

**A REPORT ON THE POTENTIAL FOR FINANCIAL
SUSTAINABILITY OF COMMUNITY RADIO STATIONS /
INITIATIVES IN NAMIBIA**

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CONTENTS PAGE

	<i>Page</i>
1.0 Introduction	5
1.1 Purpose of the Report	5
1.2 Background	6
1.3 Namibia, the Country	9
2.0 Methodology	11
2.1 Research Methodology	11
2.2 Presentation of Findings	11
3.0 Summary of Findings and Recommendations	12
3.1 National Business Strategy	12
3.2 Relationship with Advertising Agencies	12
3.3 Statistical Information	14
4.0 Keetmashoop	17
4.1 Introduction	17
4.2 Census Statistics (2001)	17
4.3 Economic Outlook	17
4.4 Business Opportunities	17
4.5 Rate Card	18
4.6 Roll Out Plan	18
4.7 Financial Planning Assumptions	20
4.8 Financial Plan	20
4.9 Report on Consultations and Meetings	22
5.0 Swakopmund	25
5.1 Introduction	25
5.2 Census Statistics (2001)	25
5.3 Economic Outlook	25
5.4 Business Opportunities	25
5.5 Rate Card	26
5.6 Roll Out Plan	26
5.7 Financial Planning Assumptions	28
5.8 Financial Plan	29
5.9 Report on Consultations and Meetings	30
6.0 Oshakati	33
6.1 Introduction	33
6.2 Census Statistics (2001)	33
6.3 Economic Outlook	33
6.4 Business Opportunities	33
6.5 Rate Card	34
6.6 Roll Out Plan	35
6.7 Financial Planning Assumptions	36
6.8 Financial Plan	37
6.9 Report on Consultations and Meetings	39

7.0	Eenhana	41
7.1	Introduction	41
7.2	Census Statistics (2001)	41
7.3	Economic Outlook	41
7.4	Business Opportunities	41
7.5	Rate Card	42
7.6	Roll Out Plan	42
7.7	Financial Planning Assumptions	43
7.8	Financial Plan	43
7.9	Report on Consultations and Meetings	45
8.0	Gobabis	47
8.1	Introduction	47
8.2	Census Statistics (2001)	47
8.3	Economic Outlook	47
8.4	Business Opportunities	47
8.5	Rate Card	48
8.6	Roll Out Plan	48
8.7	Financial Planning Assumptions	50
8.8	Financial Plan	50
8.9	Report on Consultations and Meetings	52
9.0	Windhoek	53
9.1	Introduction	53
9.2	Census Statistics (2001)	53
9.3	Economic Outlook	53
9.4	Business Opportunities	53
9.5	Rate Card	54
9.6	Roll Out Plan	54
9.7	Financial Planning Assumptions	55
9.8	Financial Plan	56
9.9	Report on Consultations and Meetings	58
	Appendix One: Names of People Interviewed	59
	Appendix Two: Readings and References	61

ABBREVIATIONS

AMARC:	World Association of Community Radio Broadcasters
CEO:	Chief Executive Officer
CR:	Community Related
GDP:	Gross Domestic Product
HR:	Human Resources
KCR:	Katutura Community Radio
MISA:	Media Institute of Southern Africa
NBC:	Namibia Broadcasting Corporation
NCRN:	National Community Radio Network
NGO:	Non-Governmental organisation
SADC:	Southern Africa Development Community
SAIMED:	Southern Africa Institute for Media Entrepreneurship Development
SWAPO:	South West Africa People's Organisation
UNDP:	United Nations Development Programme

1.0 INTRODUCTION

1.1 Purpose of the Report

This report presents the findings of a research study that was undertaken by Saimed on behalf of the Regional Broadcast Programme of MISA to assess the sustainability of selected community radio stations in Namibia and on the basis of these findings to develop a realistic financial plan for each site, based on the economic climate of each site and taking into account potential external sources of income. It was not the intention of the assignment to determine the viability or sustainability of each project but merely to assess the environment and form an opinion as to what would be required to make each community radio site sustainable. At the time of the assignment, the process of community mobilisation was already underway in the sites, and it was a requirement under this project to enhance this process.

The research involved a participatory approach to the development of appropriate income generation and sustainability ideas and included discussions and negotiations with potential sources of station income within each area, developing ideas and activities for income generation that were realistic in terms of the available capacity and the economy of the area.

Most of the available literature on community radios assumes that donor agencies or support from the state and communities are the main means of running community radio stations. Examples of radio stations that have succeeded in achieving sustainability objectives are rare. This is because survival and growth strategies are often not in place at project inception. The concept of community radio brings along with it the misconception that sustainability will be achieved through the continued support of a donor agency, and that if things went wrong, some sympathetic well-wisher would intervene financially in the institution. However, as both human and financial resources dwindle, the quality, value and relevance of programming which is an important aspect for the sustainability equation may decline. This in turn leads to a decline in the station and those that survive often convert themselves into predominantly entertainment stations at the expense of the social aims that they set out to achieve. It is against this background that a financial study was carried out to determine the necessary ingredients for a community radio station to achieve its long-term survival goals.

Because of their very nature and constituency, a community radio station's operations are affected by the organisation, the management style, ownership structure and community commitment. The study has considered these variables as factors that impact on the operational output of the radio, and hence impact financial sustainability.

Management, community fund-raising, commitment by the community to pay for services of the radio-station such as notices, and sponsorship are the main ways of ensuring sustainability after the donor funding has run out. A key aspect of the study has been the sale of air-time as a major contributor to sustainability, especially since the radio stations are being established in areas where the possibility of generating revenues through air-time sales exists.

The assignment therefore involved projecting income from sources external to the specific community area and developing these income streams. It also included

projecting expenditure to allow for staged growth and development of each station and providing a guide for this development.

This report therefore presents the findings and a financial blueprint of the required activities, realistic expected levels of income and describes how this income could best be dispersed to sustain each community radio station. It is hoped that the different communities will find this tool useful as they mobilise themselves to develop their radio stations. A separate report presents the community radio sustainability model derived from this assignment.

1.2 Background

In November 2000, a conference on the “*Advancement of Community Broadcasting in Namibia*” was held at which it was agreed that the development of community radio that is participatory, community owned and controlled was an essential ingredient for addressing democracy and developmental issues.

The role of community radios was recognised as important in the following ways:

- a. A community radio station plays a unique role in the community. Its services are focussed on the community itself. Its major advantage over commercial and national radio stations is that it is sensitive to community needs and aspirations, and it views itself at the centre of development initiatives for the community.
- b. A community radio station is also able to provide information as well as feedback to the community it serves. Usually, development and co-ordination of socio-cultural activities can be hampered by lack of information, or information that is not in the local community language. Because of their very nature and orientation, national or commercial radios are not always able to play this role as effectively.
- c. A community radio station can deal with local issues with better programming ease and context than commercial or national radios. For example, issues dealing with unemployment, local business, sexual practices, health education, community mobilisation, projects, literacy can be given more air-time on community radios than on other radios because the profit motive is not the ultimate or determining goal.

However, traditionally a community radio station has been regarded as a non-profit making organisation. As a result, in most cases it depends on assistance from NGOs and foreign partners in order to become operational. Sustainability is therefore not always an important consideration in such organisations.

General Audience Information

Namibia is a sparsely populated country with about ten recognised languages in the country. An NBC research carried out by AC Nielsen (2001) shows the following home language usage for the population:

Language	Use as Home language	Language Understood	Language Preference for Information	Language spoken regularly
Oshiwambo	44	51	25	49
Damara Nama	18	25	7	21
Afrikaans	11	56	16	38
English	2	80	38	54
Rukavango	9	11	7	10
Otjiherero	9	24	5	13

NBC ©AC Nielsen (2001)

There is a high interest towards the use of local languages as shown by Oshiwambo. Although English is a second language to most, it is also a language for information probably as an influence from the fact that it is an official language. Both English and Oshiwambo are regularly spoken. According to the survey, over 90 percent of the population listens to radio, the demographics being higher at 98 percent from sixteen years and lower at 93 percent for over fifty years. The station profiles indicate that there is no loyalty to NBC merely because it is a national station. The private commercial station Radio Energy has the highest youth following, about 80 percent compared to NBC 's 59 percent. Surprisingly, Radio Energy also has the highest rural audience just over 67 percent compared to NBC's 63 percent. However, both stations are weak in the city, where Kosmos has a strong following of about 88 percent, followed by Unam, a radio station that broadcasts from the University of Namibia and focuses on the youth.

Station	City	Town	Rural	16-24	25-34	35-49	50+
National	10.3	26.4	63.3	30.9	28.6	22.4	18.2
Radio 99	33	24.9	42	44.4	31.9	19.4	4.3
Radio Wave	83.6	11.2	5.2	33.8	29.8	23.5	12.9
Kosmos	88.6	6.4	5	8.8	28.5	47.4	15.3
Kudu	33.3	34.6	32.1	36.8	19.6	27.5	16.1
Radio Energy	19.5	13	67.6	48.9	31.5	16.8	2.8
Channel 7	32	50	17	13	22	42	23

NBC ©AC Nielsen (2001)

Regulation

Though fairly dynamic, the media industry in Namibia is fairly young. The draft bill that is to regulate the telecommunications and broadcasting industry is still being

made. The first draft was released in November 2001. At present there is no clear definition in the government regulations of the meaning of community radio broadcasting.

Although the draft bill states that one of the considerations for acquiring a license is “*the desirability of giving priority to community-based broadcasts*”¹ the bill still does not clarify the meaning and role of the community radio, and a submission was made by one of the interested party who owns a commercial radio that community radios should not be allowed to sell air-time². The assumption of this proposal to the commission was that by definition, “*if they accept advertising money they are not a non-commercial entity*”³. A counter proposal was made by Mathew Haikali and presented to the commission on 29 June 2002. He based his argument on the World Association of Community Broadcasters (AMARC) definition of what a community radio is, and that even though donors provide the initial project investment of acquiring the equipment, the sustainable running of the station desires other sources of income as donor funds after some time are not available. He also suggested that if the proposal to disallow advertising is accepted, then commercial radio license fees should increase so as to subsidise the community radio stations, and that the act should oblige commercial broadcasters to fund the training of community broadcasters. In principle, his recommendation for recognising the right of community radios to sell air-time was accepted, including the fact that the draft bill will be written in such a way that there is some clarity on community broadcasting.

