



Poised for Growth Community Radio in Kenya in 2009

Final Report for the Open Society Initiative for East Africa

A joint research project of

Developing Radio Partners & the Kenya Community Media Network



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Foreword

This report is the outcome of research commissioned by Open Society Institute for East Africa, with the aim of mapping the Kenyan community radio sector. It was written by Jean Fairbairn (lead researcher for Developing Radio Partners, based in the US) and Doreen Rukaria (former coordinator of the Kenya Community Media Network, based in Kenya). The research was conducted in September 2009, and findings reflect the status of the sector at that time.

In May 2010, OSIEA organised a community radio Stakeholders' Forum in Nairobi, inviting representatives of the organisations and community radio stations interviewed for the research, as well as other organisations and individuals identified by OSIEA as having an interest. The aim of the forum was for the researchers to present and defend their findings (presented in an Interim Research Report), and for stakeholders to give input into a potential OSIEA community radio support programme.

The Interim Research Report was generally well received. There were some errors of fact and areas of contention. Corrections with respect to errors of fact have been integrated into the text. Issues of contention, and the researchers' responses, are covered in the report of the Stakeholders' Forum, which has been included in this report as a final chapter.

The Stakeholders' Forum was the first time that so many community radio stations were brought together in one gathering. The report pointed to important challenges facing the sector in relation to establishing its identity and role, and in relation to national leadership. Stations began addressing and resolving these issues at the forum. An unforeseen outcome of the research was that stations identified and associated themselves with a new leadership body, the Community Radio Association of Kenya, COMAK. A record of discussion leading to identification of a representative body is included in the final chapter.

- *Jean Fairbairn, Doreen Rukaria, May 2010*

Contents

Executive Summary

Abbreviations

1. Introduction	1
2. Methodology	2
2.1 Scope.....	2
2.2 Research Methods.....	3
2.3 Interview Guide.....	3
2.4 Limitations.....	4
3. Community Media in Kenya – the Landscape	5
3.1 The Media Environment.....	5
3.2 The Legal Environment.....	6
3.3 Community Radio Identity.....	11
4. The Community Radio Sector	14
4.1 Bulala FM.....	15
4.2 Ghetto FM.....	18
4.3 Kangema FM.....	20
4.4 Koch FM.....	23
4.5 Maendeleo.....	26
4.6 Radio Mang’etele.....	30
4.7 MMUST FM.....	34
4.8 Mugambo Jwetu.....	36
4.9 Oltoilo Le Maa.....	41
4.10 Pamoja FM.....	45
4.11 Serian FM.....	50
5. The Support Sector	52
5.1 Membership Organisations and Networks.....	52
5.2 The Training Sector.....	55
5.3 Donors.....	58
6. Issues and Trends	60
6.1 The Legal and Regulatory Environment.....	60
6.2 Sector Identity.....	60
6.3 Representative Bodies.....	60
6.4 The Stations.....	61
7. Recommendations	66
8. Conclusion	67
9. Report of the Stakeholders’ Forum, May 2010	68
Appendix A: List of people interviewed.....	78
Appendix B: Terms of Reference.....	81
Appendix C: Interview Guide.....	85
Appendix D: Training manuals and outline.....	87
Appendix E: Stakeholders’ Forum Attendance list.....	89

Executive Summary

1. Introduction

This report is written at a time of great change within the Kenyan community radio sector. New laws and regulations have opened up space for community radio development; government and development agencies are increasingly recognising community radio's potential to reach distant and marginalised communities; there is an air of excitement about community radio.

The research was commissioned by the Open Society Institute for East Africa (OSIEA). The aim of the research is to map the community radio sector in Kenya, and based on findings, to make recommendations to OSIEA about how to further its open society goals through contributing to community radio development.

2. Methodology

A variety of qualitative methodologies was used, primarily interviews and focus-group discussion with community radio staff and volunteers, and with other sector stakeholders in government and civil society. We also sought secondary sources and conducted extensive desk research.

3. Scope

Our research focused on the political and legal environment, community radio stations, bodies representing community media, and media training agencies. The stations were at the heart of the research, and out of 11 stations identified, we visited 10. We were unable to visit the 11th (Serian FM in Samburu) because of violence and insecurity in the area. Research covered governance, management, staffing and capacity, finance, programming and audience research – all important aspects of community radio sustainability.¹

4. Findings

Research was conducted in September and October 2009, and findings reflect the status of community radio stations and the community radio support and service sector at that time. In May 2010, OSIEA organised a Stakeholders' Forum to present the research. A report of the forum is included under **9. Report of the Stakeholders' Forum, May 2010**.

4.1 Community Radio Stations

We found many strengths at stations – the fact that so many of them have managed to stay on air for periods ranging from two to seven years despite inexperience, lack of resources and a difficult political environment, is evidence of strong commitment, good energy and hope. Community radio is premised on community ownership and control and community participation in programming, and most stations are applying these principles, but in varying degrees. Stations also face many challenges, including:

- Vulnerability to political control and influence. Unformed and under-skilled governance structures.
- Absence of a sense of their own identity, or niche, as community radio stations, resulting in a tendency to imitate commercial stations.
- Lack of management, business planning and marketing capacity.

¹ An additional station – Wajir FM attended the stakeholders' forum in May 2010. At the time the research was being conducted, Wajir FM was off-air.

- Poor audience research skills.
- Limited programming skills and formats – stations broadcast mostly a mix of call-in programmes, music and news (as the commercial sector does).
- High turnover of personnel – stations cannot afford to pay staff and must use volunteers who use the stations as stepping stones to other jobs.
- Misconceptions in communities and in Kenyan society more broadly about what community radio stations are, and what they can and should achieve.
- Poor financial controls and lack of financial transparency.
- Insufficient equipment to reach their allotted broadcast areas or to produce high quality programming.

4.2 Off-air initiatives

A limitation of the research is that time constraints meant that we were able to identify and interview only a couple of off-air initiatives. Those interviewed tended to be led by individuals who were taking a bureaucratic rather than a developmental approach to start-up. The focus was on filling in forms and meeting other licensing requirements, rather than engaging communities and consulting community groups and members about needs and service. There was wariness about including community groups, and the impression was that personal rather than community interests were behind the initiatives. There was also limited understanding about community radio.

Given the present excitement about community radio, the number of new initiatives is likely to increase. The seeds of sustainable community service – in particular, governance, ownership, community support and participation – are sewn in the early development phase of stations. Initiatives would therefore benefit from support and capacity building early on.

4.3 The Legal and Regulatory Environment

The past two years have seen dramatic changes for the better for community radio. The broadcasting law (the Kenya Communications Act 2009) and the new regulations have opened the way for community radio development. Positive outcomes of the November 2009 stakeholder forum called by the Communications Commission of Kenya (CCK) to discuss the new regulations suggest that both the Ministry of Information and Communication and the CCK are more open to community radio and to stations' development needs.

However, there are concerns about CCK's independence and their capacity to cope with what is likely to be a sharply increased workload as new community radio initiatives emerge. There is also some lack of clarity with respect to legal definition – particularly regarding community ownership, geographic vs. interest communities and financing. Independence of the regulatory authority is of paramount importance for the creation of independent radio. Clarification of the definition would facilitate both radio development and the licensing process.

4.4 Sector Identity

Community radio stations in Kenya do not perceive themselves as being part of a distinct broadcasting sector, with its own values, ethics, practices and role.² Development of a Kenyan community radio identity would enrich the media

² The Stakeholders' Forum organised by OSIEA to present the findings of this research was the first time so many stations were brought together in one gathering. The issues of identity development and leadership were discussed during the final sessions of the forum. (See 9. Report of the Stakeholders' Forum, May 2010.)

environment, work against negative competition between community stations, build values, ethics and standards and enable stations to learn from each other. It would also open the way to more textured understandings of community radio – and community – in Kenya; help clarify the differences between community and private local language stations, and work against the notion of an “ethnic station”, or a station intended for only one ethnic group.

4.5 Representative Bodies

The absence of a sense of identity is partly a result of past weakness at the level of national representation. The oldest organisation representing community media in Kenya is the Kenya Community Media Network (KCOMNET). Although KCOMNET can take much of the credit for positive developments in the legal environment, at the time of writing this report (2009), most stations had not heard of or did not know much about KCOMNET, and were not members. At the time of writing, new associations were starting up, but they were also generally unknown to the stations.

Poised for growth, community radio stations in Kenya need strong leadership, and there is a growing awareness among stations of this need. The absence of a representative body and the likelihood of competition for the role is problematic. It weakens the potential for community radio development on both the material (capacity to mobilise resources) and ideological levels (developing community radio understandings, ethics, values, standards, and marshalling political and civil society support) at a time when these are most needed.

4.6 Training agencies

Kenya is well supplied with universities and colleges, in and out of Nairobi, some of which have journalism and / or mass communications departments. Lecturers have made valuable contributions to policy development. Many community radio staff and volunteers at radio stations have undergone one or more years of training at tertiary level, and hold diplomas or degrees. The availability training and skills provides a good opportunity for community radio stations. However, most of the training is geared towards the public and commercial media sectors and this affects how community radio stations operate and sound.

There is also a handful of NGOs that provide journalism training. However, NGO training institutions also do not differentiate between commercial local language stations and community radio stations, and course content is usually focused on generic journalism skills. While these skills are all valuable, recognition that they are differently applied by different kinds of radio is absent.

The majority of NGO trainers do not employ in-house trainers, but contract lecturers from the universities, colleges, or practising journalists from the public and commercial media, on a course-by-course basis. This further skews training towards the public and commercial sectors. It also means that media training NGOs themselves remain under-developed in terms of materials and curriculum development.

Training needs identified by community radio stations included community development training, how to mobilise community participation, making programmes that will develop communities, participatory programme production techniques, business planning for community radio stations, community radio management and community radio governance. We did not find any training courses specifically tailored for community radio stations.

4.7 Community radio and conflict

Close to their communities, community radio stations are in an excellent position to promote peace and community harmony. However, in reaction to the violence of 2008, most of the stations said they avoided politics. There is a clear and urgent need to build stations' capacity and confidence with respect to politics and handling political conflict to ensure that stations play a constructive role in the 2012 elections.

4.8 Donors

Nairobi is home to many donor organisations with regional programmes. Everywhere we went there was evidence that stations are trying to take advantage of the opportunities that donors present. OSIEA is also a member of a media donors' forum which meets regularly to share information and learning.

Community radio stations are new, unsophisticated, small, distant and – given the poor quality of roads, and banditry and insecurity in some places – inaccessible. High staff turnover, internal crises and the almost 100% lack of clear financial information make them risky to fund and labour intensive for donor assessment and grant making. Some donors have preferred to work through intermediaries or to fund capacity development.

Where donors have got directly involved, we found mixed results, in particular, with respect to equipment. While grateful for equipment, recipients said they felt disempowered because the donors had purchased and installed the equipment without properly consulting them about their needs. This, they said, resulted in installation of equipment that was inadequate or inappropriate, and stations were struggling to fill technical gaps. A success story was UNESCO's approach of equipping stations for sustainability through providing broadcast equipment and computers for a community media centre.

There is discussion in the community radio sector of setting up a "basket fund" for community radio development.³ Other models – like a statutory body specifically tasked with community media development – are also being discussed. These are good ideas. However, given weaknesses in the sector representative bodies, the likelihood of either a statutory fund or a basket fund, being set up in Kenya is some way off.

4.9 OSIEA

OSIEA's Media and Access to Information Programme, with its focus on strengthening the media environment, extending access to independent information, diversity of ownership, and civic participation, provides a strong base for community radio support.

Three other strengths of OSIEA stand out in relation to community radio support:

- **OSIEA is both a grant maker and an implementing organisation.** Community radio is relatively new in Kenya. Stations will require intensive, hands on support in developing proposals and marketable business plans.
- **OSIEA has both advocacy and convening capacity and power.** Community radio is widely misrepresented and misunderstood. OSIEA's advocacy and

³ A basket fund is created when a number of donors commit funds to a single purpose, and together oversee disbursement.

convening power will be extremely useful to a sector needing to win both positive recognition and understanding as it develops.

- **Funding criteria are flexible, enabling OSIEA to respond quickly to changing situations.** Community radio stations are small, under-resourced, and are extremely vulnerable to changes in their environment. They must themselves respond quickly to changing situations – and a flexible and responsive donor that is not weighed down by extensive bureaucratic procedures is exactly what community radio stations at an early stage of development need.

5. Conclusion

This study aimed to map the community radio sector, with a view to helping it realise its promise. We have been critical, but always with construction in mind. All too often community radio stations are presented in glowing terms, as heroic endeavours – and in many respects, they are. However, unless weaknesses are explored and gaps identified, community radio will not get smarter and more sustainable.

The stations described here will change and grow. Everywhere we went we encountered extraordinary energy. There is great promise, and we hope that our report will be a positive contribution to the future.

We thank our interviewees for their interest in our research and their willingness to engage. We also thank OSIEA for the opportunity to complete this very interesting project.

Abbreviations

AU	African Union
CCK	Communications Commission of Kenya
CDF	Constituency Development Fund
DRP	Developing Radio Partners
EACMP	East Africa Community Media Project
ENA	Econews Africa
KBC	Kenya Broadcasting Corporation
KCOMNET	Kenya Community Media Network
KMD	Kenya Meteorological Department
MP	Member of Parliament
NGO	Non Governmental Organisation
NEPAD	New Partnership for Africa's Development
NSIS	National Security Intelligence Service
OSIEA	Open Society Institute for East Africa
SIDA	Swedish International Development Agency
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation

Poised for Growth – Community Radio in Kenya in 2009

1. Introduction

The community radio sector in Kenya is poised for growth. Plans range from setting up a community radio station in every constituency, to digital villages (cybercafés) linked to community radio stations in every district.⁴ At the time we were conducting our research the government had published new communications regulations for Internet and broadcasting, and dates for stakeholder discussion were set, postponed, and set again.⁵ There was an air of excitement and expectancy about community radio and its potential as a medium for both community development and deepening democracy.

Kenya is credited as being the home of Africa's first community station – Homa Bay Community Radio. Started by the government in 1982, Homa Bay Community Radio broadcast development messages in the Luo language from the shores of Lake Victoria in Nyanza Province. At the time, Kenya was a one-party state, and – fearing an independent voice – the same government dismantled the station after only two years, in 1984.

Essentially a government station, Homa Bay Community Radio was very different from the community-initiated and owned models that have developed in today's more liberal media environment. Multi-party democracy was returned in Kenya in 1991, after over 20 years of one-party rule.⁶ Under pressure from the opposition, the government loosened its grip on broadcasting, and the way was opened for Kenya's second community radio station, Radio Mang'elele, which went on air in 2004. Started by community-based women's groups in Kibwezi District in Eastern Province, Radio Mang'elele has survived and is still on air, broadcasting a mixture of entertainment and development programming.

In the seven years since the launch of Radio Mang'elele, a handful of new community radio licences have been issued. These stations and initiatives represent the beginnings of a new radio sector with great potential to enhance the lives of communities across Kenya through broadcast of good quality development programming. Close to their communities, and broadcasting in local languages, community radio stations also have the potential to promote unity and to deepen understanding of democratic processes. This is a vital role in Kenya, where many communities were torn apart during the political and ethnic violence that followed the presidential elections of December 2007.

⁴ The Ministry of Information and Communication has plans to roll out digital villages – community multi-media centres or cybercafés run as small businesses – across the country. According to the Permanent Secretary for Information and Communication, Dr Bitange Ndemo, the plan is starting to make headway, with some training of young people in management and running digital villages. However, progress has been slow. (Interview with Dr Ndemo, September 2009).

⁵ Originally set for September 22-23, the date for stakeholder discussion was twice postponed, and finally took place late in November. Doreen Rukaria (co-researcher/author of this report) attended the meeting, and we are therefore able to include some of its outcomes, although the meeting had, at the time of writing, not yet been formally written up by the CCK. The new broadcast regulations (http://www.cck.go.ke/current_consultations) replace the 2001 regulations (http://www.cck.go.ke/docs/kenya_communications_regulations_2001.pdf).

⁶ A short period of multi-party democracy had followed independence from British colonial rule in 1963. However, opposition was weak, and minority parties either joined the ruling Kenya African National Union (KANU), led by President Jomo Kenyatta, or were eradicated by it through banning and arrests. By 1969 Kenya was effectively a one-party state. Kenyatta died in 1978, and the government of his successor, President Daniel Arap Moi, formalised the one-party system through constitutional changes in 1982. Faced with local and foreign pressure, the constitution was again changed in 1991, and multi-party democracy restored.

This research aims to map community radio in Kenya, and to assess the current status of community radio stations and the community radio support sector. It was funded by the Open Society Institute for East Africa (OSIEA). Based in Nairobi, OSIEA is a member of the Soros Foundations Network, an international network of foundations formed by the philanthropist George Soros. The network aims to promote development of open societies across the globe, and works primarily through grant making and advocacy.

In addition to mapping the sector, OSIEA wished to develop a strategy to work with local partners to develop and strengthen open society in Kenya through supporting community radio stations.

The research was jointly carried out by the US-based radio development NGO, Developing Radio Partners (DRP), and the Nairobi-based Kenya Community Media Network (KCOMNET), in September and October 2009. The terms of reference for the research are included as **Appendix B**.

2. Methodology

2.1 Scope

The focus of our research was community radio stations, that is, stations broadcasting with community radio licences. We also interviewed a few community radio initiatives – groups that had applied for licences and were waiting to hear the outcomes of their applications.

To contextualise community radio development, and to assess the extent and potential of the community radio support sector, we conducted in-depth interviews and some group discussion with a variety of other stakeholders, including government agencies, parastatals, non-governmental organisations (NGOs), media training providers and other support and service organisations.

We identified 11 stations, and managed to visit 10 of them. At the time of the research, serious violence had broken out in Samburu between pastoralist groups, and we were advised that it was unsafe to visit Serian FM, which broadcasts from Samburu.

The community radio stations:

Nairobi Province

Koch FM, Korogocho, Nairobi
Ghetto FM, Pumwani, Nairobi
Pamoja FM, Kibera, Nairobi

Central Province

Kangema FM, Kangema, Murang'a

Eastern Province

Mang'elele FM, Makueni
Mugambo Jwetu, Tigania

Rift Valley

Oltoilo Le Maa, Suswa/Narok
Serian FM

Western Province

Masinde Muliro, Kakamega
Bulala FM, Budalangi

Nyanza Province

Maendeleo in Rarieda

We also visited two commercial stations – Kaya FM in Kwale in Coast Province, and Mwanedu FM in Voi in Eastern Province, to compare their operations with community stations. Time constraints meant we were unable to visit any other local commercial FM stations, and general information about the commercial sector is drawn from interviews with trainers and other service providers, and from desk research.

A full list of individuals and organisations interviewed is included as **Appendix A**.

2.2 Research Methods

We used a combination of qualitative methodologies including:

- In-depth interviews with board members and station managers.
- Group interviews and discussion with station staff, focusing on programming.
- Observation, to assess the atmosphere and general activities at the station.
- Document research. We asked to see business plans and financial statements.
- Wherever possible we also interviewed people who might be listeners, in markets and shopping centres near stations.

2.3 Interview Guide

Sustainability is an issue for community radio stations everywhere. In most parts of the world, community radio stations live a hand-to-mouth existence, and are extremely vulnerable to contextual changes, for example, fuel price rises and weather events like lightning strikes on their transmitters. International donors are an important source of support for community radio stations, and over the years, donor concerns about creating dependency have led to an intensified focus on financial sustainability. However, community radio experience internationally has shown that even the most financially successful stations are vulnerable to other pressures – political pressure; lack of internal organisational capacity; community dissatisfaction with programming, poor leadership, to name a few.⁷

In order to understand trends and issues – and in particular, issues affecting sustainability of community radio stations in Kenya – we developed an interview guide based on a model of community media sustainability suggested by Alfonso Gumucio-Dagron and Hezekiel Dlamini. In their manual on Community Media Centres, Gumucio-Dagron and Dlamini break the concept of sustainability into three aspects: social, institutional, and financial sustainability.⁸ This model is useful because it shifts the focus away from financial sustainability, and encourages a more multi-faceted approach.

Gumucio-Dagron and Dlamini argue that to become sustainable, community media must succeed in all three aspects of sustainability. Following their model, we built an informal, open-ended interview guide to focus on:

Financial sustainability

- Competition between community radio and the better-resourced public and commercial radio sectors;
- The impact of legislation on stations' finances;
- The quantity of local business and community financial and in-kind support;
- Diversity of income source (which impacts on both financial sustainability and diversity of programming content);
- Marketing and marketing capacity.

Institutional sustainability

- Governance; management structures and style; human resources and capacity; and all systems, policies procedures;
- Business plans and business planning capacity;
- Financial management capacity, and financial systems, and procedures.

⁷ See, for example, case studies in Fairbairn, J. (2009): *The Business of Changing Lives – Community Media Sustainability Guide* (Internews, Washington). www.internews.org.

⁸ Gumucio-Dagron, A. and Dlamini, H. (2005): *Sustainability of CMCs*, in *Guidebook on setting up a community media center* (UNESCO). See <http://portal.unesco.org/ci/en/files/15721/1084292960512.pdf/12.pdf>

Social sustainability

As with all radio, high quality programming is community radio's bottom line product. It is what attracts listeners, advertisers and sponsors. Apart from the emphasis on a particular audience or community, the main difference between community radio and other forms of radio is the principle of community participation in programme production. We therefore interviewed management and staff about programming. Wherever possible, we also interviewed listeners and community members about programming and their perceptions of the stations.

The interview guide is included as **Appendix C**.

2.4 Limitations

Locating stations

Our intention was to interview all radio stations holding community licences in Kenya. A key problem was locating stations. The list of FM broadcasters provided on the website of the communications regulatory authority, the Communications Commission of Kenya (CCK), does not distinguish between community, public and private stations.⁹ KCOMNET also did not have a comprehensive list of stations. Identifying stations was therefore something of a voyage of discovery: we may have missed some, but we also found some that neither the network nor the training providers knew about.

Tracking down off-air initiatives was similarly problematic. Acceptance and processing of licence applications has been suspended while the Ministry of Information and Communication and CCK take steps to confirm the proposed new broadcasting regulations. To find new initiatives, we largely relied on word of mouth, and we will have missed many.

Financial information

Stations were generally reluctant to disclose details of income and expenditure, or did not have the relevant records because their financial systems were underdeveloped. Despite being on air for more than a year, some did not have annual financial reports. Lack of financial skills and systems at this stage of the sector's development can be dealt with through capacity building. This is therefore less of a concern than the reluctance to disclose information: accountability to the community and transparency in finance and operations are fundamental to community projects, particularly those seeking donor support or other public funds.

Time and distance

Time and distance restricted the length of time we could spend at each station. We were therefore generally not able to listen to programming or to meet with community members and important local stakeholder groups. Where key players were not available for face-to-face interviews, we have had to rely on telephone and Skype contact.

Language and understanding

Our interviews were conducted mostly in English and Kiswahili. In relation to opinions and attitudinal information, we made every effort to check for clarity in relation to the language used. Both researchers worked closely together to discuss the emerging issues and themes on an ongoing basis.

⁹ See http://www.cck.go.ke/radio_and_tv_stations/

3. Community Radio in Kenya – the Landscape

Development of community radio in Kenya has been comparatively slow on a continent where the political and legal environments for community radio have been improving, and numbers of stations increasing, since the early 1990s. The two reasons generally put forward for this are (1) lack of a clear legal and regulatory environment, and (2) most communities do not even know that the opportunity to start and own radio stations exists. These two issues are related, and are dealt with below.

3.1 The Media Environment

A vibrant media environment

Community radio stations in Kenya operate in a vibrant media environment, including print, television and digital media. There is a large middle class with sufficient buying power to support a strong advertising base, and media companies have flourished. Newspapers are mostly read in the cities, and television reach is also extensive. However, most Kenyans – particularly in the peri-urban slums and rural areas – listen to radio for news and information, because radio receivers are cheap, and because liberalisation has led to the birth of increasing numbers of stations broadcasting in local languages.¹⁰ The Internet remains the least-used medium, because of cost and limited access.

