levels. Buckley (2011) on the other hand defined social sustainability as the relationship between media organization and the community or audience it serves. There is more to this than simply getting

community members to use the equipment and to present programs. Community participation by member owning and controlling the station should be felt. The level of participation by community members is what is important. This will involve call-in or text messages to contribute towards specific issue being discussed on radio, content development, allocation of funds in various activities, annual meetings etc. Lush and Uργοiti (2012) suggest that community radio should have democratic processes to involve community members in station governance. Board members should be elected by community members through general meeting open to community members.

Radio Mangelete in their strategic plan 2011-2012 identified governing body and the structure of the station operation. There are Board Members, Board of Directors (BoD), Radio Management Committee (RMC), MCIDP Executive Director, Advisory Board among others but it is not clear who elects the Board Members. If community members are not fully involved in operation of the station, then they will develop mistrust towards those involved in any aspect of running the station. Community members should take part in developing of programs, financial matter of the station, new developments for instance purchasing of new equipment etc. Lush and Uργοiti (2012) adds that Listeners seem to have more trust in stations that endeavor to be open and transparent, particularly when it comes to finances; and this transparency encourages these communities to support their station financially. The communities also need to feel they have a say in their station's affairs, and can hold their station to account if necessary.

Mendel et al (2008) insist that support programs should recognize that social and other forms of sustainability are as important to the functioning and survival of community broadcast just like economic arrangement. Community radio depends on volunteers to assist in program making presentation and other activities. However social base, authenticity and responsiveness of the station to its audience are crucial factors that are strengthened by interactive programming and accountable and participatory management structures (Mendel et al 2008 pp. 221). He recommends that human resource development and capacity building in community radio and media in general should be encouraged as well as ownership and control of and access to media especially by disadvantaged groups.

Lush and Uργοiti (2012) address the issue of community participation and access and they agree that community participation in programming seems to go hand in hand with community

ownership. They question the assumption by the community stations that participation through interaction with their audiences through phone-ins, SMS lines and interviews is enough. However, participation in programming can and should involve much more than this. Stations can and should involve community members other than volunteers and station staff in the production of programs, and this should be done on a regular basis. They conclude that greater participation in programming can result in greater community ownership of the station, as communities will identify more closely with their stations.

Lush and Urugoiti (2012) suggest training of old members of the society; who are less likely to leave the station once they are trained so that they can run the station. By doing so, rural community radio stations can become more self-sustainable since they not incur cost of continuous training and this money can be channeled into other development areas. Policies governing the station should as well focus on placement criteria where volunteers can sign a contract that will allow them to work for a certain period before they can leave the station. This will reduce poaching and also the management will have enough time to replace those who might leave the station.

ii. Institutional sustainability

Institutional sustainability as defined by Buckley (2011) is about structural arrangement for operational management and governance that include accountability to a sustainably constituted and representative governing body. According to Gumacio it is the ways in which broadcasters function; station policies, democratic processes, management styles, internal relationships and practices, and partnerships with external agencies. This form of sustainability is influenced by the external environment, in particular the presence or absence of enabling laws, policies and regulations. Forming of policies to govern rural community radio should involve community members so that they can clearly understand laws governing the station.

The Kenya Information and Communications Act 2009 established a regulatory body (CAK) authorized to license all forms of media and community radio is among them. Community radio licensing goes through application process set by commission before the station is granted a license. Before the license is granted, the commission makes sure that the following is adhered to: the community of interests of the station, whether the persons or a significant proportion

thereof constituting the community have consented to the application; the source of funding for the broadcasting service; and whether the broadcasting service to be established is not-for-profit.

Other than licensing the commission also regulates media by controlling the importation, acquisition, manufacture and sale, letting on hire or other disposition of radio communication apparatus of any kind, or the possession, use or installation of such. Section 46 (I) of this Act urge community radio to be responsible and therefore they should provide responsible and responsive programming that caters for the varied needs and susceptibilities of different sections of the Kenyan community; ensure that Kenyan identity is developed and maintained in programs; observe standards of good taste and decency; gather and present news and information accurately and impartially.

Where there are controversial issues of public interest to be discussed, the broadcaster should make reasonable efforts to present alternative points of view, either in the same program or in other programs within the period of current interest; respect the right to privacy of individuals; respect copyright of any work or material. This means that community radio is responsible for the training and retraining of the stations staff. Although most of community radio staff members are not journalists trained, their conduct must adhere to code of ethics. This will help them avoid defamation and other issues that might infringe on other members of the community.

Radio Mangelete strategic plan 2011-2015 identified the key stakeholder in the governance and management of the station and they are as follows: The government, the Business community, the Civil society-NGOs, Faith-based organizations and Churches, MCIDP Groups, Donors/Sponsors, Staff, Listeners, Media Houses and Training Institutes. Identification of these groups may not bore fruits when they are not actively involved. The mentioned bodies should operate under democratic policies that will ensure the representation of local people at decision-making levels.

A report by Pringle and Subba for UNESCO (2007) on Ten Years On: The State of Community Radio in Nepal revealed that most of community radio had no policies to guide them in their daily operation and therefore a person appointed as managing director or station manager leads the station on a discretionary basis. The sector as a whole does not take advantage of management skills and knowledge or the good practices already present in the sector. Managers of community

radio stations should work towards achieving goals of the station just like any other enterprise. Through management, rural community radio should conduct evaluations to assess the progress of the station regularly. By doing so, they will know when the station is performing and where changes are required. Lush and Urgoiti (2012) established that many existing boards appear to be holding back their stations by not providing the leadership needed and expected of them.

Most boards are not involved in operational issues at all therefore communication between the board, staff and volunteers, and the community is generally poor and a source of tension. The trust of listeners, volunteers and secondary stakeholders is undermined in the process. There is lack of clear understanding of the roles that boards and board members should play, and the responsibilities they shoulder as a result. In addition, there were no policies in place to regulate board so that they can be held accountable by the community (Lush & Urgoiti 2012). Sometimes policies may be there however community members may not be aware of such policies either out of ignorance or lack of information on governance.

Buckley (2012) insists that engagement of the community in management as well as in content making is important. For better operation of the community radio, there is need of good and quality equipment as well as staff that are capable of operating the equipment. Buckley identified technical sustainability as important aspect in daily operation of the station. Therefore, technical support and know-how together with the selection of appropriate technologies that are robust, have low operating cost, easy to maintain and are replaceable. However he warns that community radio that lack reliable technical systems risk losing their audience, staff and support to other competing FM stations.

Environmental sustainability is another area the management should put into consideration. Buckley (2012) argues that environmental sustainability is relevant since communities face the challenge of climate change. Community radio should consider renewable energy like solar panel to be used when there is no power or when the cost of power is high, this will save on cost. Looking at geographical location of Radio Mangelete, solar power is highly recommended since the area is semi-arid. Similar views on technical sustainability, Lush and Urugoit (2012) revealed that stations are struggling to reach all of their communities as their transmitters are not powerful or effective enough. This is as a result of licensing restrictions or the quality of the

transmitter. Well managed station should consider improving their machines or equipment to clearly reach their audience without any interference.

Other than the Constitution, community broadcast operates under the African Charter on Broadcasting policy that is designed to determine the way broadcasting and information technology are organized or structured in African countries. The charter provides for a framework for broadcasting in every country which recognizes, among other things, a three-tier structure for broadcasting: public service, commercial and community. Policies are good since they give guidance, however these policies also need to be revised to accommodate changes that are taking place around the world. Most of these policies were established many years back and are being applied to date although countries are developing and many changes are taking place.

iii. Financial Sustainability

Rural community radio just like any other organization requires financial sustainability to enhance daily operation of the station. Community radio seeks to build economic model of sustainability in order to achieve success. Rural community radio has to meet financial ends by engaging in economic activities that can generate revenue (Buckley 2012, Lush & Urgoiti 2012, CIMA 2007 and Mefalopulos 2008). The income should be sufficient to cover the station's operational cost. As an enterprise which generates income, community radio makes savings. The savings are not profits and not shared among community members or the board. Rather, they are ploughed back into its operations to grow and sustain the station or into other activities that serve the community. For instance, the profit can be used to purchase quality equipment, train volunteers and establish new projects that will help the community.

Mefalopulos (2008) argues that financial sustainability of community radio lies on directors' management skills. The director must have the ability to mobilize resources and encourage community groups, grass root organizations and local business to provide ongoing financial support. Mendel et al (2008) has similar views when he says "financial sustainability for community radio is the ability to secure contributions from its own community" For instance developing sponsorship from the community groups for special programs they request. However the station can also mobilize funds from other sources such as public development agencies and

non-governmental organizations by offering a platform for social communication. Radio Mangelete is a potential community station that should carry out County development project announcements; since the community identifies with the station as their own and the message from the station is likely to be accepted.

