



HOW TO MAKE YOUR STATION SELF- SUSTAINABLE

ABOUT THIS CHAPTER ...

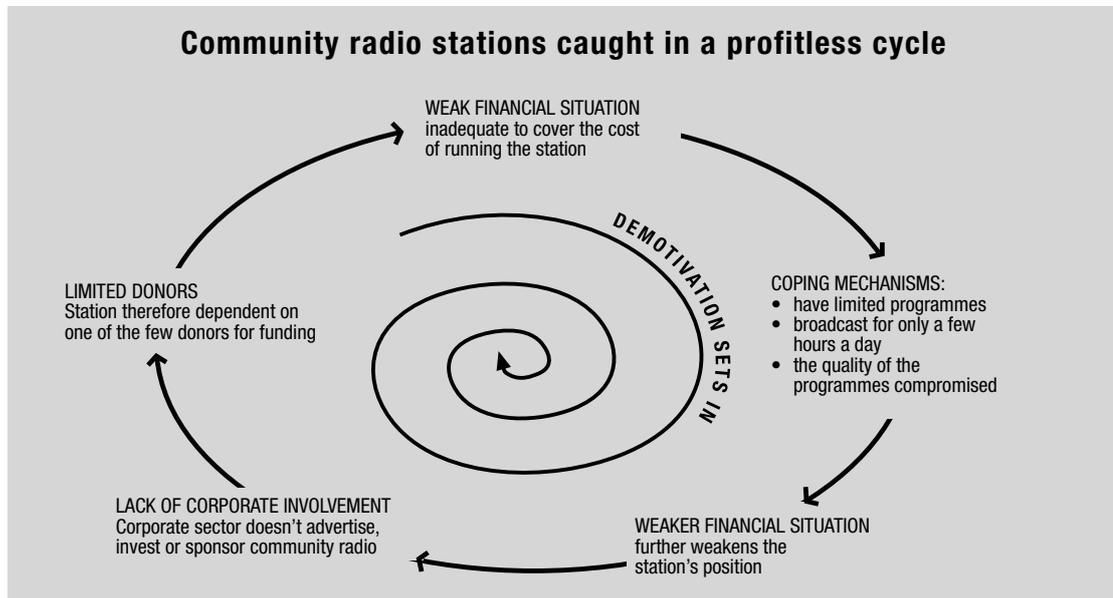


One of the most important issues facing community radio stations is the question of sustainability. This chapter shows how stations need to shift their focus and really plan for future sustainability. It looks at how to see your existing potential and develop it. This chapter also looks at the five steps needed to move from dependency to sustainability:

1. a marketing plan
2. a business plan
3. a strategic review
4. the management of the station
5. income-generating activities

The vicious cycle of non-sustainability

A station's sustainability determines whether it will be awarded a broadcast licence by ICASA, and also reduce the high turn-over of staff. But many community radio stations find themselves caught in a profitless cycle, and the overall result is that they cannot sustain themselves.



KEEP IT LEGAL!

In terms of their licensing conditions to ICASA, community radio stations are obliged to provide a service that ensures local content and issues are dealt with. Stations are expected to provide news, information, entertainment, and deal with educational and developmental issues. But providing these is much more expensive for stations than just providing music. This also places them as an alternative to public-service broadcasters yet without the benefit of being subsidised by the government as public-service broadcasters are!

SUSTAINABILITY – THE TWO-PRONGED APPROACH

For a community radio station to be sustainable, it needs to have:

- the capacity to produce and flight good-quality programmes that appeal to its clients, and
- the financial base to be able to continue to manage its programmes.

In practical terms, this means:

- being able to generate revenue that covers its operating and overhead costs and contributes towards the replacement of equipment
- the radio station does not depend on one or a few sources of funding.

We should perhaps emphasise that being sustainable does not mean that the radio station gets no funds from donors. It needs to have a diverse source of funding, including grants, programme sponsorships and internally generated revenue.

A lack of funds often results in a high turnover of staff. This is more than just a nuisance.

- It is a waste of training time and donor funding.
- It prevents a build-up of broadcast experience.
- It prevents community radio broadcasters from building a relationship with their communities and achieving the sort of credibility a community radio needs.

Although government licenses community radio stations, it does not provide the funding necessary to keep community radio stations vibrant. Some finances may come from donor funding, but the funds are not usually intended to cover operational costs. Donor funding is also unreliable and seems to be drying up.

MAKING THE MINDSHIFT

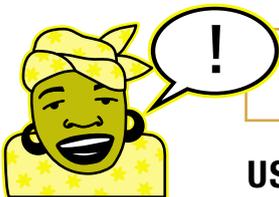
Community radio stations should look at themselves as social enterprises. A social enterprise has two bottom lines:

- It needs to meet its social obligations (service the needs of the community).
- It needs to generate revenue to reduce its dependency on donor funding.

Looking closely and realistically into the type of businesses stations are, shows that many stations never think of themselves as enterprises. It is important that stations use organisations that develop small and medium enterprises to assist them. This will help the station develop as a social enterprise and gain the necessary skills and information that could drive it towards sustainability.