Appearance of diversity

Radio's potential to generate income has not gone unnoticed by the larger media companies, and the publishers of the two most-read titles, Nation and Standard, also have substantial broadcasting interests. The CCK website lists over 80 radio licence holders, between them holding some 360 frequencies.¹¹ Some of the bigger media companies, Royal Media, Capital and Nation, each hold several frequencies and operate radio networks across the country. Not all of the frequencies are being used – CCK lists some 140-150 frequencies (over 40% of allocated frequencies) as off-air. The high number of unused frequencies bears out the observation by a number of our interviewees that frequencies are being snapped up and hoarded by bigger companies and networks in order to keep out competition. Some companies are also allegedly selling frequencies to third parties, for large sums. CCK is trying to put a stop to these practices by recalling all unused frequencies.

The multiplicity of media outlets in different formats (print, radio, television and online) gives the Kenyan media scene the appearance of plurality and diversity. However, cross media ownership means that there is a similarity of content across different media formats.¹² This situation presents an opportunity for community radio stations – as independent, community-owned, local operations – to present news and information that is very different from other outlets. However, for a variety of reasons that are explored later in this report, this potential is not being realised.

Political bias

A 2006 survey of media across Africa by the BBC World Service Trust found serious weaknesses and failures in both the public and private radio sectors in Kenya. The survey found that private broadcasters “while seeming to take the duty of informing the public

¹⁰ FM radio receivers can be bought in Kenya for as little as US\$3 (about KES225).

¹¹ See http://www.cck.go.ke/radio_and_tv_stations/

¹² Kenya research findings and conclusions, *African Media Development Initiative* (BBC World Service Trust: London, 2006. Electronic version: http://downloads.bbc.co.uk/worldservice/trust/pdf/AMDI/kenya/amdi_kenya_full_report.pdf)

seriously, exhibit a tendency towards bias, and almost every channel can be identified with a political party or personality.”¹³ The same study also concluded that in order to make ends meet, Kenya’s public broadcast service, the Kenya Broadcasting Company, had started to operate more like a private station in order to gain audience and advertising revenue, and was falling short with respect to its public service mandate.

Community radio stations are also open to influence, and a worrying trend is the extent to which Members of Parliament (MPs) are behind setting up stations – and in some instances, are even perceived by listeners to own stations.

3.2 The Legal Environment

Recognition

In Kenya, community radio is recognised alongside commercial and public broadcasters as part of a three-tiered broadcast system. Each of the three tiers – public, commercial and community – has a separate legal definition, and holds a specific licence.

Definition

Internationally, there is general agreement on four principles that are seen as pillars of community broadcasting.¹⁴ These are:

- Community ownership and control
- Community service
- Community participation
- A non-profit business model

In countries where community radio is legally recognised, these principles are increasingly being built into legal and regulatory systems.

The Kenya Communications Amendment Act (2009) defines a community radio station as one which:¹⁵

- Is fully controlled by a non-profit entity and carried on for non-profitable purposes;
- Serves a particular community;
- Encourages members of the community served by it or persons associated with or promoting the interests of the community to participate in the selection and provision of programmes to be broadcast; and,
- May be funded by donations, grants, sponsorships or membership fees, or by any combination of these.

Ownership

Legal definitions are generally only useful if they produce the desired results. An interesting aspect of the legal definition (and the accompanying regulations – see the Box 1: **The Legal Framework**, on the next page) is that they do not specify community ownership, but only “control” by a non-profit entity. This opens the way for licences to be held and stations to be

¹³ Kenya research findings and conclusions, *African Media Development Initiative* (BBC World Service Trust: London, 2006). Electronic version:

http://downloads.bbc.co.uk/worldservice/trust/pdf/AMDI/kenya/amdi_kenya_full_report.pdf

¹⁴ See the website of AMARC, the World Association of Community Broadcasters, for discussion of definitions. www.amarc.org.

¹⁵ Kenya Communications (Amendment) Act 2009. See <http://www.communication.go.ke/Documents/media.pdf>

The Legal Framework

The **Communications (Amendment) Act (2009)** guides the commission in granting community radio licences. It says that in granting licenses, the CCK should consider:

- The community of interests of the persons applying for the licence;
- Whether a significant proportion of the community have consented to the application;
- The source of funding for the broadcasting service;
- Whether the broadcasting service to be established is not-for profit, and
- The manner in which members of the community will participate in the selection and provision of programmes to be broadcast.

A community radio licence may contain conditions requiring the licensee to:

- Ensure that a cross section of the community is represented in the management of the broadcasting service;
- Ensure that each member of the community has a reasonable chance to serve in the management of the broadcasting service;
- Ensure that members of the community have a way of making their preferences known in the selection and provision of programmes.

- *Kenya Communications (Amendment) Act 2009.*
See <http://www.communication.go.ke/Documents/media.pdf>

The **Draft Broadcasting Regulations (2009)**, under discussion at the time of writing this report, say that community broadcasting services shall:

- Reflect the needs of the people in the community including cultural, religious, language and demographic needs;
- Deal specifically with community issues which are not normally dealt with by other broadcasting services covering the same area;
- Be informational, educational and entertaining in nature;
- Provide a distinct broadcasting service that highlights community issues.

With respect to **licensing requirements**, the regulations say applicants must provide the CCK with

- A business plan;
- Evidence of technical capability in terms of personnel and equipment to carry out broadcasting services;
- Evidence of relevant experience and expertise to carry out broadcasting services; and
- Evidence of the capability to offer broadcasting services for at least eight continuous hours per day.

- *Draft Kenya Communications (Broadcasting) Regulations, 2009.* See http://www.cck.go.ke/current_consultations/

owned by civil society organisations which need not themselves be community-owned. Community radio stations might therefore be owned by NGOs, or faith-based organisations, or clubs, or – according to the regulations – any “persons” with community interests rather than by community-based organisations. However, both the legal definition and the regulations clearly aim to encourage community consent to the existence of the broadcast service, and community management, community participation and community service. These aspects of the definition are useful in a context where small, local stations are prey to political influence and exploitation – but only in so far as they are adhered to and compliance is monitored.

Greater clarity within the law with respect to ownership might go some way to reducing political influence. In some places, the legal system specifies that office bearers of political parties may not be members of community radio boards, and this is something the Kenyan system might consider. In general, however, community ownership is not a perfect system or an exact science, and community elected or appointed governance structures are as vulnerable to contestation, dominance and influence as any other form of governance. Community participation and understanding, informed boards, constitutions that are clear and unambiguous about independence and inclusivity, and democratic board renewal processes are the main ways of safeguarding community media. This makes community and civil society understanding about community radio, and their rights in relation to ownership, management and participation, all the more important.

Community

A useful distinction that community media legislation makes in some countries is between geographic communities and communities of interest. This distinction makes it possible for community radio stations to define themselves either as representing a particular locality, or as representing a specific interest, for example, a faith, culture, hobby or institution.

The absence of a distinction between different kinds of community in Kenya’s current laws, coupled with the lack of clarity about ownership, contributes to vagueness around community radio’s identity. This in turn may contribute to the confusion between private and community stations (see **3.3 Community Radio Identity**, below). It also contributes to a situation in which stations feel it is acceptable to exclude minority groups (see ***What is meant by “community”***, **3.3, Community Radio Identity**, below).

Participation, sources of income

The provisions, regarding participation and sources of income, are fairly standard and are commonly understood as “best practice” in community radio legislation.¹⁶ However, as presently expressed, they are misleading. Most of the stations we visited understood the emphasis on community radio’s non-profit status and the clause relating to funding sources, by mentioning only grants, sponsorship, donations and membership fees, to mean that they were prohibited from carrying advertising. This is clearly not the case, and there is work to be done to undo a perception that is hindering stations in their quest for financial sustainability.

Licensing and frequency allocation

At the time of writing, the Ministry of Information and Communication was responsible for issuing broadcast licences, and the CCK was responsible for allocating frequencies. This dual process is to change some time in 2010 when the Kenya Communications Act (2009) and the new broadcast regulations are fully applied. The Act and the new regulations will

¹⁶ See Chapter 12 in Buckley, S., Duer, K., Mendel, T., and O’ Siochrú (2008): *Broadcasting, Voice, and Accountability: A public Interest Approach to Policy, Law and Regulation* (World Bank, Washington). The book is an excellent resource for community radio activists, policy and lawmakers.

place licensing and allocation of frequencies under one roof – that of the CCK. This was confirmed at the November 2009 stakeholder discussion, and the likelihood is that CCK will take over licensing in 2010. At the time of writing, it was not clear what the new assessment processes would be.

Under the current system, all applications are assessed by the Ministry, which uses the National Security Intelligence Service (NSIS) to “vet” (investigate) applications. Applications are very rarely declined.¹⁷ Once the licence has been granted, the application is forwarded to the CCK, which allocates a frequency. The CCK does not conduct any assessments – if a frequency is available, it is given, and the applicant can go on air.

While there is general agreement that the proposed new arrangement will make the process more coherent, interviewees raised concerns about:

- The CCK’s independence in a media context that is politically driven. According to the former Assistant Minister in the Ministry of Information and Communication, Mr Koigi Wamwere, the CCK has not been able to address larger broadcast industry issues such as monopoly, equity, shareholding, diversity of programming and pluralism of opinion.¹⁸
- Whether the CCK will be given sufficient capacity and resources to cope with the proposed increased workload and what is likely to be a sharp increase in applications for community radio licences. Delays in licensing and frequency allocation can have an extremely negative impact on community initiatives. In South Africa, where the broadcasting authority failed to deliver on its promises of speedy licensing, many community radio initiatives collapsed when leadership gave up hope and communities lost faith.¹⁹

At the November stakeholder discussion of the new broadcast regulations, the following key points emerged – all positive for community radio development:

- The CCK will set aside frequencies for community media – which means that community radio stations will no longer have to compete for frequencies with the better resourced commercial stations.
- CCK has prepared regulations to ensure that stations are appropriately equipped and can perform to required technical standards. All of the community radio stations we visited were poorly equipped – and almost none had sufficient transmission capacity to broadcast to the 50km radius allowed by their licences. The new regulations are also intended to ensure that donors wanting to equip stations bring into the country equipment of high standard.
- To foster media diversity and pluralism (in accordance with its mandate), CCK has promised to hold a community media stakeholders’ meeting to discuss the way forward for community radio and to identify areas where the CCK and other government agencies can support the sector. This meeting will be extremely important for the sector, and is a key point at which OSIEA can contribute to creation of a strong and developmental legal and regulatory framework.

¹⁷ Interview with Dr Bitange Ndemo, Permanent Secretary, Ministry of Information and Communications, September 2009.

¹⁸ Expression Today, August 2007. Expression Today is a journal published by The Media Institute, a non-profit organisation which aims to promote media freedom, freedom of expression and excellence in journalism. It is funded by donor agencies, including OSIEA.

¹⁹ The impact of poor licensing processes is documented in Fairbairn, J (2005). *Community Voices Over a Decade* (Open Society Foundation for South Africa, Cape Town), a book documenting the history and workings of the Foundation’s community radio support programme.

The amended Act and the 2009 regulations are a huge improvement on the previous law and regulations,²⁰ in that they both recognise community radio and discuss it. However, problems remain. In workshops hosted by KCOMNET and other stakeholders over the past 12 months, the following list of suggested improvements was developed:

- Clearer definition is required to clarify the distinction between community radio and private FM stations.
- Introduction of licensing procedures more favourable to community radio development, including setting aside frequencies specifically for community radio stations. The current 'free market' (a kind of first-come first serve, winner takes all) approach gives commercial media unfair advantage. (This issue appears to have been addressed – though the questions of how many frequencies are to be set aside for community radio and on what basis are not yet answered).
- The need to regulate to prevent political involvement and political affiliation, and to protect stations from political influence and control.
- Clarity on community radio stations' rights to generate income through commercial advertising. While there is no legal prohibition on community radio advertising, the perception among stations is generally that because they are not-for-profit organisations, they may not carry commercial advertising.
- Access to grant funding, as opposed to loans, from the Universal Access Fund. The Universal Access Fund was set up to promote equitable access to broadcasting and other communications infrastructure, and to information. Under the present system it provides loan rather than grant support. The community media sector, which is already under resourced, believes this places them at a disadvantage.²¹
- The need for an independent statutory body to support community radio stations through funding, equipment, training or other means. This is seen as a legitimate subsidy for a sector tasked to take forward the country's development goals and to promote unity. There are several examples of such statutory bodies set up in other countries for the Kenyan sector to draw on.²²
- Other community radio incentives could be legislated, for example, tax rebates, lifting of duties on equipment imports, service charge subsidies and others.
- The licence fee. At present, the annual licence fee for community radio stations, at KES30,000 (about US\$400), is lower than the KES100,000 (about US\$1,350) fee for commercial stations.²³ However, cash-strapped community radio stations feel that the fee is too high.

²⁰ The Kenya Communications Act of 1998 and the Kenya Communications Regulations (2001).

²¹ For more about the Universal Access Fund, see http://www.cck.go.ke/universal_access_plan/

²² Examples are explored in Buckley, S., Duer, K., Mendel, T., and O' Siochrú (2008): *Broadcasting, Voice, and Accountability: A public Interest Approach to Policy, Law and Regulation* (World Bank, Washington). See also Cate Coyer's article on community media laws in Fairbairn, J (2009): *The Business of Changing Lives – Community Media Sustainability Manual* (Internews, Washington).

²³ Currency conversion rate at 20/11/2009: US\$1 = KES74.55.

3.3 Community Radio Identity

In Kenya, commercial (privately-owned) local language radio stations are usually loosely referred to as community radio stations or “vernacular” stations. Some commercial local language stations were slated for playing a negative role during the post-election violence in 2008. For example, Caesa Handa, executive director of Strategic Research, a firm hired by the United Nations Development Programme (UNDP) to review Kenyan media coverage of the 2007 presidential election, concluded that “vernacular” radio stations fomented ethnic violence in their programming.²⁴ His comments were widely reported, sometimes with “vernacular” used interchangeably with “community”. In the heated debate over the media’s role in the post-election violence, the Ministry of Information threatened to shut down all community stations. Other research differentiated between stations holding commercial licences, and those holding community licences, and found that community radio stations played a commendable role.²⁵ The confusion was also very evident throughout our research. Most people we spoke to before we began our journey asserted that Kaya FM (in Kwale, Coast Province) and Mwanedu FM (in Voi, Coast Province) were community radio stations. It was only when we visited the two stations that we found out that they were, in fact, commercial local language stations.

Our research emanates partly out of a concern about this confusion and the dangers it presents for a new community radio sector poised to blossom and grow. The role played by radio stations – both positive and negative – in the post-election violence has been relatively extensively researched, and is also presently under investigation by the Media Council of Kenya. Our report therefore does not focus on the role of radio stations in the violence; rather, we look at the confusion between commercial and community stations in the public mind, factors leading to the confusion, and what might be done about it.

Political and business interests

The confusion between commercial and community radio stations is problematic on a number of levels. There are fears that it is being used expediently by those with an interest in closing down the space that is slowly opening up for independent radio. The perception that community radio might disturb or fracture Kenya’s fragile post-election unity, or fan ethnic divisions in the next election in 2012, plays into the hands of both politicians wanting to control the media, and media owners wanting to control competition. In Kenya’s media environment, this is often one and the same thing: many politicians in Kenya have extensive financial interests in media.

It is possible that the confusion is being deliberately fuelled by these interests (a suggestion that is reinforced by the government’s 2008 threat to close down community stations). Henry Maina, of Article 19, suggests that a way out of the confusion is to unbundle the discussion on FM stations fanning post-election violence, and to involve policymakers, civil society, lawmakers and the donor community in clarifying differences between the three tiers of broadcasting; educating the public about their rights and roles in relation to each of the three tiers, and to identify best practices for broadcasters – in particular community broadcasters.²⁶

²⁴ See for example the article titled, Kenya: Spreading the word of hate (IRIN, 28 January 2008) <http://www.irinnews.org/Report.aspx?ReportId=76346>.

²⁵ For example, the BBC World Service Trust Policy Briefing, The Kenyan 2007 Elections And Their Aftermath: The Role Of Media And Communication, April 2008:

http://downloads.bbc.co.uk/worldservice/trust/pdf/kenya_policy_briefing_08.pdf

²⁶ Interview with Henry Maina, Article 19, September 2009.

What is meant by “community”

At another level, the confusion appears to be fuelled by beliefs that appear to be widely held in Kenya about what a community is, and therefore what a community radio station ought to be. In our discussions with a variety of stakeholders, it became clear that a community is generally understood to be a particular ethnic or language group. A community radio station is therefore perceived to be one that serves a particular ethnic or language group. As a result, all local single-language (“vernacular”) stations are seen as “community” stations, irrespective of their licensed status.

The stations themselves feed this perception. For example, Mwanedu FM, a commercial local language station broadcasting from the market town of Voi in Coast Province, describes itself as a community station and sees itself as serving the Taita community. It broadcasts in the Taita language, and a little English and Kiswahili (the national languages). However, it does not broadcast in Sagalla, although there is a relatively large Sagalla-speaking community, who would benefit from programming, living only a few kilometres away from the station’s studios.

The reason given by the station manager for not broadcasting in Sagalla was that Taita listeners might not like it, and that anyway, the Sagallas could mostly understand Taita (although Taita-speakers were less likely to understand Sagalla). He agreed that in principle, programming about Sagalla culture and traditions, and panel discussions bringing together representatives of the Taita and Sagalla communities might harmonise relations between the two communities.²⁷ But it was clear that he had not thought of such programmes before, and expressed reluctance to introduce them for fear of alienating Taita speakers.

Similarly, none of the community licence holders we visited broadcast in more than one *local* language, although most included Kiswahili and some included English programming. Interviewees generally expressed surprise at the notion that broadcasting in two local languages might even be possible.

The exclusion of minority groups in programming is problematic in a society where there is ethnic conflict. It also counters the spirit of the legal and regulatory framework, which emphasises participation and specifically mentions representation in management by “a cross section” of the community represented.

Location

There is also confusion about geographic location, with stations loosely identified as “community” simply if their offices or studios are based in a rural area. However, a number of privately-owned “vernacular” stations are not even based in the communities they broadcast to or claim to represent – for example, Kass FM, which broadcasts in Kalenjin to people living in the Great Rift Valley, is based in Nairobi.

Common currency

We found that radio training and other service providers loosely refer to any small station broadcasting in a local language, whether based in a community or not, as a “community radio station”. We were almost invariably told by training agencies, “We are training community radio stations,” and then given lists of trainees drawn from the commercial sector.

²⁷ Interview with George Mwamodo, CEO of Mwanedu FM, September 2009.

The list of FM stations on the CCK website, while comprehensive, does not distinguish between community, public and commercial stations.

We found that private stations, increasingly realising the potential of the “community” label for attracting development funding, have started describing themselves as “community” stations.

This muddying of the waters is a concern for Kenya’s budding community radio sector, and as Henry Maina suggests, there is important work to be done to explain different kinds of radio, and to raise the profile of community radio nationally, and among communities, as a distinct medium. There is also obviously work to be done to strengthen *all* stations, community, commercial and public, so that they are more able to navigate political crises and emergencies.

Making clear legal distinctions

There are ways of using the legal system to make the distinction between geographic communities and communities of interest. Also a country with many languages and a long history of ethnic conflict, South Africa has two distinct forms of community radio licence.

The South African Broadcasting Act (1999) differentiates between *geographic* community radio licences for stations broadcasting to a clearly defined geographic area, for example, a suburb, town or village, a township, a rural area, and *community of interest* licences, for stations broadcasting to particular interest groups, for example, a religious, ethnic or cultural group, or an institutionally-based group like a campus, school or hospital.

Geographic community and community of interest stations are obliged to broadcast in all the main languages spoken in their coverage areas, except where language is fundamental to a particular interest, as might be the case with stations serving ethnic groups. The result is that in South Africa, most community radio stations broadcast in more than one language.

- See www.icasa.org.za for the *Broadcasting Act of 1999*.

4. The Community Radio Sector

In this section, we include descriptions of each of the stations visited.

As noted under **2. Methodology**, above, finding stations was something of a voyage of discovery. Neither KCOMNET nor any of the training agencies had a comprehensive list. We therefore relied on the CCK web-site, other Internet research and word of mouth. Lists of attendants at workshops were useful – but also misleading, and from time to time we came across names of delegates claiming to represent community radio stations which, despite our best efforts, we could not find.

The most surprising find was a group of stations operating under the auspices of the Kenya Meteorological Department (KMD), as part of the RANET-Kenya project. RANET (**RA**dio **IN**ter**NET**)-Kenya is part of the global RANET project – a rural communications project that seeks to transmit weather and climate information to rural communities using Internet and radio. There are similar projects in which government meteorological departments are setting up radio stations in other parts of Eastern and Southern Africa.

KMD is partnering with a variety of agencies, including government departments, donor agencies, NGOs and local communities set up radio stations and resource centres to help communities deal with the impact of changes in the weather, and issues such as food security, environmental degradation and poverty. At this stage, RANET-Kenya has set up three radio stations, Kangema FM in Central Province, Oltoilo Le Maa in Rift Valley and Bulala FM in Western Province.

The three KMD stations are a distinct grouping with the community radio sector. They knew about each other, and possibly one or two other community radio stations, but very clearly saw themselves as a separate group. Non-KMD stations had very rarely heard of the KMD stations. As will be seen from the descriptions below, the three KMD stations all have similar governance and staffing structures, and KMD support is the core of their financial sustainability.

Information contained in the descriptions is mostly from interviews with station board members, managers and staff. High staff turnover at stations means that institutional memory is not always there to be tapped. We always asked for documents to confirm what people said and to deepen our understanding, but these were often not available. Financial information was particularly hard to come by.

We present the stations in alphabetical order.

4.1 Bulala FM



Bulala FM – broadcasting from unfinished premises. The KMD is putting final touches to the studios, including sound proofing and tiles.

Background

Bulala FM is located in Budalang'i Division, Bunyala District, of Western Province. It is one of the three stations run by the KMD's RANET-Kenya project, which aims to set up communications infrastructure to inform communities about the weather and the environment.

The station is young. It went on air on July 4th, 2009, and is still broadcasting on a test-run basis. Staff and volunteers were so eager to go on air that they are broadcasting from unfinished premises. As you enter the station, you are met by the smell of wet cement and fresh paint. The floors are partly tiled, the studios have no soundproofing and there are boxes and wires all over the place. But there is also a sense of urgency and progress.

The sense of urgency is understandable in the context of the station's history. Bulala FM was initiated five years ago, in 2004, after a seminar by the KMD. A launch was planned in 2005, but lack of funding, and later the political violence of 2007/8, slowed it down. In February 2009, the KMD encouraged formation of a new committee and sent some of the new committee members on a KMD radio training course in Nairobi. The KMD also sent committee members to another of its radio projects, Kangema FM, to see how Kangema – regarded as the flagship station of the RANET-Kenya project – worked.

The trainees returned to Budalang'i and conducted seminars with members of their listenership community. They also set about raising funds for a building. Success came in the form of grants from the international NGO, Action Aid, which donated KES100,000 (about US\$1,400) for the foundations of the building. The station later received funding of KES1.4m (about US\$19,000) from the Western Kenya Community Driven Development and Flood Mitigation Project, a partnership between the World Bank and the Ministry of Special Programmes, which helped build the offices. The KMD donated equipment. The CDF gave KES50,000 (about US\$670) for a power connection. The building is now almost ready, and KMD is putting in the finishing touches, including tiling and soundproofing.

Broadcast area and times

Licensed to broadcast to a radius of 50km, Bulala FM only reaches about 25-35km because the transmitter lacks power. Places reached include Hama, Siro, Busia, Luanda, Siaya, Sindo (Migori), and the signal can also be heard in Lugala, across the border in Uganda. For now, the station broadcasts 14 hours of programming a day, from 5am to midnight, on frequency 107.5FM.

Aims

The overall aim is to mitigate the effects of climate change and extreme weather through programming. Bunyala district is divided into two by the River Nzoia as it makes its way to Lake Victoria. The greater part of the district is in the Nzoia flood plains. To the north and east, Bunyala borders Samia, the boundary being the Samia hills. To the south of the river is the Yala swamp, a permanent swamp which is held responsible for high levels of malaria in the area.

Bunyala is known for floods, which occur almost annually. At the time we visited, the area was experiencing a flood, and sections of the road to the station were under water. Yet - despite the closeness to the lake, and the many floods – the area is also the driest part of Western Kenya. The average annual rainfall is 760-1,016mm, and even this is unreliable. Perceptions are that the area is experience more extreme droughts and more extreme floods.

