PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS DEMOCRACY FUND
Contract NO.PD:C0110/10

EVALUATION REPORT

UDF-NEP-10-387 - Institutionalizing Social Accountability
of Community Radio in Nepal

21 January 2015

Authors
This report was written by Sue Nelson and Sita Gautam Acharya.
Ms. Aurélie Ferreira, provided editorial and methodological advice and quality assurance. Mr. Eric Tourres was Project Director at Transtec.

Table of Contents

I. Executive Summary

(i) Project Data

The *Institutionalizing Social Accountability of Community Radio in Nepal* project sought to strengthen the institutional capacity of community radios to promote social accountability and represent the interests of their constituencies. Its intended outcomes were to: 1) improve internal governance, oversight, financial and operational management of 100 community radios; and 2) have community radios across Nepal actively promote transparency, equity and social accountability.

This was a two-year USD 250,000 project (1 June 2012 - 30 September 2014 including a four-month no-cost time extension). It was implemented by the Association of Community Radio Broadcasters (ACORAB), a Nepali Non-Governmental Organization (NGO) based in Katmandu. Its main intended activities were to:

- Undertake an accountability status review of community radios (CR);
- Strengthen the internal governance policies and compliance of 100 CRs;
- Strengthen the capacity of CR journalists as social accountability watchdogs and increase programming and news on issues of public concern; and,
- Support community radios to organize public hearings and social audits on democratic governance, service delivery and fostering empowerment.

(ii) Evaluation Findings

The project objectives were directly **relevant** to the needs to strengthen the governance and social accountability of community radios in Nepal. Community radios play an important informational role for the Nepalese, especially for those living in rural and remote areas, where the community radio can be their main sources of information. Stations that reflect community interests and are accountable to the communities themselves can play very constructive democratic and development roles as watchdogs and agents of information and transformational change. However, Nepali policies do not differentiate between community and commercial radio stations and many community stations reflect the personal or partisan interests of their owners rather than those of their communities. Some also lack the internal transparency, inclusive policies and good governance expected for community radios. By strengthening their policies and their outreach with the communities through public hearings and social audits, the stations can become more relevant to their communities, and increase their value as agents of social transformation and democratic accountability. The project design however was ambitious with many activities scattered across the country and radio stations. This reduced its depth and the follow up needed with most stations, affecting its relevance and potential impact.

ACORAB undertook the activities as outlined in the project document and delivered the intended outputs. This included the accountability status review that was done by the Asian Academy for Peace, Research and Development, and a national symposium to discuss its findings. The review provided a baseline for the project and was used to plan the policy development workshops for station management and the training for their journalists. These appeared to be practical and results oriented activities and were generally felt to be **effective.** Most of the participating stations updated their existing policies and developed some that were missing. Station managers also reported being more aware of the need to remain impartial and to be more inclusive in their programming and management.

Effectiveness was affected however by the scattered nature of the activities across the country and the one-size-fits all capacity building approach. ACORAB's members themselves are extremely diversified and their needs varied considerably. There was also an extremely low participation rate for women in the project activities even though ACORAB had previously worked with UN Women to developed a gender and social inclusion (GESI) policy. The Community Information Network (CIN) seems to have played an active and useful role through the continuation of its work to edit, package and distribute its own and its member radios reports through the ACORAB network. The hearings held under the project were seen to be more inclusive and invited a larger number of stakeholders than had been done previously. This and the written guidelines produced by ACORAB served as a good role model and were followed by other stations.

ACORAB appeared to approach project implementation in a practical and professional way. The four month no-cost time extension resulted from the conversion of its status from an NGO to a professional association rather than issues relating to the implementation of the project. The inputs it used were consistent with the delivery of the activities but not with the intended outcomes. That would have required more follow-up for the activities. The main constraints to an **efficient** implementation of the project were the time and transport costs for remote radio stations to participate and the lack of full time project staff. ACORAB used its existing staff but they were stretched thin between their regular duties and the project. The stations themselves have financial difficulties which made retaining trained staff difficult. They also suffered from limited amounts of electricity and extreme weather that affected their operations. CIN also seemed efficient, acting as a news agency and providing timely repots and broadcasts. ACORAB used other donor-funded resources to complement this project's activities, such as its gender work with UN Women. Members felt ACORAB had distributed the project's activities and resources equitably among them.

Project **impact** is difficult to assess. ACORAB made good efforts to collect output and some results-level data, such as the pre and post training tests and the post-workshop check to see how many stations had improved their policies. It also undertook the CR status review which served as a project baseline. But this was not repeated, nor was any data collected on what the stations then achieved with their updated policies, trained staff and public hearings. There is no market research on CR programming so no data is available on the size and nature of their audience or on the impact of their efforts. From the anecdotal information gathered, however it is likely that this project resulted in an increased number of public hearings with a broader range of stakeholders than would have otherwise been the case and that these hearings resulted in improvements to their communities and residents. It is also likely that the vision of the community radios as agents of social and democratic change was strengthened and that a good number of the stations increased their sense of social responsibility and understanding on the meaning of being a community radio station. It also seems to have strengthened some of their internal governance practices although the extent of this is hard to assess without end-of-project data.

Some **sustainability** elements were incorporated into the project design. This included ensuring that the changes to policies were institutionalized through the development of written policies which are still available for staff to use. ACORAB also provided written guidelines for hearings, social audits and other activities to its members and posted on its website. These are still available. ACORAB also selected activities that fit into its own institution vision and is still working on these issues. It also selected serious stations for the social audit to ensure they would follow up on their findings. The major constraint to sustaining the gains made by the project is the lack of financial viability of most of the community radio stations. This makes it difficult for them to undertake improved production or broadcasting and to retain trained staff. Some stations do receive government and donor funding to air their development messages and ads. However, the proliferation of radios,

including community radios, means that in some areas they compete for the same audience, advertisers and funding. ACORAB also has some restrictive rules on the type of advertising stations can accept. This includes a ban on "junk food" commercials from potentially lucrative advertisers such as Coca Cola or the instant noodle makers as ACORAB worries about liability issues and being perceived as endorsing unhealthy foods. Some stations have found alternative ways to raise funds, such as a food coop or opening an internet cafe. Only one station appears to be sustained by the community itself. This is Madan Pokhara where the residents pledge a percentage of their crops every year which the station monetizes to fund its operations.

(iii) Conclusions

- **Community radio can serve an important development and democratization function** in Nepal. **Efforts to strengthen their internal governance and accountability** to their communities **are needed and important**.

- The **project activities** targeted needed improvements but **were so dispersed it limited their depth and the follow-up needed to ensure improvements were implemented**.

- **CIN products strengthen the content of most community radios** and are especially useful for rural radios. The messages and programmes **appear to have a beneficial impact for the communities** but the extent of this is unknown due to the lack of data.

- **Not enough attention is paid to assessing the reach** and audience share of the CR programmes which is needed to know who is listening to what programmes and why. This also affects their ability to attract development ads and programmes and the commercial advertisements needed for sustainability.