THINK ABOUT IT!

Community radio stations are social enterprises, so if a community radio station is to survive, it will need to think in terms of good business practices.



USE EXISTING POTENTIAL

Begin by exploiting the existing potential of your radio station.

- Find out what your assets are. For example, are you near a commercial area? What social activities attract the most community members? What kind of relationships can we establish with individual organisations in other sectors?
- Use your network. Maybe a retrenched bookkeeper from a mine or a financially successful board member can help out at the station?
- Find out what niches there are for you to exploit. For example, is there a station that caters for the same message as you do? If two stations are driving the same message, this may pose a problem in obtaining sponsorship – but it may also be an excellent opportunity for you to collaborate and have a stronger position when finding advertisers and sponsorship.
- Link with other stations in the surrounding areas to form a network of many combined listeners to find advertising revenue.
- Find out from your national constituencies what opportunities for sponsorship, advertising and investment exist and how you can benefit from them.

A FIVE-STEP PLAN TOWARDS SUSTAINABILITY



How do you become sustainable? Becoming sustainable is a process that can take as long as three or four years. You must also ensure that all your staff, volunteers and the community understand your goals and the sustainability process.

Here are five important tools that will pave the way towards sustainability:

1. Develop a marketing plan that is based on market research.
2. Develop a business plan that is realistic and can be implemented.
3. Conduct a strategic review of the station so that you are able to reposition the objectives and plans of the station with the current trends and market demands.
4. Set up effective governance and management of the station with clear policies.
5. Develop ongoing income-generating activities that are continuously monitored and reviewed.

1. DEVELOPING A MARKETING PLAN

A marketing plan is a systematic process of directing marketing activities in order to match the needs of the community to the services the station can provide. It involves developing strategies and tactics so that the station is able to reach those goals, estimating the resources that will be needed in order to achieve those goals, and gauging the ability of the station to shape its services to meet those needs.

LET'S MAKE IT CLEAR!

For example, a station that wants to extend its youth listenership will direct its marketing activities at the youth. Youth shows will be promoted and a plan will be devised, which features strategies to market the station (and its relevant services) to that audience. This could include on-air marketing activities (lots of promotions and jingles) and events (such as a schools' sports day) to highlight awareness among that audience of the existence of the station and its youth shows. The marketing plan would then show what resources are required, such as a sports field and outside-broadcast set-up, as well as the manpower needed.

Research is important!

A marketing plan must be based on research into your listeners. Conducting a market research study can be a tedious process, but it is the only way of ensuring an accurate and effective market plan. You can get hold of RAMS (Radio Audience Measurement Survey) released by the South African Advertising Research Foundation (SAARF); team up with the local municipality to gain information on the community and hold focus groups and listener surveys.

REWIND

For more information on researching your target audience, see Chapter 3 on page 33. Also >> page 115 for photocopyable *Programme Research sheet*.

An effective market research study will lead to the development of a marketing plan that will assist the station to reposition itself in such a way that its marketing activities contribute enormously towards its sustainability. This they do by arranging events such as essay competitions for schoolchildren or soccer festivals that bring the station to the attention of the community. The aim of the marketing plan is not to make money, but to make the station known. The better known the station, the easier the job of the salespeople. That is why sometimes the sales team also succeeds in raising money, but that is not their main job.

The benefits of a marketing plan

The following are the benefits of a good marketing plan:

- **Better planning:** Allows for systematic thinking about the future.
- **Efficient use of resources:** Available resources can be properly allocated and managed and plans can be made for future requirements.
- **Improved performance:** Clear standards can be set for service delivery.
- **Better change management:** Greater preparedness for unforeseen changes is possible.
- **Client satisfaction:** Satisfied clients means that repeat business is likely.
- **Specialised services:** Helps to shape services to meet customer wants and needs.
- **Financial insight:** Helps stations see which clients are prepared to pay for services.
- **Priority setting:** Possible to decide what's important, for whom, and when.
- **Time management:** Frees up staff to think about new services and potential projects.

2. DEVELOPING A BUSINESS PLAN

Each station must develop a business plan – one that is realistic and can be implemented. This business plan will guide the running of activities at the station, giving it a long-term business focus. It is important to have a business plan, as donors and other important stakeholders will ask for a business plan in order to monitor the business results of the station, as well as the social benefits of the station's activities.

Your business plan should be developed by the staff and management who are involved in the day-to-day running of the station and be approved by the board. The results from your market research will also come in handy when developing your business plan.

To begin, you need to have a complete understanding of what it is currently costing your station to be in business. From here, you need to project what it will cost to develop your station into a new and more sustainable one.



NOKUPHILA FM UPDATE!

This is a shortened version of Nokuphila FM's business plan, with notes in blocks to highlight key points.

FAST FORWARD

Nokuphila's complete business plan can be downloaded from our website listed on page 107

Business Plan for NOKUPHILA FM

Executive Summary

This part is the lead in. It should describe who you are, a little about your history and achievements, sources of income/funding, and general comments about your sustainability and development. It also introduces the business plan, and should sum up the points in a short and interesting way.