Broadcasting licenses will be issued to a Namibian citizen or any company with a 51% holding which is beneficially owned by Namibian. The community radio stations that are being set-up will probably be formed as a non-profit company (Section 21 Company Act). This is to avoid the present disabilities that are experienced when a trust is used to own the radio station, because members of the trust cannot be removed from office according to Namibian law. This becomes a problem when there are inefficiencies to be addressed. It also implies that the equipment is actually owned by the members of the trust since they are non-removable.

The bill limits the sale of air-time to 20 percent of total daily broadcasting time. In countries such as Tanzania it is as high as 30 percent. It appears that very few community radio stations will be able to go beyond 5 percent of their total broadcast time, as one advert every hour is less than a 1 percent utilisation. In terms of content, the bill is not restrictive but encourages creativity and the reflection of Namibian norms and values, talent, opinion and ideas. It also encourages the license holder to have a multi-cultural and multi-racial outlook⁴.

¹ *Communication Bill for the Republic of Namibia, Article 69(6)(h)*

² *Namibian Communications Network, Attachment 1 of Consultative Workshop, Consensus and Drafting Issue Number 4.*

³ *Attachment 3, Number 4.*

⁴ *Communication Bill for the Republic of Namibia, Article 69(8)(d)(e)*

The Namibia Study

Six locations were identified around the country in which community radio stations were either already established or were to be established. The locations are as follows:

Community Radio Initiative	Location
1. Eenhana (Existing)	Northern Namibia - Ohangwena Region
2. Oshakati	North Central - Oshana Region
3. Keetmanshoop	Southern Namibia - Kara Region
4. Gobabis	Eastern Namibia - Omaheke region
5. Walvis Bay / Swakopmund	West Namibia - Erongo Region
6. Windhoek (Existing but closed)	Central Namibia - Khomas Region

In order to ensure that these community radio stations are established successfully in these locations, a strategic decision was made to create a National Community Radio Network (NCRN) to be responsible for co-ordinating the development of community radio stations in Namibia. The aims of the network are:

- To provide networking and information that gives the community radios a national presence.
- To play the advocacy role and lobby for a national policy framework.
- To monitor the stabilisation and independence of the steering committees that may eventually run the radio stations.
- To assess training priorities and run workshops to grow the initiatives.

A co-ordinator was appointed based at MISA Namibia to act as the Co-ordinator for the network. An advisory board provides advice and contacts to the co-ordinator in order to facilitate his work.

1.3 Namibia, the Country

Namibia is a large territory of about 824 292 square kilometers. It is the most arid Country south of the Sahara. It has a low population of about 1.7 million people. It has a varied population consisting of indigenous Africans, people of European descent and those that are mixed. Five main language groups represent Namibia. These language groups roughly represent the different racial and ethnic groups in the country. The San peoples, the Nama and the Damara speak Khoisan languages.

The Indo-European languages are Afrikaans, English and German. The overwhelming Majority of people speak Bantu languages. They include those speaking Oshiwambo (about 51% of the country's population), Otjiherero, Rukavango, Lozi and Tswana. Most of the people (around 70%) live in rural areas. Most live in the populated northern parts that also have more poverty. They are reliant on subsistence crop cultivation and small-scale farming.

Namibia was a colony of Germany from 1884 till the First World War when South Africa occupied it. At the End of the war the League of Nations (forerunner to the United Nations) formalized this occupation by entrusting South Africa with a mandate to administer the territory. Then South Africa established its system of apartheid and Bantustans served as reserves for indigenous Africans. In 1966 the United Nations terminated South Africa's mandate to run Namibia but South Africa refused to oblige.

In 1966, an armed struggle against South African occupation was launched by the South West Africa Peoples Organisation (SWAPO). This armed struggle escalated with South African intervention in Angola in the 1970s. The struggle together with behind the scenes efforts by the United Nations eventually led to a settlement that resulted in the first democratic elections in 1989. SWAPO won these elections and was able to participate in the constituent assembly of 1990.

The economy of the country is mainly dependent on mining of diamonds and uranium. Fishing is also an important economic sector while tourism is beginning to make its mark as a significant industry in Namibia. In recent years the country has ranked in the top three of leading tourism countries in the SADC region. Since the early 1990s the country's economy has grown by about 3.5% per annum. Its GDP is around US\$ 2.9 billion and the average per capita income is US\$1.600. Thus Namibia is classified as a middle income country. This classification however obscures the fact that Namibia has a highly skewed income distribution. What has been enduring in terms of economic social stratification has been the dominance of white ethnic groups. Their supremacy in terms of business ventures and ownership of assets with economic significance still persists. The European ethnic groups (Germans, English and Afrikaans in that order) are the most privileged groups in terms of income, education and health (UNDP, 1999, p 16).

2.0 METHODOLOGY

2.1 Research Methodology

The basic assumption of the research is that the following things could affect sustainability of a radio station:

- The location of the station,
- Agreements and partnerships involved in the community radio,
- Local politics involving founders, membership, and the business and local community,
- Organisational set-up of radio station, whether it allows easy implementation of ideas and activities,
- Economic outlook and business support,
- Partnership with donors, government and councils.

Therefore, the research methodology adopted involved:

- Assessing the suitability of each proposed location for a radio station. Suitability implied that the location was easily accessible to the rest of the community, it was also attractive with a reasonably modern look so as to create an inspiring working environment for the community radio.
- Determining the extent of the need for the community radio. This would help to establish the approach that could be used to sell or sensitise the community on the initiative.
- Determining a way of mobilising the business community to support the initiative. This involved finding the best way to package the community radio station such that the sector is able to buy into the idea and give it its whole-hearted support.
- Ascertaining the type of technical expertise that already exists in the community or town to ensure that “volunteer labour” is readily available.
- Determining the financial support possible from the donor community.
- Establishing the business opportunities, both at the national level and at the local level given the economic outlook.
- Carrying out discussions with the committees / key people in a participatory manner to determine the budget and any ideas that may make the station a success.
- Discussing suggestions on the way forward in terms of sustainability, partnerships and financing.

2.2 Presentation of Findings

In presenting the financial and roll-out plans, the information is similar in some cases but there are real differences because the sites are at different stages in their development. For examples, some sites are already existing while others are yet to be established. Some have no management capacity at all while others have some capacity which merely requires enhancing. Their development and plan are therefore different.

A summary of findings including an overview of the environment and economic outlook are given first. This is followed by the assumptions accompanying the financial plan and the plan itself. Each report ends with a record of the salient points from consultations and meetings held with various stakeholders during our research.

3.0 SUMMARY OF FINDINGS AND RECOMMENDATIONS

3.1 National Business Strategy

The study confirmed that the strategic development model for community radio stations as envisaged by MISA which resulted in the creation of the National Community Radio Network (NCRN), where all community radio stations were to be co-ordinated from a central point was a very effective way of ensuring the sustainable growth of community radios individually and the sector as a whole. This meant that a national or collective approach could be used when dealing with common issues. For example, sponsors could be found to support the community radios collectively as a way of reaching communities throughout Namibia

The role of the NCRN has been defined from a strategic perspective. However, we would like to recommend that this should be extended to include financial sustainability and collective responsibility and accountability. This would for example involve:

- NCRN providing a team of experts to each radio station to spearhead the implementation of each station and to train the incoming managers on the most effective way of running their stations.
- NCRN providing some form of monitoring that budgets are followed to ensure that sustainability objectives are achieved.
- NCRN negotiating a common sponsorship program for the community radio stations at a national level.
- NCRN providing some programming that could be shared by radio stations to assist in sustainability. One way of achieving this would be that NCRN is provided with basic radio station equipment for basic training and programming. We understand that already the NCRN is working with Schoolnet Namibia on potential distribution mechanisms for program exchange between stations.
- NCRN becoming a forum for collective responsibility and accountability of community radio stations. This may assist community radio station boards, management and even the community to know where to look for certain types of assistance. For example, having audience surveys, business research, or assistance resolving partnership/relationship problems. Through this forum, management of community radio stations would meet perhaps regularly to share insights, successes and failures, ideas and information exchange. Exchange visits between stations could also be arranged.

3.2 Relationship with Advertising Agencies

Community radio stations in general may not consider it necessary to make use of advertising agencies, and would rather consider the use of volunteers for selling air-time or sponsorship. However, today's business practices are sophisticated, and certain practices and standards are necessary in order to get the necessary business support. For example, NGOs are agencies that assist in development, and have skills in this area to empower communities. Similarly, when it comes to the business environment, in which community radio stations are also players, then it is necessary to make use of agencies who also have the skills to tap into the market with the right language and form. In a study in Zambia by Stephen Mutambo (2002), the majority of air-time buyers were large companies at 55%, followed by medium companies at 30%, and their concerns were product suitability and user conditions,

product image and corporate image. These are unlikely to be with the domain of the volunteer in the community radio or even the management. Since the majority of air-time buyers are likely to be the big companies, then the community radio of the 21st century has to consider working closely with advertising agencies for a bigger share of the market. Another point is that community radios have the advantage that such companies are also normally strong on social responsibility, and this is a domain of community radio.

For sustainability purposes, a better relationship of smart partnerships is therefore recommended between the community radio stations and advertising agencies. This relationship could be forged through NCRN as a national strategy. However, if a radio station can develop its own relationship, that would be better still, but a national strategy would assist the general growth and development of the project as weaker or economically disadvantaged stations would benefit. Therefore the role of volunteers would still be important at a local level, while advertising agencies would develop proposal and presentations on a national level.

3.3 Statistical Information

Town/s	Population	Household Size	Recommended Flat Rate in N\$/30 sec	Recommended Broadcast Hours	Recommended Working Capital requirements in N\$	Economic Outlook
Keetmanshoop	21294	4.5	98	9	143950	Bright
Swapkopmund / Walvis Bay	66914	3.5	98	11	232550	Very bright
Oshakati	42649	4.7	90	9	283340	Bright
Eenhana/ Oshikango	51792	6.3	75	6	130200	Fair
Gobabis	14278	4.1	90	7	248240	Fair
Windhoek (KCR)	38725	5.4	98	18	176789	Very bright
TOTAL	235652				1215069	

Note:

1. The total potential audience is a population of 235 652, which is 13% of the population of Namibia. It is expected that the figure could rise to as much as 30% if other surrounding towns are to be included per site. They are not included because the technical reach of the transmitter has not yet been established. This would imply that the community radio network would have substantial impact on Namibia as a whole, and could be a good advertising avenue.
2. The total working capital outlay is estimated at N\$ 1 215 069.
3. The number of broadcast hours is independent of the air-time rate, and there is no direct correlation. However, the broadcast hours are recommended looking at the learning curve for the station and the ability of the committee, the economic environment, and that quality, not quantity is what counts.
4. The financial assumptions are regarded as fair considering that KCR made between N\$200 000 - 300 000 per annum from operations. This was advertising revenue.
5. The cost of the radio station equipment, installations and insurances which would form the capital budget are not included since actual figures were not yet available.