- **Sustainability is jeopardized by the low levels of CR resources** which affects their ability to retain trained staff, follow up on hearings or hold more hearings on their own and which diluted the effect of the project.

- **More attention needed to be paid to gender and issues of social inclusion in staffing, training, and programming** as work in these areas is only nascent.

- This project **might have had more significant results** than was visible to the evaluators but it is not possible to know without outcome data.

(iv) Recommendations

- For similar projects in the future, the evaluators recommend that **efforts to reinforce CR endeavours to improve their internal governance and to fill their informational and public watchdog roles continue.** In particular, **follow up on policy improvements** made by stations **to ensure they are implemented.** This can help keep the focus on the community and development/democracy issues and help the stations to build the social capital needed for their sustainability.

- ***Develop more systematic links with government agencies/programmes and NGOs*** at local level to ***provide the follow up*** to broadcasts and for the issues discussed in public hearings. This can help increase the impact of the radio work and make it more relevant and useful for their communities.

- ***Increase efforts to address the financial sustainability issues of stations*** by commissioning an in depth financial viability assessment of ACORAB members. This should take a hard look at the stations' balance sheets, issues such as the proliferation of stations, advertising policies and audience statistics.

- ***Undertake professional market research*** to determine the actual reach of community radios, their audience share and programming impact. This should be factored in the viability assessment and in targeting future assistance efforts.

- ***Pay more attention to gender and social equity*** in training programmes and for the promotion of women and social minorities into decision making positions within community radio.

- ***Adopt indicators that can measure impact*** as well as its outputs, and repeat the baseline survey at the end of the project.

II. Introduction and development context

(i)   The project and evaluation objectives

*Institutionalizing Social Accountability of Community Radio in Nepal (*UDF-NEP-10-387) was a two-year USD 275,000 project implemented by the Association of Community Radio Broadcasters Nepal (ACORAB). USD 25,000 of this was retained by UNDEF for monitoring and evaluation purposes. The project ran from 1 June 2012 to 30 September 2014 including a four-month no-cost time extension. Its main objective was to increase the capacity of community radios to more effectively represent the interests of their constituencies and promote social accountability in Nepal It intended to do this through: 1) improving the community radios' internal governance, oversight, financial and operational management; and, 2) supporting their efforts to promote transparency, equity and social accountability across Nepal.

The evaluation of this project is part of the larger evaluation of the Rounds 2, 3 and 4 UNDEF-funded projects. Its purpose is to "contribute towards a better understanding of what constitutes a successful project which will in turn help UNDEF to develop future project strategies. Evaluations are also to assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved".[1]

(ii)   Evaluation methodology

The evaluation took place in December 2014 - January 2015 with field work done in Nepal from 15 - 19 December 2014. The evaluation was conducted by Sue Nelson and Sita Gautam Acharya, experts in democratic governance. The UNDEF evaluations are more qualitative in nature and follow a standard set of evaluation questions that focus on the project's relevance, effectiveness, efficiency, impact, sustainability and any value added from UNDEF-funding (Annex 1). This report follows that structure. The evaluators reviewed available documentation on the project and on community radios in Nepal (Annex 2).

In Nepal, the team met with ACORAB, community radio stations, private radio stations, local and national government officials, UNDP, UNESCO and the BBC Media Action. This work was done in Kathmandu, Laitpur and Pokhara. In addition, the team contacted other community radio stations that had participated in the project by phone to get their views on the project and to validate the information gathered during the field trips. The list of persons interviewed in provided in Annex 3.

During the preparatory work, the evaluators identified several issues which they followed up on during their interviews. These included:

- **Project design** and the effectiveness of the strategy of doing many diverse activities with many radio stations instead of concentrating efforts in fewer areas or with fewer stations;
- **Implementation modality** as ACORAB implemented the project directly as well as giving itself a news reporting role which raised the issue as to the primary role of the association;
- **Extent of results** beyond outputs as impact level data not appear to have been collected; and,

---

[1] Operational Manual for the UNDEF-funded project evaluations, p. 6.

- **Limited number of female participants** and whether this was a project issue or a sector issue as there had been very few female participants in the trainings.

(iii) Development context

Nepal is undergoing a complex transition after a decade of armed conflict between the Communist Party of Nepal (CPN) Maoist and government forces. This ended officially in 2006 with the signing of the Comprehensive Peace Accord (CPA) between an alliance of seven political parties and the CPN (Maoist). This was followed by the adoption of the Interim Constitution of Nepal in 2008, and the establishment of a Constituent Assembly to draft the new constitution. This ended Nepal's 239 year-old monarchy and created a federal democratic republic and secular state. They were, however, unable to gain consensus on the drawing of the state boundaries and whether these should be ethnicity based, and the Constituent Assembly was dissolved in May 2012. Local government elections have also not been held since 2002.

Successful elections in November 2013 created an opportunity for the second Constituent Assembly, comprised of the two main parties – the Nepali Congress and CPN-UML (United Marxist and Leninist)-- to complete the constitutional drafting process and to put Nepal on the path to a strong democratic system. However, with contentious issues still needing resolution, peace and stability remains fragile.

Radios played an important role in Nepal's development and democratic transition. Access to newspapers, television and education is limited for many Nepalese because of poverty and geographical isolation. But the radios reach every district in Nepal but one, and are the cheapest means of mass media.

Radio started in 1952 with the government-owned Radio Nepal. It was the only station until 1995 when the frequency modulation (FM) radio technology allowed for a rapid expansion of radios. The first community radio station, Radio Sagarmatha 102.4 MHz, was established in 1997 by the Nepal Forum of Environmental Journalists. It was not only the first independent community radio station in Nepal but in all of South Asia. With the democratic transition in 2006, and the easing of licensing requirements and fees, there has been a remarkable growth in both commercial and community radios. It is extremely cheap to get a license in Nepal. For instance, only USD 15 for a 50 watt transmitter.[2]

Current legislation does not differentiate between commercial and community radios and the Ministry of Information and Communications has provided licenses to 543 stations to date. The owners of the stations include local and national government, private entities, non-governmental organizations (NGOs) and co-operatives. Radio station ownership has largely remained in elite hands and local rich. Some of these stations are considered as the new power centers in their districts.[3] Nepal also has stations that were used by the Maoists for propaganda during the insurgency. These were licensed as regular FM stations in 2009 and are among the more than 200 community radio stations operating today.

Radio stations are located across the country, with the highest concentration in the central region followed by the west, east and mid-west. The far-west has the least number of radio stations with only 32 in 2011 according to UNESCO. These stations range from small (50 watts) to large (10,000 watts) which can reach several districts.

---

[2] UNESCO, *Assessing Community Radio Performance in Nepal,* p 26
[3] Ibid

ACORAB was established in 2002 as the umbrella organization for community radio stations in Nepal. Its aim is to strengthen the capacity of its members to contribute to Nepal's social transformation and to provide the Nepalese people with accurate information. It created a Community Information Network (CIN) that connected the ACORAB member stations into one satellite network in 2009. CIN provides ready-to-broadcast news twice a day to its members which gives them content for their programmes and a means to make local news national. This helps achieve ACORAB's intention to promote grassroots expression and link the voices of marginalized, excluded and poor communities to the national discussion.