Nokuphila FM, a community radio station in the rural Eastern Cape, has been in operation since September 1995. Over these years, the station has seen major achievements. These achievements include the development of educative and informative programmes, the development of internal staff capacity to develop programmes, expansion and equipping of the broadcasting room, the expansion of its listener base....

During this time of growth, Nokuphila FM has been dependent on a few sources of funding. These have included.... Nokuphila has not, in the main, been charging for the services it has provided to its listeners. Largely because of this, Nokuphila has not developed financial sustainability.

Nokuphila FM realised how important it is to work towards being financially sustainable, and developed a three-year business plan. The following business plan provides a guideline for the development of the radio station. The business plan is more detailed for the first year and more general for the second and third years....

Mission

The mission of Nokuphila FM is to 'provide quality broadcasting on a sustainable basis, with sound values for the purpose of contributing to the holistic development of individuals, families and the community'.

Vision

Derived from this mission is the vision of Nokuphila FM to be a sustainable community radio station that fulfils its mission and implements its social mandate. To fulfil its mandate and attain its vision, Nokuphila FM has the following general objectives:

- to endeavour to educate the marginalised community about the culture of broadcasting
- to improve the welfare of the rural community through exposure to local and national events....

Remember to include both the Mission and Vision of your station in your business plan.

Sectoral Overview

This is where you introduce the sector in which you are functioning. You need to include aspects such as the size of the target market, the trends in the sector, and the challenges it faces.

1. The Potential of the Sector

The community radio sector is acknowledged to be important for the democratisation and economic development of the country. By providing a forum in which communities discuss and review issues of interest to the community, the community radio station plays a significant role in the democratic process of the country. It also plays a major role in promoting the socio-economic development of communities by....

This can be seen by the substantial the increase in listenership. Over the last few years, independent radio stations – including community radio stations – appear to have gained listeners while the SABC's black radio stations have lost listenership....

Nokuphila FM has the reputation of being....

Here, you describe the community radio sector and the potential it holds. Position your station in the description (in relation to other stations and other media) and state how you can contribute to the big picture.

2. Challenges Facing the Community Radio Sector

The community radio sector faces a number of critical challenges. One challenge is the lack of capacity....

Write a broad and thorough analysis of the challenges and problems that exist in the sector. Show your awareness of the challenges and pitfalls that exist in the industry.

Description of Nokuphila FM

Describe your community radio station. Mention the legal nature of the station and its key relationships. Position your station in the community and describe all the aspects clearly.

1. The Market of Nokuphila FM

Describe the market your station has identified and serves. This should include listeners and advertisers.

Nokuphila FM serves a cross-section of local populations, including Xhosa.... The market of the radio station consists of its listeners and the advertisers. It is estimated that....

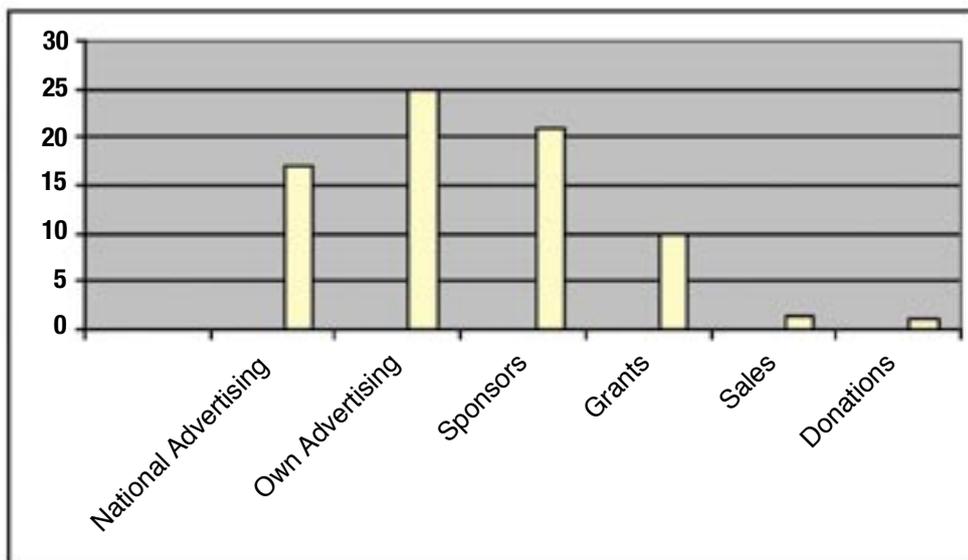
2. Management and Personnel

The governing board is the highest tier of a radio station structure. The main function of the board is to set policies and to supervise performance. Station management consists of the station manager and the other departmental managers.

Here you need to describe the management and organisational structure of your station. Provide information about key responsibilities, departments and divisions and a breakdown of numbers. Include an organogram if you have one. You may also want to add the CVs of key personnel (in the appendix at the end). Don't forget to state how many staff members are employed full-time and how many are volunteers!

Nokuphila FM's principal sources of income are advertising through national advertising agencies, own advertisements, sponsorships, grants, sales and donations. Revenue generated through national agencies' advertising is about 22 % of the total revenue....