Bulala FM's listenership communities live in villages on the shores of Lake Victoria, and in the surrounding area. The majority of listeners are small farmers and fishing communities. The fishing communities in particular are keen to receive weather reports and warnings.

In addition to poverty, key issues are HIV and AIDS. Many economically active people go to towns to seek work, and have multiple sexual partners. When breadwinners die, poverty deepens, and there are many vulnerable households in the area, headed by grandmothers and children.

Staffing and structures

Structures were formed and staff recruited on the advice of the KMD. Bulala FM is overseen by a Management Committee of 13 representatives elected from the six administrative locations of Bunyala district, and one co-opted member representing a special interest (in this instance, people living with disability). The primary responsibility of the Management Committee is to provide leadership, guidance, strategic direction and to make policies.

There are 13 staff members: the Administrator, who is responsible for overall management, 10 broadcasters (comprising five information officers and five communications officers), a receptionist and an office assistant.

Capacity

Most staff have not had any training, apart from the KMD radio training for committee members referred to above. They are very conscious of their lack of radio management and broadcast capacity, and the administrator had been researching the Internet for books and manuals on community radio. Working with the station, however, are two retired journalists from the KBC. Both live in the area and so are likely to provide stable support in terms of broadcast capacity and radio journalism and production training for some time.

Finance and business plan

Bulala FM does not yet have a business plan, but understand the need to become financially self-sustainable. Their key source of support at present is the KMD, and staff members are temporary employees of the KMD.

The station has not yet been on air long enough to generate income, but they believe they have a good chance of doing so as they become better known.

Programming

The programme schedule is still being finalised. Currently, most programming is music and news, but as the station develops, the plan is to build a schedule around the environment, health, culture and other development issues. News is mostly sourced from other media at present, in the future, information officers will be tasked with bringing in local news. Most information at present is sourced from the KMD and other media. They are also broadcasting health tips.

Audience research

Bulala FM has not yet conducted any formal community needs or audience research. They are able to gauge reach from callers, but it is too early to gauge listeners' views or perceptions of the station.

Key challenges

- The station does not have field recorders, and so cannot gather community voices or conduct interviews in the field.
- Lack of management capacity. However there is a strong self-help ethic at the station, and the Administrator spends time researching the Internet for information on community radio management and sustainability.
- Transport – the station needs motorcycles or additional bicycles to be able to reach distant and hard to reach parts of the community.

Bulala FM: Mission and Goals

To inform, educate, and entertain the target population with specific objectives to:

- Issue early warnings to those at risk of impending disaster by increasing community resilience against common hazards and other environmental diseases.
- Disseminate hydro-meteorological information and other weather, climate related developmental information.
- Empower the members to engage in wealth creating livelihoods activities.
- Create awareness on sustainable environmental conservation and management.
- Promote access to timely and quality information to promote peace, good governance and improved livelihoods.
- Mitigate effects of extreme weather and climate events such as floods, droughts etc. that may cause population displacement, famine, proliferation of diseases.

4.2 Ghetto FM (99.9)

(Time constraints meant that we were unable to spend more than an afternoon at Ghetto FM, and therefore regret that we do not report Ghetto in much detail. This section relies on a meeting with Albanus Gituro, Programme Officer (17 September 2010), and on information on the SIDAREC web-site www.sidarec.org).

Ghetto FM was started in July 2007. It is a project of the Slums Information Development Resource Centres (SIDAREC), an organisation formed to mobilise slum communities – particularly youth – to take part in development. SIDAREC applied for the 99.9FM frequency in 2007. However, there were three other applicants, and the CCK decided the frequency should be shared, reasoning that a city-wide station could not be a community station.

Ghetto FM primarily serves Pumwani slum. It shares 99.9FM with Pamoja FM, which primarily targets Kibera slum, and Koch FM, which targets Korogocho slum. It is an uneasy relationship, and the three stations all said they would have preferred to be sole owners of the frequency. There have been sporadic attempts by one or other of the three to forge partnerships, improve relationships and work together, but these have not borne fruit. (Koch FM and Pamoja FM are also described in this section).

Ghetto FM covers a radius of 3km, and its signal covers Pumwani, much of Nairobi and also spills over into Korogocho slum. The station broadcasts in English and Kiswahili, and its primary aim is to promote social justice through providing a forum for sharing of information and community dialogue. It also aims to develop broadcasting skills in the community.

Pumwani is home to some 60,000 to 100,000 people who live crowded together in corrugated iron and wooden shacks. As with the other slums in Nairobi, conditions are unhygienic, sanitation and other services are extremely poor, and unemployment, poverty, crime and insecurity are rife. Ghetto lists as its programming priorities – drug abuse, child abuse, domestic violence, ignorance about rights, political dominance and oppressive policies and HIV and AIDS.

Originally located in Pumwani, the station's studios were gutted by fire in 2008. The loss of studio equipment and all other resources meant the station was off-air for over six months. Ghetto FM went back on air after renting premises in Nacico Plaza, just outside Nairobi. The Pumwani studios are now being rebuilt.

Staffing and structures

As a project of SIDAREC, the station is governed by SIDAREC's board. SIDAREC has four development programmes: (1) the early childhood development programme runs three pre-school centres; (2) the entrepreneurship programme provides small loans to (mostly women's and youth) groups wanting to start micro-enterprises, and provides business skills training; (3) the youth reproductive health programme is an information programme which aims to promote safe sex; reduce numbers of unwanted teen pregnancies, and address other sexual health issues, and (4) the community media and ICT programme, which provides Internet training, produces a variety of small media, and runs Ghetto FM. There is a strong community development ethic, and youth earn their Internet training by doing volunteer work in Pumwani.

Capacity

Ghetto FM has 31 volunteers. Some have received journalism and / or mass communications training at tertiary level; others have learnt on the job.

Finance

The station's main sources of income are programme sponsorship and advertisements. Ghetto FM is also funded through SIDAREC's donor partners.

Programming

Programming formats are mostly music and call-in programmes which deal with current affairs and development issues.



Ghetto FM's premises were gutted by fire in 2008. They are now rebuilding the resource centre and plan to return to Pumwani.



4.3 Kangema FM (106.5)

“Ceceni Haha Icwa Haha” (Our station right here)

Background

Kangema FM (106.5) is to be found in a building on a hill slightly behind Gakira Market in Kangema constituency, Murang’a district. The offices are next door to the police station, and overlook a valley where many of the station’s listeners live and work. Although there are no signposts, the station is easy to find, because people in the market know where it is and willingly direct strangers to the studios.

The station is a project of the KMD, as part of the RANET-Kenya project. Its premises are also home to the KMD’s weather measuring equipment. Station staff members have been trained to read the meters, check for evaporation and take rain measurements, which they are proud to do daily on behalf of KMD.

Kangema was not always a KMD station. It was initiated in 2008 by the local MP (who was also Minister of the Environment). The aim was to address environmental issues, in particular to help communities avoid land and mudslides which have killed many people in the area after heavy rains. Funding came from the CDF and was used for equipment and to pay staff “token” salaries. The KMD took the station over in 2009, upgrading equipment, restructuring governance bodies and recruiting additional staff. Under the KMD’s wing, the station also receives financial support for rent, equipment maintenance and salaries.

Kagama 106.5 FM

Vision – To become a leading community radio that provides optimum contribution to improved quality of life in the community.

Mission – to facilitate accessible meteorological information and infusion of scientific, agricultural, education and social knowledge to spur growth and development in society.

Broadcast area and community

Kangema FM broadcasts from 6am to midnight. The station’s signal covers a 25km radius, reaching thousands of mostly Kikuyu speaking farmers in the hills and valleys of Murang’a district, and spilling over into Nyeri district, Maragua and Kirinyaga. Farming is mostly agriculture, including maize, beans, sweet potatoes, vegetables, fruit and tea and coffee. There is also some livestock and dairy farming.

Over the past couple of years, crop yields and returns have been falling, and poverty is increasing. The weather has become more unpredictable, with later rains and sudden flooding that has caused major landslides, with loss of life. The KMD hopes to save lives and improve agricultural yields by providing an accurate and reliable weather service through Kangema FM, including discussion of seasonal changes and environmental issues.

The station’s main aim is to encourage development by facilitating dialogue about community needs, so that people can identify problems and solutions.

Staffing and structures

The station’s listenership area has been divided into five localities, and governance and staff represent these localities. At present, the station has an interim board, comprising the Chief of the area, the Officer in Charge of the station, the District Officer, the person in charge of

the MP's office, the CDF manager and the secretary to the CDF. Additional members are presently being recruited, with the aim of ensuring that women, people living with disabilities, youth, and other sectors are represented.

The KMD recruited 13 staff members (including existing staff from the CDF period, and new people). There are five presenters and five information officers (each serving one of the five designated localities); a

receptionist and a messenger. The station is managed by the KMD's Officer in Charge.

With the exception of the KMD Officer in Charge, who is fully employed, all staff are temporary employees of the KMD, and are paid a small salary. They have been assured that they will ultimately be full time employees of the KMD. Staff members say that because KMD is a government agency, processes of hiring are slow.

Capacity

KMD has provided induction training for board members, and some staff have been trained at the KMD's headquarters in Nairobi. For the training, KMD brought in trainers from media colleges. All staff said they would appreciate additional training, in particular, in technical skills (digital editing), news gathering and presenting.

Finance

The station does not have a business plan, but with the KMD, is developing one. At present, the KMD is the mainstay of the station's income, paying for some running costs – most importantly, equipment maintenance and salaries. The balance of income is from advertising, greetings and announcements. The intention is that the station will become self-sustainable, and they are confident that this will be possible through advertising and programme sponsorship.



Kangema FM's premises are also home to the KMD's weather equipment.

From May to August 2009, income from advertising, announcements and greetings was about KES65,000 (about US\$870). The KMD keeps financial records and takes responsibility for the audit.

“All staff are on probation - we are casuals awaiting approval.”

- Interview with Kangema FM staff.

Audience research

Kangema FM does not conduct audience research, and relies on feedback from callers and from the Information Officers who go out into the community to collect news and sell greeting cards. There is no other local language station broadcasting in Kikuyu to compete with Kangema FM.

Programming

Kangema FM broadcasts in Kikuyu and Kiswahili, with some English. All programmes aim to be entertaining and educational. According to the Officer in Charge, the station does not “go into the details of politics.” Most discussion programmes are call-in programmes, with the presenters leading on local topics. Experts come in willingly, and do not expect to be paid. The programme schedule – broadly a mixture of discussion, news and weather and music, was discussed and agreed by staff and the Officer in Charge.

Programme Schedule, Kangema FM²⁸

Time	Programme	Notes / content
6-10am		
6am	Wake up. Call-ins, news, current affairs	Including sports. business, newspaper review
9.20am	Visitor / guests	Usually government officials
9.30am	Community calls and current affairs	
10am-1.30pm		
10am	Educative songs, in Kikuyu	Aimed at educating community about important issues – e.g. maintaining marriage
10.30am	Reports from the community	Information officer brings in news
10.45	Weather updates	
11am	Song requests	Listeners requests through calls and SMS
11.45	Sports news	Local sports
1pm	Greeting cards, also weather update for afternoon; also latest gospel music	
1.30-5.30pm		
1.30pm	Presenter entertains through competition, songs	
2pm	Call in programme, relaxed chat and music	
2.30pm	Latest gospel	
3pm	Discussion on air; motivation	Led by presenter.
4pm	Call-in programme	
5.30-8.30pm		
5.30pm	Bongo and reggae	Music
6pm	Greeting cards	
6.30pm	Special requests through call in	Music
7.20pm	Reports from the villages	
7.25pm	Discussion of issues with listeners	Current affairs
8.30pm-midnight		
8.30pm	Advertising	This is peak listening time
8.45pm	Greetings	
9pm	News break	
9.10pm	Greetings continue	
9.30pm	Invited guest	Educational programme – could be pastor, educator, financial advice
10.30pm	Updates, current affairs, song requests	
11pm	Listeners call in to say good night; music	

²⁸ The programme schedule was described by staff. We were not given a written copy.

4.4 Koch 99.9FM

Koch FM is located in the Korogocho slum in Nairobi. Koch is the slang name for Korogocho. With over 100,000 people who live in cramped and unhygienic conditions, Korogocho is the third largest slum in Nairobi.²⁹ Unemployment is high, and with poverty comes crime and insecurity. Alcohol and drug abuse are common, particularly among youth. Koch FM seeks to address these issues.

The station was started by a group of 10 young people early in 2006, and went on air in 2007, with radio equipment donated by the Open Society Foundation for East Africa (OSIEA).

The station is housed in large iron container-like structure in an open area in Korogocho, near the Chief's office. Its signal reaches an area of 2-3km, easily covering Korogocho and parts of Nairobi.

At the time of our visit, Koch FM appeared run-down and neglected. Inside walls were grimy; the floors and shelves dusty and littered; the chairs broken; boxes of paper and old newspapers were crammed into corners. Apart from the dirt, the walls were bare: no mission statement to greet visitors; no programme schedule. The appearance and atmosphere undermines the stations high-flown development goals.

It was no surprise to learn that the station was emerging from a leadership crisis. There was no board, and the station was being run by an interim management committee. The plan was to constitute a new board in about a month, comprising five founder members and representatives from local NGOs, donors and the community.

On the day we visited, the station had been off air for over 24 hours as a result of power cuts, and staff members were waiting around for the power to come on again. The station did not have money for fuel for the generator.

Aims

Koch aims to empower the community, so that it celebrates its diversity and participates in its own development. It aims to provide a platform for the community to address their issues.

Koch FM Objectives

- Strive to increase people's participation in local and national socio-economic and political processes;
- Facilitate the establishment of democratic institutions within the communities as structures for positive societal transformation;
- Tirelessly promote peace and encourage peaceful co-existence amongst our diversified ethnic backgrounds;
- Always defend human dignity and the human rights;
- Be a facilitator to community issues and organising processes;
- Endeavour to mainstream gender in its activities and any other societal processes;
- Strive to equip Korogocho youths with knowledge and skills on radio presentation and broadcasting;
- Assist communities to identify resources around and amongst them and assist them explore ways of exploiting the same for optimum gain;
- Liaise with local, national, regional and international bodies in carrying out any or all of the objects.

²⁹ After Kibera and Mathare.



Koch FM – reception area.

Staffing

The station has a team of volunteers. No-one is formally paid for working at the station. However, Koch FM also runs workshops on Saturday mornings, which are sponsored by Norwegian Church Aid. Staff who facilitate these workshops – essentially aimed at mobilising the community around important development issues – are paid facilitators’ fees. According to the Financial Manager, the payment for facilitation is referred to as “allowances”. Some presenters also receive stipends for their on-air contributions.

Capacity

Most of the station staff have some kind of tertiary education, and knowledge and skills includes media, radio and community development. They also regularly conduct internal capacity building sessions, usually led by trainers from broadcast training institutions.

They listed their capacity needs as research training; news training; ICT training and technical training.

Finance

Koch FM has a long history of partnership with donor organisations, including OSIEA, Norwegian Church Aid, St John’s Community Centre and others. Possibly because of its location, it remains attractive to donors. They also receive income through MS Kenya (an NGO-led democracy and anti-corruption programme).

There were no financial records to view. The reason given was that the computer was not working as a result of the power outage. It was difficult to understand the station’s finances – in particular, the relationship between the community development activities, through which staff are paid allowances, and income generated by the station.

On monthly income:

“It all depends on how lucky we are – or how hard we work.”

- Interview with Koch FM Financial Manager, September 2009.

According to the Financial Manager, in a good month, the station might generate up to KES60,000 (about US\$780) from programme sponsorship. Advertising was extremely limited because Nairobi businesses did not want to advertise in Korogocho. The Financial Manager estimated that the station should ideally generate about KES1.5 million a year (about US\$25,000) to break even. Key expenses were staff stipends, electricity and fuel.

Audience research

Koch FM carries out an audience survey once a year, over three days, during which staff and volunteers go out into different parts of Korogocho and ask listeners for their opinions about the station. From this survey – which they admit is not rigorous – they estimate that over 70% of Korogocho people listen to the station. While this is useful, they say external results (by commercial audience researchers) are better and clearer.

Programming

Programming is primarily aimed at youth – largely music and call-in programmes – and there are also programmes for women, children and older people. At present, the most popular programme is believed to be a slot devoted to Reggae music that is broadcast on Saturday mornings. Most programmes are led by presenters, who conduct Internet and newspaper research for content.

Programme schedule

Note: There was no printed version of the programme schedule handy and they were unable to print one because of the power outage. They said the schedule was well known to presenters, and so it was not necessary to have it pinned up on the wall or in the studio. What follows is based on interviews with programming staff:

Programme	Time	Content
Weekdays		
Early Bird <ul style="list-style-type: none"> • 7.30-8pm Anti-Corruption Programme • 9-10am Human Rights – on Mondays & Tuesdays, CBOs and NGOS are invited to speak about their work; on Wednesdays, Strength of the Women (Miss Koch); Thursdays, Burning Issues call in – people call in and talk about their concerns; Fridays – Recap of the week 	6-10am	Governance / political issues Anti-corruption programme – repeated from KBC. Sponsored by anti-corruption board
Janjaruka (Mon to Thurs) Mon and Wed – how to start a business Tues and Thurs – health, looking at diseases like Typhoid and other type of diseases	10am-1pm	Youth entrepreneurship and health matters
Wasanii Panel	1-4pm	Artists – promoting local talent. A lot of local talent is going to waste. Targets youth, focuses on music.
Mabeshte	4-6pm	Friends = greeting cards, general issues... also aiming to bring people together after the election violence. Call in, listener discussion, sometimes hot topics
Zamia Kale	6-8pm	For older people, looking back to the 70s, 80s, 90s. Also contrasting past with present, and advising youth. Also some current affairs.
Music	9pm	Music - except for Fridays, when there is a human rights programme.

4.5 Maendeleo Community Radio 98.1FM



Anonymous – Radio Maendeleo

Context and background

Maendeleo FM is located in Rarieda Constituency of Nyanza Province, in south-western Kenya, on the shores of Lake Victoria. The station's offices and studios are in a row of shops in the main street of in Ndori, a shopping centre about 45 minutes drive along a winding road from the provincial capital, Kisumu. Surrounded by other small businesses, for example, a metal works, a grocery, and others, the station seems anonymous. There is no signage or advertising on the outside walls, and the inside walls are also bare, giving Radio Maendeleo a featureless and absent air.

The station went on air in July 2007, as a project of the Bondo Youth Group, which holds the licence. The local MP was instrumental in starting the station: he applied for the licence; sought and hired staff; formed the board and raised funding for equipment, initial training and start-up from UNESCO.³⁰ At the time of our visit, the station was on-air, but went off-air shortly afterwards because of transmitter problems.

The station has capacity to broadcast to a radius of 35km. Their licence allows them a 50km broadcast radius, but the transmitter is at present not adjusted to reach the full footprint. Listeners are primarily rural people, making a living out of fruit, vegetable and maize farming, and fishing. There are also many small businesses in the broadcast area. The province is predominantly inhabited by the Luo ethnic group, and Radio Maendeleo broadcasts in Luo. During the political campaign of 2007, the station adopted a non-political stance. However, because of its close links to the area MP, youths surrounded the station in the post-election violence and threatened to burn it down. It was saved through intervention of the police.³¹

³⁰ Interview with Station Manager, Mr John Apollo, 25 September 2009. All information in this section is based on interviews with management and staff of Radio Maendeleo, and with the station's former manager, Mr Frederick Mariwa.

³¹ For a discussion of Radio Maendeleo's role in the elections, and community perceptions, see, Nguri, M. (2009): *Community Radio and the Post-Election Violence in Kenya (AMARC, 2009)*.
http://www.amarc.org/documents/articles/Community_Radio_Kenya_2009.pdf

The MP lost his seat in the 2007 elections, and the station ran into trouble. The board had been taking a back seat, and wrangles over ownership brewed. Matters came to a head in 2009 when allegations of misappropriation of income and mismanagement in the station led to restructuring and renewal of the board; dissolution of the management committee, and suspension of the manager.

Many staff remained at the station throughout this period, and at the time of our research, a new manager had been appointed (from the core of existing staff) and the station was in the process of restructuring. The new manager has a background in marketing, and an important part of the renewal was development of a marketing plan which seeks to make the station financially sustainable through a combination of listener greetings, advertising and programme sponsorship.

The new MP has played a leading role in restructuring the station, and has taken up the licensing issue with the CCK. The board has taken steps to hire new staff and to rehire old staff. However, the situation remains unstable. There were questions about the legality of the station and the status of the licence – according to CCK, the licence has been revoked. Rumours about the former MP trying to “reclaim” the station are rife.

Structures and staffing

According to the manager, the board has seven members. However, the manager was not sure of the numbers of board members or about the board’s role.

There are 13 staff members, including the manager, a producer, an office assistant, seven presenters a marketing manager and two security officers. The station is presently appointing representatives throughout the district. The representatives will market the station, and sell greetings and advertising. Ultimately, the plan is to have about 30-35 representatives, who will be paid on a commission basis, and who are the backbone of the station’s income generation strategy. The representatives will also provide information to the station about news and events in their areas.

The staff are all volunteers – as they have been since 2007 – however, they remain hopeful that the station will be able to pay them one day.

Equipment

The station has basic broadcast and production studios, but lacks equipment, especially field recorders and computers. There are two field recorders, but they are useless in the field because they do not have batteries and need electricity for power.

Finances

Because of lack of financial transparency before his appointment, the new manager had only a sketchy understanding of the station’s income and expenditure.

Business plan

The station does not have a clearly written up business plan, but, as discussed above, there is a marketing strategy that the board and management committee have approved.

Programming

Programming is a mix of news and entertainment – predominantly chat shows, call-in discussion and music. There is no production, and features and documentaries are non-existent. Programming is modelled on commercial radio music, call-in and chat formats. Programming ideas and styles are driven by the presenters. There is a strong celebrity culture at the station – presenters develop followings and have nicknames, like “The Innocent Lady”; “The Classic Lady” and “P to the C to the A” (derived from the names of two presenters).

All presenters and news staff are heavily reliant on other media – radio, newspapers and television – for news and ideas. As a result, Maendeleo sounds very like the local public and commercial radio stations it competes with, and there is little to identify it as a community radio station.

Capacity

Apart from the UNESCO training, staff members have had very little training input. Presenters said they felt isolated within the radio sector. However, they are positive about their work – they said they really enjoyed it and came to the station for the love of it. They learn from other radio stations and from each other. A couple of staff members have had journalism training at tertiary level, but mostly, they rely on their own talent and experience.

They expressed a need for production training and content understandings on issues like the environment, the economy and political issues to enhance the quality of their programming.



Reading the news – there is a strong emphasis on news at Radio Maendeleo.



Interview in progress at Radio Maendeleo. Doreen Rukaria, on the right, interviews Radio Maendeleo presenters.

Radio Maendeleo: Programme Schedule

5am	Gospel music	People text messages of faith and hope.
5.30am	Current affairs.	Presenter uses newspaper as a source; also calls specialists. Presenter is a “knowledgeable person” and gives advice on issues like HIV/AIDS, how to drive.
6am	News	Sources include TV and radio; contacts in the field; information offices at Bondo and Kisumu.
6.15am	Listeners’ views	Call in programme; listeners comment on events in their area; what happened during the night.
6.45am	Weather	Sourced from TV of the night before.
7am	News	
7.15am	Music plus thought for the day	
7.30am	Sports	National & international sports news and results.
7.45am	Music	
8am	News briefs	
8.15am	Call-in programme	Discussion – station selects and arranges issues. Usually the “hot” topics of the day. Mostly politics. Presenters expand on issues and invite callers.
9am	News	
9.15am	Changeover	Introduction of new presenters; welcome to audience.
9.30am	Business news	National and local. Sources vary.
9.45am	Family issues	Presenters advise listeners.
10am	News briefs	
10.15am	Discussion on issues of the day	Discussion between presenters.
11am	News briefs	
11.15am	Discussion between presenters	Presenters choose topics; listeners call in.
12pm	Midday news	
12.30pm	Cooking programme.	Interactive programme, with music, making a dish
1pm	News	
1.15pm	Lunchtime music	Slow... focus on relaxation and lunch hour.
2pm	News brief	
2pm	Youth programming – music	Motivation; topics like drug abuse. Reggae music and Old Bongo music. Youth invited to come in.
2.30pm	Greeting cards	
3pm	News briefs, then discussion.	Discussion through text only.
4pm	Full news	
4.15pm	Current affairs; advice	The kinds of issues dealt with include how to work with children, HIV and AIDS
5pm	Roads and traffic, plus discussion of a presenter’s topic.	Listeners may text in. Programme also deals with issues like floods; fishing.
5.30pm	Sports news	International, including European and English soccer; World Cup soccer. Also local sports news.
6pm	Call in programme.	Greetings for the evening.
6.30pm	Agricultural issues	Presenters choose topic; listeners discuss.
7pm	News	
7.15pm	Promotions	
7.30pm	Business news	
7.45pm	Presenters’ insights on topics	Normally on topics discussed during the day.
8pm	Newsbriefs	Also special announcements
9pm	News	
9.15pm	Greetings.	Presenter introduces all the places the station reaches, so that listeners will have a sense of ownership.
9.30pm	Greeting cards	
10pm	Call in discussion programme	Political, social and other issues
11.30pm	Good night	Listeners call in to say good night; prayers
12pm	News; call-in; music programme.	Aim is for presenter to try to keep people awake.
4am	Gospel	Pre-recorded playlist.