Donors and other external agencies have been offering help for development of community radio and most of these stations relies more on donor support. However Mendel et al (2008) warns that “external donor usually end financial support within a few years and should not be considered a principle source of long-term assistance. Therefore rural community radio should find ways to sustain themselves when donors pull out. For instance in Canada, community radio stations draw their financial support significantly on direct support from listeners through on-air fundraising drives and membership schemes. For rural community radio stations in Kenya to avoid closing down especially when donors pull-out, they should learn quickly from other community radio who might have gone through such experience and establish mechanism that will enhance self-sustainability.

In addition, Pringle and Subba (2007) through their findings in a study conducted in Nepal established that external donors reinforce traditional pattern of social dominance through their support. Also the availability of donor funds has meant that some stations have by-passed local financial and moral support. Overdependence of rural community radio on donor especially foreign donors may encourage cultural imperialism and this will definitely interfere with the traditional cultures that the community values. Unique tradition the community holds may be interfered with in favor of the donor.

Although rural community radio stations need financial support, they should remain independent of government, donors, advertisers or other institutions. The relationship with such institutions must be clear, transparent and ensure the non-partisan community-service nature of the radio station. Radio Mangelete strategic plan 2011-2015 identified political interference as one of the threat the station is experiencing. Therefore the management should know how to maintain their independence when faced with such threat.

CIMA report (2007) insists that community radio should be able to continue functioning after the assistance projects end. The report suggests that all projects should respond to existing needs and

encourage input from the community to ensure a participatory, two-way exchange of information. Other than providing funds, donor can help community stations by teaching them how to generate revenue and make sure that they are stable before the end support. This will enable stations to continue on their own since they know what is required of them. This report warns that donors should be careful not to overbuild community radio stations. However, they should provide equipment and technological support appropriate for the local environment and compatible with the skills of the operating personnel, who are often volunteers. In addition sustainability of funding recipients should not be the primary objective of donors, funding strategies and models should encourage financial sustainability in the long run.

Lush and Urgoiti (2012) insist that financial sustainability is closely linked with trust communities have in their broadcast. Transparency is key just like it is in profit making organizations; since all stakeholders should be informed about profit made, loses incurred if any and the cause of the lose, how money was spend for the past year and balance carried forwards at the end of the year. Through this community radio station can budget according to what they have. On the other hand, it was revealed that donors cannot trust most community broadcasters to account for funds. The management should work hard to gain confidence as well as change mindset of the donor. Community radio stations are therefore encouraged to practice transparency to the community they serve as well as the donor. Availability of finance will enable the station to conduct regular research and get to know their audience well so that they can satisfy their needs through their programs.

Solution to financial sustainability by CIMA report (2007) is that “there should be a pooled resource fund or a microcredit loan system for community radio development that is not subject to the political or other priorities of a given donor” Through the management, the station should carefully design funding allocation strategies that should not distort the sector and not exclude community groups that may not necessarily fit into the legal definition of community radio but carry out such a mission. However, if rural community radio stations commit itself to social and institutional sustainability then financial sustainability will be achieved without difficulties.

2.2 Conceptual Framework

Rural Community radio station broadcast with the objective of reaching out to the community and address their needs by involving members of the community. The community should participate in all aspects of the community station, from establishment to management, administration to financing. Rural radio will provide unique accessibility for community members to contribute directly to address the community short- and long-term needs if all forms of sustainability are addressed. Therefore this study will conceptualize three important forms of sustainability of rural community radio. For rural community radio to become sustainable, the station has to succeed in all forms of sustainability. This will involve activities that will mobilize the right kind of resources.

Although the aim of rural community radio is to become sustainable, the station should provide quality service to its audience. Content verification before dissemination is important to ensure that what the audiences receive does not infringe on others rights or influence community negatively. In addition the station must maintains independence and play its role of serving the community. Sustainability will involve ability for station to perform through various activities put in place, flexibility especially by the changing needs of the community and good long-term plans by the management.

Although rural areas face many challenges like illiteracy, poverty, underdevelopment among others, through community participation community needs will be identified by members and these needs to be addressed through the programs. Developing of program content should involve community members. On the other hand the programs should change attitude and behaviors of the listener positively. In addition, community participation in governance, management and running of the station as well as giving feedback should be encouraged. This will build trust between the community and station hence fulfilling the aspect of community radio ownership.

Community involvement will bring about better understanding and clear difference between community radio and other vernacular commercial radio stations. However, participation aspect of rural community radio is not fully practiced since most of rural community radio stations do not know their audience. Rural community stations rarely conduct studies to determine their audience or to get latest information from the community so that the information from community members can help them package the programs as per the needs of the community.

Station governance and daily operation of the station will determine its success. The community can also actively participate in the management of the station and have a say in scheduling and content of the programs as well as other issues affecting the station. For instance, the audience may suggest a specific program to be aired at a particular time since they know at that particular time they will be listening. Regular training of the staff and volunteers to the standard will enable them to deliver and at the same time convince potential audience. Management is a determining factor of a rural community radio station impact and effectiveness. Good management will motivate staff and mobilize their attitude and approach to the work of community radio.

Through the station management, they should encourage community participation in terms of time and money. Community members will spend their time and take part in station activities for instance volunteering or developing content; however, the management should motivate them by mobilizing, organizing and managing community participation, in training participants as well as volunteer. On the other hand, the management should be aware of interest the volunteers for instance might have in return for the support they give to the station. Some volunteers may want various benefits, like training, gaining status within the community or using the station as a venue for possible future jobs.

Policies governing Rural Community Radio should strengthen both internal and external relationship and support to enable the station fulfill its mandate of developing the society. This can be achieved by partnering with other organizations within the community as well as around the globe. However the station must remain independent and strictly perform its functions.

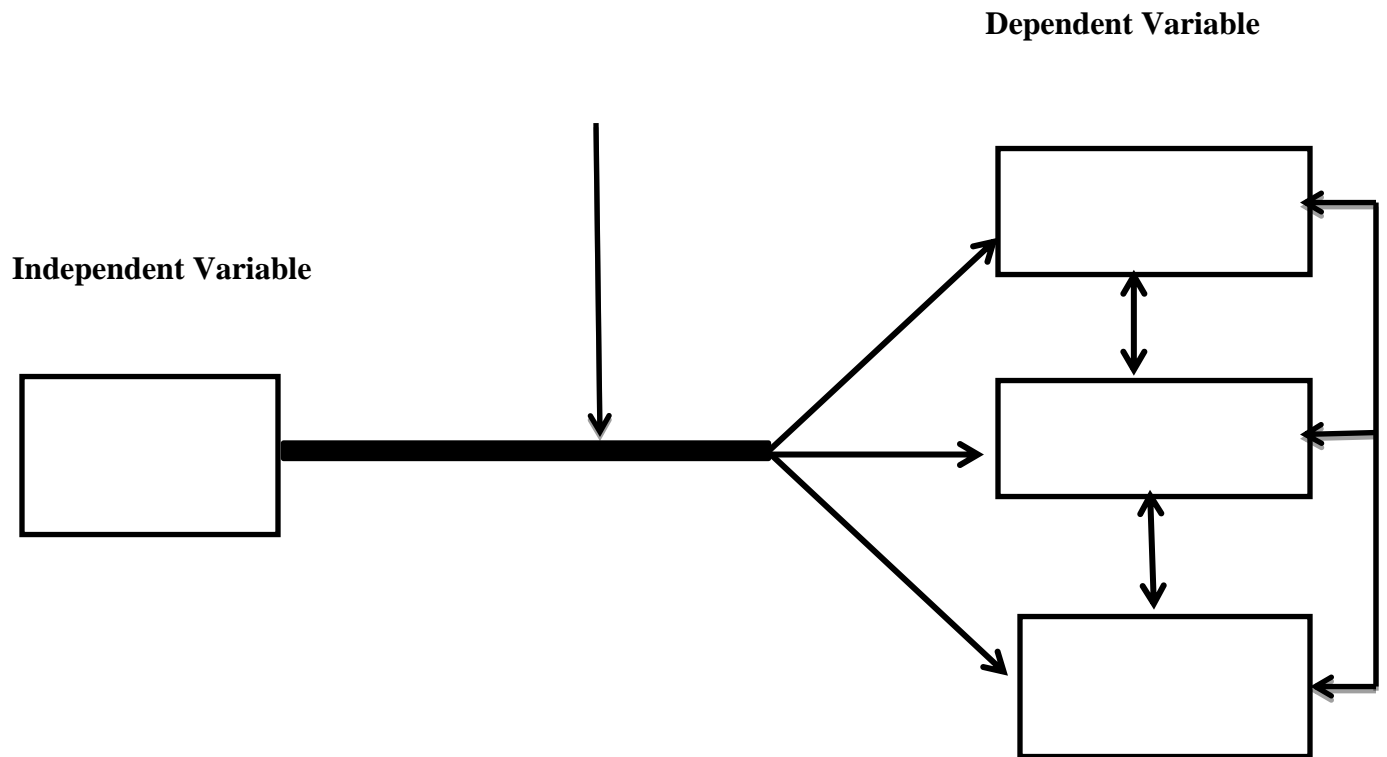
Financial sustainability of rural community radio can be achieved through mechanism put in place by the management to generate revenue. Putting in mind the non-profit aspect of community radio, profit is ploughed back into its operations to grow and sustain the station. Through program time selling, community marketing promotion, donors support, advertisement, community membership etc. can help a station to generate income. In-come generation of Rural Community Radio should be continuous. Implementation of plans to ensure financial sustainability of the station should be given priority. In addition, plans to be revised regularly since the needs of the community keeps on changing.