**Nokuphila FM Community Radio
Monthly Income in Thousand Rands for 2004**



The table below indicates the running costs of the radio station for year 2004.

Costs of Running the Radio Station

Cost Element	Amount
Transmitter	26,000
Personnel/Training	14,000
Telephone	13,000
Equipment Maintenance	8,000
Transport	9,000
Other programme costs	15,000
Total	85,000

3. The Financial Position of the Radio Station

State your finances and revenue status here. This section must describe the revenue sources and percentages they contribute to the total. It's a great idea to add graphs that represent the figures simply and clearly. This is also where you'll indicate a breakdown of expenditure, indicating where and how the money generated is spent.

SWOT Analysis

The SWOT (Strengths – Weaknesses – Opportunities – Threats) Analysis is a very valuable exercise and an essential part of planning and strategy for any enterprise. You will need to think frankly about your station and look internally to identify strengths and weaknesses, and externally to spot opportunities and threats.

Moving the radio station towards sustainability requires a clear understanding of its strengths, weaknesses, opportunities and threats....

Strengths

Nokuphila FM has a number of important strong points. One of its major strengths is that the radio station has a strong and committed board of directors....

Weaknesses

Despite its strong points, Nokuphila FM also has weaknesses. Its weakest point is its personnel. Below the management level, the skills level is very low....

Opportunities

Nokuphila FM has a number of opportunities that, if exploited, would support the radio's move towards sustainability. One is increased listenership. Only about 58% of the population in the broadcast area is currently being reached. The potential exists for attracting more listeners to the radio station by....

The absence of community radio stations in the surrounding towns and rural areas is another gap that Nokuphila FM can fill....

An equally important opportunity is the existing potential for increasing local advertising....

Threats

One of the most significant threats to Nokuphila FM comes from new community radio initiatives affecting the application for broadcast licences....

The setting and articulation of goals is vital to the business plan. Based on the SWOT Analysis, Station and Sector information and the Vision for the station, Goals in the short, medium and long term can be identified and strategies to realise them developed. These goals should include as many different departments as possible, so that every department knows what it's aiming for!

Medium-term Goals of Nokuphila FM

Nokuphila FM has set a number of medium-term goals, each of which contributes towards making the radio station more sustainable. The overall goal of the radio station is to become at least 50% sustainable within four years. In practical terms, this means....

The medium-term social objectives of Nokuphila FM include:

- Develop and flight programmes that are relevant, educational and entertaining to the community.
 - Enhance the participation of the community in the activities of the radio station through....
1. With regard to personnel and management, medium term goals include:
 - Developing a management information system that is transparent and provides timely and accurate information....
 2. Immediate and medium-term programmes and strategies
For the radio station to reach its objectives, the following programmes will be put into place and executed in the next three years.
 3. Revenue-generating programmes and strategies
 - Expanding the base of donors of Nokuphila FM.
 - Soliciting funding from companies....
 4. Expanding the market size of the radio station
Following the review of the market of Nokuphila FM, the plan is to use the findings of the study to develop and increase the market of the radio station....
 5. Developing personnel and management
A major area of intervention during the next few years is the development of the staff capacity of Nokuphila FM to run the station as it moves towards sustainability. This has the following components....

The goals that are set will depend on your station. Make sure you set them out clearly and include breakdowns that will show exactly what you mean by the 'goal' you identified and how you'll be making it a reality. Break it down for readers so they can see where you've tackled specific goals and what strategies you've devised. Remember that comments, statements or observations you have made elsewhere in the business plan should tie in with these goals. For instance, the points previously mentioned about your Market should relate to strategies to extend the identified market.

You may want to put this in a table format.

Financial Analysis

This is the money part – and probably the section people will be most interested in looking at! Look at revenue generation and expenditure, and indicate these in a clearly structured cash-flow projection.

Revenue Generation

From the programmes being proposed, Nokuphila FM is expected to generate a total of about R1 million in 2005....

Operating Costs

To generate the revenue the radio station is anticipating, it will spend about R1.1 million. The major expenditure item will be the cost of a transmitter....

Projected Cash Flow for Nokuphila FM

Income and Expenditure	2003	2004	2005	2006
Cash Inflow				
1. Opening balance	-	6,000	36,000	238,920
2. Community announcements	-	9,000	13,500	20,250
3. Hiring out DJs, sound system, etc.	-	60,000	90,000	135,000
4. Choir recordings and other sales	-	48,000	72,000	108,000
5. Local advertising	300,000	360,000	540,000	810,000
6. National advertising	204,000	240,000	360,000	540,000
7. Grants and donations	132,000	180,000	270,000	405,000
8. Programme sponsorships	252,000	252,000	378,000	567,000
9. Other sources	18,000	21,600	25,920	31,104
Total Inflow	906,000	1,155,000	1,785,420	2,855,274
Cash Outflow				
1. Transmitter	288,000	312,000	336,000	372,000
2. Personnel	120,000	150,000	225,000	337,500
3. Training	24,000	75,000	112,500	168,750
4. Equipment maintenance	84,000	105,000	157,500	236,250
5. Telephone	132,000	156,000	234,000	351,000
6. Transport	96,000	126,000	189,000	283,500
7. Programming costs	84,000	105,000	157,500	236,250
8. Other costs	72,000	90,000	135,000	202,500
Total Cash Outflow	900,000	1,119,000	1,546,500	2,187,750
Net Cash Inflow	6,000	36,000	238,920	667,524

This level of detail for the first year is not necessarily required for the following years. What is important is to set out a plan showing how you intend to carry matters forward. A table like this is a good way of showing the station's strategy for the years ahead. This should show the goals and strategies you've identified previously and the steps and activities you'll undertake to make sure everything is carried out in appropriate time frames.