As a professional organization ACORAB's purpose is advance the cause of community radio and speak with one voice on their behalf. It also works to facilitate the sharing of knowledge and resources among community radios. It currently has 253 members made up of 65 cooperatives, 184 NGOs, 1 local government entity, 2 libraries, and 1 college. These stations reach more than 90 per cent of Nepal's population in all but one district.[4] They broadcast in 60 different languages with some of its rural stations providing content in six languages, while the urban ones broadcast in two to three languages.

ACORAB is governed by a General Assembly that meets annually to provide policy direction and elects a 21 member Executive Committee every three years. The day-to-day work is done by a seven-member Secretariat managed by an Executive Director. ACORAB is the only association for community radios in Nepal and all of the community radios are members. They pay membership dues of Rs 2,500/year (USD 25). Many of the community radios are also members of the World Association of Community Radios which provides opportunities for them to network with other community radios outside of Nepal.

ACORAB has managed a number of development projects. These have included: "Strengthening the capacity of community radios for democracy, development and peace" funded by Danida (2006-2009), "Communication and outreach in support of participatory constitution building in Nepal" with UNDP (2006 - 2009), and "Code of conduct for Nepalese community radio broadcasters during Constituent Assembly elections" with UNESCO (2007).

Community radio stations face a number of issues. These include the lack of a specific legal framework that defines a community radio station and separates them from commercial and other private radio stations. Radio ownership also remains largely with the elites and under the control of affluent and influential individuals. Radio programming is a weak point for some stations as is the mobilization of resources and financial management.[5] The financial viability of the stations is a major issue. According to a 2007 World Bank report, the cost of running a radio station with a 50 watt transmission was about USD 18,000/year and USD 43,400 for a 1,000 watt transmitter. Half of their expenses were for salaries. At that time, there were only 20 community radio stations and half their revenue was from advertising and PSAs, a quarter from co-production and partnerships and the remainder from other sources.[6]

There are now ten times the number of community radio stations as well as many more commercial stations, all of which are competing for advertising, PSAs and development funding.

---

[4] ACORAB website
[5] CRSC/NEFEJ, *Assessing Community Radio Performance in Nepal,* p 24
[6] World Bank, *Empowering Radio,* p 45

III.   Project strategy

(i)   Project approach and strategy

With this project, ACORAB intended to support the consolidation of democracy in Nepal by strengthening the community radios' ability to promote social accountability and better represent their communities. To accomplish this, ACORAB intended to address several key problem areas of community radios. These included:

- Poor performance of the public sector which needed to be more accountable to the public and reduce the level of corruption that had put Nepal in at 154 out of 176 countries on Transparency International's Corruption Perception Index.
- Weak organizational capacity of the community radios including the lack of a clear vision and written plans and polices to guide the operations of the stations and which hampered their ability to play their democratic role.
- Control of community radios by elite groups, politicians and others that politicized their content and reduced their adherence to community radio principles that seek to empower communities and promote equitable development.
- Lack of accountability by community radio stations to their communities on the issues it covers and the questions it asks of officials.

By addressing these areas, ACORAB felt the project would strengthen the democratic norms and professionalism, objectivity, inclusiveness and ethical standards of its community radio members. It intended to do a main activity within each of these problem areas to strengthen its members' institutional capacity to fulfill their community watchdog and local empowerment roles.

In particular, ACORAB intended to:

- Strengthen the internal governance, oversight and management of its community radio members. It expected to work with 100 community radios and improve their internal governance starting with a status review of a sample of radios. ACORAB would then work with the stations with the weakest governance to increase their awareness and commitment to social accountability norms, and improve their internal governance policies. These would include policies on financial management, personnel, gender, social inclusion and editorials.

- Strengthen the watchdog capacity of community radio journalists through training on the safety of journalists, social accountability and ethical standards of reporting. Training would prioritize women and minority journalists and include information on how to organize social audits and public hearings.

- Prepare and broadcast programs and news on accountability issues of public concern. This was to be done by encouraging community radio members to raise local issues in their radio programmes and by sharing ready-to-broadcast news and information on transparency, integrity and accountability issues through ACORAB's Community Information Network. CIN was also expected to produce five public service announcements (PSAs) to be broadcast by the community radios.

- Strengthen the capacity of community radios to undertake public hearings and social audits. ACORAB intended to develop and distribute guidelines to its members on public hearings and social audits and support the holding of public hearings by its

local stations on issues such as democratic governance, improving service delivery, and fostering local empowerment.

- Support 25 community radios to undertake their own social audit to see how accountable they were and to gather input from their communities on the way forward for their radios.

It was expected that these activities would help generate an explicit institutional commitment to improve the community radios' internal governance and social accountability, and build their capacity and systems to implement this commitment. The CRs would also work with supporters and build the coalitions needed to break the status quo and generate democratic change within the communities. The project's anticipated outcomes were: (1) improved internal governance, oversight, financial and operational management of 100 community radios; and (2) transparency, equity and social accountability actively promoted across Nepal by community radio.

The main project assumptions were: that improvements in internal governance would make the community radios more democratic, transparent, responsive and accountable; and that government, civil society and development partners would work with community radios to create a common platform for local development.

ACORAB also identified some risks for the project. These included the lack of openness for more inclusive and democratic governance by some of the community radio members; that the trained journalists might then leave the radios to work elsewhere; political instability; and insecurity from armed groups and criminals. ACORAB intended to mitigate these risks by working with community radio stations that had demonstrated commitment to community radio principles; by encouraging trained journalists to share the knowledge and skills gained with other community radio journalists; and by working together with local stakeholders on community issues and problems.

The changes made by participating radios were expected to be sustained by ensuring they were institutionalized through changes in systems and establishing standard procedures and guidelines for their internal operations and editorial policies. The capacity building for stations and journalists was also expected to increase their professionalism and reporting which ACORAB saw as an important determinant for sustainability. This was also expected to generate the support of the communities which was also needed for sustainability.

ACORAB had a community radio gender equality and social inclusion (GESI) policy which it adopted in 2011 with the support of UN Women. It expected to incorporate these principles of gender equity, women's empowerment and social inclusion into the community radios' policies, systems and practices.