4.6 Radio Mang'elete



Imposing gates. Head of Finance, Sabina Paul, left, with Susan Wambua, gatekeeper, at the entrance to Radio Mang'elete.

Background and context

As you travel along the Nairobi–Mombasa highway, which runs through the famous Tsavo National Park, you see a sign marking the turn-off to Radio Mang'elete. A few kilometres down that road, you come to the station's imposing gateway, conveniently close to a busy shopping area known as Nthongoni Market, in Kibwezi District. Inside the gates, there are a cluster of buildings that house the station's offices and studios. Although it is close to the market and shopping area, when we arrived late on a Friday afternoon, the station's premises were empty, and similarly the next morning. The lack of activity gave the station an isolated and slightly lonely feeling.

Launched in 2004, Radio Mang'elete is the oldest broadcasting community radio station in Kenya, and is also the best known community radio station in Kenya.³² The station is widely respected in both the community radio sector and in the international development sector, particularly among donors. This is partly because of its history as a station started by rural women's groups, and its reputation as a station that serves rural women. However – like many new community initiatives – the station has had its share of crises.

³² It is the second oldest community station in Kenya. Twenty years earlier, the government launched Homa Bay Community Radio in Nyanza Province. As discussed in the introduction to this report, the experiment was short-lived, and the Homa Bay station was dismantled after only two years on air.

Radio Mang'elele started in 1993 with the formation of the East Africa Community Media Project (EACMP), which was coordinated by Econews Africa (ENA). EACMP was a network of three development-oriented community radio stations in three countries, Uganda, Tanzania and Kenya. Because Kenya had no legal framework for community radio in the 1990s, a lot of lobbying was needed to bring the station to life. Largely through the efforts of ENA and KCOMNET, Radio Mang'elele was finally granted a licence in 2001 and went on air in 2004.

The station is a project of the Mang'elele Community Integrated Development Project (MCIDP), which comprises 33 women's groups formed to promote and engage in community development projects in Kibwezi District. Besides starting the radio station, the group has dug and maintained shallow water wells and operated maize mills. Other projects include goat farms and beekeeping. However, at the time of our visit, most of these projects had collapsed as a result of mismanagement, organisational conflict, drought and poverty.

Radio Mang'elele was still on air, but in 2008 it too had also all but collapsed as a result of mismanagement and internal crises. It survived through an organisational development process led by ENA and KCOMNET, which involved restructuring of the board and management committee, renegotiating their relationship and reviewing of all activities. It is clear, however, from interviews, that the station is still living in the shadow of the crisis and in fear of further problems. Old relationships remain fractured; and in a close community, this is problematic for the station.

“Community members want money to be on the radio. There is a misconception about community radio. Community radio is a unique facility, and there is the belief that it is source of direct support for other projects. People are only now getting to know the value of information, and using it to generate income.”

- Interview with Dominic Mutua Malobhe, Head of Production, September 2009

Vision and mission

The station's vision is of an informed community, which participates in its own development. Its mission is to uplift the community's standard of living, to articulate development issues, empower the community to make informed decisions, to conduct research into community needs and to offer a platform for the promotion of local culture.

Structures and staffing

Radio Mang'elele is managed by a board of trustees comprising nine members. The board was elected in 2008, and it was clear from our interview that the board members were extremely inexperienced. They expressed a pressing need for training in community radio understandings and management.

There are nine staff members, including the manager, a programming manager, the financial manager, news, women's programming and music presenters and the gatekeeper. All of the staff see themselves as volunteers. They are not paid, but receive a stipend through the CDF office.

Capacity

At present, the board are being led by the more experienced station manager.

Most of the staff, including the manager, are not trained journalists and have learned on the job. Nonetheless, because of the Radio Mang'elele's reputation and length of time on air

other stations have visited and been trained by Radio Mang'elele's staff. Staff of Mugambo Jwetu remember the training well, in particular digital editing. Other stations were impressed by the way in which women's groups participated.

The crisis in 2008 led to staff losses, and the station generally has a high turnover of staff, as people leave for greener pastures, including the three other stations broadcasting in the local Kamba language. As with other stations, staff losses are a drain on capacity and resources, and seriously jeopardise the station's sustainability.

Radio Mang'elele also has an arrangement with local schools, who send senior students to the station for training and work experience.

Business plan

The station does not have a business plan.

Finance

Radio Mang'elele was a beneficiary of the collapsed SIDA/Econews Africa East Africa Community Media (EACMP) project. The project, which networked three stations from Kenya, Uganda and Tanzania, stalled in 2007 after allegations of misappropriation of funds at ENA, the coordinating body of the EACMP (see under **5. Support Sector Organisations**, below). The alleged misappropriation meant that the three stations did not receive all the money due to them as participants in the project. Since then, Radio Mang'elele has struggled to remain on air. According to finance staff, negative remnants of both the EACMP problems and the station's own internal crises remain, and "the station is broke".³³

Income

This year (2009), key sources of income were the local MP, through the CDF office (about KES600,000 / US\$8,000); an annual fee paid by the mobile phone company, Safaricom, for use of their mast (about KES210,000 / US\$3,000); programme sponsorship, advertisements, announcements, greeting cards, music production and well wishers (about KES200,000 / US\$2,700). In the 10-month period since January 2009, the station had generated about KES1 million (US\$13,500).

According to the financial manager, the CDF funding was generally used for salaries. However, CDF funding was inconsistent and the station could not rely on it.

Expenditure

The main items of expenditure listed were electricity; fuel for the car, motorbikes and generator; maintenance of the transmitter; stationery; communications; travel; staff salaries; water and lunch and transport of board members to meetings. Expenditure depended very much on what income there was each month – and staff did not expect to be paid.

According to the financial manager, ideally, the station should generate about KES180,000 (US\$2,400) per month, to cover staff salaries, electricity and water, fuel for transport and road shows, and maintenance of equipment.

Equipment

The station has digital broadcast and production studios, has recently hired a qualified technician (the technical manager, who has a diploma in engineering). Their main problem is the transmitter, which breaks down continuously and has curtailed the station's reach. Most

³³ Interview with Sabina Paul, September 2009.

of the station's computers, donated by other organisations, are outdated and do not have adequate communications capacity. The technical manager identified both areas for upgrade and maintenance and sustainability. For sustainability, he felt the station could use a digital video camera and video editing software to make music recordings, and a multiple CD burner. Mang'elele has set aside good space, with several microphones, for recording groups and choirs. They do this for both the station's cultural programming and to generate income. In terms of upgrade, the air conditioning and lighting in the studios were a problem; and all the computers needed replacement and additional memory.

Programming

The station has a programme schedule, listing a mixture of development programming, sports, news, local culture and music. However, partly because of the crisis of 2008 and partly because of staff turnover, many of the programmes are not currently broadcast. We have therefore not included the schedule in this report.

According to the Head of Production, issues affecting the station's programming quality are:

- Staff turnover
- Insufficient funding for transport
- "The community want to be paid to be on air"
- Lack of local content

In general, Radio Mang'elele's programming is a mixture of music, local cultural programming, call-in and SMS. SMS programmes are popular SMS is cheaper than calls, and the Head of Production says the station receives an average of 20 SMS's per day (peaking at 40). Community participation in programme production is infrequent, with the exception of the women's programme, which goes out of its way to include women's voices. A number of the women's groups have been given digital recorders and use them to record stories, issues and questions, which station staff then edit and air.



Transmission troubles. Radio Mang'elele's technical manager, Joseph Mutunga Peter, with the station's faulty transmitter.

4.7 Masinde Muliro University of Science and Technology FM (MMUST 103.9 FM)

Masinde Muliro (MMUST) 103.9 FM is a typical university community station. Run by the Masinde Muliro University of Science and Technology, just outside the town of Kakamega, in Western Province, MMUST FM is located on the university's premises. The university appoints the board and all paid staff; it controls and manages the station's finances, and the station acts as a "lab" for technical and communications students to do practicals.

Because of its largely student audience, which comes from different parts of Kenya, the station broadcasts mostly in English and Kiswahili. Very few programmes are broadcast in Luhya, the language of the local community. The station's coverage area is 10km, which means it reaches outside the university gates to the thriving market and business community of Kakamega.

Masinde Muliro University offers degree and diploma courses in mass communications and at the time of our research, there were about 600 communication students (from first to fourth years). Lecturers frequently bring mass communications students to the station as part of study tours, and station staff members teach some classes.

Students are encouraged to produce programmes under supervision at the station, and the station may broadcast them, depending on quality. Subjects the station encourages are:

- Agricultural programmes
- Culture promotion programmes
- Gender issues
- Health, including HIV and AIDS
- Personal Development programmes e.g. career choice and life skills
- Religious and Inspiring programmes



*Practical – students write the news at MMUST FM.
The main source of news is newspapers.*

Kakamega District's major income generating activity is agriculture, and the station sometimes broadcasts programmes on agriculture, environmental issues and food security.

Community participation is minimal, partly because the local community would communicate in Luhya. Despite the fact that the station has five field recorders, staff or students rarely go out and record local voices because, they say, "community members prefer to be on air live".

Finance

The station is funded through the university. The university sees the station as an income generating project, and expects it to become self-sustainable – and to generate income for the university. The manager expressed concern that the university board did not understand the role of a community radio station or media finance, and suggested a strategic planning workshop to deepen their understanding. He said they wanted a commercial licence, to increase their broadcast area and make income generation easier.

Staffing and structures

The board comprises:

- the Vice Chancellor
- the Deputy Vice Chancellors and
- the 12 department chairmen

The station has five staff members, including three producers and two technicians in addition to the student volunteers. Staff members are paid by the university.

The station runs programmes from 5am–10pm. Most programming is music. News programming is sourced from TV and newspapers.



MMUST FM's signal reaches beyond the university's walls, but the off-campus community is rarely included in programming. MMUST FM broadcasts mostly in English and Kiswahili, which are understood by the main target audience, who are students drawn from different parts of Kenya. The local language is Luhya.

4.8 Mugambo Jwetu 102.3 FM

Background and context

Mugambo Jwetu 102.3 FM is located in Tigania East in the lower Eastern province of Kenya. The station, which also runs a Community Multimedia Centre, was founded by the Mugambo Jwetu Community Group, which was registered as a community-based group with the Ministry of Gender, Sports and Culture in 2005.

Tigania East is near the Nyambene Hills, and is the home of the miraa (khat) plant. People in the area commonly refer to miraa their “gold” because of its high value. Miraa is exported mostly to Somalia and is the main income generating activity in the area. It is believed to be a contributor to the spread of HIV and AIDS in the area because of the links between wealth and prostitution. It is also seen as a cause of the high levels of illiteracy – children drop out of school because they can earn good money from picking and packing miraa. Other issues in the area that the station hopes to address are high crime, high levels of violence against women, disintegration of families, female circumcision and early marriages.

Mugambo Jwetu’s mission

To provide efficient and effective information to the community to enable citizens to make informed choices in every aspect of life, and actively participate in their own development agenda.

The local area MP was instrumental in starting the station, and Mugambo Jwetu is housed in a building in the CDF compound, attached to the CDF offices. The offices are busy - we arrived late on Sunday, to find two community meetings, one for women, one for men, being run by the local MP and his wife. When we returned on the Monday morning, the station was still busy, with many visitors. The atmosphere is lively and welcoming, and the premises are well looked after.

The CDF is paying for the building of new offices and studios for the station, still in the compound, and also gives the station supplementary funding for salaries. The relationship between the CDF and the station is strong, and the CDF is an important source of information for the station. Similarly, the station supports the CDF in its development work.

The Finnish Embassy donated radio equipment and a one-year grant for electricity, fuel and general maintenance. The station also received a small grant from UNESCO to install a community multi-media centre (CMC), which offers computer, Internet, phone, fax and photocopying services to the community at low rates. CMC staff also train community members to use computers and the Internet. The UNESCO grant covers salaries for management and staffing of the CMC the centre. The CMC is seen as an income generator for Mugambo Jwetu, and is therefore an important part of the station’s sustainability plan. Their vision is to create 10 cyber cafes in the community.

Mugambo Jwetu went on air in December 2008. At the time of writing, a formal launch had been scheduled, but not held. The event aimed to attract business to the station.

The station’s allocated footprint is 50km, but it presently reaches only 30km radius because the transmitter is not sufficiently powerful and because hills get in the way of the signal. Mugambo Jwetu is hoping to remedy this through support from the CDF.

Structures and staffing

Management committee / board

Mugambo Jwetu's management committee comprises 13 members drawn from organisations representing different sectors (for example, gender, religion, culture, social services). They are drawn from different parts of the listenership area to ensure that the community is represented. The committee is elected every two years (according to the constitution) at a public meeting, and the next meeting is scheduled for April 2010. Key institutions – for example, women's groups, churches – will be invited to nominate representatives and voting will take place at the meeting. The committee meets at least three times per year, but may meet more often, depending on the station's needs.

Staff

The station is staffed by the manager, who is paid; nine volunteers (three who work at the radio station; three radio trainees and three CMC volunteers) and two marketing representatives. Everyone gets some kind of subsistence allowance, except the two marketing representatives, who are paid by commission.

"We are doing it out of a kind heart. We are helping our own people."

- Interview with Mugambo Jwetu staff, September 2009

In terms of the agreement with UNESCO, everyone was supposed to volunteer for a year, with a small stipend from the UNESCO grant, after which, the station was expected to be sustainable. The UNESCO funding is still being used for staff who were hired in the first year. Because of insecurity, all new people are hired on three-month "rolling" contracts, which are renewed only if there is income or potential income. Despite extremely low remuneration and insecurity, Mugambo Jwetu has managed to retain core staff since 2008.



Kind hearts – from left, Station Manager Reuben Mukindia, and presenters David Thurania Muchena and Alice Nyoroka.

Business plan

At the time of writing, Mugambo Jwetu did not have a formal business or sustainability plan. According to the station manager, the management committee was developing one. Local business and the CMC are important parts of the forthcoming sustainability plan. The station reaches Meru town, a thriving business centre with agricultural and teaching colleges, and the manager is confident that after the formal launch of the station, which will include a roadshow, Meru businesses will be keen to advertise. There are also NGO offices in and around Meru, and the station manager believes they will sponsor programmes. One of their ideas is to open an office in Meru to be closer to local business.

Finances

As noted above, the station has relationships with three important donors: UNESCO and the Finnish Embassy, whose support was extremely important during the start-up phase, and the CDF. The station is still using the balance of UNESCO's grant to pay CMC staff stipends; and the Finnish Embassy's contribution included equipment and support for electricity and maintenance for a year.

The CDF's support is for the new building, a generator so that the station can continue uninterrupted during power cuts and some supplementary funding for staff salaries (in particular, the manager's salary). The manager argues that the radio station is a community project, like any other, and therefore CDF funding is legitimate. However, he also said he would have preferred to use CDF funding for capital and other costs, rather than salaries, because of the potential for political control of individuals.



Mugambo Jwetu's CMC – crucial to financial sustainability.

Despite this support, the station is strapped for cash – so much so that they do not have money for transport to cover news and events in the community. To go out into the community, they have to rely on the goodwill of individuals. Staff and volunteers use bicycles belonging to the station, and if distances are too great, they must either ask for lifts or money. Staff said the MP had occasionally given the station money to cover important meetings.

Income

- The UNESCO grant is still available for staff support, but it will soon be used up.
- Sale of CMC services - computer classes; photocopying; typesetting and printing; Internet use earns around KES 68,000 (US\$950) per month.
- The radio station generates income from greeting cards, announcements, advertising, and sale of airtime to preachers.

Expenditure

- At present levels, salaries came to around KES78,000 (US\$1,050) per month.
- Electricity and fuel, KES18,000 (US\$242) per month

Financial records were not available for review.

Equipment

The station has basic broadcast and production studios, provided by the Finnish Embassy. The embassy bought and delivered the equipment to the station, and paid for installation.

Capacity

Four Mugambo Jwetu staff and volunteers received training through UNESCO and Econews during the station's start-up phase. They particularly remember a visit to Mang'elele Community Radio, organised through UNESCO, as being extremely valuable. Both the manager and two key radio presenters interviewed were especially impressed by the fact that there were women's groups in Mang'elele who had digital recorders and were using them to record their views and ideas for programming. Mugambo Jwetu has not yet implemented a similar process because, they say, they do not have money to buy recorders for women's groups.

The two key presenters have tertiary level qualifications in mass communications and journalism. They expressed needs for training in:

- Community development / social work because community members see the station as a source of help, and they need to know how to give guidance / make referrals;
- Training in development of participatory programming – although they also believe this will be difficult to sustain because, they say, producing programmes with community groups is more costly in terms of transport, group formation, meetings and equipment.

Audience research and impact

Mugambo Jwetu does not do any audience research and relies on the commercial audience research organisation, Steadman, for listenership numbers. They estimate that they have about 30,000 listeners. Based on their interactions with the community, staff and volunteers believe that the community appreciates the radio. They report that the community's perception is that because of the station, crime rates have reduced in the area. Staff also believed cases of wife battery had decreased through the station's work, and many community members would come to the station hoping to speak to presenters about their marital problems. In most cases, the presenters would listen, and then refer the person to the relevant social services.

Programming

Broadcast hours are from 6am to 10pm. Programming is a mixture of news, music and education and development programming. Despite the involvement of the local MP, presenters try to steer clear of politics. Since the post-election violence, the station has carried programmes on language and use of language to promote peace.

The most popular programme is the morning debate on village issues, during which the presenter invites callers to call in and debate local issues.

Mugambo Jwetu: Programme Schedule (Monday)

Time	Programme	Content / Comment
6-6.10am	Opening and prayers	
6.10-7.30am	Music and good morning showcards and news bulletin; on-air greetings and cards	Including humour, discussion of breaking news, greetings. News sources include newspapers, Internet, local people and chiefs.
7.30-7.45am	Uchambuza wa magazeti and Ciairaro	On air call in programme; also review of the newspapers.
7.45-8.30am	Morning debate and news briefs at 8am	Presenter gives topic – usually something contentious in the community.
8.30-9.30am	Guest; news bulletin at 9am	Someone who can speak about and enlighten the community about topical issues, for example, a lawyer on legal issues; health expert on health etc.
9.30-9.40am	Announcements and advertisements	Announcements about local events etc.
9.40-10am	Kazi ni Kazi (means don't look down)	Live programme on equality issues.
10am-11am	Music; news briefs at 11am	Mixed music
11am-12pm	Health programme	Call in programme
12.30-1pm	Music and news briefs at 1pm	Mixed music
1.15-2pm	Music and news briefs at 2pm	Mixed music
2-3pm	Music and news briefs at 3pm	Mixed music
3-4pm	Music and news bulletin at 4pm	Music plus call in
4.15-5pm	Music and news briefs at 5pm	Music plus call in
5-6pm	Music and news briefs at 6pm	Music plus call in
6-7pm	Slow music and pole kwa kazi	
7-8.15pm	News bulletin	
8.15-8.30pm	Announcements, advertisements and music	
8.30-9pm	Youth and life. News at 9pm.	Popular programme about issues affecting youth/
9-10pm	Music	
10pm	Closure and prayers	

Programming on other days of the week is similar, with some content changes. On Tuesdays, for example, the 9.40-10am slot is devoted to women and development. This is a call-in programme that includes including pre-recorded content. Also on Tuesdays, there is a programme on water conservation and the environment, in the 7.15-8.15pm slot. On Wednesdays, there is a programme on HIV and AIDS from 11am-12.30pm, and on Thursdays there is a programme on agriculture. Paralegal groups come to the station on Friday mornings for an hour-long programme on legal issues. There is a children's programme on Saturdays from 2-3pm; otherwise, weekend programming is mostly given over to music, culture and religious programming.

4.9 Oltoilo Le Maa 89.3 FM – Voice of the Maasai



Positive, busy and welcoming – staff of Oltoilo Le Maa – voice of the Maasai

Background and context

Oltoilo Le Maa FM (or Olmaa Ranet FM) is located in Suswa, a town in Narok District alongside the Nairobi–Narok main road, which also leads to the world famous Maasai Mara game reserves, one of Kenya’s major tourist attractions. The station is one of three community radio stations operating under the wing of the KMD, as part of its RANET-Kenya project. First initiated by the KMD in 2003, the station was tested, but failed to broadcast properly because of poor technical workmanship. The KMD installed new equipment in 2005 and “the Voice of the Maasai” was heard at last.

The station is to be found in a small house in the town’s main shopping area. The furniture is old, some of it broken, and it is evident that the station is struggling financially. Nonetheless, the atmosphere is positive, busy and welcoming. The outside walls of the station proudly announce its presence in bright paint. As you step through the doors, there is a welcoming reception area, and a willing receptionist. We arrived unannounced, and within a few minutes were seated with key people who were happy to answer questions.

Oltoilo Le Maa’s signal reaches farmers and pastoralists in an area described as “semi-arid”, where farmers battle with drought. The KMD’s aim in starting the station was to conserve the environment and improve

Oltoilo Le Maa FM Objectives

- Inform and educate the community on weather and climate changes in our local language.
- Improve livelihoods of the local community, alleviating poverty through early warning on natural calamities, for example, drought, famine, floods, and environmental degradation, among others.
- Provide the latest information on market prices for crops and livestock.
- Inform and educate communities on the basis of human rights.
- Create awareness on HIV/AIDS
- Sensitise the community on cultural injustices.

- *Interview with staff of Oltoilo Le Maa, September 2009*

agriculture and livestock production by informing farmers about the weather and weather patterns well in advance. They also wanted to broadcast programmes aimed at helping farmers cope with livestock diseases, like foot and mouth.

Staff members estimate that the station reaches around 56,000 people, in the Maa language of the Maasai people. Oltoilo Le Maa's broadcast radius is 25km, which they say is not enough, because many people who would benefit from programming cannot hear them. Social issues which the station is committed to tackling include discriminatory and dangerous cultural practices like female genital mutilation and the "morani" practice, in which boys discontinue schooling after circumcision to become herdsmen, resulting in high levels of illiteracy.

Challenges

The key challenge is electricity. There is no electricity at the station, and they rely on solar power. They are not able to store sufficient power to go on air 24 hours a day, and pack a busy and varied programme schedule into six or seven hours, starting at 5pm. The lack of power also means that the station cannot operate its computers. They are hoping the KMD will consider replacing their computers with one or more laptops, which will use less power.

A second challenge is space. The station currently rents its premises, a house with only three rooms. This means there is no room for expansion of either studios or offices. Happy with the station, the community has donated four acres of land for new studios and offices. They are hoping the KMD will put up the building, and that the KMD will also use the space for weather monitoring equipment.

They say their third big challenge is mobilising the community to use the station to its full potential as a development tool.

Structures and staffing

The governing structure is a committee of 13 people drawn from different parts of the station's footprint area, and representing a variety of groups and interests, for example, youth, women's groups, people living with disability and religious groups. Board members are elected at an annual community meeting. The board meets three times a year, and the executive (chair, treasurer, secretary) meets monthly.

Staff members said they had been volunteers since 2005, but in January 2009, they started to receive basic pay as temporary employees from the KMD. They say the KMD has assured them that they will soon become permanent staff, greatly increasing their sense of security. Before the KMD began paying monthly wages, many staff quit because they could not afford to work without pay.