Financial support is what most people including employees and volunteers of community radio refer to as sustainability. Both donors and community media workers are more concerned about financial sustainability, and even more specifically, financial self-sustainability. However the success of rural community radio is based on all forms of sustainability. Donor funding has helped community radio but it is unreliable since it is usually short-term. Again, there is high possibility of donor influence in activities of community radio they fund. This is because donor is more concerned at the prospect of creating dependency. Therefore rural community radio stations should plan for sustainability differently using the concepts of social, institutional and financial sustainability as a framework. Social and institutional sustainability if well addressed will influence financial sustainability positively.

Figure 2.1- Conceptual Framework flow-chart

Challenges-Intervening Variable





**CHAPTER THREE
RESEARCH METHODOLOGY**

3.1 Research Design

Research design is the conceptual structure within which research is conducted (Kombo & Tromp 2010). It is also used to structure the research showing how all major parts work together to address the central research questions. This study was conducted through case study design that seek to describe a unit in details, in context and holistically. Case study according to Hancock &

Algozzine (2006) helps the researcher to understand the situation under investigation from the participants and not researchers perspective. Case study was relevant for this study because it allowed full investigation of the research questions about the social, institutional, and financial sustainability of Radio Mangelete. Radio Mangelete for this case was of chosen because of its geographical location as well as the years the station has been in existence as a rural community radio. Radio Mangelete located in Kibwezi District Makueni Country went on air on 22nd February 2004. Case study design allowed research process of context under investigation to take place in its natural setting.

Answers to community participation in decision-making of various issue that concern the station; management skills by the leaders and resource generation to enhance self-sustainability were arrived at through FGD's conducted in the village. This helped in determining the true picture of community involvement, the level of participation as well as critic of the station programs. Case study design allowed the use of multiple sources of evidence rather than relying on single source alone to enhance data credibility (Yin 2011). For instance, interviews, observation, document review and Focused Group Discussions provided rich information on what was being investigated.

3.2 Study Population

Kombo & The population of this study was residents of Makueni County Kibwezi Sub-County. However it was not possible to study the entire population of Kibwezi and therefore the study settled for sample.

Radio Mangelete reaches out to a population of 884,527 people and covers an area of 8,008.9 km². However the study was in Kibwezi Sub-County where the station is located and participant from the area represented the entire County. Respondents from Kibwezi Sub County enabled the researcher to acquire information from key informants who are within the area. In addition the research question of the study formed the basis of identifying the population the researcher got information from.

The individual in-depth interviews of twenty three representatives and two focused group of five people per group responded. This is because all these people contribute towards sustainability of Rural Community Radio (RCR). For instance community participation contributes towards

social aspect of sustainability, management skills contribute towards institutional sustainability while employees as well as community contribute towards financial sustainability of the station.

3.3 Sample Frame

Sample was drawn from the community members who are the audience, Radio Mangelete management team, employees, Volunteers, donors, Community leaders and scholars/media consultant.

Participants sampled from the group above represented the entire population in answering questions on social, institutional and financial sustainability of the station. They are as follows: participants from top management i.e. Member of Board, MCIDP Executive Director, Station Manager, and informal advisor.

Other responded were as follows: Finance manager, Producer, Editor, and Technician, volunteer, community leaders (Chiefs and MCAs) from two locations, womenleaders’ donors, Media Consultants, Communications Authority of Kenya (CAK), and Media Council of Kenya (MCK). However efforts to reach the third donor and Community Radio Association of Kenya (CRAK) did not bear fruits. The Community was represented by two Focused Group Discussions in MtitoAndei and Nthongoni locations. Demographics for participants was observed in terms of age and gender. Also selection of FGD participants was based on listenership of Radio Mangelete.

Table 3.1- Key informant

	Status	Institution
	Top management	

1	Members from Board of Director	Radio Mangelete
2	MCIDP Executive Director	Radio Mangelete
3	Station Manager	Radio Mangelete
4	Informal Advisor	K-Rep Bank Manager
	Employees	
5	Finance Manager	Radio Mangelete
6	Producer	Radio Mangelete
7	Editor	Radio Mangelete
8	Technician	Radio Mangelete
	Volunteers	
9	Volunteers	Radio Mangelete
	Community Leaders	
10	Chief	Kibwezi sub CountyMtitoAndei and Nthongoni Location
11	MCA	Kibwezi sub CountMtitoAndeiand Nthongoni Location
12	Women leaders	Kibwezi sub County
	Donors	
13	Two organizations each represented by one person	Kenya Wildlife Service World Vision
	Scholars	

14	Communication consultants	ECONEWS
15	Regulatory body	Communications Authority of Kenya (CAK)
16	Media Ethical Standards	Media Council of Kenya (MCK)
17	Focused Group Discussions	Audience/Listeners

Source: Researcher 2015

3.4 Sample and sampling technique

This study obtained sample from selected from a larger population in Kibwezi sub-county. The study applied purposive sampling technique where the researcher targeted specific people that were reliable for the study. Purposive sampling technique was relevant for this study since the researcher wanted to understand sustainability challenges facing Radio Mangelete.

Targeted participants provided information the researcher was looking for and key informants had special knowledge related to the study. For instance, Communication Authority of Kenya (CAK) and Media Council of Kenya(MCK) clearly defined their roles in support of sustainability of community radio in Kenya. To effectively have a clear understanding of rural community radio sustainability; communication consultants gave insight on all aspects of RCR sustainability.

3.5 Instruments

This study used interviews, Focused Group Discussions and observation. In-depth interviews were conducted and interview guide as a tool was used to gather information. Both closed and open ended questions were used to collect detailed information about sustainability of Radio Mangelete.

Focused Group Discussions on the other hand provided the required information and perception of the listeners within a short time. This method of data collection aimed at producing a lot of information quickly and was used to identify and explore beliefs ideas and opinions from

the community. The researcher got different opinion from Focused Group Discussion since participants had different worldview.

FGDs were used to assess needs, develop intervention, test new ideas and improve existing programs. Through Focused Group Discussion (FGDs) community clarified the question of participation by providing their view. This helped in determining the level of participation by the community. Through FGD's the researcher could evaluate the Station's programs and its impact on the community; provide a critique on programs as well as suggesting way forward. Participants who were both male and female were RM listeners. Unstructured observation was applied because the researcher wanted to understand behavior in their physical and social context.

3.6 Data Collection Procedure

Kombo & Tromp (2010) define data collection as gathering specific information aimed at providing or refuting some facts. The information was obtained from primary source through face-face interviews. Face-to-face interviews enabled the researcher to probe further and at the same time observe body language of responded. Some of the answers were recorded while others were noted down. On the other hand, Focused Group Discussions were recorded.

Table 3.2- Operationalization of Variables

Variable	Indicators
Social Sustainability	Community participation <ul style="list-style-type: none">• Ownership• Governance• Management• Content Development• Feedback
Institutional Sustainability	Management skills Governing policies <ul style="list-style-type: none">• House policy• Government policies Partnership with other organizations Training of volunteers
Financial Sustainability	Donor Advertisers Program sponsorship Call-in Text messages

Source: Researcher 2015

3.7 Data analysis and Presentation

Raw data was stored and recorded interviews and Focused Group Discussions were transcribed and stored as well. The researcher used thematic. Major themes were identified and categorized into related topics. Related information and relevant to research question and objectives were also identified. Coding system was developed based on collected data.