(ii) Logical framework

Project activities	Intended outcomes	Medium-term impacts	Long-term development objective

Improved internal governance, oversight, financial and operational management of 100 community radios

- **Undertake accountability status reviews of 100 CRs**
- **Hold national workshop on results of status review and disseminate 500 copies of review report**
- **Develop and implement improved policies for 100 CRs through 25 4-day workshops**
- **Publish these policies on ACORAB website**

- Strengthened internal governance, oversight and accountability policies of community radios

- More professional community radios

More accountable, inclusive and community-focused community radios

Community radios act as agents of social transformation and democratic development

Consolidation of democracy and human rights in Nepal

Transparency, equity and social accountability actively promoted across Nepal by community radios

- **Design and deliver 11 trainings to 220 CR journalists**
- **CRs produce 2 radio programs/4 news reports/month on accountability issues**
- **CR accountability programmes shared through CIN**
- **2 best CR radio reports rewarded each month**
- **CIN produces 3 weekly 3 minute news reports and 5 PSAs**
- **Guidelines produced for social accountability and public hearings and 1,000 copies distributed**
- **100 CRs hold 2 public hearings each**
- **25 CR social audits done**

- Strengthened capacity of CR journalists as professional journalists and public watchdogs

- Strengthened capacity of 200 community radios in social accountability and holding of public hearings

- Strengthened capacity of 30 radios in social accountability

- Increased public awareness about holding state accountable and being more responsive to their needs

Increased professionalism, objectivity, gender sensitivity, inclusiveness and ethical standards of community radio

Community radios working as agents of social transformation within their communities.

Consolidation of democracy and human rights in Nepal

IV. Evaluation findings

(i) Relevance

The project was directly relevant to the mandate of the grantee, ACORAB which is to represent the interests of its more than 200 community radio station members. These members are located throughout Nepal (Figure 1). The project activities contributed to ACORAB's institutional vision and mission which is to promote, protect and strengthen the capacity of community radios to contribute to Nepal's social transformation, allow for greater grassroots' expression and bring the voices of marginalized, excluded and poverty-stricken persons to the national discourse.[7]

ACORAB's news agency unit, CIN, which packages and distributes news through a satellite network that links all of the community radios, was also the appropriate entity to produce the PSAs and some of the news programming expected under the grant. It was already acting as a news agency and producing morning and evening e-mail news bulletins for its members.

Figure 1: Location of project activities
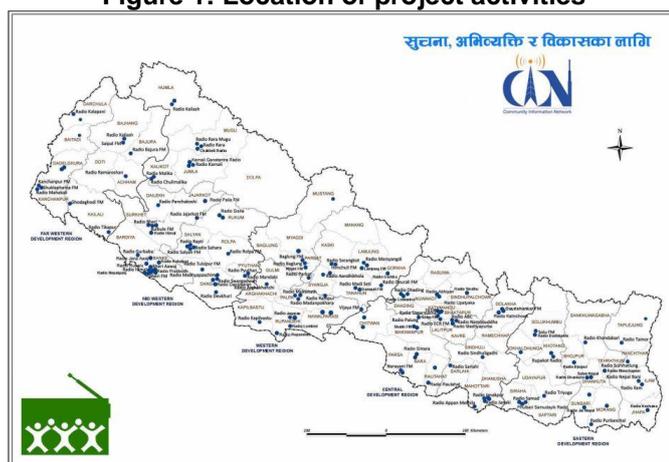

Source: ACORAB

Most of the project activities themselves were directly relevant to the objectives of the project and in line with the needs to strengthen the governance and social accountability of community radios in Nepal. Community radios play an important informational role for Nepalese, especially for those living in rural and remote areas, where ACORAB estimates that 60 percent of the population has no other information source than their radio.

Nepal has a liberal licensing policy and has issued about 540 radio licenses. Its legislation does not differentiate between commercial and community radios and many of the community radios act as private radio stations, representing the interests of their owners, politicians and/or advertisers. Some also lack the internal transparency and good governance that is expected of community radios. By strengthening the community radios' governance policies and their outreach to the communities through public hearings, ACORAB expected the stations to increase their relevance to their communities, especially as they reach 60 different language groups out of the 102 local languages in Nepal.

The accountability status review's findings validated the need for the type of activities targeted in the project design within the current development and democratic context. But the design was ambitious with many activities scattered across the country and stations. This limited the ability of ACORAB to do the depth of work and follow-up that was actually needed with most stations affecting their relevance as well as their effectiveness and potential impact.

---

[7] ACORAB website, *About Us, http://www.acorab.org.np/index.php?pagename=aboutus*

(ii) Effectiveness

ACORAB undertook the series of activities as outlined in the project document and delivered the expected outputs. The effectiveness of the effort however was affected by the scattered nature of the activities across the country, the large number of activities and participating stations, and the one-size-fits-all capacity building approach. ACORAB's members are extremely diversified and their needs varied considerably depending on their location, if they worked in a crowded media market or were the only source for information within their communities, on the level of expertise of their staff, the positions of their owners, and on the level of their resources and community engagement. Follow up of the activities by the stations themselves was also limited because of their low level of resources.

ACORAB hired the Asian Academy for Peace, Research and Development to undertake the **accountability status review** of 100 of its members. The Academy appeared to be a good choice for the review as its staff seemed to have the appropriate experience and expertise. The Academy tried to cover CR stations in every region, developing indicators of social accountability in close consultation with ACORAB board members, CR representatives and the project team, and using these to develop a questionnaire. This was pre-tested with six stations before sending it to the remaining 94 stations. Seventy-three of these stations completed this and additional data was gathered through focus group discussions and direct interviews. The findings were presented at a national symposium held at the end of 2012 and the feedback was incorporated into the final report that seemed to be widely distributed.

The status review provided a baseline for many of the project's activities and was used to plan the **policy development workshops** and training for journalists**.** ACORAB held four-day workshops in six locations across the country for station managers and CR presidents. These persons were the appropriate choice as they were the ones who developed the policies and made the management and operational decisions for their radios. The workshops appeared to be practical and results-oriented with 100 stations developing and/or improving their policies according to ACORAB (Figure 2). .

Figure 2: Number of CRs with new and updated policies		
Policy	New	Updated
Strategic plan	16	1
Editorial	68	6
Personnel	33	-
Financial	22	3
Governance	4	-
Gender	3	1
Language	3	-

ACORAB then published a sample of the policies on its website. This provided models that other stations could use to improve their own policy framework. It also helped to increase the transparency of community radio governance. Although a quarter of the participating stations reported they were putting their new policies into action, the monitoring effort was minimal. ACORAB used its own staff for the project and these persons were spread thin between the UNDEF project, their regular ACORAB duties, and the other activities being implemented with other donor funding. This staffing issue also affected the depth with which ACORAB could address the other activities within this project.

The policy workshops were followed up with **training for the CR journalists.** One journalist was selected by each station and attended one of the nine four-day trainings held across the country. These focused broadly on issues related to the rule of law and accountability, right to information, ethical journalism and the role of journalists in promoting social accountability. Participants showed good improvement in their levels of knowledge and understanding according to the training's pre and post tests. The training was participatory and used a handbook that could serve a reference afterwards. However, the stations found it difficult to retain these trained staff as many went on to better paying positions with other media outlets

or businesses. This directly affected the effectiveness of the effort.

The project also sought to increase the number of **radio programmes on news and accountability issues.** After the workshops ACORAB required each station to produce three weekly news reports of three minutes each on local accountability issues, and rewarded the two best radio reports a month with a digital recorder. Each station was also required to devote seven minutes a day to covering news of governance and accountability issues. This did seem to increase the amount of reports broadcast on these issues according to ACORAB statistics. These were then shared with other stations through the CIN network.