There are 17 staff members:

- An administrator, who is head of staff
- Five communication officers, who write news, programme scripts and present programmes.
- Five information officers, who go out into the community to gather news; also to gather feedback from the community, and to sell greetings.
- A receptionist, who carries out a variety of administrative functions and writes announcements about lost children and cattle. She is at her busiest on market days, when many people come to the station.
- An office assistant / messenger, for administrative support.
- Four security officers, who share day and night shifts.

Capacity

The station's team has good capacity and staff members have clearly been selected because of their strengths, education and training, and closeness to the community. The receptionist, who has been at the station for almost two years, has secretarial training; at least one of the communications officers has a background in public relations; one of the information officers was proud to say that although he had "zero" training, he had been selected because of his fluency in local language and deep cultural understandings.

KMD has played an important role in training, and continues to do so. The five communications officers have all attended training at KMD, conducted by professionals from the commercial radio sector. Some staff members had visited Radio Mang'elele for training, and from time to time, KMD would send people to build skills in understanding and reporting about the weather and environmental issues.

"Everyone does marketing – it is part of our job."

- *Oltoilo Le Maa staff,*
September 2009.

Training needs listed include:

- More exposure and interaction with other stations
- Manuals on how to present programmes
- News gathering and reporting
- News editing – in particular digital editing
- Equipment maintenance – at present, the KMD maintains their equipment, but they would like to do it in-house.
- Developing codes of ethics for governance and programming.

Finance

Income

The KMD pays salaries, rent and equipment maintenance. The other key source of income is greetings, announcements and programme sponsorship, and from time to time, preachers will pay for airtime.

Everyone does marketing – a responsibility that is taken extremely seriously so that the station can cover basic costs. Because listeners are poor, announcements and greetings are sold at low rates. On average, the station brings in about KES9,000 (US\$120) per month.

They recognize that programme sponsorship could be a big source of income, but say it is hard to come by – and sometimes, the station goes for a whole year without programme sponsorship. They have not yet received any funding from the CDF, but have been encouraged to apply for a CDF grant.

Expenditure

Monthly expenditure is about KES8,000 (US\$107). The biggest expense is paraffin for lighting, at about KES50 (US\$0.70) per day. Other expenses include newspapers, water, furniture, stationary, transport, airtime for mobile phones, cassettes and CDs for recording programmes.

Business plan

The station does not have a business plan, "but we are trying to get there."



Basic equipment. Without electricity, the station uses solar power to broadcast. Paraffin, for lamps in the studio, is one of their bigger expenses.

Audience research

There is no formal audience research, and the station relies on feedback brought in by the information officers, who travel throughout the broadcast area. They also keep records of text messages and frequent callers.

Programming

Oltoilo Le Maa identifies community participation as a challenge. They are happy with the numbers of people who call in, but would like community members to participate more in other ways, for example, by coming to the station to make programmes. In order to encourage participation, they hold music and other competitions with youth groups, community organisations and others. They work closely with about 50 schools on youth programming. Frequent callers and other loyal listeners are rewarded with prizes.

The programme schedule varies during the week. Key slots are given to development programming, including human rights education, health, farming (especially livestock) and youth issues. Wherever possible, the station invites local experts to the studio to ensure information is of high quality. Local news is emphasised over national and international news. National and international news is sourced from other radio stations and the newspapers. There is frequent interaction with pastoralists

We have not reproduced the whole week's schedule, but include Monday's schedule:

Programme Schedule, Oltoilo Le Maa, Monday:

Time	Programme	Content / other
5-5.10pm	Opening of Studio	Wake up, welcome listeners, announce the day
5.10-6pm	Isinkoliontin Loonkishu	Time to interact with pastoralists.
* 6-6.45pm	Maisisa Enkai	Gospel music
6.45-7.30pm	Trkiliki Letipat	Announcements, Adverts
7.30-7.55pm	Enkirorokino	Greeting cards
8-8.15pm	Ilomon Te Nkutuk Ang	News – local, national, international
* 8.15-9pm	Biotisho O Seseni Lang	Health issues
9-11pm	Orkuroti Le Nteipa	Music, a gospel, secular mix

* These two slots are mostly used for development programming on different days of the week.

4.10 Pamoja FM - “...the Voice of Kibera”

Context and background

Pamoja FM, broadcasting on 99.9FM, is located on the top floor of an apartment block in Ayany, Kibera District of Nairobi Province. The station went on air in 2007 aiming to promote Kenyan “nationalism” (unity) among Kibera’s diverse communities, and to contribute to development through dissemination of education and information. During the post election violence in 2007/2008, Pamoja FM played an important role in lowering tension and restoring peace in Kibera by bringing representatives from different communities together for on-air discussion about their differences, and about the effects of violence.³⁴

Kibera is the home of the famous Kibera slums. Kibera has expanded rapidly since the end of British rule in the 1960s, as people migrated to Nairobi in search of jobs in industry and business. The earliest settlers were Sudanese soldiers brought to Kenya by the British to fight in World War II, and Kibera is derived from the Nubian word, “kibra”, meaning forest. The 1999 national census estimates that the Kibera slum, a mere 2.5 square km, is home to about 800,000 people – a quarter of Nairobi’s entire population. Ten years on, the population is very much bigger. Poor living conditions and lack of sanitation and service provision means frequent outbreaks of illnesses like cholera, and rates of HIV and AIDS and TB are high. Crime and ethnic tensions mean that the area is volatile and insecure.

Despite the efforts of many development organisations, Kibera remains underdeveloped. Pamoja FM aims to take development efforts to a new level, by tackling ignorance and empowering the community to participate in their own development. “Pamoja” is a Swahili word meaning “unity”, and the station stresses the importance of cooperation to overcome poverty, hunger, social hazards and injustices, gender violence, HIV and AIDS, climate change and community negativity and apathy.

Pamoja FM’s current Managing Director was one of three friends who founded the station. On his retirement after 17 years experience as a photo-journalist in the private print sector, Mr Adam Hussein was looking for a way of giving something back to the community. With two friends, he applied for a community radio licence. The three invested money (Mr

³⁴ Information about Pamoja FM is based on interviews with the management and staff of Pamoja FM, September 2009; Pamoja FM publicity materials and the new Pamoja Business Plan, developed by Gikonyo Macharia on behalf of USAID.

Pamoja FM, 99.9

Vision
To create, develop, apply and transmit knowledge, skills and understanding to all levels of society through radio, and to ensure equal, sustainable development, and peaceful co-existence among the various communities of Kibera.

Mission
To set the agenda for change and cultural empowerment through:

- Encouraging cooperation among Kibera communities;
- Mobilizing youth to participate in community development;
- Partnering with other corporate parties, including foreign missions and agencies;
- Cultivating an enabling environment suitable for creativity and innovations;
- Encouraging professionalism, integrity, courtesy and honesty at all levels to ensure equality and transparency in the station’s operations.

- Summarised from brochure titled Pamoja FM

Hussein from his retirement fund) to pay for the licence, equipment and rent. After consulting with organisations and individuals in the community, the three friends developed a programme schedule and the station went on air.

The station's coverage area is 3km, easily reaching all of Kibera and into Nairobi.

Structures and staffing

Board

Pamoja FM is a project of the Pamoja Development Centre (PADEC), a registered community organisation. PADEC's board (which is also Pamoja FM's board) is elected by the community. There are nine members, all drawn from community organisations in Kibera. The Managing Director (Mr Hussein) is the treasurer. The aim of drawing in other community organisations was to encourage them to "speak on air", and to encourage them to sponsor programming. According to Mr Hussein these aims have not yet been achieved – particularly the financial ones – but he is confident that over time the strategy will bear fruit.

Management

The management team has five people: the Managing Director; the Marketing Manager; the Production Manager; the News Editor, and the Chief Engineer and Studio Technician.



Pamoja FM Managing Director, Mr Adam Hussein

Staff and volunteers

Staff members are mostly mass communications and journalism students from colleges in Nairobi, doing internships. Pamoja FM's staffing policy is to make places available to students. This is part of the station's youth development mission.

All staff – management included – see themselves as volunteers. They are only paid if there is money left over after overheads – rent, electricity, services, fuel, any repairs – have been paid.

Holding volunteers accountable is problematic because there are no staff and volunteer management or recruitment policies.

Programming

Pamoja FM keeps in touch with community needs and interests through the board and through "moving about Kibera". Staff are also expected to input into programming, and make proposals for programming to the management team, who vet them and make decisions.

There is a comprehensive programming schedule for Monday to Friday, and another for weekends. Programming is mostly live, except when provided by external agencies (for example, the Kenya Anti-Corruption Commission, KACC). According to staff it is difficult to produce programming in advance because the station is inadequately equipped for production and because they do not have money for transport to "move around" in the community.

The format of programmes, regardless of the topic, is mostly a mixture of music plus talk and call-in shows. In most instances, the presenters (deejays, programme hosts) “look around, see what society needs to know”, and come up with a topic. They introduce the topic and invite call-ins. Between chat, there is music.

From time to time, other community organisations participate:

- Human rights activists come in regularly and speak live;
- The NGO Medicines Sans Frontiers has a live programme;
- Women’s groups are invited to speak, including weaving groups, savings cooperatives and Kibera Women for Peace.

Staff identified finance as the main hindrance to ensuring community voices are heard on air. They say the station cannot afford to pay staff to go out and do recordings; nor can it afford to pay community members to come to the station. Also, community members say they want to be paid to be on air, and are under the impression that the station has the money for this. Another problem listed was that the station only has a few field recorders.

“People want money to be interviewed. There is the perception that they should be paid.”

- Interview with Pamoja FM presenters 19 Sept 2009

Capacity

Most of the staff interviewed were presently studying or already had qualifications in mass communications and journalism. Courses included broadcast and print journalism; public relations and marketing; TV, radio and video production and media law. All valued the opportunity to work at Pamoja FM despite the low pay, for three reasons: (1) competition in the public and commercial broadcast sectors meant jobs were hard to get; (2) Pamoja gave them experience and enabled them to complete practical components of their courses; (3) they would become known through Pamoja, and possibly hired by talent scouts from other media. Some of Pamoja’s presenters were also freelancing for other media, for example the Sunday Express (newspaper) and the news agency IPS.

The presenters acknowledged the importance of being able to do more than music, call-ins and greetings in shows. They identified the following training needs:

- The understandings and knowledge needed to develop content, for example, about environmental issues; gender issues; HIV and AIDs and other health topics;
- Technical skills - digital audio editing and scriptwriting; general production skills.
- Marketing – selling and making commercials.

Equipment

Pamoja FM has basic digital broadcast and production studios. Both require assessment and upgrading. The station also has a small generator so that it can stay on air during power cuts and rationing periods.

Finance

Income

Pamoja FM struggles to raise funds and to generate income to cover recurrent monthly costs and overheads, despite the fact that the station can charge very much lower rates for sponsorship than public and commercial broadcasters. The Managing Director is still digging into his own pocket to keep the station going – for example, he purchased a small generator

to keep the station on air during power rationing and power cuts. He identified several issues:

- The station is new and therefore is not that well known;
- Marketing skills and experience are limited;
- Power relations – even where the station broadcasts educational programming under sponsorship contracts in good faith, they battle to get paid.
- There are negative feelings towards Kibera on the part of Nairobi businesses because of crime and poverty, and so they do not want to advertise.

Major programme sponsorship presently comes mainly from two sources: the Kenya Anti-Corruption Commission (KACC) and Kenya Power and Lighting Company. BBC World Service Trust donated equipment, and USAID gave the station an equipment grant (about US\$54,500). USAID also funded a consultant to help the station develop a business plan.

Smaller income is generated through local community advertising and greetings, including classified advertisements (births, deaths, marriages) and small business advertising from Kibera traders. Some announcements, like lost children announcements and lost documents and other items, are broadcast for free as a community service. Some listeners have also set up small clubs of “well wishers” and donate to the station.

Mr Hussein is confident that with the station’s new business plan (the USAID consultancy has just been completed) the station will become sustainable. The business plan focuses on social development, and Kibera is home to a number of development NGOs and initiatives.

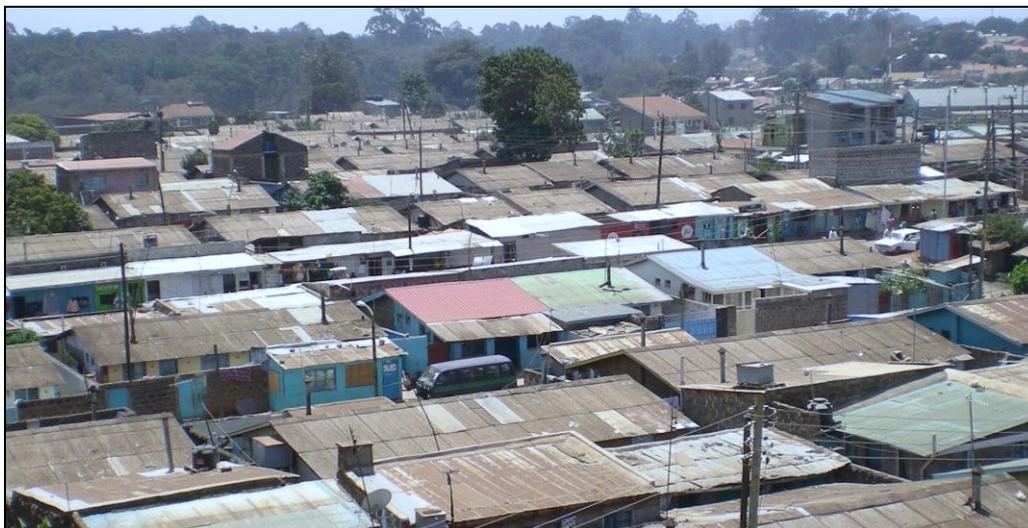
Expenditure

Mr Hussein says financial records are sketchy, because the station does not generate steady income, and because he frequently uses his own money to pay bills “just to see things going”.

- Rent comes to KES126,000 per quarter (about US\$1,700);
- Electricity costs about KES4,000 per month (US\$55)
- The Internet connection costs KES3,000 per month (US\$40)
- Transport costs are low “because we all live around here”.

Business plan

The station has developed a business plan through a USAID-supported consultancy.



Kibera – the view from Pamoja FM.

Pamoja FM Programme Schedule

Programme	Time	Content
Breakfast show	7 - 10am	Interactive magazine show; diverse issues; SMS/call-ins. Most callers are middle-aged men.
Coast music	10am - 12pm	Requests and greetings; targeting women
Hope City	12 - 1pm	Mixed music, interactive, call-ins. Have prizes, competitions for Kibera people.
News	1pm	Live read – covers politics, crime, social / educational issues, business, sports, health and environment. Reporters prepare the bulletin; including actuality. Press conferences. Afterwards, people call in to correct / comment.
Messages, commercials, announcements and music.	1.15 - 2pm	Including reports about children, missing persons, all classifieds.
Youth interactive	2 - 4pm	Reggae, 'pass the mic' from the presenter to the audience. The 2 nd most popular programme. Includes satellite feed – BBC news briefs (5 minutes of international news).
News bulletin	4 - 4.15pm	As at 1pm.
Bolingo	4.15 - 6pm	Call-ins plus music; lingala plus congo music; focused on presenters' topic.
Playlist	6 - 6.30pm	Music
BBC International News	6.30 - 7.30pm	Satellite feed from BBC.
East African Express	7.30 - 9pm	Focused call-ins; presenter's topic.
Wote Pamoja	9 - 12pm	Interactive show, mixed music.
Saturday		
Local talent show	7 - 10am	Concentrates on local artists, mostly musicians but also some art / photo exhibitions. Music event organisers also come in. This is the third most popular programme and has created three national music stars.
Children's programme	10 - 11am	Two teachers/facilitators from primary school come in. Invite children to speak.
Women's programme	11am - 12pm	Women's programme. Two presenters. Invite women to call in. Discuss gender issues; motivate women.
Music	12 - 2pm	African music
Anti-corruption	2 - 3pm	KACC sponsored programme, repeat from national broadcaster.
Sports roundup	3 - 5pm	Sports – strong focus on UK Premier League soccer.
Human rights	5 - 7pm	Activists come in to speak about human rights
East Africa Express	7 - 9pm	Music
Club Pamoja	9 - 12pm	Music.
Sunday		
Gospel	6am	Preacher, interactive, Muslim and Christian
Bolingo	10am	Music
News	1pm	Local and international
Traditional music	2-4pm	Music
News	4pm	Local and international
Music (T'arab and Swahili Coast)	4-8pm	Music
Crazy things that happened during the week.	8-9pm	Funny programme; people call in with crazy stories
Wota Pamoja	9pm-12am	Interactive show, mixed music.

4.11 Serian 88.9 FM

Background and context

Serian 88.9FM is situated 3km from Maralal town in Samburu District and broadcasts in the Samburu language. The station was started by the Reto Women's Association, Samburu chapter, and is built among the homesteads (manyattas) of the Samburu people. The Reto Women's Association brings together women of the Maa speaking communities, and has several chapters, in Narok, Kajiado, Loitokitok, Trans Mara, Samburu, Laikipia, Marsabit, Isiolo, Nakuru and Naivasha. Reto is registered as an association under the Society's Act.

The Samburu share a lot with the Maasai from the neighbouring Kajiado and Narok districts, including cultural practices and a bit of the Maa language. The Samburu people have a very rich culture which they have worked hard to protect and promote over the years.

Land for the station building was donated by the community, and community support also ensures that the station is secure. According to the Administration Manager, Mr Steve Lemayan, the community is proud of the station and have the full ownership and control. When called upon, they are always willing to help the station. However, Mr Lemayan feels that the community needs a lot of training and awareness-raising to be able to participate fully. A key issue is the high level of illiteracy, especially among the women.

Mr Lemayan also said the station owed a debt of gratitude to the area MP, who facilitated establishment of the station through the CDF. CDF funding was used for equipment and building of the premises. Mr Lamayan stressed that the area MP has kept out of the affairs of the station, and had urged the board and management not to be political and to stick to community issues. The Arid and Semi-arid Land and Natural Resource Management Ministry was also involved in supporting the station in the initial period.

Broadcast area

Serian FM went on air on 1st July, 2009, and covers a radius of 27km. The station is licensed to broadcast to a 50km radius, but transmission capacity is currently too weak. The station broadcasts 12 hours a day, from 6am – 6pm. They would broadcast for more time, but have too few staff members. Also, transport in the area is poor and there are concerns about travelling at night.

Aims

The station seeks to promote the Samburu culture and address issues affecting the community namely:

- Animal Health and trading
- Female Genital Mutilation
- HIV and AIDS
- Tracoma, which is rampant as a result of flies. Flies are attracted because of the ways in which the community stores milk and blood, which are traditional foods.
- Peace and conflict resolution. Conflict is caused by cattle rustling by raiders armed with machine guns and rifles. At the time of our research, security was so bad that we could not visit the station.
- Education, especially for girls.

Listenership is estimated at about 10,000 people, but numbers are inconsistent because of migration – pastoralists communities must keep moving in search of new pastures. Once the pastoralists move beyond the 27km radius, they lose the frequency. This is a major

challenge and the station hopes it can cover a larger area to incorporate migrants and reach more people.

The station is a single room which is partitioned into two sections, the the studio and the transmitter room. According to the Production Manager, Mr Nicholas Lenyakopiro, there is need for bigger space to accommodate the broadcast studio and offices for staff.

Structures and staffing

The station has a board of 20 members. Ten of these are women; there are two youth representatives; four elders and two religious leaders (one Muslim and one Christian), and two managers. There are five staff members – an administration manager, a production manager and three presenters.

Capacity

Two of the staff are trained journalists. Because of its isolated and rural location, the station lacks trained volunteers.

Equipment

The station is poorly equipped too with only one computer, one voice recorder, one on air microphone and one field microphone. Constant power black-outs means the service is inconsistent, as Serian FM does not have an alternative power supply.

Finance

Serian FM has rented their mast to a private station (Jambo radio) the rent is currently the major source of income. They do not have any other means of generating income and are hoping to introduce greeting cards and some local advertisements.

Business plan

The station has no business plan, but hopes to develop one in future.

Serian FM programme schedule

Time	Programme	Content
6 – 6.10am	News	Local news on issues affecting the community and sports news
6.10am – 10am	Nkakenya e Serian (Good Morning Serian)	Interactive show, comic and talk show on cultural issues
10 – 10.05am	News Brief	Local news on current affairs, issues affecting the community and sports
10.05 – 11.00am	Music session	Cultural music
11.00am – 1.00pm	Nduaat e Serian (Educative programmes)	Features, documentaries, interactive talk show on selected educative topics
1.00 – 1.10pm	News Bulletin	Local news, a little national current affairs and sports
1.10 – 2.00pm	Music session	All kind of music
2.00 – 4.00pm	Youth programme	Call-ins plus music requests; interactive talk shows on selected topics like drug abuse, youth \$relationships, youth \$ career choice; drama shows
5.00 – 5.05pm	News Brief	Local news
5.00 – 6.00pm	Music session	Presenter's choice

- At weekends, Serian FM carries children's and youth programmes.

5. The Support Sector

Wherever community radio sectors develop, a variety of essential support agencies and systems spring up around them, including forums and networks, independent programme producers, training institutions, trainers, donors, consultancies and research agencies. Kenya is no exception, and there was growing activity and interest among support agencies while we were doing our research.

5.1 Membership Organisations and Networks

Networks, forums and associations are vital sources of support for community radio stations. All over the world, there are membership organisations that represent stations, link stations to each other, lobby and advocate on their behalf, mobilise resources including funding, advertising, training and other support, and share programming. Generally referred to as “networks”, these organisations operate at global, regional and national levels. The majority of their member stations are small, isolated and poor.

There are essentially two categories of networks:

- Associations or forums whose primary aim is lobbying and advocating on behalf of their members, but which sometimes also provide other services, like training.
- Programming networks, which make and distribute programmes, and / or share programming among members.

The two kinds are often combined, with associations or forums also acting as programme sharing networks. An example of successful combination is the South African National Community Radio Forum (NCRF). Formed in 1993 to lobby and advocate on behalf of its members, the NCRF today also serves its approximately 100 member stations through training and organisational development. NCRF also runs a satellite programme sharing network, effectively creating a national listenership for community radio stations. The satellite network hosts regular panel discussions during which callers from different communities can ask questions. In this way, local issues can be addressed in a national arena.³⁵

At the time of our research, there was no single organisation representing community radio stations in Kenya.

Econews Africa

Based in Nairobi, Econews Africa (ENA) is an NGO engaged in lobbying and advocacy in the areas of trade and community media. Starting in the early 1990s, and publishing a newsletter focused on the environment, ENA’s aim was to bring international environmental issues to the local level, and to provide information and education on environmental issues through community media. ENA became involved in community radio development primarily through its work with Mang’etele Community Radio and the East Africa Community Media Project (EACMP).

EACMP started in 1993 when ENA organised a meeting to consult with community groups on their information needs in the context of the UN Convention to combat desertification. Attending the meeting were four organisations: ENA, Mang’etele Community Integrated Development Project (MCIDP), based in Nthongoni, Kenya); the Institute for Orkonerei

³⁵ For more about the NCRF and its satellite service, see www.ncrf.org.za. For more about networks and associations, and their role in relation to stations, see Fairbairn. J (2009): *The Business of Changing Lives – Community Radio Sustainability Manual* (Internews, Washington).

Pastoralist's Advancement (IOPA) based in Terrat, Tanzania, and the Uganda Rural Development and Training Program (URDT), in Kagadi, Uganda. The four organisations agreed that the most appropriate medium for reaching communities was community radio stations. They resolved to create the East Africa Community Media Project (EACMP), which would have as its mandate the pioneering of the first community owned and managed radio stations in the three countries. The project was funded by SIDA (the Swedish International Development Agency). ENA coordinated the project and managed EACMP funds.

A regional network, EACMP was for a number of years ENA's flagship community radio project. However, the project ran into trouble in 2008/9. Allegations of misappropriation of funding at ENA caused a rift with donors and the three radio stations. The issue has been reported to the police, and a court case was underway at the time of writing this report. An organisational assessment of ENA, precipitated by the crisis, had just been completed at the time of writing this report. However the outcomes had not yet been validated by the ENA board and so were not available for inclusion.

In addition to playing a key role in starting EACMP, ENA was also instrumental in the founding of the Kenya Community Media Network, (KCOMNET). KCOMNET was formed during a workshop for Eastern and Southern Africa on media held in Nairobi in November, 1995. It is a national network of community communications groups involved in a wide range of community media activities – oral media, theatre, puppetry, print, radio and video.