6. The following air-time comparative figures from three established radio stations in Namibia suggest that the maximum airtime rate of N\$98 per 30 second slot is both reasonable and achievable.

NBC

The national station has a national broadcast service, and language sections which may also reflect some regions. Rates per 30 seconds.

Time	National	Oshiwambo	Damara>Nama	Otjherero	Afrikaans	Rukavango
0715 – 0900	156.70	124.2	74.75	57.50	87.4	65.55
1000 – 1700	95.45	124.2	74.75	57.50	87.40	65.55

Radio 99 (Per Minute)

This is a private commercial radio station.

Speciality Talks

Prime Time	N\$ 660-00	<i>Sponsorship of News, traffic. Etc</i>	N\$ 320-00
Non-prime time	440-00	Prime Time	320-00
Evenings	295-00	Non-Prime Time	210-00
		Evenings	135

Radiowave (Per 30 second slot)

This is a private commercial radio station.

	Monday - Friday	Saturday	Sunday
2300 - 0600	98-00	215-00	110-00
0600 - 0900	290-00	150-00	110-00
0900 - 1500	250-00	120-00	110-00
1500 - 1900	265-00	150-00	150-00
1900 - 2300	116-00	90-00	90-00

SITE REPORTS

4.0 KEETMANSHOOP

4.1 Introduction

Keetmanshoop is a small town in the Karas region. Situated in the Southern part of Namibia, it is also the administrative centre for the southern part of Namibia.

4.2 Census Statistics (2001)

Town	Females	Males	Total	No. of Households	Average Household size
Keetmanshoop Rural	3062	3287	6349	1480	4.3
Keetmanshoop Urban	7851	7094	14945	3262	4.6
TOTAL	10913	10381	21294	4742	4.5

4.3 Economic Outlook.

Keetmanshoop has no manufacturing base. It is dominated mostly by the service industry. It has good tourism potential, and in the course of our research it was suggested that the community radio might boost this industry by providing some direction in terms of announcements and activities on tourism in the region. There is high unemployment in the region, and a radio station could alleviate the problem in some way.

4.4 Business Opportunities

Because of the fact that the economic outlook of this town is not based on the manufacturing industry, the general conclusion is that sponsorship would have to be sourced from outside the town, such as Windhoek or from organisations not based in the town. Air-time would be the best way of raising revenue.

Strategic Entry:

The chamber of commerce has a registered membership of 140, of which 90 are paid up members. The chamber supported the idea of a community radio station as necessary and overdue. They felt it would encourage local development. The chamber was also prepared to talk to the business community to support the initiative. Hence the chamber is recommended as a strategic partner in establishing the station and mobilising the business community to support the community radio.

Business Strategy:

Two business strategies are recommended:

- *Anchor sponsor.*

The Head of Telecom-South welcomed the idea of a community radio, and was open to discuss sponsorship issues further provided a proposal was available. It may be advisable to have Telecom as the anchor sponsor. An anchor sponsor should ideally have the following characteristics: It should be a national entity, have the resources to sponsor, and able to attract other

sponsors. Having an anchor sponsor is also a confidence building mechanism for the station. There was willingness also on the part of Telecom South to sponsor the official launch of the station,

- **Dead Time.**

The second strategy was to make use of dead time by playing music, where the music is targeted for the business community. Dead time is the time that the station is normally off air. The business community pays for the service by buying this air-time to announce specials or play their corporate advertising. Because it is dead time, its rates would normally be low to attract utilisation. This idea could work provided it has the support of the chamber of commerce.

4.5 Rate Card

The following rate card is recommended for this community radio station.

Time Slot	Rate in N\$ / 30 seconds
0600 – 1030	98
1600 – 2030	98
Live Reads	Rate in N\$
Maximum 50 words (A minimum of five live reads per month to be taken)	50
Live read with background music Maximum 50 words, 5 reads per month	90
Outside Broadcast	Rate in N\$
One Hour	2500
Production (1 hour studio time, 30 sec production)	450
Sponsorship of News, Traffic General Sponsorship	150 Provide quote Administrative fee: 450

4.6 Roll-Out Plan

A roll-out plan is suggested in two phases. The first phase involves preparations towards the launch of the station, while the second phase involves the first year of operations.

Phase One

- a. *Establish a Working Group / Committee.* This is a policymaking group that will help to get the project going and to establish a Board for the station.

- b. *Establish an interim management team.* An interim management team should be established to oversee the actual launch of the station. The team should comprise a team of experts employed on a short term contract by the NCRC to assist with the process of launching the station and a team of local managers, that is, the station manager designate, the producer designate and the advertising manager designate. The interim management team will be responsible for pushing the implementation of the project, working with the NCRN national co-ordinator as well as the Working Group. The team of experts should be one that has extensive experience in station launches and management. They should also act as trainers for the new managers who are employed to run the station once it is launched.

The interim management team should be in place at least six-months prior to the launch of the station. It should undertake the following tasks:

- Prepare the licence application.
 - Attend to registration matters (company registration).
 - Do community mobilisation and awareness campaigns. This involves hiring the hall, producing fliers, attending meetings and making presentations.
 - Do follow-up on advertising and presentations.
 - Attending to design of station logo, and signature tunes (necessary before launch and as tools for public awareness)
 - Recruit volunteers and get them trained
 - Attend to production of news.
 - Supervise the junior staff and volunteers.
- c. *Recruit four volunteers.* From this group will come a news producer, a program officer and a marketing officer. Those volunteers that prove themselves will eventually be appointed as permanent staff which will entitle them to a salary. Prior to their appointment, they will receive an allowance. This arrangement will act as an incentive for the volunteers to work hard.
- d. *Recruit two more volunteers.* They should be recruited one month before the launch to ensure that there is adequate human resources both before and during the launch. These volunteers should be given a stipend or one-off payment after the launch.
- e. *Provide training to both the Board and key staff.* This will prepare them for their new responsibilities.

Phase Two

- a. Establish a “*Launch Committee*” that mobilises the community, the business sector, the government and council. The committee should be established at least two months before the launch. The committee should work hand in hand with the station staff.

- b. The “Launch Committee” should liaise with an advertising agency to mobilise the business community, and create an awareness campaign about the launch. Although it is possible to launch the station without an advertising agency, its presence will ensure that the launch is of a standard that the business community appreciates, which may be an advantage for the marketing officer when soliciting air-time adspend. It could also make it easier to organise a launch sponsor.
- c. Launch the station.
- d. Once the station is launched, the local managers will take over its running, supervised for a while by the expert managers. Their key roles will be to ensure that all aspects of the station are running effectively and that financial targets with regard to airtime sales are being met.

4.7 Financial Planning Assumptions

The following assumptions were made in connection with the financial plan for this community radio station:

- a. Donor funding will provide working capital in phases one and two of the project.
- b. Expenses for phase one will be met from donor funding as the station will not be operational yet.
- c. Expenses for the first three months of operations will be met entirely from donor funding for utilities and consumables.
- d. Salaries will be met from donor funding for the first six months of operations. This is to give the station an opportunity to learn and survive.
- e. A sustainability strategy will be applied from the moment the station is launched. That is, the station will operate from the outset with the objective of raising all the money it needs to pay for its expenses.
- f. The marketing of air-time will be given a lot of emphasis in order to create confidence in the station and to generate enough funds for the running of the station and for future reserves.
- g. The station staff will attend workshops in marketing, business management skills and budgetary control.
- h. The NCRN will monitor the performance of the station to ensure that budgetary requirements are observed.
- i. Broadcast times will be 0600 –1030 and 1600-2030 (total 9 hours).
- j. A minimum of ten slots of airtime will be sold per broadcast day.
- k. The applicable airtime rate will be N\$98.00 per 30 second slot.
- l. The Board of the station will attend a workshop on Corporate Governance and the role of the Board.

4.8 Financial Plan

Phase One		
Expenses		
Salary – Coordinator	N\$1500 per month x 6 months	9000

Salary – Producer	N\$950 per month x 3 months	2850
Producing logo and signature tunes		3000
Producing fliers and banners		3000
Transport for meetings	N\$400 per month x 6 months	2400
Broadcasting Fee		600
License Fee		2040
Transmitter Fee		1000
MISA membership Fee		600
Company registration		1000
Workshops and staff attachments		45800
Total Expenses		71290
Financed by:		
Donor Contributions		71290
Phase Two		
	<i>Monthly Expenses</i>	<i>Annual</i>
Utilities		
Electricity	500	6000
Water	500	6000
Telephone	800	9600
Fuel/Transport	900	10800
Cleaning materials	50	600
Services (lawyers, etc)	300	3600
Sundry (tea, postage etc)	70	840
Sub-total	3120	37440
Personnel		
Station Manager	3500	42000
Producer	1500	18000
News Producer	950	11400
Program Officer	550	6600
Marketing Officer	750	9000
3 Volunteers (Allowance) @ 350	1050	12600
Sub-total	8300	99600
Consumables		
Maintenance per month	2000	24000
Photocopy consumables	1000	12000
Production consumables	1000	12000
Laser printer consumables	500	6000
Sub-total	4500	54000

TOTAL EXPENSES	15920	156720
Financed By:		
Donor Contributions:		
Utilities - 3 months	3120	9360
Consumables - 3 months	4500	13500
Salaries – 6 months	8300	49800
Advertising Revenue		84060
TOTAL INCOME REQUIRED		156720

Advertising Revenue per month		<i>Annual</i>
Cost of one slot at prime time	98	
Number of slots to sell per day	10	
Total revenue per day	980	
Total revenue for 20 working days	19600	235200
Less Expenses financed from revenue		84060
Surplus for the First year		151140

4.9 Report on Consultations and Meetings

a. The Working Group

At the time of our research, not much activity had taken place at this station because the committee was still working on a proposal to inform AMARC of its plan of action. The second reason was that the person who was supposed to coordinate the activities had not been around. A new chairperson had just been appointed, and it was expected that there would be progress.

The Station Location.

There was unanimous support from the working group for the idea of using the Wake Centre as the location for the radio station. It was felt that it would provide the station an independent image, and that it already had an important meaning to the community. The Youth Centre and the Complementary Learning Centre were both rejected as possible station locations.

Proposals.