Workshop participants on promoting institutional governance in community radio. Source: ACORAB

CIN seems to have played an active and useful role in this process, most notably by editing, packaging and re-distributing some of the local reports. This provided the CR stations with programmes and content that they did not have the resources to produce on their own. It also allowed for the sharing of important information across the country which helped their listeners. For examples, farmers could receive information on the crop prices in other areas which helped them to get a fair price for their own products. It also raised local issues to national levels through their airing on other stations including the stations located in the capital. CIN also produced three of the five expected **PSAs** on issues relating to rights, social harmony, social security, good governance and accountability. However, listeners raised issues of language, requesting the PSAs to also be in other local languages.

ACORAB prepared and distributed guidelines to all of its members for the **public hearing and social audits**. The journalists had already been trained on the holding of these events in their workshops. ACORAB also requested proposals from its stations for the hearings so it could target the stations that were making genuine efforts to become responsive to their communities. This likely minimized the use of project resources on stations with partisan or personal agendas. According to the evaluation interviews, most stations maintained a balanced approach to the hearings which helped ensure the participation of local officials and other stakeholders. This is an accomplishment in a highly divisive and partisan post-conflict environment.

Figure 3: Hearings Held	
Topic	Number
CR social accountability	49
Local government & other service delivery issues	48
Local budget allocations	26
Governance & democracy	24
Local community issues	18
VAW/women/child issues	9
Health and education	10
Environment, agriculture	5
Social security	2

Participating stations undertook the two public hearings each, one at the village development committee level (VDC) and one at the higher district level (Figure 3). They also appear to

have invited a broader range of stakeholders, community members and government officials than they had done previously. The effectiveness of these hearings varied and data is only anecdotal. Some were broadcast live on the radio. Others were not because the station lacked the equipment needed or did not have electricity at the time. Some stations said their hearing issues were addressed by authorities afterwards, while others said they were not or they were issues that were not within the control of the local authorities and instead needed to be dealt with by the central authorities. Effectiveness was also affected by the lack of systematic follow up by the stations on the issues raised in the hearings or by not making the links to other agencies and NGOs that could follow up on them.

Radio journalists training participants Bardibas, Mahottari, Nepal ACORAB photo

Twenty-five stations participated in the **social audits** of their own stations. This revealed that most of the stations did not do annual planning or budgeting and did not consult with their constituents on programming. This exercise appears to have been useful as ACORAB states that each of these stations then developed annual plans and increased their interaction with their listeners.

ACORAB had a gender policy in place for the project that it had developed earlier with UN Women. As part of this it had created a gender committee and requested all CRs to adopt gender and social inclusion (GESI) policies. It also increased the number of women on its board. ACORAB estimated that about 47 percent of the CR staff/journalists and 35 percent of the CR owners are women. Nevertheless, the participation of women in this project was meager. Only about 12 percent of the policy workshop participants, and 20 percent of the training and social audit participants were female. This reflects the low number of women in community radio, especially for those in decision making positions, but also demonstrates a lack of emphasis for the participation of women in the implementation of project activities. ACORAB subsequently increased its efforts to sensitize its members on the elements and importance of mainstreaming gender and social inclusion, but clearly, much more needs to be done.

> "Before the project, policy making was the board preparing policies without any norms or guidelines. But after the workshop we realized the need for them. As a result we prepared our long term strategic plan by using examples from the best practices and models provided."
> **Station Manager, Radio Udaypur**

(iii) Efficiency

ACORAB appeared to approach project implementation in a practical and professional way. The inputs it used were consistent with the delivery of the outputs but not with the intended outcomes. That would have required more follow up to the activities. ACORAB followed the implementation plan as outlined in the project document and contracted professional expertise where needed. A key constraint was the time and transport costs required for the participation of the more remote stations. As an example, one of the more remote stations said it wanted to participate in the hearings but learned about them late and could not submit an application in time. The lack of full time staff to implement the project also affected the

amount of time available to follow up activities and monitor their implementation. The biggest constraint for the stations themselves to fully participate in the project were the number of hours they could operate a day because of the intermittent electricity, their low level of resources which made staff retention and follow up to project activities difficult, and the weather which could hamper travel and damage their equipment.

ACORAB provided timely and complete reporting on the project. It documented most of its activities and posted the reports and products on its website. Project reports were well branded. However, the project itself appeared to have had limited visibility as those outside of the community radios, such as government officials and other media assistance providers, seemed unaware of it. CIN also seemed to work efficiently providing timely reports and broadcasts. All of the community radio stations are members of ACORAB and through CIN, ACORAB could reach all of them directly through its satellite network.

ACORAB implemented the project within the lines of the project document budget. Almost 40 percent of the funding went for meetings and travel, and another 17 percent for contractual services for the status review assessment, training experts and assessment. Thirty percent of the budget was used for project staff salaries and their travel. Only three percent was used for outreach which may explain some of its low visibility (Figure 6).

Figure 4
Project expenditures (USD)
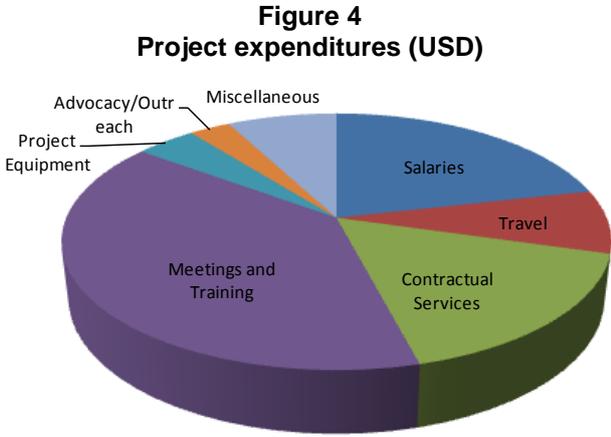
ACORAB had other donor-funded projects and appeared to have developed synergies between them. As noted, its work with UN Women resulted in the GESI policy that ACORAB used as a model in its policy work with the stations. The UNESCO programme on radio integrity covered some of the same topics as this project's journalist training, including ethics and safety of journalists. It is hard to know after the fact if there were duplications, but this appears unlikely as there are more than 220 community radio stations and the UNDEF-funded journalist training only reached one journalist per station. ACORAB was seen as acting equitably by its members in the distribution of the project's activities and resources. Other media assistance providers also thought ACORAB was a reliable and efficient partner organization. The BBC Media Action, for instance, is currently using ACORAB to facilitate its assessment of CR stations that are working directly with the BBC for similar types of accountability debates.

Community radio stations also received assistance directly from others, such as the World Association of Community Radios, Internews and Search for Common Ground. But there was no coordination of these efforts visible during the evaluation. This raises the importance of ACORAB to serve as a mechanism to avoid duplication of efforts and ensure programmatic synergies.