ENA became the host organisation for KCOMNET, aiming to “incubate” KCOMNET until it found its feet. The intention was that KCOMNET would take the lead in policy development for community media in Kenya, and share ENA's workload in building community media capacity. However, KCOMNET only moved out of ENA's offices in 2009, some 13 years after its formation (this is discussed further under KCOMNET, below).³⁶

According to ENA's acting Executive Director, Mr Peter Aoga, ENA is at a crossroads. The organisation still sees community radio support as key to its work. However, ENA did not have a current strategy or business plan for community radio development. Mr Aoga also agreed that if ENA continued with a programme of community radio development, there could be overlap and possible conflict of interest with an independent and separate KCOMNET.

ENA has made a solid contribution to community radio development in the region. However, today, an important issue is credibility. ENA's future depends very much on whether it can convince stations that its problems are over. Similarly, ENA will have to work hard to rebuild its reputation in the donor community, or it will become a liability within the sector.

The Kenya Community Media Network

Established in 1995, KCOMNET is a national network of individuals, media organisations, and NGOs and other community media stakeholders. KCOMNET's aims are to promote community media and development communication in Kenya and to advocate for the creation of sustainable community-based media.³⁷

³⁶ Interview with ENA acting Executive Director, Mr Peter N. Aoga.

³⁷ Information about KCOMNET is based on interviews with KCOMNET Chairperson, Mr Matu Nguri and ENA acting Executive Director, Mr Peter N. Aoga. Shorter discussions were also held with Ms Grace Githaiga, former Executive Director of ENA and coordinator of KCOMNET, Ms Lyn Wanyeki, a former KCOMNET committee member and Mr Patrick Ochieng, also a committee member. At the OSIEA stakeholders' forum, Mr Ochieng contested some of the conclusions reached by the researchers. His concerns are included in under 9. Report of the Stakeholders' Forum, May 2010.

KCOMNET's main activities have been at the legal and policy level. Over the years, KCOMNET organised workshops to deepen members' understanding of legal and policy issues, and to develop advocacy campaigns. This has been a strength of KCOMNET and KCOMNET and ENA have been key players in winning recognition for community broadcasting in Kenya. KCOMNET has also from time to time provided training and capacity building for its members, or supported ENA in training provision.

At the time of writing, however, KCOMNET was also at a crossroads. KCOMNET was hosted by ENA, but the intention was that it should become independent. However, the absence of independent management structures and overlap of activities had led to prolonged dependence on ENA.

At the time of our research, KCOMNET had very recently moved out of ENA's offices and found temporary accommodation at Pamoja FM.³⁸ Because KCOMNET's infrastructure had largely been owned by ENA, KCOMNET was extremely under resourced, and relied on Pamoja FM for power supply, telephones, photocopying, printing and other support. The coordinator was unpaid, except when KCOMNET managed to raise funds for specific workshops or research.

Throughout its long existence, the KCOMNET board had not been formalised at an AGM. At the time of writing, the leadership structure was a 10-member Committee, which met irregularly, after workshops and other activities, to save costs that might be incurred by organising separate meetings.

KCOMNET charges organisations KES1,000 (about US\$14) a year in membership fees, and individual members (journalists, academics, communications and media specialists) pay KES500 (about US\$7). At the time of writing, there were very few paid up members, and the network was attempting to sign up community radio stations. However, most of the stations we interviewed had either not heard of KCOMNET or knew very little about it.

There are many possible reasons for why KCOMNET was so little known: lack of resources made it difficult for KCOMNET to organise and carry out activities, in particular, activities outside of Nairobi; KCOMNET tended to be overshadowed by its host, ENA; the work of KCOMNET and ENA overlapped; some of the the stations themselves were relatively new.

Despite its weaknesses, KCOMNET's chair believed there was a role for the network, and that its strong history with respect to policy development made it an important player. The chair felt that KCOMNET could be strengthened through an AGM and election of a board comprising representatives of community media organisations (rather than individuals as at present). He said KCOMNET's future programme of action would emerge from the AGM.

The Alternative Media Network (AMNET)

AMNET is very new. Registered in August 2009, the organisation had (at the time of writing this report) not yet established an office or hired staff. AMNET's mission, as expressed in its constitution, is to champion development of "a principled, unfettered, citizens' rural and grassroots alternative media in Eastern Africa devoid of corporate or extraneous control and manipulation".

AMNET's main aim is to represent "alternative" media. However, the meaning of "alternative" is not clearly defined in the constitution. There are three categories of membership – corporate (all media organisations, whether community, commercial or public); individuals

³⁸ Pamoja FM is a community radio station serving the Kibera slums, in Nairobi.

(practising journalist), and associate members (this category is not defined). Membership fees range from KES500-KES2,000 (about US\$7-US\$28).

From its constitution, it is clear that AMNET aims to become a regional umbrella body. Presumably, the key advantage of joining AMNET would be that its “alternative” media remit (which includes commercial media) is broader than KCOMNET’s community media remit, and that it will operate at a regional rather than a national level.

AMNET’s regional structure will comprise chapters (or branches) throughout Eastern Africa. Membership will be grouped into divisions. At this stage, AMNET has identified eight divisions. These are “faith-based media; vernacular media; community media; radio; television and video; print media and online media”.

Services AMNET proposes providing include:

- Organising meetings, seminars, conferences and workshops focused on communications and media education and training; technological development and media policy;
- Facilitating development of standards for media education and training;
- Publishing, producing, marketing and distributing communication products, publications and broadcast material;
- Facilitating exchange of resources among members;
- Sourcing training provision for members;
- Promoting freedom of expression and information.

With respect to training, AMNET is similar to ENA and KCOMNET in that it will contract trainers from other training agencies, on a project by project or course by course basis. At this stage, AMNET has not developed any curriculum or training manuals or materials. Nor, at the time we wrote this report, did AMNET have a clear programme of action. Its first AGM has been scheduled for March 2010.

Other developments

Some community radio stations were also considering starting a network, and had formed a group. But the initiative was extremely new, and its future will depend on the will and capacity of stations to register as an association and to build an organisation.

5.2 The Training Sector

Kenya is well supplied with universities and colleges, in and out of Nairobi, some of which have journalism and / or mass communications departments. Possibly the best known among them is the Kenya Institute of Mass Communication (KIMC). KIMC and Daystar University in Nairobi also teach development journalism and have conducted useful research into community media. Lecturers have made valuable contributions to policy development.

Wherever we went, we encountered staff and volunteers at radio stations who had undergone one or more years of training at tertiary level, and who held diplomas or degrees. Pamoja FM makes it a policy to accept students wanting to complete practical components of their courses, and is dependent on universities and colleges for staff. While the availability of skilled people provides an excellent opportunity for community radio stations, most of the training is geared towards the public and commercial media sectors and this affects how community radio stations operate and sound.

There is also a handful of NGOs that provide journalism training, paid for with donor funding. As noted under **3.3 Community Radio Identity**, NGO training institutions do not

differentiate between commercial local language stations and community radio stations. Trainees from all sectors are invited to attend training, and course content is usually focused on generic journalism skills (legal issues and ethics, writing, scriptwriting, editing, developing sources, using the Internet, and so on). While these skills are all extremely valuable, recognition that they are differently applied by different kinds of radio is absent. Lists of trainees we were shown indicated that most beneficiaries of training were from the commercial and public sectors.

With the exception of Internews, NGO trainers mostly do not employ in-house trainers, but contract lecturers from the universities, colleges, or practising journalists from the public and commercial media, on a course-by-course basis. This further skews training towards the public and commercial sectors. It also means that media training NGOs remain underdeveloped in terms of materials and curriculum development.

We were unable to find any training courses specifically tailored for community radio stations. Training needs identified by community radio stations included community development training, how to mobilise community participation, making programmes that will develop communities, participatory programme production techniques, business planning for community radio stations, community radio management and community radio governance. However, we could not find any courses that would fulfil these needs. This suggests that the time is ripe for in-depth research into training needs and for development of a community radio training programme that is appropriate for the Kenyan context.

The closest we came to training customised to the Kenyan context (although not for community radio) was the Internews programme, which we highlight on the next page, because it is a useful model.

Community radio and conflict

Close to their communities, community radio stations are in an excellent position to promote peace between different factions within communities. However, most of the stations said they avoided politics, in reaction to the violence of 2008. The Internews training specialises in giving journalists tools and skills to deal with situations of conflict. At present, they work mostly with commercial stations – but it is clear that this kind of training would be extremely useful for community stations, and build their confidence to tackle political issues.

Internews – training for the Kenyan context

Internews Kenya is part of the international media development organisation, Internews. The Kenya office opened in 2002 and today has two flagship training programmes. These are a Health Programme, focusing on HIV and AIDS (*Local Voices*), and a Governance and Democracy Programme (*Reporting for Peace*), which focuses on conflict mitigation. The overarching aim of both programmes is to improve the quality of journalism and reporting. *Local Voices* aims to reduce stigma and encourage safe sex practices through good journalism. *Reporting for Peace* aims to deepen journalists' understanding of conflict, to sensitise them to the role of language-use in promoting conflict, to develop skills in handling call-in programmes during conflict, and to inform citizens about the national accord and reconciliation process. An important issue for *Reporting for Peace* is engaging radio in youth transformation, because of youth involvement in the 2008 violence.

Both programmes present useful capacity building and training opportunities for community radio stations. At present, however, Internews works only with a couple of community radio stations. Some of their marketing materials, and their training attendance lists, speak of training community radio broadcasters, but in reality their beneficiaries are mostly private local language stations.

Training generally takes place at the Internews Media Resource Centre in Nairobi. The centre is well equipped, with Internet access, computers with a variety of word processing, design and digital audio editing software, a radio production studio, and a well-stocked library. The library focuses on democracy and governance, and there are many books and manuals on these subjects. The centre also has laptops, field recording equipment and cameras for use during training, and which trainees can borrow for training and work assignments.

Internews also sometimes conducts on-site training, working particularly with radio stations based in areas most affected by the post-election violence of 2008. Trainers bring with them laptops, field recorders and cameras for trainees to use. Internews also customises training – for example, a course for Kass FM, a local language station that had faced a barrage of accusations and allegations of promoting hate speech and fanning ethnic violence. Based in Nairobi, Kass FM broadcasts in seven local languages and has several rural correspondents. Kass said that pressure of work meant their staff could not attend training workshops, and Internews therefore designed an on-site course specifically for the station.³⁹

Linked to the training workshops, Internews hosts round table discussions in Nairobi at which journalists and trainees are invited to debate current issues and events with leaders in civil society, government officials, politicians and experts. Topics have included corruption, youth development, freedom of speech, gender and HIV and AIDS. All training is practical. At the end of a course, each trainee will have produced a feature story that can be published or broadcast. There is extensive post-training follow-up and mentoring, and trainees can contact Internews at any time for guidance.

Internews's training model is 'gold standard' and the week-long courses are expensive, including including travel and accommodation of three trainers, a programme assistant, transporting equipment, materials and trainees' travel and accommodation costs, staff salaries and overheads (Internews's offices are in Nairobi's central business district).

The Reporting for Peace programme has not yet been evaluated. An evaluation is scheduled for the end of 2009 – but according to Brice Rambaud, "2012 will be our real evaluation". (2012 is the date of the next election.)

³⁹ Many of the private local language FM stations are extremely poorly resourced and understaffed. Some training agencies reported that they were worse off than community radio stations.

5.3 Donors

Seen as a central point for regional development, Nairobi is home to many donor organisations with regional programmes, like OSIEA, Ford Foundation, USAID and various UN agencies. Everywhere we went there was evidence that stations are trying to take advantage of the opportunities that donors present. On the next page, we include a list of donors named by stations, and the kinds of support given.

Community radio stations in Kenya are new, unsophisticated, small, distant and – given the poor quality of roads, and banditry and insecurity in some places – inaccessible. High staff turnover, internal crises and the almost 100% lack of clear financial information make them risky to fund and labour intensive for donor assessment processes. Some donors, for example, Ford Foundation and SIDA, have preferred to work through intermediaries, like ENA, or to fund capacity development, through agencies that conduct training, like Internews or the African Women and Child Feature Service.⁴⁰

Where donors have got directly involved, we found mixed results, in particular, with respect to equipment. While grateful for equipment, some stations felt disempowered because the donors had purchased and installed the equipment without properly consulting the station about its needs. This resulted in installation of equipment that was inadequate or inappropriate, and stations were struggling to fill technical gaps. A success story was UNESCO's approach of equipping stations for sustainability through providing broadcast equipment and computers for a community media centre (CMC). Mugambo Jwetu is using its CMC to raise income through computer training and rental.

There is discussion in the community radio sector of setting up a "basket fund" for community radio development – along the lines of the basket fund run through the civil society development agency, Uraia, which works to develop democracy understandings through grassroots organisations. Uraia administers funds for a consortium of donors, effectively acting as a conduit for funding. In addition to routing funding, Uraia also builds capacity of grassroots civil society organisations to manage funds.⁴¹

Other models – like a statutory body specifically tasked with community media development – are also being discussed in the sector. There are many examples of community radio statutory bodies to draw on, from both developed countries and the developing world. These are generally funded by taxes, levies on commercial media, and some also receive funding from international donors.⁴² In most places, statutory funding bodies were only set up after intense lobbying by community media associations. Given weaknesses in the sector representative bodies, the likelihood of either a statutory fund, or a basket fund, being set up in Kenya is some way off.

A positive development is existence of a group of donors to the media, which meets regularly. OSIEA is a member of this group. Unfortunately, we were unable to meet with the group. However, its existence suggests a commitment to coherent (rather than competitive) funding among donors, and presents a good opportunity for community radio stations.

⁴⁰ African Women and Child Feature Service is primarily a news agency focusing on women and gender issues. From time to time AWCFS organises training through contracted trainers. As noted above, the training has tended to target small private stations and commercial journalists, or freelance journalists.

⁴¹ See www.uraia.or.ke.

⁴² South Africa's Media Development and Diversity Agency (see www.mdda.org.za) is an example of a statutory development fund for community radio stations.

Donor Support

This table lists NGO donors and parastatal organisations named by the stations as having given grant support or programme sponsorship. Because of management and staff turnover (leading to loss of institutional memory) and lack of financial records, the list is very likely to be incomplete. It does not include commercial sponsorship or advertisers (for example, the cell phone company, Safaricom).

Station	Donor	Project funded
Bulala FM	Action Aid	Building's foundations
	World Bank, with Ministry of Special Programmes (Western Kenya Community Development and Flood Mitigation Project)	Contribution towards building and offices
	Kenya Meteorological Dept	Equipment, salaries
	CDF	Power connection
Ghetto FM	A variety of donors are listed on the SIDAREC (Slums Information Development and Resource Centres) website. While there is overlap between SIDAREC's broader work and Ghetto FM (which is a SIDAREC project) some donors specifically fund Ghetto. These include the Embassy of Finland and Mind Venture International – Netherlands.	Start-up, equipment, programme sponsorship, various
Kangema FM	CDF	Start-up, equipment, contribution to salaries
	Kenya Meteorological Dept	Equipment upgrade, operational costs, salaries
Koch FM	OSIEA	Equipment
	Norwegian Church Aid	Community mobilising activities and workshops as an extension of broadcasting
	St John's Community Centre	
	MS Kenya	Programme sponsorship – anti corruption, democracy
Maendeleo	UNESCO	Equipment, computers, initial training and start-up
Radio Mang'ete	SIDA (grant received through Econews Africa)	Start-up, operational support through participation in East Africa Community Media Project
	CDF	Salaries, some operational costs
MMUST FM	BBC World Service Trust	Equipment
	Masinde Muliro University of Science and Technology	Salaries, premises, other operational support
Mugambo Jwetu	CDF	New offices, studios, supplementing salaries
	Finnish Embassy	Studio equipment, one year grant for maintenance, electricity and fuel
	UNESCO	Computers for a community media centre. Training at Mang'ete
Oltoilo Le Maa 89.3 FM	Kenya Meteorological Department	Equipment, operational support and salaries
Pamoja FM	USAID	Equipment, business development consultancy
	Kenya Anti-Corruption Commission	Programme sponsorship
	Kenya Power and Lighting Company	Programme sponsorship
	BBC World Service Trust	Equipment, training
Serian FM	CDF	Equipment, building premises
	Arid and Semi-arid Land and Natural Resource Management Ministry	Start-up and initial support

6. Issues and trends

6.1 The Legal and Regulatory Environment

The past 15 months have seen dramatic changes for the better for community radio. The broadcasting law (the Kenya Communications Act 2009) and the new regulations open the way for community radio development. Positive outcomes of the November stakeholder forum to discuss the new regulations suggest that both the Ministry of Information and Communication and the CCK are more open to community radio and to stations' development needs. However, concerns about CCK's independence and capacity are valid, and 2010 will be a watershed year for the CCK.

6.2 Sector Identity

At this stage of community radio development in Kenya, there is – among stations – no sense of being part of a distinct sector, with its own values, ethics, practices and role. With the exception of the three KMD stations (Kangema FM, Bulala FM and Oltoilo Le Maa) and the three stations sharing the 99.9 FM frequency and serving the Nairobi slums (Ghetto FM, Koch FM and Pamoja FM), stations rarely knew about each other. Most, however, had heard of Mang'elete, Kenya's pioneer station, largely because some of their personnel had gone to Mang'elete for training.

Development of a Kenyan community radio identity would enrich the media environment, work against negative competition between community stations, build values, ethics and standards and enable stations to learn from each other. It would also open the way to more textured understandings of community radio – and community – in Kenya; help clarify the differences between community and private local language stations, and work against the notion of an "ethnic station", or a station intended for only one ethnic group.

6.3 Representative Bodies

The absence of identity is partly a result of past weakness among existing or would-be representative bodies. The oldest organisation representing community media is KCOMNET. Although KCOMNET can take much of the credit for positive developments in the legal environment, at the time of writing, most stations had not heard of KCOMNET and were not members. Stations that had heard of KCOMNET and its host organisation, ENA, had also heard about the internal organisational and financial problems.

Poised for growth, community radio stations in Kenya need strong leadership, and there is a growing awareness among stations of this need. The absence of a representative body and the likelihood of competition for the role is problematic. It weakens the potential for community radio development on both the material (capacity to mobilise resources) and ideological levels (developing community radio understandings, ethics, values, standards, and marshalling political and civil society support) at a time when these are most needed.

6.4 The Stations

Independence

Community radio stations are new and unstable. This makes them vulnerable to political control. A key concern is the extent of the involvement of politicians in development of stations. The story of Maendeleo in Rarierda is a good example of the vulnerability of stations when there is political control, and of how difficult it is to recover when things go wrong (see **4.5 Maendeleo**).

Most of the stations had strong relationships with their local area MP – in some cases, the MP was credited with initiating the station. Most had also received funding from the CDF. The CDF is a statutory fund set up to ensure that money earmarked for development reaches all parts of Kenya. In each constituency, the fund is managed by community committees. However, MPs are the patrons of the funds, and have a strong say in selection of projects to be funded. In many places, the community's perception is that disbursements are made by the MP. We also encountered this perception at radio stations, with staff and volunteers referring to the CDF as "the MP's fund".

Community radio stations were acutely aware of the possible threat of CDF funding to their independence. Some stations went to great lengths to avoid disclosing that they were receiving funds from the CDF. Those that did admit to receiving CDF funding justified the funding by asserting that a community radio station "is a development project like any other". In some instances, the CDF money is used to pay staff (either salaries or stipends) and where this was happening, stations were particularly reluctant to disclose information.

In discussion, they agreed that the perception they were receiving funds by a body that was not politically neutral was a risk to their credibility – and therefore to their sustainability, as communities would not see them as a critical or unbiased voice. They also agreed that they would be less vulnerable to political influence if the CDF funding could be used for more neutral things, like buildings or equipment, rather than staff (presenters and journalists in particular) who might be influenced.

CDF funding is valuable to stations and they do not want to lose it. However, the fact that they are concerned suggests that they would welcome regulations to guide CDF funding for local media, so that it become a less risky option.

Programming

According to programme schedules and interviewees, content at most stations includes important development issues – like agriculture, HIV and AIDS, health, the environment, income-generation projects and many others. Specific groups – women, youth, children and the people living with disability – are also represented in programme schedules, and there is plenty of news and current affairs.⁴³ However, alarm bells sound when sources of information and programme formats are discussed.

At most stations, presenters double up as reporters. Most stations are using newspapers, television stations and other radio stations as sources of international, national and even local news. This means that their news content is very similar to the news carried by other media, and it is broadcast later.

With the exception of the KMD stations, local news gathering was inconsistent and haphazard. The three KMD stations – guided by the KMD – have all employed Information

⁴³ A weakness of the report is that we were unable to listen to programming, to verify schedules.

Officers who are the stations' news hounds. Each Information Officer is allocated a specific area from which to source local news. Stations said lack of finance – money for transport – and field recorders prevented them from going out in search of local news. However, another issue might be that – in a radio sector where there is a growing celebrity culture – presenters and deejays are seen as more valuable than journalists.

Across the board, the favourite programme format at stations is the live call-in programme, which is used for current affairs, elaborating development issues and greetings. SMS programmes (where listeners text greetings, or sometimes questions) are also fairly common, but call-in programmes are favoured. They are also a favourite with listeners and stations reported getting many callers.

The strengths of call-in programmes are that they provide an opportunity for community voices to be heard, and that listeners have the opportunity to speak to experts – provided the station invites experts to the studio. Most call-in programmes, however, are led by presenters, who also select the topics for their programmes (again, mostly from other media). This limits the depth of discussion to the level of knowledge and understanding of the presenter – and presenters cannot be experts in everything. Many of the presenters we interviewed admitted that they needed content training, for example, on environmental issues, gender, HIV and AIDS, to improve the quality of their shows.

Live call-in formats are also the most common format (apart from music) on commercial stations. Commercial stations can afford to pay presenters, while community stations cannot. Two problems emerge: (1) the celebrity culture deepens as community station presenters entrench their positions and increase their efforts in the hope of being recognised and recruited by commercial radio talent scouts, and (2) community stations are likely always to play second-fiddle to commercial stations, who can afford to pay and therefore attract and keep more talented people.

Call-in programmes also require expertise. Hosts need to know how to handle all kinds of questions, when to refer people to experts and counsellors, how to avoid conflict, and so on. As Internews found during their training needs assessment in 2008, many stations failed to handle callers well during the political violence of 2008, and as a result may have inadvertently contributed to the violence.⁴⁴ Most of the presenters we interviewed had not had any training, and had learnt on the job.

Most programming – except where produced by external agencies (like the BBC World Service) is live. Programme production takes time and effort; it requires research, communications and transport; it needs equipment. Across the board, stations' production facilities, skills and resources were extremely limited. As a result, local feature and documentary programmes – that might generate in-depth understanding about important local issues – are non-existent.

Community ownership

In most instances, licences are held by registered community associations (with the exception of MMUST FM, which is owned and governed by the university). Most stations also were trying to ensure some measure of democracy in constituting their boards, and board members were elected (although it was not always clear through what processes). Except for Radio Mang'elele, where community ownership was rooted in the early development phase, there was not a strong sense that communities were deeply involved.

⁴⁴ Interview with Brice Rambaud, September 2009.

In stations, there was a sense that the board, the managers and the staff, rather than community members, were the owners. Presenters generally referred to their listeners as “them”, saying things like, “we open the lines and give them a chance to speak”. At one station, listeners were referred to as “beneficiaries”.

While we did not interview enough community members about their stations, the impression we arrived at through speaking to station staff was that communities needed education and information about their roles and rights with respect to community radio.

Community participation

At most of the stations, community participation in programming was extremely limited. Two stations blamed the community for this, saying community members thought the station had a lot of money, and wanted to be paid to be on air.

Presenters at most stations are therefore mostly talking to communities, rather than acting as a forum for dialogue or engaging communities in development processes, as so many of the missions and objectives claim they will. The stations are also missing out on many rich and diverse sources of creativity and sound – children’s voices, drama groups, youth groups, oral history and tradition, and so on.

In discussion, presenters agreed that they might do more to bring community members to the studio, or to go out and gather community voices. However, they said they did not have resources for this. Another reason – though unspoken – is likely to be that a strong celebrity culture leads presenters to feel that they – rather than the community – own the airwaves.

Audience understandings

None of the stations was conducting audience research in any consistent or coherent way. They are therefore unable to provide any verification of audience perceptions. Nor could stations say with confidence that they were fulfilling audience needs.