The committee expressed concern about the proposed involvement of the Chamber of Commerce. Members felt that the Chamber would try to twist the arm of the radio station with benefits which could erode its editorial independence. There was however general support for the proposal that Telkom should be an anchor sponsor. Telkom was seen as a good client.

Management and Budget.

The working group approved the management structure, consisting of a board, station manager, news editor, programs officer, marketing officer, accounts/admin officers, and volunteers. An establishment budget as well as an operational budget were discussed in detail. A letter was also written to the council requesting the use of the Wake Centre.

Partnership Model.

The working group was made aware of the need for the sustainability of the radio station, and the fact that this depended on two things:

- the ability of the board to provide effective direction in the running of the station.
- The ability of the group/board to manage its social, government and business partners.

Partners of the community radio station were identified as:

- a. The donor community
- b. The business community
- c. The government
- d. The facilitation agencies (e.g. MISA)
- e. The community

It was agreed that there was need to develop skills in handling each of these.

b. Cooperating Partners

A meeting was held with the Regional Manager of Namibia Broadcasting Corporation (NBC). She expressed willingness to find areas of co-operation with the proposed radio station as long as it created no conflict of interest with her work. She emphasized the need to effectively sound the community on the project, a clear policy on the language issue, and clarity on exactly what the radio intended to achieve.

Outside Broadcasts

She disclosed that these were popular, and NBC was charging businesses N\$2300 per hour while charitable organisations were charged half this price. She also advised that the peak hour was from 1pm - 3pm, the off-prime times are 10am - 12:30pm and from 4pm when people tended to watch TV.

Employment

The manager advised that a radio voice test should be made for anybody going on air. She offered to assist in this area in her personal capacity. She also advised that a test should be made on the following:

- Interview skills
- Pronunciation
- General knowledge
- Research capability

This was suggested on the belief that professionalism improves listenership.

c. Other Issues

Promotion.

There was strong agreement that promotion and selling the idea of a community radio was critical for the success of the project.

Language.

There was concern as to which language would actually be used by the station. Possible languages include Damara>Nama, Oshiwambo, Afrikaans, and English. Even though the consensus was that the community would decide, it was tentatively agreed to use English during the business broadcasts mixed with Damara>Nama, that is using two presenters instead of one. Other languages could then be used depending on the program or need. It was also agreed that these policy issues should be settled well in advance to avoid affecting relationships between stakeholders, the management and the board.

Growth.

It was agreed growth is an important factor for initial and continued support. Potential business supporters often asked why similar stations had failed, and needed assurance that they will be supporting an entity that had a long life. The fact that we were undertaking a feasibility study was seen by many as a sign of seriousness, and so the present project was viewed with optimism.

5.0 SWAKOPMUND & WALVIS BAY

5.1 Introduction

Swakopmund & Walvis Bay are located in the west of Namibia in the Erongo region. Swakopmund is referred to as the ‘tourist town’ of the region. It is also the headquarters for the region.

5.2 Census Statistics (2001)

Town	Females	Males	Total	No. of Households	Average Household size
Swakopmund	12267	13175	25442	7560	3.4
Walvis Bay Urban	12446	14933	27379	7075	3.8
Walvis Bay Rural	6610	7483	14093	3833	3.3
TOTAL	31323	35591	66914	18460	3.5

5.3 Economic Outlook.

Swakopmund does not have a strong manufacturing base, but is dominated mostly by a service industry. Walvis Bay, on the other hand is the business centre of the region, with a manufacturing base and a strong fisheries industry. The two towns compete openly and as a result there is concern that Walvis Bay businesses may be reluctant to support the radio station project unless it is located in Walvis Bay. Such competition will have to be neutralised for the good of the station. Nevertheless, the prospect for business support is still very strong, such that even local sponsorships of programs may not be problem.

5.4 Business Opportunities

There was generally a positive belief by the working group about business opportunities in the town. A one hundred kilometre radius was going to cover several communities besides Swakopmund and Walvis Bay.

Strategic Entry:

The strategic entry for the radio station is based on building a strong relationship with the regional and local council. We were assured that all the mayors of the region were sounded out for their support, and clear signals of business support was received. However, this could not be verified because the chairperson for the working group was of the opinion that our questions might give the wrong impression about the status of the station. Knowing the environment, the working group preferred that no direct business questions be asked until the business proposals were designed and presented to prospective clients.

Business Strategy:

The business strategy applied by the working group was the involvement of the business community through council and government structures. They

noted that it was not easy to mobilise the business community by direct contact as there was a tendency to take such contacts less seriously. However, when the council or government was involved, and the business industry group was called for a meeting, the response was far better. During the meeting, the mayors would be requested to press the business community for involvement and commitment to buy air-time in the station or to provide sponsorship.

Telecentre:

Part of the plan by the working group was to start a Telecentre as part of its strategy for sustainability. Therefore their plans for the alteration of the building included such a facility. This centre would provide secretarial services such photocopying, binding, laminating, e-mail and so on. This service did not exist at the community, and therefore presented an opportunity for diversification.

5.5 Rate Card

Time Slot	Rate in N\$ / 30 seconds
0600 – 1000	98
1200 – 1500	98
1700 – 2100	98
Live Reads	Rate in N\$
Maximum 50 words (A minimum of five live reads per month to be taken)	80
Live read with background music Maximum 50 words, 5 reads per month	105
Outside Broadcast	Rate in N\$
One Hour	3500
Production (1 hour studio time, 30 sec production)	500
Sponsorship of News, Traffic General Sponsorship	160 Provide quote Administrative fee: 500

5.6 Roll-Out Plan

A two phased roll-out plan is recommended. The first phase should involve preparations for the launch of the station, while the second phase should involve the first year of operations.

Phase One:

- a. *Strengthen the Working Group / Committee.* This committee already has done a lot of work, like doing basic research for programming, choosing a station name, logo and location. They are already ready to hire an interim station manager. They have yet to appoint a Board for

the station.

- b. *Establish an interim management team.* An interim management team should be established to oversee the actual launch of the station. The team should comprise a team of experts employed on a short term contract by the NCRC to assist with the process of launching the station and a team of local managers, that is, the station manager designate, the producer designate and the advertising manager designate. The interim management team will be responsible for pushing the implementation of the project, working with the NCRN national co-ordinator as well as the Working Group. The team of experts should be one that has extensive experience in station launches and management. They should also act as trainers for the new managers who are employed to run the station once it is launched.

The interim management team should be in place at least six-months prior to the launch of the station. It should undertake the following tasks:

- Prepare the licence application.
 - Attend to registration matters (company registration).
 - Do community mobilisation and awareness campaigns. This involves hiring the hall, producing fliers, attending meetings and making presentations.
 - Do follow-up on advertising and presentations.
 - Attending to design of station logo, and signature tunes (necessary before launch and as tools for public awareness)
 - Recruit volunteers and get them trained
 - Attend to production of news.
 - Supervise the junior staff and volunteers.
- a. *Recruit four volunteers.* From this group will come a news producer, a program officer and a marketing officer. Those volunteers that prove themselves will eventually be appointed as permanent staff which will entitle them to a salary. Prior to their appointment, they will receive an allowance. This arrangement will act as an incentive for the volunteers to work hard.
- b. *Recruit two more volunteers.* They should be recruited one month before the launch to ensure that there is adequate human resources both before and during the launch. These volunteers should be given an stipend or one-off payment after the launch.
- c. *Provide training to both the Board and key staff.* This will prepare them for their new responsibilities.

Phase Two

- a. Establish a “*Launch Committee*” that mobilises the community, the business sector, the government and council. The committee should be established at least two months before the launch. The committee should work hand in hand with the station staff.

- c. The “Launch Committee” should liaise with an advertising agency to mobilise the business community, and create an awareness campaign about the launch. Although it is possible to launch the station without an advertising agency, its presence will ensure that the launch is of a standard that the business community appreciates, which may be an advantage for the marketing officer when soliciting air-time adspend. It could also make it easier to organise a launch sponsor.
- d. Launch the station.
- e. Once the station is launched, the local managers will take over its running, supervised for a while by the expert managers. Their key roles will be to ensure that all aspects of the station are running effectively and that financial targets with regard to airtime sales are being met.

5.7 Financial Planning Assumptions

The following assumptions have been made in connection with financial plan for this initiative: The regional or local council will be responsible for developments that will upgrade the site for the community radio station estimated at N\$120,000.

- a. Donor funding will provide working capital in phases one and two of the project.
- b. Expenses for phase one will be met from donor funding as the station will not be operational yet.
- c. Expenses relating to utilities and consumables for the first three months of operations will be met from donor funding.
- d. Salaries will be met from donor funding for the first six months of operations. This is to give the station an opportunity to learn and survive.
- e. A sustainability strategy will be applied from the moment the station is launched. That is, the station will from the outset operate with the objective of making enough money to pay for all its expenses.
- f. Air-time will be marketed actively.
- g. The NCRN will monitor the activities of this initiative to ensure that budgetary requirements are observed.
- h. Broadcast times will be 0600 –1000, 1200-1500 and 1700-2100 (total 11 hours).
- i. A minimum of twenty one slots of 30 seconds each will be sold per broadcast day.
- j. The applicable airtime rate will be N\$98.00 per slot.
- k. The station staff will attend workshops in marketing business management skills and budgetary control.
- l. The Board of the station will attend a workshop on corporate governance and the role of the Board.

5.8 Financial Plan

These are fairly developed towns with a lot of tourist attractions, and the economy has a higher cost of living. The expenditure is expected to be higher than for other projects in Namibia.