(iv) Impact

The impact of this project is difficult to assess. ACORAB tracked its outputs and made some good efforts to collect result level data. This included the pre and post tests used to assess the efficacy of the journalists' training, and which also collected the data on the number of policies changed after the workshop. However, it did not collect outcome data on their use of

that training or of the new policies to improve their functioning and reporting, or on the other activities undertaken. It also commissioned the survey that served as a baseline for the project, but did not repeat it at the end so the extent of any changes or improvements over that baseline is unknown. The stations also lacked market research on their programming, so the reach and effect among listeners of their news programming, public hearings or PSAs is unknown. The stations themselves believed they had a good idea of their reach from the e-mails, text messages and calls received but this data was not systematically tracked or tabulated. It is also too anecdotal in nature to be able to replace market-based research.

Community radio interview. ACORAB photo

Potential impact was also affected by the limited follow up to hearings and other activities. Attribution for results to this project is also extremely difficult given the large amount of assistance that the community radio sector has received since its inception. In addition, many stations were already engaged in these types of activities. As an example, the baseline survey found that CRs were already airing PSAs in more than 30 local languages and that the number of social audits and public information notice boards had been increasing among community radios.

However, from the anecdotal information gathered, it is likely that this project:

- ***Reinforced the vision of community radios as agents of social and democratic change.*** Although many community radios already had this vision, others reportedly acted more on personal, commercial or partisan interests. Having activities focused exclusively on developing appropriate community radio policies and increasing their sense of responsibility to their communities undoubtedly reinforced this vision and strengthened their understanding of their roles and responsibilities to their constituents for the majority of the participating stations.

- ***Strengthened the internal policy frameworks and governance of participating stations*** through the focus on these areas for the two years of the project. The extent of this though is difficult to assess without having repeated the baseline survey. The baseline found that the majority of stations already had diverse ethnic representation of their boards and were clear about their vision, mission, goals and objectives. However, a third of the stations did not have editorial policies, only half the stations had a strategic plan, and less than a third had a gender policy. Now more stations have these policies in place, but what

> "The public hearing program was very popular and had a positive impact. The standard guidelines helped us to organize them in a more systematic way. They were broadcast live and we won the credibility of the local communities and officials. We are now nicknamed the public hearing station as the local authorities have since contracted us to organize 15 of the 69 hearings at the VDC level."
>
> **Board Member, Radio Lumbini**

they then accomplished with them to improve their management and programming is unknown since this was not tracked.

- ***Increased the level of understanding among participants on the issues raised by the project.*** This was documented by the pre and post testing of participants which showed significant improvement in levels of understanding and knowledge. For example, awareness on the importance of human rights rose from 39 percent to 71 percent, understanding the norms of good governance rose from 17 percent to 83 percent, and understanding that ethical journalism was the key to journalist safety rose from 39 percent to 89 percent. The journalists appeared to put their training to work with 23 out of 25 journalists contacted saying they were using their new knowledge in their programming, and in the more than 200 radio reports produced and shared through CIN.[8]

Promoting social accountability of the stations. ACORAB photo

- ***Increased the number of public hearings held by CR stations and broadened the scope of their participants.*** The scale of this is hard to determine as the baseline noted that almost all of the community radios were already conducting public hearings on service delivery and accountability issues with local officials before the project started. But the development of standard guidelines and the funding from the project enabled almost half of the community radios to each hold two hearings and these were felt to be more inclusive, participatory and consultative for the communities and local officials.

- ***Generated improvements for local communities*** and their residents through the community radios' increased focus on governance and accountability programming, news and hearings. The extent of this was not tracked, but the team heard examples of change by several stations interviewed. This included:
  - The allocation of more than Rs100,000 (USD 988) to repair river banks that had been degraded by people taking the stones away from the banks and which had resulted in flood damage after a hearing held by Madan Pokhara, Palpa District;
  - Allocation of public funding to reopen an irrigation channel that had been blocked during a road expansion after a hearing held by Narayani FM, Chitwan. The repairs were being tendered during the evaluation;
  - Repair of sewage pipes that had been left broken by a Chinese road construction crew after a hearing on the issue organized by the CR Nepal Forum of Environmental Journalists in Kathmandu; and,
  - Commitment by the local government to return the VDCs to their villages after a hearing held by a remote radio station Dolpa. The VDCs had moved to the district headquarters during the Maoist insurgency but did not return back

---

[8] UDF-10-387, *Evaluation of Training to Radio Journalists Report,* pps 10-11

afterwards. Dolpa did not receive project funding to do the hearing, but used the project-funded guidelines to organize it

ACORAB also credits the UNDEF project requirements for realizing the importance of monitoring and evaluation (M&E) and the need to pay more attention to it. As a result it has hired a full time M&E staff person.

(v) Sustainability

ACORAB incorporated several elements for sustainability into the project design. These included:

- **Selecting activities that fit into its institutional vision** and mandate. This ensured that continued focus would be provided on these issues after the end of the project by the grantee.

- **Selecting serious stations for the social audits.** ACORAB requested proposals from the stations that were interesting in doing the social audits and selected those that they thought were the most serious about undertaking the internal reflection and change needed to make a sustainable and positive change within the station.

- **Preparing standard guidelines for all stations** for policy development **and posting samples of new policies on its website** which provided guidelines and models that other stations could use when they were ready to update or develop new policies.

- **Ensuring the policy workshop resulted in updated written policies** by the participating stations. These continue to be available for the staff that has to implement them or that are affected by them.

- **Posting copies of all project reports and assessments on the ACORAB website** for stations and others to access when needed. This ensures that the information will still be available long after the project itself is over.

Sustainability of the project efforts though is affected by the limited financial viability of most community radio stations. This affects their level of production, quality of staff they can hire and retain, and the amount of effort they can put into community governance and watchdog efforts.

A key factor is the number of radio stations. With the liberal registration policy, there are over 500 radio stations, with a fifth of these community radio stations. Some of the CRs are the lone station within their communities and have no competition. Others work in a very crowded media market, such as Kathmandu that has 39 radio stations, or Pokhara that has 20 stations, six of which are community radios. In these cases, they are competing for the same audience, funding and advertisers.

ACORAB has some restrictive rules for its members about the types of advertising that they can accept. This lumps in companies such as Coca Cola and instant noodle makers ('junk food") with tobacco and alcohol companies. This limits the ability of CRs to earn potentially substantial advertising revenues from some of major advertisers and social promoters in other contexts. ACORAB worries about liability involved and it being perceived as promoting unhealthy foods.

There is the expectation that the government will update its radio broadcast legislation and

create a separate category for community radios. This they hope will provide them with the opportunity for more government funding for development messages and tenders than for the commercial stations. However, this is not enough to make up for the lack of advertising revenues.

Some stations are able to get contracts from local governments to air the public hearings that the governments are required to hold annually on the allocation of their budgets. Others receive funding to develop and air PSAs for government agencies and development programmes.

Some stations have found ingenious ways to generate income outside of broadcasting. This includes Radio Gandaki that borrows money commercially that it then loans to its listeners for a slightly higher percentage than what it costs them. Another station, Sagarmatha FM, owns a food cooperative and, yet another, Radio Udaypur, runs an internet café. The team only heard about one station that had enough community support to fund its operating costs. This was Madan Pokhara where the community provides a percentage of their crops to the station each year which the station then sells to finance its operations.