3.8 Ethical Issues

Ethical practice is about doing no harm and therefore the researcher ensured that confidentiality of responded was observed. Presentation of findings is based on data collected.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS OF THE STUDY

4.0 Introduction

This chapter focused on the demographic information of the respondents, presentations, interpretation and discussions of research findings. The presentation was done based on the research objectives.

4.1 Respondents

Interviews completion rates is the proportion of the sample that participated as intended in all the research procedures. The target population of 94% responded.

4.2 Demographic characteristics of Respondents

This section dealt with the demographic information of the respondents namely age, gender, level of education and occupation.

Table 4.1: Age

Age class	Frequency	Percentage
21-25	2	9%
26-30	2	9%
31-35	2	9%
36-40	6	26%
41-45	3	13%
46-50	3	13%
51 and above	5	22%
Total	23	100%

Source: Researcher 2015

According to the age of the respondents from interview was as follows: 26% were between 36 and 40 years, 22% were 51 years and above, 13% were between 41 and 50 years respectively. The remaining counterparts tied with each indicating 9% respectively. On the other hand, respondents from FGD's were between 23 and 33 years. The study implied that majority of the respondents were between 21 and 35 years for both interviews and FGD's

4.2.1 Gender

The study found out that most of respondents were male at 64% and female at 36%

Table 4.1– Education Level of Key informants

Factor	Frequency	Percentage
Primary	3	13%
Secondary	2	9%
College	6	26%
University	10	43%
Others	2	9%
Total	23	100%

Source: Researcher 2015

Regarding education level the response was as follows: 43% indicated university, 26% indicated college, 13% indicated primary, while the remaining secondary and others tied at 9%. The study concluded that majority of the respondents were drawn from university.

Table 4.3 – Occupation of Key Informants

Occupation	Frequency	Percentage
Volunteer at RM	3	13
Employees of RM	8	35
Community Leaders	9	39
Advisors to RM	3	13
Total	23	100

Source: Researcher 2015

Regarding occupation the response was as follows, 39% indicated leaders. 35% indicated employees while the remaining counterparts tied with each indicating 13% respectively. The study concluded that majority of the respondents were leaders.

4.3 Source of Finance for rural community radio

Other than donor support, respondents' on main source of income indicated advertisement followed by program sponsorship, donations, grants, fundraising, selling of greeting cards among others as source of revenue for RM. On-air adverts as well as recorded adverts ran by the station especially at prime time earns the station income. Grants from County government, individuals also recognized as friends of RM, organized events sometimes by the station or in concert with advertising partners generate income for the station. However, other respondents indicated that they are not receiving funds from donors since the beginning of 2015.

4.3.1 Advertisements

When asked to indicate their advertisers majority indicated business owners and local people within the community. Selling of airtime to business organizations willing to advertise their product with RM earns the station revenue for instance Mwireri Business organization. On-air advertisements common during breakfast show makes up revenue for RM. Organizations like Safaricom, institutions like schools and churches and Independent Electoral and Boundaries Commission (IEBC) advertise with RM. However respondents emphasized that adverts from IEBC is not frequent since such adverts are common during election period.

Small businesses like barbershops, dry-cleaners hardware's etc. who wish to reach the audience with messages about their products or services advertise with RM. Other respondents indicated announcements from County Government, Constituency Development Funds (CDF) also generate income for RM. Therefore the researcher concluded that the community advertises their product at RM.

4.3.2 Sponsorship-Donations and Grants

As per sponsor of rural community radio, majority of the respondents indicated donations, grants and well-wishers. For instance RM receives grants from County Government to help support various projects ran by the station. Catholic Diocese of Machakos for instance has been sponsoring religious programs aired at the station. *"We have friends who always support us when we call for help"* Africa Medical Research and Education Foundation (AMREF) has been sponsoring health programs although they are not very active for now. World vision on the other hand has been sponsoring programs sensitizing the community about children rights however they are not doing it this year since there was no budget allocated to it.

Some respondents indicated that some programs especially agricultural and health programs attract sponsors. *"Programs educating the society about good farming methods attract sponsorship"* Live programs especially for big events happening within the community also generate income for the station. Well-wishers within the community and other areas support the station financially through individual contributions. Leasing land to Safaricom, who have their booster erected on RM land, generate revenue for the station. Therefore the researcher concluded that RM gets financial support from the community.

According to respondents, partners like Kenya Wildlife Service (KWS) has contributed towards building sustainable relationship with the community bordering Tsavo West National Park through outreach programs aired on RM. Therefore KWS are among RM friends who support the station when in need.

4.3.3 Fundraising

Some of the respondents indicated that there are other means used by the station to generate income. Fund-raising events organized by the station generate income. The station invites the audience to support them by contributing any amount depending on individual capability. RM also organizes events in collaboration with celebrities, for instance Mangelete Night to generate income. The station generates revenue through ticket sales and merchandising. In addition, such events aim at attracting new audience as well as new advertiser. *“Radio Mangelete fans support us by paying gate fee to access entry to our events”* Sometimes the station organize for road shows which also aim at bringing in revenue.

The station also gets income through the introduction of computer classes where form four leavers are taught computer packages. They also offer internship to students at a fee of KES 2000 per month for three months. *“Sometimes we do Road Shows and by doing so we sale our services to the audience”* MCIDP members sometimes contribute towards boosting finance for the station. Some of respondents indicated that introduction of promotions like ‘Nzau’ Game helped the station to generate income.

When asked about activeness of audience, the respondents indicated very active audience through call or text to make their contributions on certain programs. For instance morning show, working hour, Digital flavor show, afternoon show and night show. Some respondent indicated that audience call in to request for songs. Other than participation, call-in and SMS’s generate revenue for the station.

4.3.4 Sale of Greeting Cards

The respondents also indicated that other than advertisement and program sponsorship, other sources of income for RM is selling of greeting cards. Listeners who wish to reach out to friends or relatives through radio program known as ‘Salams’ participants by purchasing greeting card.

Funeral announcement on the other hand generate revenue for station. Other respondents indicated that through call and text message sent by listeners to check one another, the station generate revenue out of that.

Respondents indicated that they are not reaching out to many people due to allocated coverage within the allocated area, there are few established business people resulting to low income from advertisement. Also, broadcast equipment for instance transmitter is not strong enough to allow them reach allocated region. They lack a standby generator forcing them to go off-air when there is no power. As organization, they have financial plans to help solve financial problems but these plans are not implemented due to lack finance. Therefore the researcher concluded that RM is facing financial sustainability affecting its performance. Poor performance is an indicator that RM is likely to lose audience to commercial vernacular broadcaster.

According to (Buckley 2012, Lush &Urgoiti 2012, CIMA 2007 and Mefalopulos 2008), Financial income should be sufficient to cover the station's operational cost. However this is not the case for RM whose income is low. Osiochru et al (2008) emphasize that financial sustainability for community radio is the ability to secure contributions from its own community.

4.4 Handling financial constraints

When it came to handling financial constraints the respondents agreed that RM involves Community leaders and County leaders' e g "We involve County Rep to strategize how we can solve financial issues" Some respondents indicated management team strategizes on the way forward for example seeking help from government, Governor, Business people among others.

Others respondents indicated that RM organize for fundraising to raise money. They sometimes borrow from the bank. *"This year we borrowed from K-REP Bank to purchase transmitter"* in addition, payment of employees is not on monthly basis; sometimes is by installments and the budget is done depending on cash available. To solve employees delayed payment, audience and well-wishers were requested to help solve the problem through fundraising. *"Some two months ago RM asked us to contribute some cash for house rent for employees"* Some indicated that they sometimes sale some of their assets to get money.

4.4:1 Plans to enhance self-sustainability

Majority of respondents agrees that there are plans to enhance self-sustainability. The findings concluded that there are plans to enhance self-sustainability although most of plans are not implemented. Some of the plans implemented include: Mashabiki day where audience come together and contribute towards financial sustainability of the station. This applies also to local leaders who are also part of audience. They also participate in financial management trainings to ensure that the station is financially stable.

The respondents indicated how they improve sustainability by educating the community, through programs, trying to find partners to support the station by writing proposals, request for wider coverage to reach more audience. RM has resolved to selling of sponsored programs not only in Kenya but to other countries. On the other hand, some respondents indicated that plans are there but not implemented because of the following challenges: MCIDP groups is not willing to accept advice like selling of share to improve sustainability. Management team has failed to play its role due to poor management skills.