Finance

As noted under **2. Methodology**, it was extremely difficult to obtain clear financial information from stations. In some cases, it was not available in any coherent format; in others, there was wariness about disclosing information. This bodes ill for the sector. Good financial management skills are fundamental to sustaining organisations – even the wealthiest collapse when poorly managed. Donors are unlikely to want to support stations that cannot or are unwilling to present coherent financial information. Communities will become suspicious of stations – and the suggestion that community members want to be paid to go on air suggests that they already are suspicious. Mismanagement or misappropriation of money at any community radio station will tarnish other stations, and jeopardise sustainability across the sector.

Financial sustainability, business planning, marketing

Except for Pamoja FM, none of the stations had business plans. There is a clear need for capacity building in strategic and business planning if stations are to become sustainable.

Stations would also benefit from marketing training to increase income from advertising.

They would also benefit from broader sustainability training, to put them on a more commercial footing. Community radio stations everywhere struggle for funding, and use many different strategies to generate income. Although listeners are poor, it is still possible

to raise income through announcements, such as births, marriages and deaths and other short announcements such as appeals relating to lost property. Some of the stations we visited are already doing this, but their efforts could be better focused and organised. Other support from listeners would also be possible, for example, setting up “fan clubs” or “friends of the radio” in diaspora communities of Kenyans living abroad, who might be wealthier, or among local community members who have moved to Nairobi.

Other ideas for broad sustainability training include:

- Establishing multi-purpose community centres offering phone, photocopying, fax, Internet / email, any other communications at low prices (as happens at Mugambo Jwetu).
- Charging mobile phones (effectively, selling electricity) / any other battery device. Oltoilo Le Maa does this.
- Deejay, party hosting, master of ceremonies – the key is to ensure that the station, and not the deejay, gets the credit and is paid. If the deejay is paid, it should be an amount agreed by the station, because the deejay is only popular through the station.
- Taking in interns from other radio stations, preferably from Northern countries, who pay for the learning experience. Bush Radio in Cape Town does this.
- Making CDS of private parties and other events, like marriages.
- Making and charging people for music demo CDs. Mang’etele does this and wants to expand the service.
- Broadcasting messages about lost identity papers for free, but “fining” (charging) a very small amount when people come to collect their lost papers to discourage them from being so careless in future.
- General appeals to the community for donations.

Governance

Governance is a complex area, and there are many issues attached to it. Political control and interference; democracy in creation of boards and management committees; lack of skills at board level, are all issues stations are facing. There is a clear need for capacity building of governance structures.

Staffing

At most stations, staff described themselves as volunteers. Pressed, both the managers and staff admitted that they were being paid a little – in most cases, a stipend to cover transport and subsistence – for their work. The stipends, or pay, clearly varied from station to station, but without access to financial information from stations we are unable to establish amounts. It seemed also that pay structures within stations were not transparent, and mostly, one person did not know what another was getting.

Without proper pay, it is impossible for stations to hold onto staff, and staff members were using stations as stepping stones to broadcast or public relations careers elsewhere. This has serious implications for capacity and the cost of capacity development at stations.

Capacity

All stations would benefit from capacity building / training in:

- Governance
- Management

- Station-based audience research methods, that are both legitimate and rigorous, so that stations can develop methods that over time will produce credible evidence of their value, listener numbers, listener preference and reception (how listeners view the station and particular programmes).
- Programming – in particular, talk shows, generating and producing local news, production of features and documentaries, creative cultural programming (drama, poetry, oral history). The thread running through all training should be engaging and empowering communities through programming.
- Business planning – development of sustainability plans.
- Marketing – to the development sector, businesses and donors.
- Technical know how - to enable stations to understand their equipment needs, get quotes and deal with suppliers on a more equal basis, and to maintain studios to get the most out of their equipment.

Equipment

Five issues stand out:

1. Transmission equipment was generally inadequate – almost none of the stations was reaching their allotted footprint. Transmitters were also constantly breaking down.
2. Production studio facilities are inadequate across the board. This weakens programming as stations are forced to be on air live most of the time; it limits creativity and in-depth journalism; it limits community participation.
3. Most stations did not have sufficient field recorders. This limits their capacity to bring in local news with actuality, and to record and air community voices.
4. Computers – where stations had computers, they were old or not working. Stations need enough computers for to do administration, Internet research and for broadcast and production.
5. Stations would benefit from deeper knowledge and understanding of alternative power sources (for example, solar) to replace expensive generators.

6.5 Off-air initiatives

A limitation of the research is that we were able to identify and interview only a couple of off-air initiatives. Those interviewed tended to be led by individuals who were taking a bureaucratic rather than a developmental approach to start-up. The focus was on filling in forms and meeting other licensing requirements, rather than engaging communities and consulting community groups and members about needs and service. There was wariness about including community groups, and the general impression was that personal rather than community interests were behind the initiatives. The initiatives also had limited understanding about community radio.

Given the present excitement about community radio, the number of new initiatives is likely to increase. The seeds of sustainable community service – in particular, governance, ownership, community support and participation – are sewn in the early development phase of stations. Initiatives would therefore benefit from support and capacity building early on.

7. Recommendations

Specific recommendations to OSIEA are contained in a separate document. Here we point to potential of OSIEA should they choose to embark on a community radio support programme, and make some general recommendations.⁴⁵

OSIEA's work in East Africa extends across five areas: Media and Access to Information, Governance and Accountability, Health and Rights, Justice and Human Rights, and a regional programme that seeks to extend civil society participation in regional organisations like the African Union (AU) and the New Partnership for Africa's Development (NEPAD). OSIEA's aims include promoting democratic governance and public accountability, challenging corruption, strengthening free media, and ending stigma and abuse directed at marginalized groups, such as ethnic minorities, people affected by HIV, sexual minorities, and drug users.

Community radio has the potential to expand and extend all of OSIEA's current programmes. OSIEA's Media and Access to Information Programme (see the box titled **OSIEA Media Programme Mission**), with its focus on strengthening the media environment, extending access to independent information, diversity of ownership, and local civic participation, provides a strong base for community radio support.

Three other strengths of OSIEA stand out in relation to community radio support:

(1) OSIEA is both a grant maker and an implementing organisation. Community radio is relatively new in Kenya. Stations will require intensive, hands on support in developing proposals and marketable business plans.

(2) OSIEA has both advocacy and convening capacity and power. Community radio is widely misrepresented and misunderstood in Kenya, in government institutions, by civil society organisations and by media consumers, including the communities served by community radio stations. OSIEA's advocacy and convening power will be extremely useful to a sector needing to win both positive recognition and understanding.

(3) Funding criteria are flexible, enabling OSIEA to respond quickly to changing situations. Community radio stations are small, under-resourced, and are extremely vulnerable to changes in their environment – including everything from the weather (a lightning strike can destroy transmission equipment) to changes in local leadership and price increases (electricity or fuel price rises can cripple stations). They must themselves respond quickly to changing situations – and a flexible and responsive donor that is not weighed

OSIEA Media Programme Mission

OSIEA supports efforts to defend and strengthen the media environment. The initiative fosters efforts that provide greater access to independent information as well as diversity in media ownership. OSIEA encourages growth of independent media efforts that engage civic participation or reach local audiences in marginalized communities. This includes support for media training initiatives, independent and/or community-based media, as well as information and communication technologies.

- http://www.soros.org/initiatives/osiea/focus_areas/media
[September 2009]

⁴⁵ Information about OSIEA is drawn from OSIEA's website, www.osiea.org

down by extensive bureaucratic procedures is exactly what community radio stations at an early stage of development need.

Support needed by the community radio sector includes:

- Development of governance forms and structures – including training of board members, and to foster community participation, inclusion and strengthen independence.
- Organisational development, management training and business planning.
- Audience research – understandings, research skills and practice.
- Quality programming – specifically, encouraging community participation.
- Equipment that will enable stations to air quality programming audibly and to engage with their communities better.
- Leadership and networking – and promotion of discussion of issues like accepting funding from CDF, technological improvements, sustainability and many others.
- Training and other service provision. To ensure sustainability of learning and training provision, we recommend development of manuals for use by stations and initiatives, and training curricula for use by trainers and training institutes.
- Off-air initiatives would benefit from capacity building to enable them to include and engage communities in station development, and to research community needs and interests.

8. Conclusion

This study aimed at mapping the community radio sector, with a view to helping it realise its promise. We have been critical, but always with construction in mind. All too often community radio stations are presented in glowing terms, as heroic endeavours – and in many respects, they are. However, unless weaknesses are explored and gaps identified, community radio will not get smarter and more sustainable.

The stations we have described here will change and grow. Everywhere we went we encountered extraordinary energy. There is great promise, and we hope that our report will be a positive contribution to the future.

We thank our interviewees for their interest in our research and their willingness to engage. We also thank OSIEA for the opportunity to complete this very interesting project.

9. Report of the Stakeholders' Forum, May 2010

SESSION 1

The researchers presented findings at the forum, which was held in the PanAfric Hotel in Nairobi, after which there were comments from the floor, and responses.

Tom Mboya/Koch FM

Koch FM does have written financial statements, but did not have any available at the time of the researchers' site visit because of the power failure.

Mr Mboya objected to the notion that Koch looked like other structures in the community, and suggested that the lead researcher was more used to stations with a 'corporate' look.

Response: *Jean Fairbairn responded that she had asked several times for financial statements, and that despite the power failure, there should have been a printed copy in the stations files for the researchers to review.*

With respect to the station's 'look', Jean said she had visited many community stations in Africa and other parts of the world, and did not expect a corporate look. What she expected was a clean, organised-looking space and a warm reception. Community radio stations were leaders and role models in their communities – and the look of the station was important. Koch's current look undermined the credibility of its messages.

Francis Obanda/Bulala FM

Raised the issue of governance and how vulnerable stations are to community control
He also raised issues of donor funding – how do donors make sure that the money is going to the right account and is being used?

Response: *Jean / Doreen Rukaria agreed, that stations were vulnerable. Some legal clarity / regulations might help guide stations and political parties in their relationship, so that media independence was not compromised.*

With respect to financial controls – donors had a role to play through proper assessment and checking for systems and policies before agreeing to grants and issuing contracts. However, external pressure had limits in terms of what happened inside stations, and the strength and will to be transparent and accountable had to come from inside stations (and any kind of organisation).

Benson Sintamei/Oltoloio Le Maa

Raised the issue of political influence – especially as the stations were gearing up to report the campaign around the constitutional review. How can political influence be curtailed?
Also, he asked - can a vernacular station still be a community radio station?

Response: *With respect to political influence, the response was similar to the previous question. The concern was noted.*

Jean said a vernacular station (meaning a commercial station) could provide a high quality community service and carry community-oriented and programming, and this was a good thing and to be encouraged. However, the bottom line was ownership, and the key difference was that privately-owned stations were oriented towards profit rather than community service. Community service tends to be expensive to provide.

Lois Towan/Serian FM

Raised the question of affordability of equipment to stay on air – electricity, other kinds of power, transmission, and hoped donors would take account of this need.

Patrick Ochieng/KCOMNET

Mr Ochieng felt there was sloppy writing in the report, particularly with respect to KCOMNET. He raised the issue of Doreen Rukaria's involvement and contribution to the sections on KCOMNET as there were issues between Doreen and KCOMNET. The concern was that Doreen might have had a negative influence on the sections on KCOMNET.

He felt the analysis of KCOMNET was inadequate in some areas. He pointed out that the convergence between Econews Africa and KCOMNET was deliberate, and not accidental as implied in the report

He also asserted that Econews had not founded KCOMNET.

Response: *Jean responded that OSIEA had recommended that Doreen, who was coordinator of KCOMNET, be the Kenya-based co-researcher. The intention was to use the research process to strengthen KCOMNET's (and Doreen's) capacity. DRP – as a development-oriented NGO – had willingly agreed to work with KCOMNET/Doreen. From the start, DRP had been alert to possible conflict of interest issues, and to avoid them, Jean had informed Doreen that she would take full responsibility for all interviews relating to Econews Africa and KCOMNET, and for all content, opinions and conclusions about Econews and KCOMNET.*

The problems and issues between Doreen and KCOMNET had apparently emerged during the research process. Once Jean became aware of them, she had informed Doreen that they could not be allowed to affect the research. These were issues that were internal to KCOMNET, and KCOMNET's relationship to Doreen, and so the researchers could not discuss them. Jean had not been aware of the extent of KCOMNET's organisational limitations at the outset of the research and at no time before the research began, were these limitations made clear to DRP. She had interviewed KCOMNET leadership, and leadership at Econews Africa and had drawn her conclusions from these sources. At no time during the research did anyone from KCOMNET formally approach either DRP or Jean about their issues with Doreen. She stood by her conclusions regarding KCOMNET's present problems.

[The error with respect to ENA's founding of KCOMNET has been corrected in the text.]

George Nyabuga/UON School of Journalism

Mr Nyabuga suggested that the rigidity of the definition used of community radio was problematic.

Response: *Jean responded that the researchers had not used a rigid definition. The research aimed to focus on community radio and so a definition was needed, to set boundaries as to the scope of the research. The researchers had therefore sought and focused on stations holding community radio licences.*

One of the issues the research wanted to clarify was the confusion between community radio stations and 'vernacular' stations, which are local commercial stations. This was important, because after the post-election violence, 'community' radio stations had been accused of playing a negative role. As a result, the government threatened to shut down all community radio stations. However, it turned out that the negative role had been played primarily by 'vernacular' (or local commercial) stations. The lack of clarity between the different kinds of stations was therefore a problem that jeopardised sustainability of community radio stations.

Hezekiel Dlamini/UNESCO

Mr Dlamini reminded the forum that community radio operates within an international arena of charters and definitions – including the African Broadcasting Charter – which state universally held principles. These charters were setting the agenda for community radio, also for self-regulation. With respect to UNESCO's shortfalls as a funder of equipment, he said sustainability was a factor taken into account. However, UNESCO relied on information provided – and in one case, what was presented as a contribution from the community was actually a contribution from an individual. This presented problems for assessment, and with respect to decision-making, NGOs needed to have their own structures.

SESSION 2

The Forum broke into small groups to discuss key issues facing community radio in Kenya, as highlighted by the research:

Group 1: Identity and role of community radio

Report back by Jollina C. Lorriakwe

What is your Definition of a community radio station/service?

Community Radio is

- A tool to educate, inform and entertain the community
- Controlled and owned by the community
- Social responsibility is carried out by the community
- Does not have a language barrier

What is the core function of a community radio service?

Educate the community

- Inform the community of what is in the community – health, children's programmes etc.
- Create a sense of belonging. National stations are for everybody. Community station – "you feel that it is mine".
- It is a tool for transformation

Identify key partners for CR, and state their value

- Government – information and content; funding, including CDF; Arid Lands Ministry; policies and regulations
- NGOs and CBO – arrange informative programmes; programme sponsorship
- The community – participate in various programmes and activities; contribute to interviews, programme content
- Field of research

Comment on group 1 – issue of core functions of community radios.

A community radio should be a tool of transformation in the community /catalyst for change e.g. use of alcohol.

Francis Obanda:

Ownership is an issue, it is about how you have organised yourself, especially the election of the board. One key area is the management / board structure, Constitution must be very well

articulated. More than structure... if the board is not representative... you lose value as a station

Group 2: Governance, Independence, Ownership

Report back by Tom Mboya

How does your board ensure accountability to the community?

- Monthly meetings with the board – some stations have these. Teams – staff and volunteers report on activities and expenditure
- If it is the board that is meeting with the station, how sure are we that the station is accountable to its community? Or is it just to the board. Answer is that the board represents the community
- Need to have a scenario whereby there are regular meetings of community to elect board and receive reports from Board (AGM)
- Most stations have a board or a management committee
- Constitution of the board differs from station to station; some have representatives from the government; others have youth, women; others have structures
- Board – has an administrative officer, and that person is responsible for operations
- Political and religious leaders sit on the board; also gender is taken into account
- Staff is employees, volunteers, representatives from different localities
- Board is responsible for funding; editorial policy; constitution of the station
- Community members can go to manager or put things in suggestion box and those would be taken to the board
- Jingles that say - if you feel you are not getting quality from the station... you can contact the station

What Mechanisms to employ to ensure editorial & organisational independence?

- Stations should have Editorial Policies in place, a code of conduct to guide members and staff
- Appear that they (stations) are not independent in terms of content – no-one would say anything bad about leaders because they are the ones that are supporting
- Issue of independence – it was argued that if stations got money from donors they could be more independent than if they got money from politically managed funds like CDF. Others said donors might want to push agendas too because you are a megaphone.

Participant question to the group:

- I. What I want to ask is that we haven't heard any talk about the constitution of the station. We need rules. What is protecting us as community radio stations?
- II. Who do we target when we form community radio – not sure that we are targeting marginalised and excluded communities... Community Radio, Community Media... concerns to the authorities... they have been excluded from mainstream media... when talking about governance structures... issue of giving voice to voiceless... inclusivity... women? Elitist women? Slums, youth? Challenges are different and. We need to think critically about that.

Answer by presenter: (Tom)

In terms of editorial, we have to have editorial policies that are part of basic documents of the organisation. There are some stations that are issue-based. If they are dealing like food security, for example, they should not be pressured or pushed for other content.

Group 3: Training institutions, development partners, and stations

Presenter: Winfred Bulala

How does your station assert social impact within your community?

- We focus on issues like health, water, food security... conflict resolution, disaster management etc.
- Use live call-in sessions to interact with the community and to identify and Focus on the target audience.
- We use opinion leaders and prominent people in programming
- Also use songs, riddles and proverbs to convey specific messages
- We assert social impact through mobilization of resources and We use real live situations and testimonies – e.g get people who are living with HIV to come to the studio and speak and people, Constitutional lawyers to come to the station, Ministry of education and Health ministry
- Our programmes are interactive, and this enables listeners to stay tuned.
- Form listening groups...

How do you ensure community participation in developing relevant local content?

- Live call in sessions
- Public fora to let the community set the agenda, i.e. sports , entertainment events & cultural days
- Should reward listeners who are active with free airtime
- Should have an Open door policy – we allow community to access our studios... let them know policy.
- In Western Region, audiences like salaam cards and so there are greeting sessions and they feel they own the radio
- Media literacy training for the community – open days with CBOs and NGOs
- Hosting relevant groups to provide tangible information
- Cattle rustling, elders are invited and they can reach a consensus
- Roadshows so that station can interact with audience face to face

What mechanisms can be used to do audience research

- Chief's focus groups
- Segmenting airtime to suit audience (morning session to reach adults, gospel – can have info for both old and young, midday, reach the youth.
- Use of different types of music to attract different kinds of groups, Youth... reggae, if you hear reggae, then the youth will call. In that way you can identify the kind of audience that you want to capture
- Use of different languages

Group 4: Financial sustainability

We decided we would not have only one reporter. Our group = radio stations and development partners

How does station generate income, what are funding sources

- Public announcements
- CDF
- Sponsored programmes
- LATF
- Well-wishers
- Greeting cards,
- Salaam cards
- Writing proposals.

How does your context and location affect your ability to generate income.

- Urban areas are more advantaged than rural areas because they have more access to businesses for commercials. Rural areas do not have access to quality electricity and telecoms supplies.

What financial policies do you have in place?

- They are there, but not professional

What ways innovative ways can be employed to generate income?

- Sponsored programmes
 - Music extravaganza/ road shows
 - Need for stations to develop business plans that can help them to generate income... cybercafés,
 - Recording – people could come and record at the station. Guys with nice songs that don't have money to go to studios. Copyright?
 - Distribute programmes... could distribute well produced programmes to other parts of the country and make income
 - A lot of turnover of stations... CR stations forge a relationship with other stations so that if they poach from you they pay for it. Will require a lot of information and discussions
 - Lobby for public funding so that the state supports e.g. 1% (CDF = 2.% but should just ask for 1%) as part of the freedom of information campaign.
 - Jeremiah said that there is other avenue to develop partnerships with CBOs and NGOS that have budgets for visibility in order to use CR will reach more people.
-

SESSION 3

Notes of the afternoon session:

Facilitator, Franklin Huizies

Note – the note-takers were unable to capture names of all those commenting and asking questions. Therefore names are not always linked to comments and questions. We have only included names where they were noted.

The facilitator introduced the session as follows:

The forum had debated community radio identity and come up with a definition of community radio. This gives a clear direction. The question was: Do we need to be unified? Is it necessary to have a representative body?

Adan from Northcom commented that the sector needs a national body to represent the interests and aspirations of community media in Kenya. He said he did not think things had been happening in the right way. Unless there was a strong, committed, vibrant representative body to take care of community radio issues, then we will see what we saw happening again, regarding KCOMNET and eventually development of different bodies.

He said the body must be a genuine body that represents all of us, but the body had to come from the stations. We will support that body – but it should come from those people who are community media practitioners.

The facilitator proposed open discussion about whether a body was needed, and that the forum then look at what, practically, the body should be. He said the forum was not going to vote for a body.

Francis/Bulala FM said the sector needed to be unified, but what were the characteristics of a body?

Jeremiah/Africa Community Development Media agreed that one body was needed to lobby, for example, e.g. in the way that commercial media representatives were able (successfully) to lobby with government. If community radio stations were fragmented, who would listen to them? Principles of a national body would be written into the constitution, and registration would define the body. Then the sector could fight collectively.

The facilitator said there seemed to be general agreement that the Kenyan community radio sector needed a representative body, that would be national, and would represent its interests, and that it should be formed by community radio stations in a national assembly. What this forum had done was plotted the short-term vision. Now it needed some kind of steering. There was a need for to take ownership of the process and getting to a national assembly to form that body. He asked the forum - how do you propose to move forward?

Tom (Koch FM) suggested it was important for stations to define themselves, and to define the sector. Medina agreed that if you listen to community radio stations, you cannot differentiate between them and other stations. The association would have to know who it was targeting, or it would be unable to differentiate between stations. The identity of the association would be the identity of the sector.

The facilitator suggested the way to meet suggestions around identity would be (1) to come up with a definition here, and (2) to decide who should steer the process of building a representative body.

The steering committee formed here could be an interim committee, and could be tasked to develop a draft charter and organise a general assembly. The general assembly would refine and accept the charter and stations wanting to become members would subscribe to the charter. This would be the basis of the association.

The facilitator said practicalities needed to be taken into account, and resources. How would stations get together again to move things forward?

Another comment was that getting a body was not a 2-month process. Stations needed to really think about it to make it strong. It should not fail in a year.

Patrick/Ujamaa/KCOMNET said he imagined that the forum was probably prepared to do something like this. But he was not sure that this was the frame of mind that he had come in with. The need for an umbrella body did not need any gainsaying. The sector definitely needed a strong, representative umbrella body. However, we needed to be careful. Here we had managers and producers – was this the right mix to take that decision? Also, he asked – do you want to think about this body only as community radio? Who represented other bodies out there? Should it include all segments of community communications, and then include sub-sectors, including one dealing with radio because their needs are different? Some of the stations had a different identity before they became radio. These things needed thought. Stations were talking about training, content, advocacy. The best way to do this was through process; it needed consultation and discussion, and a working group could help. But today, he had come to listen and understand what the study had mapped, and he wanted to relate to that map and see how that map might help shape consensus around which we could organise ourselves.

The facilitator asked, then what should be the process?

Patrick had suggested that we look at forming a working group, but that working group might not be elected at the forum today. He suggested a working group could be developed in parallel to interpreting and interrogating the report, and using some of the information to achieve the sector vision.

Amina said - every step in life was about taking a risk. There was an expression: “Why do you fear the ears before you see the horns?” She said that in her opinion, after we formed the umbrella body, there should be clear principles about how community radios should go on; clear principles on governance and clear definitions around ownership. A unified body would help answer questions.

Benson said we should not beat around the bush. We had all heard the report and could not escape reality. The problem was, we had an existing body, and a network that was coming, but which people feared to talk about. We should let the community radio stations go aside, know who are these organisations and talk about these. The two organisations were KCOMNET and COMAC (Community Radio Association of Kenya).

With KCOMNET, we had never had these forums. KCOMNET had not taken the step of calling us for such workshops / such forums, even telling us that we exist. KCOMNET has not done that according to us as a radio station, and we have been there since 2005. We needed to not fear, to hit the nail on the head, and to move forward.

The facilitator said he would allow for three short inputs, and then give direction:

Issa/Pajan said we are represented from all corners of this nation. There are problems that the sector was facing. If there was a wrangle somewhere, this would affect all of us. We should not miss this opportunity, but form a body that will champion our rights.