IV. Conclusions

Based on the evaluation findings, the team concludes:

(i) Community radio can serve an important development and democratization function in Nepal and *efforts to strengthen their internal governance and accountability* to their communities *is a needed and important effort*. This conclusion follows the findings on relevance and impact.

(ii) The *project activities* targeted aspects of community radio that needed improvement so the CRs could better fill their informational and watchdog roles, but the efforts were *dispersed over many activities and stations which limited their depth and the follow-up needed to ensure the improvements were implemented*. In addition, the use of ACORAB staff to implement the project in addition to their other duties also limited the amount of effort that went into this. This conclusion follows the findings on effectiveness, efficiency and impact.

(iii) CIN products strengthened the content of most community radios and were especially useful for rural radios. These messages and programmes also directly benefit the communities and listeners. This conclusion follows the findings on relevance, effectiveness, efficiency, impact and sustainability.

(iv) Not enough attention is paid to assessing the reach and audience share of the CR programmes. This is needed to know who is listening to what programmes and why (or why not). The lack of good audience data also affects the ability of community radios to attract government and donor funding for their development messages and the commercial advertisements needed for sustainability. This conclusion follows the findings on relevance, effectiveness, efficiency, impact and sustainability.

(v) Sustainability of the project results is jeopardized by the low levels of resources of community stations. Their inability to retain trained staff is a serious issue and diluted the effect of project trainings. The lack of resources also affected the ability of the stations to produce local programming and to follow up on or to hold more hearings on their own. This conclusion follows the findings on effectiveness, impact and sustainability.

(vi) More attention needed to be paid to gender and issues of social inclusiveness in staffing, training, and programming beyond the development of written policies. These policies are only haphazardly implemented and the prioritization of women, lower castes, and minority groups in staffing and in programming is clearly lagging. This conclusion follows the findings on effectiveness and impact.

*(vii)*This project *might have had more significant results* than was visible to the evaluators, but this is unknown due to the lack of outcome data and tracking of results beyond outputs. This conclusion follows findings on effectiveness and impact.

V. Recommendations

To strengthen similar projects in the future, the team recommends:

(i) Continue to reinforce CR efforts to improve their internal governance and to fulfill their informational and public watchdog role. In particular, ACORAB should continue its efforts to ensure the consistent application of CR principles and policies. Low cost efforts can include regular updates by ACORAB to its members on the accomplishments of good performing stations or with tips for improvements. Seeking additional support from the media assistance providers within Nepal could also help keep these issues in the forefront of CR discussions and a focus for CR operations and programming. This recommendation follows conclusions (i), (iii), and (vi).

(ii) Ensure follow up on the policy improvements made by stations under the project *to ensure they are implemented.* If funds are limited, ACORAB should make regular calls to members to determine the status of the improvements and to provide encouragement. This can help to keep the focus on the community and development/democracy issues and for the stations to work on building the social capital needed within their communities to sustain them. ACORAB should track this by regularly updating the policy status tables developed by the status review. This recommendation follows conclusions (ii), (vi) and (vii).

(iii) Develop more systematic links with government agencies/programmes and NGOs at the local levels with the community radio stations to help ensure that the issues raised by the radios through its news and hearings are followed up on and addressed. Working collaboratively with these agencies and organizations can increase the impact of the radio work and make it more relevant and useful for their communities without incurring additional costs for the stations. This recommendation follows conclusions (i), (ii), (iii) and (iv).

(iv) Increase efforts to address the financial viability status of stations. ACORAB should seek funding to commission an in-depth financial viability assessment of its members. This should take a hard look at their balance sheets and expenses/income, the efficiency of their operations and critical factors such as the proliferation of community radio stations in some areas. It should also make concrete suggestions on how to improve the financial situation of the stations. ACORAB should use that study to develop policies to manage the growth of community radio as well as their operations. This might require some difficult choices, such as consolidating CR stations within the same areas and ensuring stations with the CR label operate as such. This assessment should also factor in survey data on audience reach which is essential in order to be able to make informed decisions. This recommendation follows conclusions (ii), (iv) and (v).

(v) Undertake professional market research to determine the actual reach of the community radios, their audience share for the different programmes aired, and the impact of these programmes on the listeners. Use this data to improve and better target radio programming and other radio support activities. Use this data also in the development

of a sustainability plan for the radio stations as recommended in (iv) and to attract advertisers. This recommendation follows (ii), (iv and (vii).

(vi) Pay more attention to gender and social equity in training programmes and to promote women, lower caste persons and other minorities to decision making positions within community radio. Ensure the gender and social inclusion policies adopted by ACORAB and its members are implemented through regular stock taking and tracking of gender/social indicators. This recommendation follows conclusions (iv) and (vii).

(vii) Adopt indicators that can measure impact as well as its outputs. The M&E plan should be able to track the progress of the activities undertaken and their outputs, but it should also be able to measure the progress made towards achieving the higher level results anticipated in the project document. Baseline surveys should be repeated annually and at the end of projects so that the differences can be measured. ACORAB should develop and maintain a database that continually tracks the results of its stations' efforts. This information can be used to target ACORAB assistance efforts as well as to justify funding request of donors. This recommendation follows conclusion (iii), (v) (vi) and (vii).

VI.   Overall assessment and closing thoughts

Right to Information is the backbone of democracy and the media is one of its most important pillars. It ensures that people have access to information and have the means to monitor and question their government and its policies. This promotes the accountability of government and public officials, the transparency of their operations, the inclusivity of their policies and can help expose corruption and malpractice.

FM radio is the most widespread and inexpensive source of information in Nepal. For some isolated and disadvantaged communities it can be their only source of information. This raises the importance of community radios and the role they can play in the consolidation of democracy. They can reach the grassroots throughout the country to build peace and social consensus and support grassroots participation in the democratic transition and improving governance. But to fulfill its promise, community radios themselves need to model good governance and social accountability. Many of these community radios are still young entities and need to develop their own good governance systems, strengthen the quality of their news and enhance the scope of community participation.

There is tremendous potential for these community radio stations to do more for their communities and to promote the consolidation of peace and democracy and the development of their communities. This project directly addressed these issues and ACORAB was the appropriate organization to have developed and implemented it. ACORAB is held in high regard by its members and has its focus squarely on the vision of community radios as a means for positive change within their communities.

Although much remains to be done in this regard, projects like these enable professional associations, such as ACORAB, to push the democratic agenda forward with their members and within their sector, and in the context of Nepal are extremely important to continue.

VIII. ANNEXES

Annex 1: Evaluation questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context? ▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? ▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	▪ To what extent have the project's objectives been reached? ▪ To what extent was the project implemented as envisaged by the project document? If not, why not? ▪ Were the project activities adequate to make progress towards the project objectives? ▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	▪ Was there a reasonable relationship between project inputs and project outputs? ▪ Did institutional arrangements promote cost-effectiveness and accountability? ▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address? ▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative? ▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? ▪ Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	▪ To what extent has the project established processes and systems that are likely to support continued impact? ▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc). ▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?