In the appendix, include any supporting information that will reinforce and verify your business plan. You could, for example, include research, CVs, financial statements....

A Gantt Chart is one method of plotting your activities according to a time scale.

Appendix

WORKPLAN For Year 200_

Objective/Output/Activities	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Jan-March		April-June		July-Sept		Oct-Dec	
Objective 1: Preparation of a medium-term business plan								
Output 1: A business plan prepared								
Activities:								
1. Prepare and circulate draft business plan	✓							
2. Finalise the business plan	✓							
3. Prepare and review and finalise work plan	✓							
4. Implement work plan		✓	✓	✓	✓	✓	✓	✓
Objective 2: Expand the base of donors								
Output 1: Base of donor funding expanded								
Activities:								
1. Identify donors to target		✓						
2. Initiate correspondence with donors			✓					
3. Follow up on donors with potential			✓	✓	✓	✓	✓	✓
Output 2: Increase companies' funding programmes								
Activities:								
1. Identify companies that can fund programmes			✓					
2. Initiate contacts			✓					
3. Prepare funding proposals to companies			✓	✓	✓	✓	✓	✓
4. Follow up and report				✓	✓	✓	✓	✓

3. CONDUCTING A STRATEGIC REVIEW

A strategic review helps the station see where it is not achieving its objectives and what its path for the future will be. In a strategic review, you see where your station is in terms of your initial objectives, your mission and your vision. You also need to take into account current trends in and market demands of the sector. For example, a station similar to yours is choosing to go the sponsorship route, rather than try to increase advertising. Would this be relevant to you too? After revisiting your original objectives, you'll come up with new ones and plan how to achieve these. By reassessing from time to time and repositioning your objectives, your station stays in touch with what it is doing and where it is headed.

4. SETTING UP EFFECTIVE MANAGEMENT POLICIES

Once you are clear about where your station is heading, you need to write up policies in order to set up systems.

REWIND

For more information on management policies and systems, see Chapter 3 on page 33 and Chapter 4 on page 55.

5. DEVELOPING INCOME-GENERATING ACTIVITIES

It is important that your station conduct an audit of possible investors from all spheres of the community. You could do this with a door-to-door campaign or by inviting potential investors to a meeting at which you discuss your plans and find out how they may be able to contribute in the future.

ACTIVITY!

Your station is just breaking even financially. It relies only on advertisements as an income-generating activity, but most of your clients don't pay on time. This causes cash-flow problems for the station and certainly a problem for you and your creditors. Your staff and volunteers are not happy with this and most of them are looking elsewhere for employment.

Can you think of at least five new ways to generate income in the next three months?



Basic principles of generating income

The following are some simple principles of generating revenue.

- **Do not compromise on the mission and objectives of the station:** The need to generate revenue should not lead to the station compromising on its mission and objectives. Non-ethical means of generating revenue or methods that lead to the station compromising its underlying values should never be undertaken.
- **Relate the source of income to the expertise/activities of the station:** The main activity and expertise of the station is to produce and flight radio programmes. Income generation should, therefore, be related to the main function and should build on the expertise of the staff of the radio station.
- **Manage the income-generating process:** The starting point in managing the process of generating income is to have a policy on revenue/income generation. The policy should, among other things, define areas of responsibility, board and staff involvement, and staff incentive systems for bringing in income. With a clear policy, the process of generating income

will be that much more orderly. On the other hand, without an income-generation policy, the process of generating income can be chaotic and compromise the integrity of the radio station.

- **Cover the cost of generating income:** Income generation involves expenditure of resources, at various levels of intensity. The income generated must cover the cost of using such resources. If not, attempts by the station to generate income would leave the radio station worse off. For example, if you are holding a music festival to generate income, make sure that the administration costs and the time spent organising it are not losing you money.
- **Account for the money:** Before income generation is attempted, a system of accounting for any income has to be put in place. This is particularly important if the staff are encouraged to participate in income-generation activities.



NOKUPHILA FM UPDATE!

Nokuphila FM needed R15,000 to upgrade studio equipment, so it decided to host a gala dinner. They organised sponsorship by Goldi Supermarket and F&S Liquors for the catering, the local municipality for the venue, and Perm Bank and Braamfontein Motors for invitations, prizes and decorations. As the contribution of women in society is one of their main focuses, Nokuphila FM made this their theme for the evening. Tickets were sold at R100 per couple and 176 tickets were sold. The speakers at the function included the mayor, Mrs Baleka, a school principal, Mrs Gobodo, and a youth representative, Ms Ntjalintjali, all of whom agreed to speak at no cost.