Peter/Oltolio le Maa, speaking in Kiswahili (translated by Francis) said he appreciated being here among all stations. All that he had seen was what he had expected. He was chairman of the Ranet station (Oltolio le Maa) and through through Doreen (Rukaria), this was the first time that he was seeing stations from all over the country. He was aware of other organisations, but did not know how they were formed. There were people in Nairobi representing the stations, but who he did not know. He did not think they should miss a chance like this one – this was the first time they had met at stations and he did not know when they would meet again. To come here he had been forced to sell some of his cattle (and so he should be able to make the most of the meeting).

The facilitator suggested that stations meet over tea to deliberate about the issues and come back with a concise resolution on the way forward.

After tea, the stations returned with the following resolution:

That the community radio stations were identifying with COMAK, as most of them are members of COMAK, and it was their idea. What they would now do was have a team of 11 people as an Interim Committee to work on a charter. This resolution, as presented, was confirmed by Tom (Koch FM). The team would convene community radio stations again, at a later date, for endorsement of the charter.

The facilitator suggested that the meeting should end, unless there were any further comments. He then called on OSIEA to close the meeting.

Mugambi (OSIEA) said that OSIEA had been very quiet because there was the issue of 'ownership and d-ownership' and he never wanted to be accused of being part of 'd-ownership' (where donors rather than organisations own processes and projects).

So he had tried not to interfere, and to give the forum space to articulate. It was good to see that the stations had decided to move forward.

He said OSIEA was inclined to receive thoughts and proposals in terms of this report. OSIEA had already done some support on community radio in the past, but as soon as they began getting more groups applying, OSIEA had asked - What do we want to achieve, what is the larger objective? In post-election Kenya OSIEA had gone back to DRP seeking information and ideas. OSIEA did not want to kill stations or initiatives by funding wrongly

OSIEA had now done the mapping, and this was a validation workshop. It informed the report. Factual issues raised by Patrick and Tom would be integrated into the final report. Other issues would be questions of interpretation and analysis, and the report would be reopened to include disagreements to make sure that everyone's voice was included.

The forum had made a decision, and it was important to move fast. OSIEA was having a board meeting soon, and was looking at an overall OSIEA programme for three years. Jean and Doreen should capture this conversation, and close the report. The sector should make a roadmap for the way forward. Stations were staying at Heron Court and this would provide an opportunity to take matters forward.

Discussion in OSIEA about community radio was serious. The report would be further discussed – it was a strong report, and the energy was now. Mugambi thanked the researchers and the forum.

The meeting closed at approx. 17:00.

Appendix A: List of people interviewed

1. Radio Stations

Name	Position
Radio Maendeleo 98.1FM	
John Apollo Oindo	Radio Manager
Joyce Ombewa	Presenter
Margellus Bolo	News Anchor
Judith Kaserah	Presenter
Paul Chika Alaro	Presenter
Robert Ayoti	ADDM Department
Joyce Okwirri	Presenter
Waren Atego	News Presenter
David Onyango Odiyo	Presenter / News Anchor
Oltoilo Le Maa 89.3FM, Suswa/Naroc	
Brenda Kaleke	Receptionist
John M Koisan	Information Officer
Francis Supeyo	Communication Officer
Elisha M Naadolika	Head of Staff/Information/Communication
Musa Lakanet	Information Officer
Stellah Semenya Muntet	Communication Officer
Leah Naisiae Sumkuyia	Communication Officer
Rev Moses Sholoi	Security
Rev Meshek Koilet	Board Member
Rev Peter Kaleke	Administrator
Mercy Terian Kilelu	Communication Officer
Nemwel Onsongo	Security
Bulala FM 107,	
Calistus Muga	Broadcaster
Lilian Baraza	Broadcaster
Joseph Mulongo	Broadcaster
Linet Nadenge	Broadcaster
Nicholas Juma	Production
Francis Obanda	Administrator
Albert Omala	Human Resources
Ojiambo Jacob	Broadcaster
Abwola Vincent	CDF Stakeholder
Koch 99.9FM, Korogocho	
Tom Mboya	Station Manager
Ezra Randy O.	Community Outreach Programmes and Activities Coordinator
Doreen Mwasi	Presenter
Charles Kimani	Communications and Fundraising Officer (Presenter)
Kamau Dennis	Presenter
Catherine Wanjiku	Presenter
Martin Ndungu	Finance and Accounts Officer
Pamoja FM, Kibera	
Adam Husein	Station Manager
Salma Ramadhan	News Anchor/Presenter
Manasseh Yusuf	Assistant Editor/Reporter/Presenter

Lydia Mrutu	News Anchor
Gideon Mwakina	Presenter
Edna Ogeto	Presenter
Anthony Nyandiek	Production Head
Kagama 106.5FM	
Jane Nyambura Karuma	Messenger
Esther Wangari Kamau	Receptionist
Josephat Kangethe	Officer in Charge
Mangelete Community Radio	
Jannet N Kyuma	Director
Irene W. Muthangyh	Director
Savina Mwetii	Chairlady
Lazarus K Musyoigi	Project Manager
Sabina Paul	Head of Finance
Joseph Mutunga Peter	Head of Technical Department
Susan W Wambua	Gate Keeper
Bonventure M Muthini	Head of News Department
Joseph N Wambua	Assistant Production Department
Dominic Mutua Malobhe	Head of Production
Phoebe M Mutua	Assistant News Department
Mugambo Jwetuu, Meru	
Reuben Mukindia	Station Manager
David Thurania Muchena	Presenter
Alice Myoroka	Presenter
Max Kinyua	Board member (Asst Secretary, Representing Nkomo Ward,
Musinde Mulire, Kakamega	
Kevin Nyakunki	Stringer
Winnie Malaka	Presenter-Producer
Maureen Kakaha	Student (third year Journalism and Mass Communications)
Jared Mudanya	Station Manager
Radio Kaya 93.1FM, Kwale	
Mungume L. Joseph	Head of Radio
Juma Moyo	Head of News
Mwanedu FM, 96.1 Voi	
George S Mwamodo	Chairman Dominion Central Links For Development
Ghetto 99.9FM, Nairobi	
Albanus Gituro	Programme Officer
Serian FM, Samburu	
Steve Lemayan	Administration Manager
Nicholas Lenyakopiro	Production Manager

2. Community Radio Initiatives

Northcom	
Adam Hussein	Founder member
Pajan	
Khalifa	Board Chair
Isah Hussein	Secretary General
KAITAPOS	
Solomon Mukenion	Founder

3. Support sector; other Institutions and organisations

Miss Koch	
Asha Abdi	Wadada programme
Hashima Osman	Badlikha Programme
Zubeni Kamis	Friends
Stephen Nderitu	Friends
Internews	
Ida Jooste	Director
Anne Mikia	Specialist Radio Trainer
Brice Rambaud	Resident Journalism Adviser (Democracy & Governance)
Sandra Ndonge	Manager – Media & Development
Mary Kio	Journalism Trainer (Democracy & Governance)
African Women and Child Feature Service	
Rosemary Okello-Orlale	Executive Director
Susan Mwangi	Journalist
Media Council of Kenya	
Esther Kamweru	Executive Director
Uraia	
Nur Awadh	Director
Masiga Asunza	Programme Officer – Programmes
Kimani Wanjiru	Programme Assistant – Multimedia
Rachel Nyareru	Fund Supervisor
UNESCO	
Hezekiel Dlamini	Advisor for Communication and Information in East Africa
Arid Lands Information Network	
James Nguo	Regional Director
Open Society Institute for East Africa	
Gladys P Onyango	Programme Assistant
Mugambi Kiai	Programme Officer
Ministry of Information	
Bitange Ndemo	Permanent Secretary, Ministry of Information and Communication
EcoNews Africa/KCOMNET	
Peter N Aoga	Acting Executive Director
Grace Githaiga	Former Executive Director/Former KCOMNET Coordinator
KCOMNET	
Matu Nguri	Board Chair
Daystar University	
Levi Obonyo	Chair, Department of Communication
Kenya Human Rights Commission	
Lyn Muthoni Wanyeki	Executive Director
Alternative Media Network	
Martin Masai	Interim Secretary (written interview)
Kenya Meteorological Department	
Ayub Chaka	Head of radio programme

Appendix B: Terms of Reference

Stocktaking and Design of Capacity Building Program to Build the Community Radio Sector in Kenya for the Open Society Institute for East Africa

I. Description of Problem

Liberalization of broadcasting in Kenya – including the creation of a three-tier system recognizing and differentiating public, private and community broadcasters – has led to intensified interest in community radio. Over the past few years, new stations have been licensed and launched in both urban and rural areas, and there are a number of off-air initiatives awaiting licenses.

These new stations are all very different, and have different ownership and community accountability structures. They represent the growth of a new radio sector with great potential to enhance the lives of communities across Kenya through broadcast of quality development programming. Close to their communities, and broadcasting in local languages, community radio stations also have the potential to promote unity and deepen understanding of the political process. This is a vital role in Kenya, where many communities were torn apart during the political and ethnic violence that followed the presidential elections of December 2007.

Community radio stations in Kenya operate in a vibrant media environment, including print, television and digital media. However, a recent BBC World Service Trust survey found serious weaknesses and failures in the public and private radio sectors. The survey found that private media “exhibit a tendency towards bias, and almost every channel can be identified with a political party or personality.” The study also concluded that in order to make ends meet, Kenya’s public broadcast service, the Kenya Broadcasting Company, had started to operate more like a private station in order to gain audience and advertising revenue, and was falling short with respect to its public service mandate.⁴⁶ This situation makes the case for setting up strong and accountable community owned stations, broadcasting quality community interest programming, all the more urgent.

Community and local language radio stations were slated for playing a negative role during the post-electoral violence in 2008. For example, Caesa Handa, executive director of Strategic Research, a firm hired by the United Nations Development Programme (UNDP) to review Kenyan media coverage of the 2007 presidential election, reported that “community” and “vernacular” radio stations fomented ethnic violence in their programming. His comments were widely reported. On the other hand, other research found that community radio stations played a “commendable” role.⁴⁷ These contradictory reports are a matter of concern. Four key issues stand out which we will address in our research:

- (i) Community radio’s capacity to navigate emergencies and situations of crises. What is their capacity to defuse ethnic tension and act as a force for unity and peace? What can be done to

⁴⁶ Maina, Professor Lucy W. (2006). Kenya Research findings and conclusions [Electronic version]. *African Media Development Initiative* report. (BBC World Service Trust: London).

⁴⁷ For example, the BBC World Service Trust Policy Briefing, *The Kenyan 2007 Elections And Their Aftermath: The Role Of Media And Communication*, April 2008:
http://downloads.bbc.co.uk/worldservice/trust/pdf/kenya_policy_briefing_08.pdf

- increase their capacity to play a positive role during emergencies, to promote democracy and unite communities?
- (ii) Related to the above: How can community radio stations be strengthened so that they can withstand pressure to take sides during elections? In particular, how can governance and management be strengthened and supported? What role can OSIEA and other support agencies play?
 - (iii) Community radio's identity and reputation. In some of the reports, it is clear that small private stations are wrongly identified as "community" simply because they are small and broadcast in local languages. The confusion is tarnishing community radio's reputation. This is a threat to sustainability of both individual stations and to the Kenyan community radio sector as a whole. What can be done to raise public and community awareness about different kinds of radio? What can be done to strengthen and publicize community radio ethics and standards? What can be done to strengthen community capacity to hold their stations accountable?
 - (iv) Is it possible for community radio stations to respond as a clearly identified group, in a shared way, should similar conflict arise in future? Who might organize / coordinate such a response?

Another issue of key concern to our research is the current financial recession and its impact on the media sector in Kenya – and on community radio in particular. What is the impact of the recession on stations? How are they countering its impact and what can be done to support them during the recession?

II. Project Description

This project seeks to assess the current status of community radio in Kenya and design a program for the Open Society Institute of East Africa to work with local partners to build the capacity of the community radio sector.

The scope of the research will be country-wide. In addition to meeting with key media stakeholders in Nairobi, Developing Radio Partners will assess eight provinces with community radio stations that are already broadcasting, or where there are initiatives that are in the process of applying for a license and starting up. Research will include rural and urban communities. The final selection of areas and stations to be visited will be made in consultation with OSIEA and with the Kenya Community Media Network. A preliminary list is included as **Appendix B**.

Research will focus on:

1. The legal and regulatory environment

- ❑ Current broadcasting laws and regulations, including community radio definitions, licensing regulations, processes and costs, and their impact on community radio development.
- ❑ Media laws and their impact on community radio's ability to broadcast quality political and development content.
- ❑ Technical issues relating to transmission, ICTs and digital migration, and their current and future impact.
- ❑ Current understandings and definitions of community radio in Kenya among policy makers, regulators, community media associations and support organizations (including donors) and trainers.

2. Mapping the community radio and local independent radio sector

- ❑ A scan of community radio stations across eight provinces of Kenya. The overarching questions will be about sustainability of stations, focusing on institutional, social and

financial aspects of sustainability. Research will elaborate numbers and location of stations and initiatives, reach and audience, history, ownership and governance structures, staffing and programming (for further on programming, see Point 3, below). It will also establish specific regional and contextual challenges stations face; innovative and creative ways of addressing challenges, and find out about the nature and extent of stations' relationships and partnerships with sector support agencies, mainstream media, civil society and political actors.

- ❑ A scan of community radio support sector, including community radio associations (for example, AMARC, the Kenya Community Media Network and Econews), donors, business, trainers and program producers. Research will create an inventory of programs supporting the development of community media in Kenya, and will include establish numbers, quality, capacity, sustainability, strengths, weaknesses and gaps within the support sector, including programs run by government, multilateral organizations, bilateral agencies, NGOs and civil society organizations. The activity will focus on funding mechanisms and technical assistance Based on the inventory, DRP will make recommendations on how to complement and integrate national and international support services, so as to improve the existing pool of resources to community radio stations and networks and their access to the appropriate programs.
- ❑ A scan of local independent radio stations that are community oriented – that is, which are providing their community with a reliable source of information, enabling residents to voice their concerns and solve problems, providing ongoing feedback between Kenyan people and their government, and celebrating local culture.

3. Stocktaking of existing information on local community radio in Kenya

Through desk research (previous assessments) and original field research, the research will elaborate:

- ❑ Programming schedules, subject matter, content, sources of information, format, language and quality;
- ❑ Key institutional constraints faced by community broadcasters as they engage communities in public policy debate;
- ❑ Ways of improving their contributions to community-driven development and poverty reduction efforts; and
- ❑ Social accountability, community participation in programming, and empowerment of communities.

III. Deliverables and Timeframe

The overall time-frame will be 1.5 months, including

- ❑ Engaging and briefing the in-country partner and confirming the action plan, including a calendar of activities, list of stakeholders / organisations to be interviewed and stations to be visited. The final list will be confirmed after consultation with OSIEA (see Appendix B).
- ❑ Desk research
- ❑ Fieldwork
- ❑ Writing and sharing the draft report
- ❑ Writing and presenting the final report to OSIEA

Deliverables include:

A comprehensive and up-to-date database

- of community radio stations (and local independent stations that broadcast community oriented programming) including information about licensing, footprint, audience, location, ownership, human and technical capacity, budget, and development needs.

A research report, including a proposal / recommendations for OSIEA to contribute to development of the community radio sector, focusing on

- the legal and regulatory framework;
- development of new stations;
- strengthening existing stations;
- building programming capacity, specifically programming that will promote community development;
- building community radio networks (including content-sharing networks);
- ways of ensuring the community radio sector is engaged in national policy debates and development processes, lobbying and advocacy. Community radio stations are an important medium through which local, community voices are heard regional and national level;

The report will suggest clear goals, proposed activities, a tentative budget and a timeline.

IV. Project Partners

This project will be led by Developing Radio Partners (DRP), a Washington, DC-based NGO that works to strengthen independent local radio and emerging new media around the world in order to foster community development, dialogue, and social change. DRP builds healthy community radio stations and develops networks among stations to ensure quality content, accountability, and sustainability.

The lead researcher for DRP will be Jean Fairbairn, a highly experienced community media researcher and development consultant, as lead researcher. As former media programme director at Open Society Foundation for South Africa, Jean played an important role in development of the South African community radio sector. She has also written extensively about community media sustainability, for Developing Radio Partners, Internews and Open Society Foundation for SA.

DRP will also partner with KCOMNET, who will second Doreen Rukaria (KCOMNET coordinator) to the project. Established in 1996, KCOMNET is a national network of individuals, media organisations, media professionals, and non-governmental organisations (NGOs) that promotes community media and development communication in Kenya. KCOMNET advocates for the creation and sustainability of community-based media owned, controlled, and produced by, for, and about communities. Doreen has extensive experience as an organizer and advocate, and a deep knowledge of the Kenya community radio sector.

Appendix C: Interview Guide for Stations

Staffing and structures

- Who owns the station?
- Who holds the licence?
- What are the governance structures?
- How are they formed? (Is there a constitution?)
- Is there an AM? When was the last one? How well attended was it?
- What are the management structures?
- Are there departments?
- What are they?
- Who are the paid staff? How are they recruited? What do they do?
- Are there volunteers? How are they selected and what do they do?
- Do you have written systems, policies and procedures? (And if so, can we see them?)

Business strategy and marketing

- Does the station have a written business plan / strategy?
- How was it developed?
- Is the business plan being followed?
- Who would you say are the key stakeholders in the station?
- Is there a marketing department?
- Who staffs it? What are their roles?
- If there is no department, who leads / staffs the marketing function?
- What do they market, and to whom?
- Airtime? (advertising, programme sponsorship)
- Services? Training? Goods? Other?
- How much income is generated through marketing? In what forms (cash, in-kind)?
- What, if any, are the station's other sources of income?

Networking

- What networks (both radio and non-radio issues based) are the stations currently part of?
- How do these networks work?
- What is the point of them (what is shared/happens as a result of them)?
- What are the benefits of each network?
- Is there uncoordinated interaction between you and other stations?
- If they are programming networks, how do they work?
- Who takes responsibility for the station's ongoing involvement?
- Do you share programming with other stations?
- Do you receive programming from any other station / outside agency or person?
- How do you receive the programmes (through what technology?)

Community participation

- In what ways do community members participate in the station?
- What do they do for / with the station?
- When community members communicate with the station, what are the issues?
- How does the station communicate with community members? (Other than over the airwaves).
- What are the most common ways in which community members contact / communicate with the station (letters, cards, in-person, telephone, etc.)?
- Do you have records of these communications?
- Are there call in programmes? What are they about (issues, greetings... etc.)?
- Do people generally call in – and when they do, what technology do they use?

- Is there a “greeting card “system where listeners pay to send greetings over the air to friends and family?
- In what ways do community members give feedback to the station about programmes?

Audience research

- What is your listenership (numbers)?
- What kind of people listen? What languages do they speak? Where do you get this information?
- When are your peak listening times?
- What kind of audience research do you do?
- How effective is this?
- What are the results?
- How do you use the results in your operations?

Finances

- How much income does the station generate, on average, per month?
- What are the different sources of income?
- How much on average, is the monthly expenditure?
- What are the key expenses?
- How much money, ideally, would it take to run the station?
- May we have a copy of the last annual accounts / financial statements

Transitional/Self-sustainability questions

- What is your vision of a sustainable station?
- How do you perceive the advantages and disadvantages of donor support?
- What kind of training, resources and assistance would you need over the next couple of years to become sustainable?

Programming

The best way of handling programming is to work through the programme schedule with the programming staff, programme by programme, and discuss each one.

- What is the mission of the station?
- How is that implemented by the programming?
- What are your most important information programs?
- What is the approximate percentage of music/entertainment to information?
- Can you give examples of how a program had an affect upon individuals/the community?
- What formats do you use?
- What languages do you broadcast in?

Appendix D:

OUTLINE / Management training curriculum

Leadership

- Station environment (social & political; economic base; stakeholders, relationships and partnerships; culture and geography; legal & regulatory framework; financial and institutional issues; technology).
- Elements of good leadership.
- Leadership / management styles – choosing the right style for the right occasion.
- Self-management; managing time; delegating.
- Managing within the law (Media and licensing; labour; any other legal issues)

Boards; Station Governance

- Understand the role of the board in relation to the role of management
- The role of management in supporting the board
- Duties of board members
- Strategies for recruiting appropriate board members

Managing teams

- Identifying and setting up teams
- Motivating teams
- Effective team management
 - Identifying roles people play in teams
 - Stages in development of teams

Managing people

- Motivating people
- Recruiting / selecting the right people for the job
- Defining job roles
- Appraisal - setting goals and expectations; giving feedback and recognition
- Identifying problems, dealing with conflict
- Retaining staff

Financial Management

- Identifying the main elements of financial management
- Developing policies and systems
- Developing budgets
- Cash flow projections
- Develop and interpret variance report
- Reporting to boards; annual meetings.

Strategic Planning

- Develop / review mission statements, goals, objectives
- Conduct organisational analyses (e.g. SWOT)
- Identify critical issues facing the station
- Choose among alternative strategies
- Develop a business plan
- Plan how to implement objectives

Working with volunteers

- Why volunteers are important / different ways they can contribute
- Developing policies for managing and recruiting volunteers (volunteer contracts)
- Managing volunteers

Programming

- Mission-driven programming
- Developing and managing a programme schedule
- Reaching different audience segments through programming (different age, gender groups; business, professions, faith-based groups)
- Tackling difficult issues on air
- Live programming; produced programming
- Selecting 'canned' programming from external sources (music, features and documentaries, any other)

Marketing

- Identifying, understanding customers (clients, users, listeners)
- Develop a sales strategy and sales department
- Developing a sales kit (elevator speech, list of services, rate cards, business cards, logos, stickers... anything you need to make a sale....)
- Calculate advertising rates
- Define other services and cost them

Audience Research

- Value of audience research
- Identifying research needs
- Using research to develop the station
- Conducting regular, affordable, rigorous audience research

Fundraising

- Identify and describe concerns of funders
- Plan a fundraising strategy
- Plan and write a business plan / fundraising proposal
- Plan and write fundraising reports

Technology

- Know your studio
- Working with equipment suppliers
- Managing technicians and toolkits
- Overseeing day to day maintenance of studio and transmission equipment
- Budgeting for maintenance
- Keeping abreast of technological developments and identifying appropriate technology for the station

OUTLINE / Community Radio Manual

- ✓ What is Community Radio? [Including some examples from around the world]
- ✓ History of Community Radio in Kenya
- ✓ Legal and regulatory framework in Kenya
- ✓ Governance
- ✓ Community Participation
- ✓ Community Radio Missions and Mission-driven Programming
- ✓ Station structures, management systems
- ✓ Human resources – recruiting and managing staff and volunteers , including regulatory issues
- ✓ Financial management
- ✓ Programming schedules, quality programming
- ✓ News departments and programming
- ✓ Marketing
- ✓ Advertising and social responsibility spots and programming
- ✓ Financial sustainability - ideas for generating income
- ✓ Audience Research
- ✓ Studio design and equipment
- ✓ Fundraising

Appendix E:

Attendance List, Stakeholders' Forum

Winnie Mulala	MMUST Fm	winniemulalavic@yahoo.com	0721 616026/ 0770 710008
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Nyagah kamau	Koch Fm	stevenyash@gmail.com	0721 358398
Patrick Ochieng	KCOMNET	ochieng@ujamaakenya.com	0722 706800
Kimani wa Wanjiru	Uraia	kwawanjiru@uraia.or.ke	020 2135568
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Reuben Mukindia	Mugambo Jwetu CMC		
Peter M. Nkaimosia	Olmaa Fm, Suswa	prkaimosia@yahoo.com	0724 677522
Arthur gachonde			
Kihara	Kangema -Ranet Fm		0723 493440
Joseph Wambua	Radio Mangelete UON School of Journalism	wambujoseph25@yahoo.com	0718 884772
George Nyabuga		gnyabuga@uonbi.ac.ke	
Marina Nkirote	Mugambo Jwetu CMC Samburu Community Radio		0725 969647
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Juliana K. kyengo	Radio Mangelete		0720 566926
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Benson Sintamei	Oltoilo Lemaa- Suswa Fm	sintaben04@yahoo.com	0724 388027
Ibrahim Mohammed	Wajir Community Radio	sayeedibra@gmail.com	0726 245271
Mohammed Ahmed	Wajir Community Radio Pastrolist Journalist Network	mohammedahmed@yahoo.com	0720 356007
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