Phase One		
Expenses		
Salary –Coordinator	N\$1500 per month x 6 months	9000
Salary – Producer	N\$950 per month x 3 months	2850
Producing logo and signature tunes		3000
Producing fliers and banners		3000
Transport for meetings	N\$400 per month x 6 months	2400
Broadcasting Fee		600
License Fee		2040
Transmitter Fee		540
Wideband Link Fee		4000
MISA membership Fee		600
Company registration		1000
Workshops and attachments		45800
Building Renovations		120000
Total Expenses		194830
Financed by:		
Donor Contributions		194830

Phase Two		
	<i>Monthly Expenses</i>	<i>Annual</i>
Utilities		
Electricity	800	9600
Water	600	7200
Telephone	1800	21600
Fuel/Transport	1500	18000
Cleaning materials	350	4200
Services (lawyers, etc)	900	10800
Sundry (tea, postage etc)	400	4800
Sub-total	6350	76200
Personnel		
Station Manager	4500	54000
Producer	3500	42000

News Producer	2500	30000
Program Officer	1500	18000
Marketing Officer	2500	30000
Accounts/Admin Officer	3500	42000
3 Volunteers (Allowance) @ 450	1350	16200
Sub-total	19350	232200
Consumables		
Maintenance per month	2000	24000
Photocopy consumables	2000	24000
Production consumables	2000	24000
Laser printer consumables	1500	18000
Sub-total	7500	90000
TOTAL EXPENSES	33200	328550
Financed By:		
Donor Contributions:		
Utilities – 3 months	6350	19050
Consumables - 3 months	7500	22500
Salaries – 6 months	19350	116100
Advertising Revenue		170850
TOTAL INCOME REQUIRED		328550

Advertising Revenue per month		<i>Annual</i>
Cost of one slot at prime time	98	
Number of slots to sell per day	21	
Total revenue per day	2058	
Total revenue for 20 working days	41160	493920
Less Expenses financed from revenue		170850
Surplus for the First year		323070

5.9 Report on Consultations and Meetings

a. The Working Group

The working group for this initiative was one of the most active that we worked with. During the research, we found that they had already done the following things:

- They had called several meetings to mobilise and inform the community about the project.
- They had also approached and informed key players in the region, such as regional mayors about the project.
- They kept minutes of their meetings which we browsed through.
- They designed a questionnaire to assist them develop the way forward for the radio station. They used this to decide on such issues as the location of the station, the number of hours it should broadcast, and so on.
- Consensus had already been reached regarding the name of the radio station. The name that was chosen is Ocean Wave Community Radio Station.
- The working group had already designed several letterheads and had one chosen as the official letterhead of the station.

Location of Radio Station

The committee had already found a suitable location for the radio station at Mondesa, a council building that was meant to be a market place, but was disused. However, although this location was clearly ideal for the community radio, it needed a lot of redesign and development before it could be put to use as a radio station. It was estimated that the sum N\$120000 would be needed to undertake the required work. This could be a stumbling block in the realisation of the radio station. It was also observed that some people were residing in the building, but an assurance was given that when the time came, they would move out. The committee however sounded very sure that they would take possession of the building for the radio station. They had, in fact, already commissioned somebody to draw the plans for the station.

c. Other Issues

Partnership Model.

The working group was made aware of the need for sustainability of the radio station and that this depended on the ability of the group/board to provide effective direction for the running of the station and to manage its relations with its partners.

Partners of the community radio station were identified as:

- The donor community
- The business community
- The government
- The facilitation agencies (e.g. MISA)
- The community

Management.

The group approved a governance structure for the station which included a board comprising ten members where three would be nominated on the basis of their professions, e.g. a lawyer. They also approved a management structure comprising a station manager, producer, news producer, programme officer, marketing officer, accounts and admin officer and 3 volunteers.

Budget.

An establishment budget as well as an operational budget were discussed in detail with the working group.

6.0 OSHAKATI

6.1 Introduction

Oshakati is in the North Central part of Namibia in the Oshana region and is the administrative centre for the region. It is a town with a population of about 43000. Historically, it is a village that has grown into a town.

6.2 Census Statistics (2001)

Town	Females	Males	Total	No. of Households	Average Household size
Oshakati East	12256	10378	22634	4838	4.7
Oshakati West	10955	9060	20015	4309	4.6
TOTAL	23211	19438	42649	9147	4.7

6.3 Economic Outlook.

Oshakati has very well developed mall centres, notably the Game centre. It is a busy place, bursting with tourists, informal businesses, market places, and almost every bank and major retail business is found here. Selling air-time or sponsorship should not pose a big problem in this location.

6.4 Business Opportunities

Business opportunities in Oshakati could only be developed by forging strong links with the business community.

Strategic Entry:

Strategic entry for this radio station could be achieved by looking for a local anchor sponsor such as Pick & Pay or Shoprite. The community radio could also undertake to be a member of the Chamber of Commerce so as to benefit from business networking. Even though it is a community radio, membership to the chamber would assist it to be recognised and accepted in the local business circles.

Business Strategy:

Although there appeared to be plenty of opportunities in this region, it was observed that the committee's capacity to take advantage of the opportunities needed developing. The committee was advised to look for a strong station manager /coordinator, preferably one with business experience.

As a business strategy, the station could offer corporate membership to the business community. A code of ethics for corporate members would need to be drawn up to avoid misunderstandings and undue influence on editorial activities. If for example the air-time was sold at N\$90-00, then corporate members could be offered a rate of N\$70-00. This would encourage them to

increase their ad-spend. Corporate membership could vary from N\$500-00 to N\$1000-00 depending on how the business is assessed.

Because the success of the radio station would clearly depend on the goodwill of the business sector rather than political support, the following businesses were identified as strong potential partners.

Pick & Pay

The Oshakati Pick & Pay manager explained that the retail chain had a contract with NBC for the current year, but they would not mind negotiating another contract if the price was good, and if the language used was Oshiwambo. He stated that they would willingly support the community radio if a good proposal was submitted.

Game

The administrative manager of Game was not sure how much support Game would give to the community radio. He stated that some time back they supported a beauty queen contest, and headquarters was not pleased with the idea. They were under instruction to support needy causes only. A proposal was made that Game could support programming targeted at educating on AIDS and other social issues that are of concern in the region, since there was a tremendous need in this area. The manager agreed that this strategy might work.

Shoprite

The Shoprite manager was very enthusiastic about the idea, stating that they would support the initiative by buying air-time as they have found that it is very effective in generating business. She mentioned that they use Radio Kudu, which charges them N\$1200-00 for three days a week plus some free air for their two branches.

Engen / Wimpy (Shoprite Complex)

The business uses Radio Energy to advertise through live broadcasts on some Saturdays. They indicated that their rates were too high and that they would welcome a competitive rate.

6.5 Rate Card

Time Slot	Rate in N\$ / 30 seconds
0600 – 1000	90
1200 – 1400	90
1800 – 1900	90
Live Reads	Rate in N\$
Maximum 50 words (A minimum of five live reads per month to be taken)	60

Live read with background music Maximum 50 words, 5 reads per month	80
Outside Broadcast	Rate in N\$
One Hour	2800
Production (1 hour studio time, 30 sec production)	450
Sponsorship of News, Traffic General Sponsorship	140 Provide quote Administrative fee: 450

6.6 Roll-Out Plan

The following roll-out plan will be implemented in two phases. The first phase would involve preparations towards the launch of the station, while the second phase involve the first year of operations.

Phase One:

- a. *Strengthen the Working Group / Committee.* This committee has done little because of some initial confusion arising from the fact that another group was established for the same purpose before the current group came into existence. There was therefore uncertainty as to which group should run the community radio. However, both groups later agreed to work together. They have yet to appoint a Board.
- b. *Establish an interim management team.* An interim management team should be established to oversee the actual launch of the station. The team should comprise a team of experts employed on a short term contract by the NCRC to assist with the process of launching the station and a team of local managers, that is, the station manager designate, the producer designate and the advertising manager designate. The interim management team will be responsible for pushing the implementation of the project, working with the NCRN national co-ordinator as well as the Working Group.

The team of experts should be one that has extensive experience in station launches and management. They should also act as trainers for the new managers who are employed to run the station once it is launched.

The interim management team should be in place at least six-months prior to the launch of the station. It should undertake the following tasks:

- Prepare the licence application.
- Attend to registration matters (company registration).
- Do community mobilisation and awareness campaigns. This involves hiring the hall, producing fliers, attending meetings and making presentations.
- Do follow-up on advertising and presentations.

- Attending to design of station logo, and signature tunes (necessary before launch and as tools for public awareness)
 - Recruit volunteers and get them trained
 - Attend to production of news.
 - Supervise the junior staff and volunteers.
- c. *Recruit four volunteers.* From this group will come a news producer, a program officer and a marketing officer. Those volunteers that prove themselves will eventually be appointed as permanent staff which will entitle them to a salary. Prior to their appointment, they will receive an allowance. This arrangement will act as an incentive for the volunteers to work hard.
- d. *Recruit two more volunteers.* They should be recruited one month before the launch to ensure that there is adequate human resources both before and during the launch. These volunteers should be given a stipend or one-off payment after the launch.
- e. *Provide training to both the Board and key staff.* This will prepare them for their new responsibilities.

Phase Two

- a. Establish a “*Launch Committee*” that mobilises the community, the business sector, the government and council. The committee should be established at least two months before the launch. The committee should work hand in hand with the station staff.
- b. The “*Launch Committee*” should liaise with an advertising agency to mobilise the business community, and create an awareness campaign about the launch. Although it is possible to launch the station without an advertising agency, its presence will ensure that the launch is of a standard that the business community appreciates, which may be an advantage for the marketing officer when soliciting air-time adspend. It could also make it easier to organise a launch sponsor.
- c. Launch the station.
- d. Once the station is launched, the local managers will take over its running, supervised for a while by the expert managers. Their key roles will be to ensure that all aspects of the station are running effectively and that financial targets with regard to airtime sales are being met.

6.7 Financial Planning Assumptions

The assumptions relating to the financial plan are as follows:

- a. Donor funding will be available for upgrading the site for the community radio station estimated at N\$120000.
- b. Donor funding will provide working capital in phases one and two of the project.
- c. Expenses for phase one will be met from donor funding as the station

- will not be operational yet.
- d. Expenses for utilities and consumables for the first three months of operations will be met from donor funding.
 - e. Salaries will be met from donor funding for the first six months of operations. This is to give the station an opportunity to learn and survive.
 - f. A sustainability strategy will be applied from the moment the station is launched.
 - g. Marketing of air-time will be undertaken actively.
 - h. The NCRN will monitor the activities of the station to ensure that budgetary requirements are observed.
 - i. Broadcast times will be 0600-1000, 1200-1400 & 1800-1900 (total 9 hours).
 - j. A minimum of 18 slots of 30 seconds each will be sold per broadcast day.
 - k. The applicable airtime rate will be N\$90.
 - l. The station staff will attend workshops in Marketing, business management skills and budgetary control.
 - m. The Board of the station will attend a workshop on corporate governance and the role of the Board.

6.8 Financial Plan

A lower airtime rate will be used here, considering the strength of the committee, and the need to attract the business community, since the possibility exists that the local government may not be in a hurry to support the initiative as illustrated 6.9 below. The common opinion is that government and councils may take an interest in the project if the business community shows interest in it.