4.4.2 Sustainability challenges in the organization

When it came to sustainability challenges in the organization the majority of respondents said, financial, followed by institutional and social. RM is concerned with fewer adverts they are receiving. As organization, they have financial plans to help solve financial problems but these plans are not implemented due to lack finance. Some of the respondents indicated that the station goes off air more often scaring away advertiser who fear for their product not being advertised. Also going off air gives audience options to tune to other stations.

Due to financial problems, employees are poorly paid and also payment is not on time demotivating their performance. In addition, the station is not able to retain employees for lack of finance. For this reason, commercial vernacular speaking radio stations poach most of professionals from the RM. *“I use to send SMS and even call the station but now I am not doing it because the presenter who used to bring the program left the station”*

Institutional sustainability challenges are due to lack of professionalism in management team. *“The station needs people with knowledge who understand leadership to head this station”*

Some of the community members want new owners. *“Those women groups should not lead since they are not well knowledgeable in leadership skills”*

On Social challenges respondents indicated that RM is no longer reaching out to its audience to seek opinion. *“Like there was a time when they came to where I was working and asked questions concerning the station; but now days we don’t see them”* Majority of respondents indicated that RM does not involve its audience in content development. Therefore the study concluded that RM does not involve audience in their activities.

4.4.3 Radio Mangelete sustainability

When asked to comment on radio Mangelete sustainability majority indicated that RM is not able to sustain itself while the few indicated that the station is capable of sustaining itself. The study concluded that radio Mangelete is not able to sustain itself. The reason given by respondents is that the station lack quality management which has resulted to donors pulling out due to lack of accountability. *“The station lack clear defined roles that are overlapped within the management team leading to wrangles”* Poor management is as a result of illiteracy level within the management team. They lack quality staff and quality programs since they are not able to pay their employees well, resulting to employees opting for better pay in commercial vernacular broadcasting stations.

The station is struggling especially when donors pulled out clearly indicating that there was overdependence on donor support. Mefalopoulos (2008) argues that financial sustainability of community radio lies on directors’ management skills. The director must have the ability to mobilize resources and encourage community groups, grass root organizations and local business to provide ongoing financial support. According to respondents, RM management lack skills, and also the management team is facing wrangles, affecting their ability to mobilize the community.

The MCIDP group lacks other income generating activities to supplement donor support. The community is poor and cannot support the station. The station lack advisory board and therefore problems take long to be solved since they seek advice from informal advisor. However some respondents had opposing views and gave the following reasons: management can improve on

management skills; however the station requires strong managerial plans. It should not be a community radio station because the community itself is not able to support it

The following are comments given concerning self-sustainability of rural community radio in Kenya. They are:-There is need to increase coverage in order to reach to wide audience. *“Coverage is very small and within covered area there are few established business persons who can advertise their products with us”* therefore there is need for wider coverage. Community Radio should find ways to generate revenue. Therefore there should be change of mindset and engage in income generating activities rather than relying on handout. *“There is need to diverse since this is a unique and good initiative for women like them”*

Generating revenue is a challenge to community radio stations since the stations cannot compete with commercial station. It should not be a community radio station because the community itself is not able to support it. Volunteers to be given incentive as a form of motivation since more than half of community radio staff are volunteers. Both National and County government should intervene and put leadership structure in place.

4.5 Relationship with radio Mangelete

When it came to relationship with radio Mangelete some respondents indicated good as they do announcements/adverts at the station and are the neighbors to the station and the station belongs to the community. *“This is the station that we associate with well because it is the first Kamba station.”* Despite the challenges the station is facing; some respondents indicated that they have good relationship with the station. *“The station is good and we love it however they let us down most of the time, they go off air without alerting us”*

4.5.1 Addressing Community needs

As per addressing the community needs most of respondents agreed that RM address their needs. The reasons given are that the use of local language informs everyone within the region, they make the community aware of issues affecting them, however there is concern that the station is not reaching out to the entire community due to lack of finances. They have programs that address the needs of the community. For instance, listeners are taught about good farming methods through agricultural programs aired at the station.

The station also helps community to look for market for goods boosting their business. Respondents indicated that RM has been used to solve conflict between human and wildlife whereby the community gets alerts whenever wild animals sneaks out of the park and the community is urged to report to KWS incase wild animals invade their farms. The introduction of computer classes at the station is well received by the community since most of form four leavers are engaged reducing chances of them participating in unwanted behaviors. Some work at the station as volunteers learning new skills before they join higher learning institutions.

4.5.2 Building understanding of needs by the station

On the above variable the respondents indicated that they have various ways of building understanding. Some work with the station at a certain level for instance issues to do with theft in the community or if there is something they want the community to know. Some respondent indicated that they approach the station when they want to address issues. *“Through the station we address the changes that we want to take effect in our group, for instance increase of amount in our table banking”*

Some love to empower women therefore they use the station to teach women ways of generating income without depending on their husbands for help. Through Annual General Meeting (AGM) they address issues affecting both the community they serve as well as management. We present our views by sending SMS's calling the station or during Mashabiki day; but it is unfortunate that they never address these issues. *“I raised the issue about 'Nzau' game (promotion) that ended few months ago and we never got to know the winner but up to now there is no answer”* On the other hand, respondents indicated that RM should be the watchdog of the community in case of any changes therefore, they should be key people to bring changes to the society.

4.5.3 Community Involvement

Majority of the respondents indicated RM does not involve them in various activities. The findings concluded that RM does not seek views concerning station activities reasons given is that some years back the use to but with the new management, they are not. *“Before this management got into the office, they use to come to the community and seek our views; however with new management we don't see them”* In most cases they consult the owners i.e. the 33

groups but not the community. They are not involved; however only intervene when there is anything that affects code of ethics.

On community radio decision-making, the responses were as follows: there are no resources to reach the community, therefore community is not involved. They discuss over the radio for instance they have AGM where the community is invited. Some respondents indicated that during such meeting only 33 groups are invited and not the community. Some respondents are fully involved especially in licensing. “We decide who gets and who does not get license” Some respondents are not involved in decision-making but only give advice

4.5.4 Community involvement in content development of programs

On the issue of involvement in content development of various programs aired on the station, the community is not involved according to majority of respondents. The researcher concluded that the community is not being involved in content development of various programs aired on the station. They indicated that RM lack funds to enable them reach out to their audience. On the hand, some responded agreed that they are involved in content development through field officers who do inquire. *“Sometimes they ask for our input; however this depends with the leadership at that particular time”*

In addition, community is not represented in management of the station according to majority of the respondents. The study revealed that most of the community members are not represented in the management of the station. However the few respondents indicated that other than the 33 groups, the community is represented by their chairperson and in addition, the community is represented by officials in all committees.

Some of the contributions towards radio Mangelete sustainability given by the respondents are that they give ideas on programs and adverts which they pay for. Through the 33 groups, they have plans to have other income generating activities. *“We have other projects that are meant to improve sustainability of the station, for instance goat rearing project supports the station”* Some respondents provide security and ensure that the community is cohesive about the functions of the station. They also encourage entire community especially those who are not among 33 groups to work together and support the station. Some make their contribution by

participating through sending SMS's or calling. *"I love morning show and I send SMS to contribute towards topic of discussion"*

As per the impact of RM programs, majority of respondents expressed positive impact. The study revealed that Mangelete has changed the lives of its audience. Reasons given are: The station creates awareness on different issues happening in the society. Some respondents indicated that ownership aspect has changed perspective of people towards radio who had stopped listening to radio. They inform and educate the society through the radio and people get to learn from programs for instance some programs on agriculture (livestock farming) has changed people's lives. Leaders have been using the station to reach out to people for instance solving conflict between them and Maasai through RM. The community was encouraged to live peacefully. Other respondents indicated that the impact was low because of policies governing community radio for instance; they are not allowed to air some content like BAT adverts which is a challenge.

4.5.5 Management skills

When asked to respond on how active are the board members of rural community radio. They said that they are active, they avail themselves whenever they are needed; however they have lost hope because the intention of starting a station was to make a profit. They meet whenever there are urgent issues to be addressed. However the constitution stipulates that board member should meet once in three months.

On leadership and seminars, the respondents indicated that it is now over one year since board members were elected and since then they have not attended one. Some indicated that they have not attended any leadership forum since they were elected one year ago and finally some said they have been having leadership forum, capacity building forum sponsored by organized by KCOMNET. The researcher concluded that not all board members have attended seminars therefore new elected members to attend seminars immediately they join board.