Making more money!

Here are some income-generating avenues for you to explore.

Programme sponsorship

Having programmes sponsored is probably the most important source of funding available to community radio stations. For example, the Department of Health could sponsor an HIV/AIDS-awareness campaign.

Programme sponsorship is able to provide a relatively large amount of money for a year or two. It is also a reliable way of generating income.

Sponsors of programmes are usually government departments at national, provincial or municipal levels, large companies or international organisations. A good knowledge of these organisations is essential if a community radio station is going to raise money through sponsorships.

The ability of your station to raise income through programme sponsorship will depend on your ability to identify organisations willing to sponsor, and your capacity to prepare quality programmes and proposals that will convince the sponsor to put money into the programme.

HANDY HINT!

Find out about potential sponsors by reading their annual reports and newsletters and enquiring about their social responsibility programmes. In this way, you can ensure that the programmes with which you approach them for sponsorship, are within their main focus.

Advertisements

Advertisements are a common source of income for community radio stations. Essentially, this is selling airtime to advertisers. Because national advertisements are usually taken care of by national advertising agencies/brokers, it is on local advertisements that a community radio station may want to focus. The promotion of a local hotel on the community radio station would be an example of such an advertisement.

Whether advertising has the potential to bring in a substantial amount of revenue depends to a large extent on the location of the station, the perceived number of listeners your station reaches and its capacity to produce and secure local advertisements. In the best circumstances, a sustainable community radio station may be able to raise about 30% of its operating budget from advertisements. The percentage would be lower for rural-based community radio stations.

Event sponsorship

Obtaining sponsorships for specific and periodic events is another good source of income. This includes activities such as soccer matches, concerts and outside broadcasts. These one-off events have major publicity advantages and can raise considerable income if the costs of staging them are carefully calculated and paid for, and the event is well managed.

Charging for services

Charging for services offered is also a means of generating income. This includes charging for announcements or sending greetings and dedications. While the amount of money raised through this method may not be substantial in relative terms, the principle of charging for services offered and the involvement of the community in the activities of the radio station are important.

You do, however, need to carefully consider what announcements can be charged for and at what rate so as not to compromise the mission and objectives of the station.

Selling products

A popular way of raising money is selling items such as T-shirts, calendars, badges, greetings cards, etc. – although the amount of money raised is not usually substantial. If the printing of the T-shirts, badges, or dedication/greeting cards is not sponsored, careful consideration has to be given to the costs and price elements of the deal. A station can easily lose money on such deals. The bartering of airtime in return for the ‘sponsorship’ of the printing of calendars and T-shirts, for example, is a popular way to reduce the costs of these. But be careful – the hidden costs and the benefits of bartering need to be carefully considered before such deals are made.

Hiring out services

In many rural-based community radio stations, the hiring out of DJ services, music equipment, etc. has the potential to bring in additional income. This is possible because such services, though needed in communities, are not easily available. A community radio station would, however, have such equipment available and hiring out the equipment when it is not being used by the station (or if the station has more than it needs) makes good sense. The station would, however, have to guard carefully against potential abuse.

Donations and grants

A community radio station may also solicit donations from individuals and organisations within and outside its broadcast area. One way of encouraging community members to participate in the activities of the radio station is to have listeners' clubs whose members make annual donations to the radio station, or have categories of membership where members pay membership fees. In exchange, these listeners would enjoy things like free items, such as caps or T-shirts; are invited to all the radio's functions, and are allowed to make free announcements on air.

Seeking donations or grants from major donors requires fund-raising skills that are not readily found in community radio stations. You need a broad knowledge of funding organisations and their requirements, networking skills, proposal writing skills, marketing and presentation skills – but this method of fundraising does have the potential to bring in a large amount of money at once.

Capital Reserve Fund

Over a longer period of time, a community radio station may be able to build up a reserve fund from overtime savings, and large grants that have been received but not immediately put to use, etc.

The establishment of a reserve fund requires a very good knowledge of the financial situation of the station – when funds will flow in, when they will be needed, etc. However, the starting point for a station in establishing a capital reserve fund is to formulate a policy on a capital reserve fund.

Operational issues that need to be considered include:

- whether the funds kept in reserve can be accessed if needed
- what the returns would be
- what the cost of managing the funds would be.

The interest or part of the capital from these funds can then be used when the station is experiencing financial difficulties.

WRAP UP!

Sustainability in five easy steps

Now that you understand the importance of becoming self-sustainable and the processes involved, remember the five easy steps to sustainability:

- Developing financial sustainability is a process that takes a long time.
- The starting point is a buy-in to a more business-orientated outlook and a mindshift from the dependency mentality typical of many stations to a more business orientated outlook.
- For your station to prosper, start by building on what you have and slowly move from a position of dependency to that of becoming sustainable.
- There has to be an acceptance that a community radio station can be a viable organisation capable of providing remuneration and satisfying employment, and professional development just like any other organisation. People will then have reason to stay longer at the station and lead changes towards sustainability.
- You need to have technical management and financial capacity without depending entirely on just a few donors.