Phase One		
Expenses		
Salary –Coordinator	N\$1500 per month x 6 months	9000
Salary – Producer	N\$950 per month x 3 months	2850
Producing logo and signature tunes		3000
Producing fliers and banners		3000
Transport for meetings	N\$400 per month x 6 months	2400
Broadcasting Fee		600
License Fee		2040
Transmitter Fee		1000
MISA membership Fee		600
Company registration		1000
Workshops and attachments		45800
Renovations & Studio Upgrading		120000
Total Expenses		191290

Financed by:		
Donor Contributions		191290

Phase Two		
	<i>Monthly Expenses</i>	<i>Annual</i>
Utilities		
Electricity	800	9600
Water	600	7200
Telephone	1800	21600
Fuel/Transport	1500	18000
Cleaning materials	350	4200
Services (lawyers, etc)	900	10800
Sundry (tea, postage etc)	200	2400
Sub-total	6150	73800
Personnel		
Station Manager	3500	42000
Producer	2500	30000
News Producer	1500	18000
Program Officer	1000	12000
Marketing Officer	1500	18000
Accounts/Admin Officer	1500	18000
3 Volunteers (Allowance) @ 450	1350	16200
Sub-total	12850	154200
Consumables		
Maintenance per month	1500	18000
Photocopy consumables	1500	18000
Production consumables	1500	18000
Laser printer consumables	1000	12000
Sub-total	5500	66000
TOTAL EXPENSES	24500	226350
Financed By:		
Donor Contributions:		
Utilities – 3 months	6150	18450
Consumables - 3 months	5500	16500
Salaries - 6 months	12850	77100
Advertising Revenue		114300
TOTAL INCOME REQUIRED		226350

Advertising Revenue per month		Annual
Cost of one slot at prime time	90	
Number of slots to sell per day	18	
Total revenue per day	1620	
Total revenue for 20 working days	32400	388800
Less Expenses financed from revenue		114300
Surplus for the First year		274500

6.9 Report on Consultations and Meetings

The Working Group

At the time of the research, this group had done very little. The reason for this was that some confusion had arisen from the fact that another group had been established earlier for the same purpose before the current group came into existence. There was therefore uncertainty as to which group should run the community radio. Both groups later agreed to work together.

The other aspect is the group's weak contacts with the government structures. Not much contact existed between the group and the council. As a result, when the mayor and other key people were invited to meetings, none of them came, and this acted as a source of discouragement to the group which felt that they did not have "political blessing" to pursue the project.

It was suggested to the group that the next time a councillor calls a public meeting, they should discuss with him/her on the possibility of using that meeting as an opportunity to make a public announcement on the progress of the radio station. It was also suggested that the group members should make an effort to get closer to the community so as to earn themselves the right to call meetings as they were already known and respected people in the community.

The roll-out plan was also explained, and this forced the committee to develop a program of action immediately including the following:

- Decide on the name of the radio station
- Establish a Board as soon as possible
- Find a location for the radio station
- Scout for possible candidates for the coordinator and producer positions.

Meetings with the Business Community

The committee was informed that the business prospect was good, but it needed an aggressive approach for success to be achieved. The committee observed that there was interest from Shoprite and Pick & Pay.

Barriers to Entry.

Because of the apparently high “barriers to entry” in the region, a lower airtime rate was proposed at N\$90-00. The budget was based on this figure although the number of slots sold would have to increase to sustain the operation. Corporate membership was recommended as a way of making a strategic entry into the market. Generally the figures were discussed and accepted as reasonable.

7.0 EENHANA

7.1 Introduction

Eenhana is a small town with a population of about 24000 according to the 2001 census. The radio station is already operational in this town but is experiencing some problems.

7.2 Census Statistics (2001)

Town	Females	Males	Total	No. of Households	Average Household size
Eenhana	13309	10884	24193	3971	6.1
Oshikango	15222	12377	27599	4277	6.5
TOTAL	13309	23221	51792	8248	6.3

7.3 Economic Outlook.

Eenhana has two major "supermarkets". However, they are not well developed. It was also observed that most businesses did not advertise either on NBC or other radio station. It was therefore expected that selling airtime would be a major challenge for the station. Little business activity was observed in this town, even in the informal sector. Most business activity was concentrated in Oshikango, a border town adjacent to Eenhana. Oshikango had a lot of commercial activity, mainly warehouses, shops and a lot of informal business activity. The radio station will continue to be based at Eenhana, but also service Oshikango for wider economic prospects with some adjustments to the transmitting equipment.

7.4 Business Opportunity

Strategic Entry:

This is one radio station that can benefit from a sponsorship programme strategy. Increasing the range to at least 100km would be the first way of attracting prospective clients. The radio has very strong support from local government and the council This could lead to increased levels of sponsorship for development projects if properly cultivated. The Red Cross, which is very active in the region is also a prospective client. It could make use of live broadcasts in its AIDS campaign. Therefore an entry strategy could be developed around sponsored programs.

Business Strategy:

A rate of N\$75-00 for thirty seconds is proposed for this station because of the weak economic outlook. The station is strongly advised to develop partnerships with other organisations that may sponsor some of the airtime.

7.5 Rate Card

Time Slot	Rate in N\$ / 30 seconds
0600 – 1000	75
1800 – 2000	75
Live Reads	Rate in N\$
Maximum 50 words (A minimum of five live reads per month to be taken)	40
Live read with background music Maximum 50 words, 5 reads per month	60 (Perhaps should be avoided)
Outside Broadcast	Rate in N\$
One Hour	2500
Production (1 hour studio time, 30 sec production)	300
Sponsorship of News, Traffic General Sponsorship	120 Provide quote Administrative fee: 300

7.6 Roll-Out Plan

A roll-out plan is not necessary here as the station already exists and, it already has some human resources. What is required is a re-engineering plan followed by implementation.

Phase One:

The first phase will involve re-engineering of the station's operations while the second phase will involve preparations for the re-launch of the radio station.

- Undertake an organisational review of the station to determine its strengths and weakness and to put it on a new strategic path.
- Set up an autonomous management committee and elect a board that is independent from the board of the Multi-Media Centre. Currently, there is no separation between the affairs of the Multi-media centre and those of the station.
- Re-design the organisation structure of the station and re-assign the staff new roles following retraining.
- Develop new job descriptions for the new positions in the structure.
- Send the Station Manager and Producer to on attachment to enable them acquire management skills.
- Establish a new account for the radio station that is distinct from the Multi-Media Centre, which hosts the radio station.

Phase Two:

- a. Establish a "Re-Launch Committee" that should mobilises the community, the business sector, the government and council. The

- committee should be established at least two months before the launch. The committee should work hand in hand with the station staff.
- b. The “Re-Launch Committee” should make use of an advertising agency to mobilise the business community, and create an awareness campaign about the re-launch of the station.
 - c. Re-Launch the station.

7.7 Financial Planning Assumptions

The following are the assumptions relating to the financial plan outlined below:

- a. Donor funding will provide working capital in phases one and two of the project.
- b. Expenses for phase one will be met from donor funding as the station will not be operational yet.
- c. Expenses for utilities and consumables for the first three months of operations will be met from donor funding.
- d. Salaries will be met from donor funding for the first six months of operations. This is to give the station an opportunity to settle down after its re-launch.
- e. A Sustainability strategy will be applied from the moment the station is re-launched. The station will immediately operate with the objective of raising all the money it needs to meet its expenses.
- f. Marketing airtime will be an important task.
- g. The NCRN will monitor the activities of the radio station to ensure that it observes its budgetary parameters.
- h. Broadcast times will be 0600-1000 & 1800-2000 (total 6 hours).
- i. A minimum of 8 slots of 30 seconds each will be sold per broadcast day.
- j. The applicable airtime rate will be N\$70 per slot.
- k. The station staff will attend workshops in Marketing, business management skills and budgetary control.
- l. The Board of the station will attend a workshop on corporate governance and the role of the Board.

7.8 Financial Plan

A lower airtime rate will be used because of the lower rate of economic activity.

Phase One		
Expenses		
Salary -Coordinator	N\$1500 per month x 6 months	9000
Salary - Producer	N\$950 per month x 3 months	2850
Producing logo and signature tunes		3000
Producing fliers and banners		3000
Transport for meetings	N\$400 per month x 6 months	2400
Broadcasting Fee		0

License Fee		0
Transmitter Fee		0
MISA membership Fee		600
Company registration		1000
Training and attachments		45800
Total Expenses		67650
Financed by:		
Donor Contributions		67650

Phase Two		
	<i>Monthly Expenses</i>	<i>Annual</i>
Utilities		
Electricity	500	6000
Water	300	3600
Telephone	800	9600
Fuel/Transport	1000	12000
Cleaning materials	250	3000
Services (lawyers, etc)	200	2400
Sundry (tea, postage etc)	200	2400
Sub-total	3250	39000
Personnel		
Station Manager	1900	22800
Producer	1100	13200
News Producer	850	10200
Program Officer	700	8400
Marketing Officer	850	10200
Accounts/Admin Officer	850	10200
3 Volunteers (Allowance) @ 350	1050	12600
Sub-total	7300	87600
Consumables		
Maintenance per month	800	9600
Photocopy consumables	600	7200
Production consumables	800	9600
Laser printer consumables	800	9600
Sub-total	3000	36000
TOTAL EXPENSES	13550	126850

Financed By:		
Donor Contributions:		
Utilities - 3 months	3250	9750
Consumables - 3 months	3000	9000
Salaries - 6 months	7300	43800
Advertising Revenue		64300
TOTAL INCOME REQUIRED		126850

Advertising Revenue per month		<i>Annual</i>
Cost of one slot at prime time	75	
Number of slots to sell per day	8	
Total cost per day	600	
Total cost for 20 working days	12000	144000
Less Expenses financed from revenue		64300
Surplus for the First year		79700

7.9 Report on Consultations and Meetings

During our visit, we were unable to meet the entire committee. We were however able to talk to the CEO of the Ohangwana Region and an official in the council who oversees the Multi-Media Centre, both of whom are members of the committee.

Meeting With Committee Representatives

The representatives explained that:

- There was need to have a campaign that creates more awareness about the radio and its usefulness for development in the community.
- They lacked the skills to survey the community to obtain feedback to help them to plan better.
- Another setback was that some of the trained volunteers left them after about six months because of lack of compensation.
- The radio station tried several sustainability strategies such as showing films, hiring their van to raise funds, using the video the camera and organising braais. However, these strategies were not effective because they still failed to generate enough funds to run the station effectively.

The need for training and compensation in order to retain the volunteer staff was also emphasized. Similarly, it was agreed that there was a need for more communication and a common understanding of expectations with the station staff and management as a lack of understanding and co-operation could hamper financial sustainability because problems remained unresolved and hidden.