4.5.6 Change of daily operation

When commenting on daily operation change on the station the respondents indicated board of management which lack expertise therefore there is need for a private unit to run as board even

for a year then they will see changes. “The station need individuals with knowledge who understands leadership to head this station” Being a project of so many groups, decision-making is a challenge compared to a partnership where decision-making is narrow therefore RM is encouraged to partner with other organizations. The community is urged to be always active but not relaxed.

Wrangles between board members who are looking forward to benefit should stop since this is affecting the station. “Media management requires impact and this is what the current management is lacking” Two levels of leadership for example ownership and management, the two should be separated. The chairperson should not be doing everything and the locals to be involved through representatives. The leaders of the group are the same in the management team, this need to be changed. There is need to expand outreach to cover the whole County and also to change transmitter to reach out to allocated area. As a matter of urgency, purchasing of standby generator in case there is no power should be given priority.

Comment on Rural community radio, the respondents said that there should be change of mindset and engage in income generating activities. There is need for a private board to run the station, to enable the station to be stable just like before ECONews ended their support when they closed down. The issue of relying on handout is affecting the station and this should be changed. There is also need to involve community in content development and to build confidence within the community.

There is need to involve stakeholders like County government that can help in empowering the station. All leaders and public institutions should take part to ensure that RM performs well. The 33 women groups to involve their husbands since men will help them when they realize weakness; this is because wealth belongs to men. Board lack skills therefore there is need to engage board members with skills. Management team should be educated to ensure that the station can sustain itself without depending on NGO's for support. Rural Community Radio should encourage professionalism. Community to own the station and set goals that will lead to success. The County government to become one of the stakeholders, because government is part of the community and should ensure that rural community radio runs well.

Rural community radio stations are good and they should be empowered to sustain development. RCR should focus on programs that highlight community problems, address needs not highlighted by private or public broadcaster and avoid politics. There is need to identify the needs of the community and address them because needs are different depending on where the station is located or the outreach. For instance the needs in Kisumu will not be the same as the needs in Ukambani. Communities living around these Radio stations must be encouraged to own and to have confidence in the Station. They must also see themselves as sponsors or partners.

4.6 Rural Community Radio Staffing

When asked about RCR staffing i.e. employees/volunteers, respondents gave the following views: Majority of employees are not trained journalists and are inadequate i.e. both journalist and technician. They are not well paid because community radio stations do not have money to pay staff and as a result, they retain poorly skilled staff hence poor content development as well as copying of what private stations are doing. Due to poor skills, they are not able to create relevant programs for the community. RCR depends on sponsorship or the very little revenue generated through advertisements therefore poorly paid employees are exposed to hand out from leaders who may want favor in return.

On volunteers, respondents said, they are not trained and they are residents of the community the station belongs to. *“Volunteers without skills may be passing time so it doesn't matter for them whether they have impact or not”* Lack of motivation has affected volunteers performance. Some respondents indicated that Volunteers tend to enjoy working at community radio stations because most of them are either students hoping to gain experience and later move to other organizations, or researchers doing some kind of study. However some said that volunteers work closely with the community.

4.6.1 Policies and regulation of rural community radio

On the issue of policies and regulation of rural community the response was as follows: Majority of the respondents indicated yes. *“RCR are bound by law (constitution) however, they do not follow because they are not exposed to it”* In addition, other than state laws, the station has its constitution. *“We have a constitution, laid down policies that govern the station”*

Some respondents indicated that some employees have neglected the rules and therefore they do not practice self-regulation. *“Those who went to college they know what they are supposed to do and they know when they are overstepping their boundary, but some of these people don’t care”* In many cases they do not follow or adhere to self-regulation because they are in essence independent from the station. The researcher concluded that policies are there however, they are not followed.

Respondents indicated that there are policies put in place to regulate board members. Just like any other organization, they have policies that guide them. *“The policies are there as to whether they are followed, that is a different question”* Some respondents indicated that policies like for instance the station is supposed to be ran by the community for the community. *“But I don’t know whether it is very easy to implement these”* On the other hand, some respondents said, *“On paper they are policies, but in practice most policies are ignored and some unwritten rules followed and it varies from station to station”*

4.6.2 Rural community radio professionalism

Table 4.4: Training of staff and volunteers

Respondents	Frequency	Percentage
Yes	7	58%
No	5	42%
Total	12	100%

Source: Researcher 2015

On the issue of training for staff and volunteers out of 12 key informants interviewed, 58% of the respondents indicated yes while 42% indicated otherwise. The study revealed that most of the staff and volunteers are being trained. They are trained by organizations like UNESCO. They offer training to both employees and volunteer. Like the executive director and the station

manager have been to Tanzania and South Africa for training. However this is not the case for board members and staff.

4.6.3 Resource Centre in Kenya that Manages skills and knowledge

On resource center in Kenya that manages skills and knowledge the response were as follows: Organizations like KCOMNET EACOMNET offer a series of training of staff and management of community radio station. In addition, UNESCO on the other hand offers short courses for community radio. ECONews used to train CR before they closed down. “My former employer ECONews was training community radio station staff but we only managed to train very few less than five” Other respondents indicated that there is no specific institution that exists but the Media Council of Kenya (MCK) has resource center with material as well as CAK. Also CAK provides funds and training to support local content development (Universal Service Fund). Other organizations like BBC, and now Radio Deutsche Welle supports Community Radio stations by providing basic training and skills sets for running their stations.

4.6.4 Training institutions partnership in training

When asked to comment on training institutions partnership in training all respondents indicated that there is no training institution RM had partnered with. The study concluded that there is no partnership between station and institution regarding training. Respondents indicated need for partnership to help improve skills especially for new employees as well as volunteers.

However respondents indicated that RM seeks outside support to improve on station programs. Organizations like UNESCO facilitate training. However the impact is not as expected and therefore training institutions like Kenya Institute of Mass Communication (KIMC) is urged to opt in and support in training to improve on programs. Therefore the researcher concluded that the outside support received is not enough to improve on RM programs.

When asked about whether the station carries out monitoring and evaluation to assess station progress, respondents indicated no. Some years back UNESCO used to carry out monitoring and evaluation and the station gets report. Some said through meetings they can assess the progress however there is no written report. Also assessment can be done through AGM meetings

whereby since the new board was elected one year down the line, they have only had one AGM meeting.

The survival of rural community radio depends on all aspect of sustainability. Osiochuru et al (2008) urges support programs to recognize social, institutional and technical sustainability as important aspects for the survival of community radio as economic arrangements is often required over a period of time

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the study. The prime objective of the study was to assess main challenges towards rural community radio sustainability and how these challenges can be overcome.

5.2 Summary

Regarding source of financefor rural community radio; advertisements, program sponsorship, donations, grant's, fundraising and well-wishers are means RM use to generate income. The study concluded that the community advertises with RM. It is clear that business persons as well as individuals within the area the station serves advertise at RM. Through the program sponsorship, RM generates income. In addition, they receive grants from County Government to help support various projects ran by the station. Catholic Diocese of Machakos sponsoring religious programs aired at the station. Well-wishers within the community and other areas support the station financially through individual contributions. The station also airs live events especially big events in the community.

Fundraising events organized by RM help the station to raise money. Sometimes the station organizes for events in collaboration with celebrities, for instance Mangelete Night roads shows etc. to generate income. The station generates revenue through ticket sales and merchandising. Sale of greeting cards also generates revenue for station. They also revealed that RM has very active audience who call the station or send messages thus contributing towards financial sustainability of the station.

The study revealed that although the station is engaging in income generating activities, the income is low and therefore the station is not able to sustain itself. In addition, the little income is not well distributed due to poor management skills. They are not reaching out to many people within the allocated area due to poor equipment. For instance they lack standby generator, they have low quality transmitter affecting their transmission. Also the station is struggling especially when donors pulled out clearly indicating that there was overdependence on donor support.

When it came to handling financial constraints the respondents indicated that they involve Community leaders and County leaders. For instance they involve County Rep Governor, business people among others to help strategize on the way forward concerning finance. However the audience is left out affecting social contribution towards self-sustainability. In addition, RM organizes for fund raising to solve financial issues affecting them. They sometimes borrow from financial institutions like K-REP Bank to solve problems at hand.

Regarding plans to enhance self-sustainability, findings concluded that there are plans to enhance self-sustainability although most of plans are not implemented. Other than programs, RM is working on other means to improve sustainability for instance, approaching sponsors/partners by writing proposal, request for wider coverage to reach more audience. Request to increase coverage could increase income especially from new advertiser; however this could not be achieved because RM lacks quality equipment to enhance outreach. Some of the contributions towards radio Mangelete sustainability given by the respondents are that they give ideas and pay for adverts.