LIST OF CONTACTS TO HELP YOU

ABC Ulwazi

www.abculwazi.org.za
 Tel: 011 339 2277
 Fax: 011 403 4017

SAMRO (South African Music Rights Organisation)

www.samro.org.za
 Tel: (011) 489 5000
 Fax: (011) 403 1934

Independent Communications Authority of South Africa (ICASA)

www.icasa.org.za
 Tel: 011- 321 8200
 Fax: 011- 444 1919

SARREL (South African Recording Rights Assoc. Ltd)

www.kftv.com/company-4155782.html
 Tel: (011) 339 1333
 Fax: (011) 339 1403

National Community Radio Forum (NCRF)

www.ncrf.org.za
 Tel: +27-11 403 4336
 Fax: +27-11 403 4314

OneWorld

www.oneworld.net
 Tel: +44 (0) 20 7735 2100
 Fax: +44 (0) 20 7840 0798

National Association of Broadcasters (NAB)

www.nab.co.za
 Tel: (011) 325 5741
 Fax: (011) 325 5743

BCG Consulting

Tel: (011) 447 6170
 Fax: (011) 447 6160

Media Institute of Southern Africa (MISA)

www.misa.org
 Tel: (011) 403 0206/7
 Fax: (011)

Open Society Foundation (OSF)

www.osf.org.za
 Tel: +27-21-683 3489
 Fax: +27-21-683 3550

AMARC – Africa

<http://africa.amarc.org>
 Tel: (011) 403 7913
 Fax: (011) 403 7514

World Space

www.worldspace.com

Institute for the Advancement of Journalism (IAJ)

www.iaj.org.za
 Tel: (011) 484 1765/6/7/8
 Fax: (011) 484 2282

SHEETS TO PHOTOCOPY

You can photocopy the sheets on the next few pages. These sheets will help you run your community radio station more effectively.

Sheet 1: ICASA Community Radio Programmes Log Sheet

Sheet 2: ICASA Community Radio Log Sheet – Local Content

Sheet 3: Music Cue Sheet: Request for Music Clearance

Sheet 4: How to prepare your programme

Sheet 5: An Episode Plan

Sheet 6: Programme Research Form

Sheet 7: General Community Radio Checklist

Sheet 8: Sample Rate Card

Sheet 1



ICASA – COMMUNITY RADIO PROGRAMMES LOG SHEET

Broadcaster:

Signal Distributor:

Physical Address:

Tel:

Fax:

Email:

1. GENERAL PROGRAMMING

MONTH: _____

	Week 1	Week 2	Week 3	Week 4	Week 5	Total	
CATEGORIES	Time/ Min	Time/ Min	Time/ Min	Time/ Min	Time/ Min	Time/ Min	% of Total
1. News							
2. Factual Programmes							
3. Women's Programmes							
4. Children's Programmes							
5. Phone-in Programmes							
6. Local Drama							
7. Educational							
8. Religious Programmes							
9. Community Announcements							
10. Advertising							
11. Other (specify)							

Sheet 1 continued



2. MUSIC

	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	TOTAL	%
SA MUSIC: # of tracks							
FOREIGN MUSIC: # of tracks							

3. NEWS

News	% Local Community News	% Regional News	% National News ⁷¹⁰	680% International News
Average Daily %				

News sources used:

- 1.
- 2.
- 3.

Authorised person:

Signature:

DATE:

Sheet 2

ICASA – LOG SHEET FOR COMMUNITY RADIO – LOCAL CONTENT

Broadcaster _____

Month _____

Table 1: Coverage of live music

	Event covered	Date	Time	Duration	Format Factor
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Table 2: Interviews with South African musicians

	Artist Interviewed	Date	Time	Duration	Format Factor
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Table 3: Promoting tracks by new musicians

	New Track	Artist	Date	Time	Format Factor
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Music Quotas:

South African Music: _____ %

Other: _____%



HOW TO PREPARE YOUR PROGRAMME

1. HAVE A VISION : WHAT YOU ARE TRYING TO ACHIEVE WITH THIS PROGRAMME.
2. WRITE IT UP ON THE WALL – KEEP IT IN MIND!
3. SEARCH.. RESEARCH... AND.... MORE RESEARCH!
 - A. Choosing a working title for the show
 - Go to the target audience and hear what they talk about...pick up buzz words
 - Survey your listeners – phone-ins, questionnaires
 - Offer prizes (a trip round the radio station) for the best suggestions
 - Play a pilot programme to Listeners’ Focus Groups and ask for suggestions
 - B. Choosing relevant topics from research on the ground
 - Draw up a table: List themes .. stakeholders...case studies....
 - Here are some examples, based on small and medium enterprise programming

Example of a Programme Research Form

THEMES	STAKEHOLDERS	CONTACTS
Setting up a small business	Dept. of Trade and Industry; Chamber of Commerce	Name No.
Book-keeping for proper tax returns	Income Revenue Office; tax accountant	
Training for better business skills	Govt. training programmes; business and management training	
Street vendors and their rights	Street vendors associations; local govt. dept. on street trading; NGOs	
Recycling – waste water, sewage, cans, metal... making money out of scrap	Recycling dept. and private firms. Artists; CBOs	
Business and Tourism: Cultural activities – art, music, dance, fashion		
Community-based tourism – B&B-related skills, market research, local tourism research		
Tour guides round Eco Village – models of sustainable development, art and culture, future skills training		

Sheet 5

AN EPISODE PLAN

This gives the drama producer and the voice artists involved an overview of who appears in which scene and how many times altogether.