It was also agreed that a separate account would be opened for the radio station to strengthen accountability and sustainability of this project.

Meeting with the Radio Staff

The staff raised the following concerns:

- That the transmitter was only covering a radius of about 20 km.
- That they did not know how to collect news, process and present the news on radio.
- That they needed a telephone line, without which they did not have an easy link with the community. They were also limited in their ability to have interesting sessions such as phone -ins.
- That sometimes the transmitter overheated and thereafter switched itself off.
- That the desk also overheated sometimes. They tried taking it to Windhoek for servicing, but the problem has persisted.
- That they did not have an editing machine, and a computer for typing. The monitor for the available computer was not working. A CD deck would make playing music easier.
- That they needed further training, and were prepared to go into contracts of service for the training. They would like training in management skills.
- The station manager said he was appointed manager but in reality he did not know what to do.
- The volunteers needed at least some transport money.

8.0 GOBABIS

8.1 Introduction

Gobabis is a small town about two hours' drive from Windhoek and an hour's drive from the Botswana border. The main languages that are spoken there are Afrikaans, Herero, and Setswana.

8.2 Census Statistics (2001)

Town	Females	Males	Total	No. of Households	Average Household size
Gobabis	7284	6994	14278	3507	4.1

8.3 Economic Outlook

Gobabis has no manufacturing base, and has a handful of retail shops notably Shoprite, Spar, and furniture shops such as Lewis and Furniture Mart. Most business personalities were not optimistic about the future, citing a shrinkage in the market as a major reason for their pessimism. A lot of shop space in the town remained unoccupied, and most of the people were unemployed. However, businesses in the area indicated that they were willing to support the radio initiative as long as the rates were reasonable.

8.4 Business Opportunity

Strategic Entry:

The Governor for the town stated that the council would support the project by buying airtime, provided that it was implemented as a long term project. Because of the possible difficulty in breaking into the business sector, it was suggested that the committee should take advantage of the support from the council, and that the council could also be used to lobby the business sector to support the radio initiative. The nature of the relationships in the area is such that the council would be more effective in seeking such support from the business sector which is dominated by whites than the working committee.

Business Strategy:

It was agreed that a low airtime rate would be the best business strategy for this region. The airtime would, for most businesses, have to be negotiated at their head offices in Windhoek. For example, businesses such as Shoprite and Metro expressed willingness to support the initiative, but indicated that this had to be negotiated in Windhoek. An airtime rate of between N\$70 and N\$80 was suggested by the committee.

8.5 Rate Card

Time Slot	Rate in N\$ / 30 seconds
0600 – 1000	90
1800 – 1900	90
Live Reads	Rate in N\$
Maximum 50 words (A minimum of five live reads per month to be taken)	60
Live read with background music Maximum 50 words, 5 reads per month	80
Outside Broadcast	Rate in N\$
One Hour	3500
Production (1 hour studio time, 30 sec production)	300
Sponsorship of News, Traffic General sponsorship	120 Provide quote Administrative fee: 300

8.6 Roll-Out Plan

A roll-out plan would be implemented in two phases. The first phase would involve preparations towards the launch of the station, while the second phase would involve the first year of operations.

Phase One:

- a. *Strengthen the Working Group / Committee.* This is one of the weakest groups that exists in the network. Not a single meeting was held for over one year. Problems such as transfers and logistics of distance were cited as reasons for the lack of progress. The Governor promised to help revive the committee. The committee has yet to appoint a Board.
- b. *Establish an interim management team.* An interim management team should be established to oversee the actual launch of the station. The team should comprise a team of experts employed on a short term contract by the NCRC to assist with the process of launching the station and a team of local managers, that is, the station manager designate, the producer designate and the advertising manager designate. The interim management team will be responsible for pushing the implementation of the project, working with the NCRN national co-ordinator as well as the Working Group.
The team of experts should be one that has extensive experience in station launches and management. They should also act as trainers for the new managers who are employed to run the station once it is launched.

The interim management team should be in place at least six-months prior to the launch of the station. It should undertake the following tasks:

- Prepare the licence application.
 - Attend to registration matters (company registration).
 - Do community mobilisation and awareness campaigns. This involves hiring the hall, producing fliers, attending meetings and making presentations.
 - Do follow-up on advertising and presentations.
 - Attending to design of station logo, and signature tunes (necessary before launch and as tools for public awareness)
 - Recruit volunteers and get them trained
 - Attend to production of news.
 - Supervise the junior staff and volunteers.
- c. *Recruit four volunteers.* From this group will come a news producer, a program officer and a marketing officer. Those volunteers that prove themselves will eventually be appointed as permanent staff which will entitle them to a salary. Prior to their appointment, they will receive an allowance. This arrangement will act as an incentive for the volunteers to work hard.
- d. *Recruit two more volunteers.* They should be recruited one month before the launch to ensure that there is adequate human resources both before and during the launch. These volunteers should be given a stipend or one-off payment after the launch.
- e. *Provide training to both the Board and key staff.* This will prepare them for their new responsibilities.

Phase Two

- a. Establish a “*Launch Committee*” that mobilises the community, the business sector, the government and council. The committee should be established at least two months before the launch. The committee should work hand in hand with the station staff.
- b. The “*Launch Committee*” should liaise with an advertising agency to mobilise the business community, and create an awareness campaign about the launch. Although it is possible to launch the station without an advertising agency, its presence will ensure that the launch is of a standard that the business community appreciates, which may be an advantage for the marketing officer when soliciting air-time adspend. It could also make it easier to organise a launch sponsor.
- c. Launch the station.
- d. Once the station is launched, the local managers will take over its running, supervised for a while by the expert managers. Their key roles will be to ensure that all aspects of the station are running effectively and that financial targets with regard to airtime sales are being met.

8.7 Financial Planning Assumptions

The assumptions of the financial plan is that:

- a. Donor support will be provided to upgrade the site for the community radio station, estimated at N\$100,000.
- b. Donor funding will provide working capital in phases one and two of the project.
- c. Expenses for phase one will be met from donor funding as the station will not be operational yet.
- d. Expenses for utilities and consumables for the first three months of operations will be met from donor funding.
- e. Salaries will be met from donor funding for the first year of operations. This is to give the station an opportunity to learn and survive.
- f. That a sustainability strategy will be applied from the moment the station is launched. The station will immediately operate with the objective of raising all the money it needs to pay for its expenses.
- g. Marketing of airtime will be an important activity at the station.
- h. The NCRN will monitor the activities of the station to ensure that budgetary requirements are observed.
- i. Broadcast times will be 0600-1000 & 1800-1900 (total 7 hours).
- j. A minimum of 10 slots of 30 seconds each will be sold per broadcast day.
- k. The applicable airtime rate will be N\$90 per slot.
- l. The station staff will attend workshops in Marketing, business management skills and budgetary control.
- m. The Board of the station will attend a workshop on corporate governance and the role of the Board.

8.8 Financial Plan

Phase One		
Expenses		
Salary –Coordinator	N\$1500 per month x 6 months	9000
Salary – Producer	N\$950 per month x 3 months	2850
Producing logo and signature tunes		3000
Producing fliers and banners		3000
Transport for meetings	N\$400 per month x 6 months	2400
Broadcasting Fee		600
License Fee		2040
Transmitter Fee		1000
MISA membership Fee		600
Company registration		1000
Workshops and attachments		45800
Building Renovations		100000
Total Expenses		171290

Financed by:		
Donor Contributions		171290

Phase Two		
	<i>Monthly Expenses</i>	<i>Annual</i>
Utilities		
Electricity	800	9600
Water	600	7200
Telephone	900	10800
Fuel/Transport	800	9600
Cleaning materials	350	4200
Services (lawyers, etc)	200	2400
Sundry (tea, postage etc)	200	2400
Sub-total	3850	46200
Personnel		
Station Manager	2500	30000
Producer	1850	22200
News Producer	1200	14400
Program Officer	950	11400
Marketing Officer	1200	14400
Accounts/Admin Officer	1200	14400
3 Volunteers (Allowance) @ 450	1350	16200
Sub-total	10250	123000
Consumables		
Maintenance per month	900	10800
Photocopy consumables	1300	15600
Production consumables	900	10800
Laser printer consumables	900	10800
Sub-total	4000	48000
TOTAL EXPENSES	18100	174850
Financed By:		
Donor Contributions:		
Utilities - 3 months	3850	11550
Consumables - 3 months	4000	12000
Salaries - 6 months	8900	53400
Advertising Revenue		97900
TOTAL INCOME REQUIRED		174850

Advertising Revenue per month		Annual
Cost of one slot at prime time	90	
Number of slots to sell per day	10	
Total revenue per day	900	
Total revenue for 20 working days	18000	216000
Less Expenses financed from revenue		97900
Surplus for the First year		118100

8.9 Report on Consultations and Meetings

The Committee

The group appeared discouraged that they had not achieved much. After some motivation, it was agreed that they would look for other active committee members to drive the process forward. The members indicated that they were determined to see the project succeed. They agreed that by the 15 September 02, they would get the board elected, call more community meetings in regard to the project, finalise a constitution, and prepare for the forthcoming strategic workshop. They would also decide the name of the station and try to confirm whether Epaka Market could be used as the home for the station.

Meeting with the Governor

The Governor expressed concern that the committee was not informing her of progress, but she indicated that she was willing to gather support from the council to assist the committee in every way possible. She said that if the project was established and was doing well, she was prepared to allocate it a plot and lobby for funds to build a proper station after a year or two of operation.

The Governor also said she would help the committee mobilise itself again, and would try by all means to explore ways of engaging the business sector into the project.

9.0 WINDHOEK (KATUTURA COMMUNITY RADIO)

9.1 Introduction

Katutura is a suburb of Windhoek, and is largely residential. This is an existing radio station which stopped operating and had its licence withdrawn by the authorities. Attempts were underway to have it re-opened.

9.2 Census Statistics (2001)

Town	Females	Males	Total	No. of Households	Average Household size
Katutura Central	11536	9452	20988	4074	5.2
Katutura East	9536	8201	17737	3165	5.6
TOTAL	21072	17653	38725	7239	5.4

9.3 Economic Outlook

Although Katutura is a residential area, there are several businesses and franchises in the area. Its close proximity to Windhoek central makes it a potential growth point for business. Service and manufacturing businesses can support the station.

9.4 Business Opportunities

Katutura presents many business opportunities for a community radio station, but these may not have been well utilised to develop a strong sustainability strategy before the station was closed. Consequently, the operations of the station were affected.