Some respondents provide security and ensure that the community is cohesive about the functions of the station. They also encourage entire community especially those who are not

among 33 groups to work together and support the station. Some make their contribution by participating through sending SMS's or calling. Through the 33 groups, they have plans to have other income generating activities.

RM is facing a lot of challenges due to poor management skills as revealed by the study. Wrangles' being experienced in the management team is a contributing factor towards poor performance of the station. The station lack clear defined roles that are overlapped within the management team leading to wrangles. Poor management is as a result of illiteracy level within the management team. They lack quality staff and quality programs since they are not able to pay their employees well, resulting to employees opting for better pay in commercial vernacular broadcasting stations.

Respondents also indicated that RM is no longer reaching out to its audience to seek opinion. Majority of respondents indicated that RM does not involve its audience in content development. Therefore the study concluded that RM does not involve audience in their activities. The study concluded that radio Mangelete is not able to sustain itself. The reason given by respondents is that the station lack quality management that has resulted to donors pulling out due to lack of accountability.

It is not clear whether the community is or is not being represented in management of the station. Some represented indicated that community is not represented since they have never known any person representing them. On the other hand, some respondents indicated that the community is being represented. The community is represented by officials in all committees.

When it came to relationship with radio Mangelete some respondents indicated that they have good relation with RM since they advertise their products at the station. In addition they are the neighbors and also they have feeling that the station belongs to the community.

The study concluded that RM addresses community needs. Some of the reasons given were, The reasons given are that the use of local language informs everyone within the region, they make the community aware of issues affecting them, however there is concern that the station is not reaching out to the entire community due to lack of finances. They have programs that address the needs of the community. For instance, listeners are taught about good farming methods through agricultural programs aired at the station.

The station also helps community to look for market for goods boosting their business. Respondents indicated that RM has been used to solve conflict between human and wildlife whereby the community gets alerts whenever wild animals sneaks out of the park and the community is urged to report to KWS incase wild animals invade their farms. The introduction of computer classes at the station is well received by the community since most of form four leavers are engaged reducing chances of them participating in unwanted behaviors. Some work at the station as volunteers learning new skills before they join higher learning institutions.

To help solve social sustainability challenges, there was need to build understanding of needs by the station now that the needs keep on changing. Therefore some of respondents work with RM at a certain level for instance issues to do with theft in the community or if there is something they want the community to know. Some respondent indicated that they approach the station when they want to address issues.

When asked about RCR staffing i.e. employees/volunteers, the study revealed that Majority of employees are not trained journalists and are inadequate i.e. both journalist and technician. They are not well paid because community radio stations do not have money to pay staff and as a result, they retain poorly skilled staff hence poor content development as well as copying of what private stations are doing. Due to poor skills, they are not able to create relevant programs for the community. Volunteer on the other hand, without skills may be passing time so it doesn't matter for them whether they have impact or not. Lack of motivation has affected volunteer's performance

On the issue of policies and regulation of rural community the study revealed that there are rules guiding RCR activities however they are followed because majority of employees are not exposed to it. Some of RCR are overstepping their boundaries out of negligence. There are policies put in place to regulate board members, however is not clear whether they are followed. Therefore the study concluded that policies are there however, they are not followed.

On the issue of training of staff andvolunteers the study revealed that most of the staff and volunteers are being trained. They are trained by organizations like UNESCO. They offer training to both employees and volunteer, however this is not frequent for now. The study revealed that there is no specific institution that makes skills know-how and knowledge available

to RCR. Also CAK provides funds and training to support local content development (Universal Service Fund).

5.3 Conclusion

Findings from the study concluded that most of the respondents were male while majority of the respondents attained University education. The study concluded that RM source of income is from advertisement, program sponsorship, donations, grants, fundraising well-wishers etc. Business people as well as individuals advertise their products with RM. Income from County Government; in form of grants, fundraising, entertainment, roadshows, and sale of greeting cards all generating revenue for the station.

The station also earns income from live broadcast especially for events happening in the society. The study also revealed that RM has very active audience who call the station or send messages thus contributing towards financial sustainability. It is clear that RM is not able to sustain itself even though the station is engaging in income generating activities. They are not reaching out to many people within the allocated area due to poor equipment. It is a challenge for RM to broadcast to allocated area due to poor equipment yet there is in need for more coverage allocation from the authority. The station is also the struggling especially when donors pulled out clearly indicating that there was overdependence on donor support.

RM has measures put in place to enhance self-sustainability by involving Community leaders and County leaders. For instance they involve County Rep, Governor, and business people to help strategize on the way forward concerning finance. However, the community is left out in such activities emphasizing lack of ownership by the community. Strong community support is fading since the community feels excluded. On the other hand, scarce resources available could be the cause of struggle for RM. They also borrow from the bank to solve financial issues facing them. Other activities directed towards financial sustainability include: payment for adverts and proposal writing.

Findings concluded that there are plans to enhance self-sustainability however; most of the plans are not implemented. The study concluded that sustainability challenges of RM are due to poor management skills, lack of qualified staff and lack of quality programs affecting the performance of the station. Due to poor payment, journalists opt for better pay in commercial vernacular

stations. RM is not reaching out to its audience to seek opinion regarding programs development. In addition, community is not involved in decision making of station activities. Therefore the study concluded that radio Mangelete is not able to sustain itself. This is because of to lack of accountability by those responsible scaring away donor as well as potential donor.

Study concluded that there are policies and regulations guiding RCR activities however they are not followed since majority of staff/volunteers are not exposed to it. Failed responsibilities out of ignorance may result to harmful consequences. For this reason, journalistic values should always be observed regardless of the type of the station one is working for. In addition, journalistic value affects content development as well as credibility of the journalist. The study revealed that there is no specific institution that makes skills know-how and knowledge available to RCR.

5.4 Recommendation

In line with the findings and conclusion of the study, the researcher made the following recommendations: There is need to improve on financial generating activities of rural community radio. However this can be achieved through good management. There is need for RM to reach out and involve the community in especially now that audience is almost loosing hope. There is need to improve on management skills, since the study revealed that there is lack of professionalism in the management team. Training of staff volunteers should be frequent. There is need to improve in the understanding techniques in deficiency in programs. There is need to identify the needs of the community and address them because need are different depending on where the station is located or the outreach.

There is need to improve on policies and regulation of rural community radio in Kenya, like regulating board of governors of rural community radio professionalism. There is need for Communication Authority of Kenya (CAK) to ensure that rules and regulations are followed and also the station itself to ensure that the constitutions (board and national) is respected by doing

what is required as stipulated by the law. Both staff and volunteers to taught about media ethics. There is need for more media institutions to help in training of CR staff and volunteer.

There is need for Radio Mangelete to partner with training institutions to help in training of staff and volunteers on content development. Finally there is need for National Government to help RM solve leadership wrangle since County Government of Makueni is also in wrangles.

Sustainability challenges of community radio RCR in Kenya can be investigated further by comparing world community radio stations that are doing well and learn from them

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APENDICES 1: INTERVIEW GUIDE

Interview Guide for employees/Volunteers

How does Radio Mangelete generate financial resources for their sustainability?

Introduction

My name is Doreen Busolo Masters student in Mass Communication at the School of Journalism (SOJ), University of Nairobi. I am conducting research on Quest for Social, Institutional and Financial Sustainability of Rural Community Radio in Kenya. You have been purposively identified to participate in this study because you possess special knowledge on Rural Community Radio Sustainability.

The information given herein will be treated with strict confidentiality. The identity of the respondent and all matters connected with it are confidential and shall not be disclosed to any other person.

DEMOGRAPHIC INFORMATION

SECTION A

1 Name

2 Age.....

3 Gender

a) Male

b) Female

4 Level of Education attained

a. Post graduate Degree/Diploma

b. Graduate

c. Secondary Education

d. Primary Education

e. Others (specify).....

5. Current occupation.....

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SECTION B

1. Source of financial income for Rural Community Radio

- Who is your Financier?

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- What is your main source of income?

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- Who are your advertisers?

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- Do the community members advertise their products with you?

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- Other than advertisements, are there other sources that generate income for the station?

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- How often does your audience call or text to make their contribution on certain programs?

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.....

2. Sponsorship of Rural Community Radio

- Are there other individuals or organizations that support the station operations in a way that brings value?

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- Other than sponsor, does the station have other means used to supplement financial income for the station?

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- According to your knowledge, has the station brought in outside support to help generate revenue? If yes which one?

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3. How does the government of Kenya support Rural Community Radio?

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4. As organization, how do you handle financial constraints?