This is very important if the voice artists are getting paid, as payments are negotiated according to the number of episodes, or `calls`.

EXAMPLE

Contact no.	Characters	Episode 1			Episode 2			Episode 3		
		Sc.1	2	3	Sc.1	2	3	Sc.1	2	3
072 64747	Naledi	x		x	x	x	x	x	x	x
046 93939	MaTools	x	x		x					x
021 37373	Thabo						x		x	
083 462626	Big Boy	x		x					x	
012 838383	MaKhumalo								x	
056 48282	Man 1				x					
031 93939	Man 2				x					

Useful hint!

Pencil in names of actors tipped to play each part, their contact addresses, phone numbers and any `extras` in case someone drops out.

COMMUNITY RADIO STATION CHECKLIST

1. Licence Conditions

- Fulfil your licence – e.g. Community of interest – meet the requirements.

2. Examine your segment of the market – Who is my audience?

- Lifestyle listenership pattern – how do your listeners live?
- Demographics – age, gender, education levels, cultural attributes.

3. Main attributes of your station

- What are your strengths?
- Why do people tune in to your station – for local news? Traffic news? Music?

4. What industry do you belong to?

- Community Radio must entertain AND inform.
- Do your programmes fit into these two categories?
- If not, adjust your programming accordingly.

5. Station Style

- If you haven't got one, develop one and be consistent.
- Don't be all things to everybody.
- Develop a lifestyle that matches your listenership – no surprises!
- Your play-list should reflect your listeners' taste.
- Your marketing department should know from their research if the station is successful.

QUESTIONS TO ASK YOURSELF

Why am I doing this? What is my purpose?

- Is the programme relevant?
- Is it accessible? – will it be understood? – language, style, topic?
- Is it modern? – are you keeping up with the changes in language, topics etc?
- Is it involving? – grabbing the listener?
- Is it integrated into your station's programming? Do you know what's coming next?

**NOKUPHILA FM
SAMPLE RATE CARD**

TIMES	WEEKDAYS - COST	SATURDAYS - COST	SUNDAYS - COST
05h00-06h00	300.00	180.00	130.00
06h00-09h00	380.00	250.00	180.00
09h00-12h00	300.00	280.00	180.00
12h00-14h00	300.00	280.00	150.00
14h00-16h00	350.00	250.00	150.00
16h00-18h00	380.00	200.00	150.00
18h00-20h00	300.00	200.00	130.00
20h00-22h00	280.00	180.00	130.00
22h00-24h00	190.00	180.00	130.00
24h00-05h00	150.00	150.00	150.00
SPECIAL INSTRUCTIONS	*booking deadline – 30 days prior *cancellation – ten days in advance, with rebate of 10% *contact our marketing department for value-added deals!		
FORMAT	*Mini-disc, compact disc, DAT		
RESTRICTIONS	*no alcohol or tobacco products *no gambling		

Please note that this is only a example of a rate card. You have to devise a seperate one for your station. And your `prices´ will depend on where the station is situated, your peak and off-peak listening times, your listenership at different times of the day and the economy of the region you are in. As a guideline, check the rate cards of other community radio stations in your area or province.

CONCLUSION

After a decade of democracy, it is vital that all the citizens of South Africa consolidate the gains that have been made. We have a written Constitution based on the Bill of Rights and we are signatories to the major United Nations conventions on human rights, children's rights and international law. There is now a strong feeling that the time has finally come to act on these, for the good of all South Africans. Words must be backed up with deeds so that each citizen feels the material benefit of living in a liberal democracy and belonging to the world community.

Strangely enough, to belong to the world community, you must first belong to a local community. Community radio is a means to do just that. It is the grass-roots building block of our society. To succeed, it must broadcast quality programmes, reflect the views of the community, provide informed guidelines based on the laws of the country, and offer a vision of how their community should look in 10, 20, 50 years from now. People will listen, because people will feel that they are being listened to.

For its part, the government needs to review how the community radio sector – on which it so heavily depends at election time – can be sustained throughout. A fair funding plan is needed to cover the basic essential costs of the community radio sector and provide for cross-fertilisation to and from the public broadcasting sector.

In this book, we offer an overview of the democratic principles on which our vision must be founded. We offer concrete training principles on how to run a community radio station, how to plan the news programmes around community affairs, how to broadcast live, as well as produce stories of interest on a shoestring budget. But we also make it clear that none of this is possible without a solid business plan.

Becoming a professional organisation run on sound business principles will provide community radio with an invaluable opportunity to make that difference, build on the social capital of the country and contribute to the nation-building effort that has really only just begun!

Viva Community Radio! Viva!