Entry Strategy:

KCR is a well known radio station. At the time of our visit, it was redoing its organisational structure so as to be more pro-active in its dealings with the community. Its re-entry strategy will therefore involve creating confidence in the business community that it is reliable and has overcome its past management problems. This should involve making visits to key and potential clients both within Katutura and surrounding areas and undertaking market research to establish the needs of both the community and business.

Business Strategy:

The station had links with advertising agencies to assist it in selling airtime and sponsorship drives. This business strategy should be re-activated and complemented with a strategic objective of attaining sustainability in operations. Consideration should be given to increasing the airtime rate from N\$60 to about N\$90. This will call for a shift towards a wider market than the NGOs which formed the bulk of the clientele before and actually owned the station.

9.5 Rate Card

Rate(2) is for companies or organisations outside Katatura and Khomsadal.

Time Slot	Rate(1) in N\$ / 30 sec	Rate(2) in N\$/30 sec
0700 - 0100	98	105
Live Reads	Rate in N\$	
Maximum 50 words (A minimum of five live reads per month to be taken)	60	110
Live read with background music Maximum 50 words, 5 reads per month	90	
Outside Broadcast	Rate in N\$	
One Hour	4000	4000
Production (1 hour studio time, 30 sec production)	500	
Sponsorship of News, Traffic General sponsorship	160 Provide quote Administrative fee: 500	

9.6 Roll-out Plan

The station has developed its roll-out plan and has appointed a co-ordinator to assist in getting the station back on its feet again. He has been working since January 2002. Management has done an organisational restructuring that includes more community involvement than before. However, it was observed that in spite of the restructuring, the community still did not have sufficient power to comment on how the station was managed and run. For example, although it is a community radio station, members of the community were not officially informed of the situation surrounding the closure of the station. Similarly, now that it intends to re-open, the community has not been actively involved. Part of the organisation's roll-out plan should be greater community involvement.

Phase One:

Complete Restructuring exercise and establish Active Radio groups.

Ten NGOs established the radio station and four have indicated interest in joining the new administration. Radio groups will be issue based, and it is recommended that five groups be established for a start, each with membership ranging between five to ten.

Co-ordinator.

A co-ordinator already exists, but he did not seem to show a good grasp of financial issues. For example, he could not explain why the radio station

failed, and what new ways could be put in place to ensure sustainability. A person with a strong social and business background is recommended for this post. A closer relationship with MISA is also recommended, as well as being a member of the NCRN.

The co-ordinator should be responsible for the following activities:

- Do community mobilisation and awareness campaigns and establish radio groups.
- Do follow-up on advertising and presentations

Hire in terms of restructuring exercise. This involves hiring an Executive Director, who will head five departments consisting of Administration & Finance, Marketing and Advertising, Programming and Production, Training and Community Related (CR) Support, and a Broadcasting Co-ordinator.

The community-based radio groups will work with the Training & CR Support co-ordinator, and the Broadcasting Co-ordinator.

Phase Two:

- a. Establish a “Re-Launch Committee” that will mobilise the community, the business sector, the government and council. The committee should be established at least two months before the launch. The committee should work hand in hand with the station staff.
- b. The “Re-Launch Committee” should liaise with an advertising agency to mobilise the business community, and create an awareness campaign about the launch. The radio already has some experience in this respect.
- c. Re-Launch the station.

9.7 Financial Planning Assumptions

The assumptions relating to the financial plan:

- a. Donor funding will provide working capital in phase one and two of the project.
- b. Expenses for phase one will be met from donor funding as the station will not be operational yet.
- c. Expenses for utilities and consumables for the first three months of operations will be met from donor funding.
- d. Salaries will be met from donor funding for the first six months of operations. This is to give the station an opportunity to settle down after its re-launch.
- e. A sustainability strategy will be applied from the moment the station is launched.
- f. The NCRN will monitor the activities of the station to ensure that budgetary requirements are observed. This issue will have to be discussed with the board, but it is recommended as part of the sustainability strategy.
- g. Broadcast times will be 0700-0100 (total 18 hours).
- h. A minimum of 18 slots of 30 seconds each will be sold per broadcast

- day.
- i. The applicable airtime rate will be N\$90 per slot.
 - j. The station staff will attend workshops in Marketing, business management skills and budgetary control.
 - k. The Board of the station will attend a workshop on corporate governance and the role of the Board.

9.8 Financial Plan

Phase One		
Expenses		
Salary –Coordinator	N\$2500 per month x 6 months	15000
Salary – Producer	N\$950 per month x 3 months	0
Producing logo and signature tunes		0
Producing fliers and banners		3000
Transport for meetings	N\$400 per month x 6 months	2400
Broadcasting Fee		0
License Fee		2040
Setting up 5 Active Groups	N\$2500 x 5	12500
MISA membership Fee		600
Company registration		1000
Workshops and attachment		45800
Total Expenses		82340
Financed by:		
Donor Contributions		82340

Phase Two		
	<i>Monthly Expenses</i>	<i>Annual</i>
Utilities		
Electricity	800	9600
Water	600	7200
Telephone	2800	33600
Fuel/Transport	2500	30000
Cleaning materials	350	4200
Services (lawyers, etc)	900	10800
Sundry (tea, postage etc)	400	4800
Sub-total	8350	100200
Personnel		
Station Manager	5500	66000

Producer	3500	42000
News Producer	3500	42000
Program Officer	3500	42000
Marketing Officer	3500	42000
Accounts/Admin Officer	3500	42000
5 Volunteers (Allowance) @ 550	2750	33000
Sub-total	25750	309000
Consumables		
Maintenance per month	2000	24000
Photocopy consumables	2500	30000
Production consumables	2500	30000
Laser printer consumables	2000	24000
Sub-total	9000	108000
TOTAL EXPENSES	43100	425350
Financed By:		
Donor Contributions:		
Utilities - 3 months	2783	8349
Consumables - 3 months	3000	9000
Salaries – 6 months	12850	77100
Advertising Revenue		330901
TOTAL INCOME REQUIRED		425350

Advertising Revenue per month		<i>Annual</i>
Cost of one slot at prime time	90	
Number of slots to sell per day	18	
Total revenue per day	1620	
Total revenue for 20 working days	32400	388800
Less Expenses financed from revenue		330901
Surplus for the First year		57899

9.9 Report on Consultations and Meetings

Meeting the Co-ordinator

A meeting took place with the station co-ordinator, who was tasked to seeing that the radio station was up and running. The radio station was established as a co-ownership between ten NGO organisations in 1993, but started broadcasting in 1995. Its preparatory process and getting the license took about two years.

Presently the radio station is closed, it stopped its operations in January 2001. Its license was withdrawn in November 2001. It has intentions to broadcast

again, and a hearing with the licensing authority is due any time. In preparation for the re-launch, the organisation has been undertaking a restructuring exercise, and appointed a caretaker in January 2002 to see the process through.

Previously the radio was making N\$200 000 - N\$300 000 per year from advertising, which is an average of N\$20 800 per month, playing about six adds a day at NBC prime rate. The coverage of the signal was about 60km. The number of broadcast hours was 18, from 7am - 1am. From our assessment, KCR has the potential to generate more revenue, if it utilises the opportunities that are available to it very well.

Proposed Changes

In the new structure, there will be more permanent staff. There will be an Executive Director responsible for HR, PR, Fundraising and Finance. A co-ordinator for broadcasting, a co-ordinator for training and CR support will also be appointed. However, programming and production, and marketing and advertising are expected to be done either on a part-time basis or outsourced. Volunteers who have specific functions will be recruited under each department. KCR will depend a lot on sponsorships and on developing strong ties with advertising agencies to assist in selling airtime. The station will continue to focus on NGOs as users of airtime.

Part of the new structure is to develop community groups on a permanent and semi-permanent basis, who will assist the station in meeting its community objectives. These groups, called Active Radio Working Groups, will be part of a general meeting that will be held on an annual basis. Specific departments will have specific links with the groups.

Appendix One

Names of People Interviewed

Name	Position / Responsibility	Place
N.J. Christians	Head of Youth Centre	Keetmanshoop
Mr. Pretorious	Director, Higher Education	Keetmanshoop
H.C. Blisnaut	Business, Femina Outfitters	Keetmanshoop
J. Merwe	Chairperson, Chamber of Commerce	Keetmanshoop
Sakaria Nghikemba	Head, Telecom	Keetmanshoop
Fransiscus Basson	Councillor, Member of National Council	Keetmanshoop
Rev N.C. Christains	Acting Mayor	Keetmanshoop
Charles Pieter	Community Affairs	Keetmanshoop
Thea Willemse	Regional Manager, NBC	Keetmanshoop
Ivory Uirab	Ministry of Fisheries	Walvis Bay
Amos Nguaike	Government official	Walvis Bay
Prof Kingo Mchombu	Information Communication Studies	Windhoek, University of Namibia
Regina Henghono	Committee member	Oshakati
Tonna Haimbodi	Committee Member, Volunteer at NBC	Oshakati
Anton Silviera	Committee Member	Oshakati
Haitembu Likius	Committee Member	Oshakati
Samue Angala	Committee Member	Oshakati
Nelago Kondombolo	Committee Member	Oshakati
	Business Managers for Pick & Pay, Game, Engen/Wimpy	Oshakati
Johana Jacobs	Manager, Shoprite	Oshakati
Leonardo Jona	Head of Multi-Media Centre	Eenhana
Daniel Kashikola	Chief executive Officer	Ohangwana Region
Shimanda Nghidimbwandjovo	Station Manager	Eenhana
Hishiiko Joel	Editing Manager	Eenhana
Nande Festus	Former Manager of radio station	Eenhana

Kotokeni Thobias	Presenter	Eenhana
Shipulwa Rauna	Producer	Eenhana
Laina Shilino	Secretary	Eenhana
	Governor	Gobabis
Pastor Kanidetu	Committee member	Gobabis
Sam Kambatemi	Chairperson	Gobabis
	Business Managers for Metro, Shoprite, Printshop	Gobabis
Salomo Hepundjua	Committee Member	Gobabis
Sam Geiseb	Caretaker (KCR)	Windhoek
Paula	Advertising	Windhoek, Ogilvy & Mather
XolilegOQAZA	Creative	Windhoek, Adforce
Dalicia Bedja	Admin	Windhoek, Adforce
Nicholas Muzuuo	Media Entrepreneur	Rehoboth
Soharl Moller	Media Entrepreneur	Rehoboth

Appendix Two

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