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5. Plans to enhance self-sustainability

- Are there plans put in place by the organization to enhance self-sustainability? If yes for how long has these plans been there and has any of these plans implemented?

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- What are you doing to help improve sustainability of your station?

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6. What is the biggest sustainability challenge do you face as an organization? And how do you plan to address it?

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7. In your view is Radio Mangelete capable of sustaining itself? If yes how? If no Why?

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Conclusion

Is there anything about Rural Community Radio sustainability that you would want to comment on as we conclude the interview?

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APENDICES 2: INTERVIEW GUIDE

Interview guide for donors

To what extend does radio Mangelete depend on donor support? Are there measures put in place by the station to enhance self-sponsorship?

Introduction

My name is Doreen Busolo Masters student in Mass Communication at the School of Journalism (SOJ), University of Nairobi. I am conducting research on Quest for Social, Institutional and Financial Sustainability of Rural Community Radio in Kenya. You have been purposively identified to participate in this study because you possess special knowledge on Rural Community Radio Sustainability.

The information given herein will be treated with strict confidentiality. The identity of the respondent and all matters connected with it are confidential and shall not be disclosed to any other person.

DEMOGRAPHIC INFORMATION

SECTION A

1 Name

2 Age.....

3 Gender

a) Male

b) Female

4 Level of Education attained

a. Post graduate Degree/Diploma

b. Graduate

c. Secondary Education

d. Primary Education

e. Others (specify).....

5. Current occupation.....

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SECTION B

1. Reasons for sponsorship

- As a sponsor, what is the reason of funding radio Mangelete

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- For how long have you been sponsoring Radio Mangelete?

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- For how long do you intend to sponsor Radio Mangelete?

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2. Rural Community Radio source of income

- Other than sponsor, does the station have other means used to supplement income of the station?

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- Are there plans put in place by the organization to enhance self-sustainability? If yes for how long has these plans been there and has any of these plans implemented?

.....
.....

3. What do you think can be done to enhance self-sustainability of Rural Community Radio in Kenya?

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4. What are you doing to help improve sustainability of Rural Community Radio stations in Kenya?

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5. In your view, is Radio Mangelete capable of sustaining itself? If yes how? If no why?

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6. What is your advice on self-sustainability of rural community radio stations in Kenya?

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Conclusion

Is there anything you would like to add/comment concerning self-sustainability of Rural Community Radio in Kenya as we conclude the interview?

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APENDIX 3: INTERVIEW GUIDE

Interview guide for the community/ Community leaders (MCA, Chief, women leaders)/ FGDs

What are the challenges facing rural community radio towards achieving social sustainability? And how can they overcome these challenges?

Introduction

My name is Doreen Busolo Masters student in Mass Communication at the School of Journalism (SOJ), University of Nairobi. I am conducting research on Quest for Social, Institutional and Financial Sustainability of Rural Community Radio in Kenya. You have been purposively identified to participate in this study because you possess special knowledge on Rural Community Radio Sustainability.

The information given herein will be treated with strict confidentiality. The identity of the respondent and all matters connected with it are confidential and shall not be disclosed to any other person.

DEMOGRAPHIC INFORMATION

SECTION A

1 Name

2 Age.....

3 Gender

a) Male

b) Female

4 Level of Education attained

a. Post graduate Degree/Diploma

b. Graduate

c. Secondary Education

d. Primary Education

e. Others (specify).....

5. Current occupation.....

.....
.....

SECTION B

1. What is your relationship with Radio Mangelete?

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2. Rural Community Radio addressing community needs

- Do Radio Mangelete programs address the needs of the community? If yes how?

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- What have you done to build understanding of your needs by the station now that the needs keep on changing

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3. Community Involvement

- Does the station seek your views concerning station activities? If yes how?

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- How actively is the community involved in decision-making of Rural Community Radio activities?

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- Are you involved in content development of various programs aired by the station? If yes how?

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- As members of the community, are you represented in management of the station? If yes how?

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- What are some of your contributions towards Radio Mangelete sustainability?

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4. The impact of Rural Community Radio programs

- Has Radio Mangelete changed anything about the lives of its audience?

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5. In your view, is Radio Mangelete capable of sustaining itself? If yes how? If no why?

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6. If you could change daily operations of this station, what would you change? And why?

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Conclusion

Is there anything about Rural Community Radio you would like to add/comment on as we conclude the interview?

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APPENDIX 4: INTERVIEW GUIDE

Interview guide for Station Manager/Executive director/Board Members

**What are obstacles facing radio Mangelete towards achieving institutional sustainability?
How can these obstacles be overcome?**

Introduction

My name is Doreen Busolo Masters student in Mass Communication at the School of Journalism (SOJ), University of Nairobi. I am conducting research on Quest for Social, Institutional and Financial Sustainability of Rural Community Radio in Kenya. You have been purposively identified to participate in this study because you possess special knowledge on Rural Community Radio Sustainability.

The information given herein will be treated with strict confidentiality. The identity of the respondent and all matters connected with it are confidential and shall not be disclosed to any other person.

DEMOGRAPHIC INFORMATION

SECTION A

1 Name

2 Age.....

3 Gender

a) Male

b) Female

4 Level of Education attained

a. Post graduate Degree/Diploma

b. Graduate

c. Secondary Education

d. Primary Education

e. Others (specify).....

5. Current occupation.....

.....
.....

SECTION B

1. Policies and regulation of Rural Community Radio in Kenya

- Does Radio Mangelete have any official policy that guides the station operations?

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.....

2. Are there policies put in place that regulate board of governors of Rural Community Radio?

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3. Management skills

- How active are board members?

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- How often do board members attend leadership forums/seminars?

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4. Rural Community Radio professionalism

- Does the station provide training for staff and volunteers?

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- Is there resource center or organization in Kenya that make skills know-how and knowledge available to Rural Community Radio broadcasters?

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- Is there training institution the station has partnered with in training of staff and volunteers?

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- Has the station brought in outside support to improve on station programs?

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5. Rural Community Radio assessment process

- How often does the station carry out monitoring and evaluation to assess station progress?

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6. What is your relationship with the National and County government?

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7. Challenges faced by Rural Community Radio

- What is the biggest sustainability challenge do you face as organization?

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7 Factors hindering self-sustainability of Rural Community Radio in Kenya?

- In your view, what do you think is hindering the achievement of self-sustainability of Radio Mangelete?

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Conclusion

Is there anything about Rural Community Radio you would like to add as we conclude the interview?

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APENDIX 5: INTERVIEW GUIDE

Interview guide for Media Consultants/CAK/MCK

Introduction

My name is Doreen Busolo Masters student in Mass Communication at the School of Journalism (SOJ), University of Nairobi. I am conducting research on Quest for Social, Institutional and Financial Sustainability of Rural Community Radio in Kenya. You have been purposively identified to participate in this study because you possess special knowledge on Rural Community Radio Sustainability.

The information given herein will be treated with strict confidentiality. The identity of the respondent and all matters connected with it are confidential and shall not be disclosed to any other person.

DEMOGRAPHIC INFORMATION

SECTION A

1 Name

2 Age.....

3 Gender

a) Male

b) Female

4 Level of Education attained

a. Post graduate Degree/Diploma

b. Graduate

c. Secondary Education

d. Primary Education

e. Others (specify).....

5. Current occupation.....

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SECTION B

1. Staffing of Rural Community Radio in Kenya

- What is your take on Rural Community Radio staffing?

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i. Employees

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.....

ii. Volunteers

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2. Policies and regulations

- Are community radio staff/volunteers adhered to self-regulation?

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- Are there policies put in place that regulate board of governors of Rural Community Radio?

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.....

3. Training of Rural Community Staff/Volunteers

- Is there resource center or organization in Kenya that make skills know-how and knowledge available to Rural Community Radio broadcasters?

.....
.....

4. Rural Community Radio source of advise

- How often do you examine the activities of Rural Community Radio stations?

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- How actively are you involved in decision-making of Rural Community Radio activities?

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- How often do Rural Community Radio stations seek your guidance of any kind as Association/Commission/Scholar/Council?

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5. How does the government of Kenya support the Rural Community Radio?

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6. What are you doing to help improve sustainability of Rural Community radio stations in Kenya?

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7. Factors hindering self-sustainability of Rural Community Radio in Kenya

- What do you think has hindered self-sustainability of Rural Community Radio stations in Kenya?

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Is there anything you would like to add concerning self-sustainability of Rural Community Radio?

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CONCLUSION

Is there anything about Rural Community Radio sustainability that you would want to comment on as we conclude the interview?

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