Annex 2: Documents Reviewed

ACORAB, *Intensify Social Accountability through Community Radio*, 2012

ACORAB, *Lobby and Advocacy Strategy for Separate Community Radio Policy in Nepal,* 2011

ACORAB, *Status Study Report,* December 2012

ACORAB website, http://www.acorab.org.np/index.php?pagename=intro

Association of Community Radio Broadcaster Nepal website: www.acorab.org

Biplav Acharya, *History of Radio in Nepal*, 2011

Community Information Network website, http://www.cin.org.np/

CRSC/NEFEJ, *Community MHZ, Assessing Community Radio Performance Nepal,* 2011

Federation of Nepali Journalists, *Broadcasting in Nepal: A Situation Paper, T*ilganga, Kathmandu

Ministry of Information and Communication website: www.moic.gov.np

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Project Document,* Undated

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Midterm Progress Report,* 31 May 2013

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Final Narrative Report,* 31 October 2014

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Final Financial Report,* December 2014

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Brief Information on Institutionalizing Social Accountability of Community Radio in Nepal Project 2012 - 2014,* undated

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Social Accountability Status of Community Radios in Nepal,* December 2012

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Public Hearing and Social Audit Implementation Guideline,* September 2013

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, A Report on National Symposium on Social Accountability Status of Community Radios in Nepal,* December 2012

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Report on Radio Journalists' Training on Social Accountability 28 to 31 January 2013 Dharan,* January 2013

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Workshop on Promoting Institutional Governance in Community Radio, 11 to 14 February, Lalitpur,* 2013

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, A Report on Radio Journalists' Training on Social Accountability, January 31- February 3, 2013,* February 2013

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, A Workshop Report on Promoting Institutional Social Accountability of Community Radio, February 24 - February 27, 2013, Ilam,* February 2013

UDF-NEP-10-387, *Institutionalizing Social Accountability of Community Radio in Nepal, Evaluation of Training to Radio Journalists Report,* February 2014

UNESCO, *Ten Years On: The State of Community Radio in Nepal*, 2007

World Bank, *Empowering Radio, Good practices in development and operation of community radio: Issues important to its effectiveness,* 2007

World Bank, *Implementation of the Right to Information in Nepal: Status Report and Recommendations,* 31 January 2011

World Association of Community Radio Broadcasters: www.amarc.org

Annex 3: Persons Interviewed

13 December 2014	
Arrival international consultant	
15 December 2014	
RC Lamichlane	Executive Director, ACORAB
Rabindra Bhattarai	Project Coordinator, ACORAB
Anil Prasad Khanal	Programme Officer, ACORAB
Baburam Khadka, Sr.	Administrative and Finance Officer, ACORAB
Deepak Acharya	Programme Producer, CIN
Sirjan Adhikari	Monitoring and Evaluation Officer
Ganga Timalsina	Programme Assistant ACORAB
Sohan Subedi	CIN Coordinator
Arjun Rai	GESI Sub-Committee Member and Vice Chair Ethnics Committee, ACORAB, by phone
Laxmi Bilash Koirala	Director General, Department of Information, Ministry of Information and Communications
Narayan Dhakal	Executive Director, ECO Himal
Suman Basent	Regional Coordinator, World Association of Community Radio Broadcasters, Regional Office for Asia-Pacific
16 December 2014	
Travel to Pokhara	
Tribhuwan Poudel	Secretary, Federation of Nepali Journalists, Kaski District
Santosh Yadav	Bureau Chief, Press
Madhay Sharma	Chief Editor, Pokhara Hotline National Daily and Board Member, Press Council, Nepal
Rishikant Paudel	Central Committee Member, Nepal Press Union
Kirtan Raj Paudel	Planning, Monitoring and Administration Officer, District Development Committee, Kaski
Govinda Subedi	Station Manager, Radio Barahi (commercial radio)
Bimala Bhandari	Station Manager, Radio Janani (women run commercial radio)
Durga Adhikari	Managing Director, Radio Safalta and Secretary, Broadcasting Association of Nepal
Bishnu Pokharel	Programme Officer, Himchuli FM
Tridev Gurung	Programme Producer and Technician, Himchuli FM
17 December 2014	
Gyan Bahadur Koirala	Chairperson, Radio Gandaki, Kaski District
Laxman Gurung	Executive Director, Gandaki, Kaski District
L.P. Banjara	Managing Director, Gandaki, Kaski District
Raj Sharma	Editor, Gandaki, Kaski District
Ram Chandra Raj	Technician, Gandaki, Kaski District

Kirshna Poudel	Radio Listener and taxi driver
Indra Arayal	Radio Listener and taxi driver
Birendra Sapkota	Public hearing and social audit participant, Radio Sarangkok by phone
Ramji Bhattarai	Station Manager, Narayani FM, Chitwan by phone
Rajesh Aryal	Station Manager, Radio Madan Pokhara, Palpa by phone
Return to Kathmandu	
Deepak Pariyar	General Secretary, Jagaran Media Centre and ACORAB Vice Chairman
Rem Bahadur B.K.	Chairperson, Jagaran Media Centre
Parvati Sunar	Vice Chairperson, Jagaran Media Centre
Deepak Pariyar	General Secretary, Jagaran Media Centre and ACORAB Vice Chairperson
Gaura Nepali	Treasurer, Jagaran Media Centre
Shivaji Gayak	Station Manager, Radio Jagaran, Rupandehi
18 December 2014	
Balaram Shrestha	Managing Director, Mero FM
Travel to Lalitpur	
Saroj Kafle	Acting Executive Director, Sagarmatha FM run by the Form of Environmental Journalists
Mona Laczo	Country Director, BBC Media Action
Serena Hamilton	Senior Project Manager, BBC Media Action
Yam Nath Sharma	Assistant Country Director, UNDP
Jeet Bahadur Biswokarma	Coordinator, Right to Information Project, Communication and Information Unit, UNESCO
Banadana Danuwar	Station Manager, Radio Udaypur, Udaypur by phone (women owned and operated CR)
19 December 2014	
Ekraj Choudhury	Radio Gurubaba, Bardiya District by phone
Bobby Kirshan Gurung	Station Manager, Radio Dolpa, Dolpa District by phone
Travel to Thapagaun, Baneshwor	
Sharad C Neupane	Executive Director, Asian Academy for Peace Research and Development
Rita Shrestha Bhadra	President, Asian Academy for Peace Research and Development
Gopa Kumar Jha	President, Broadcasting Association of Nepal
Gopal Kumar Jha	President, Broadcasting Association of Nepal/ Managing Director, Radio Mithila, Dhanusa District and Headlines and Music FM, Kathmandu
Kalpana Bisural	Kathmandu Valley, Vice Chairperson Broadcasting Association of Nepal/ Board Member Radio Maitr, Kathmandu
Raj Kumar Thapa	Board Member, Broadcasting Association of Nepal and Radio Fikkal, Ilam
Krishna Acharya	Office Secretary, Broadcasting Association of Nepal/Share Holder, Radio Saipatri, Baglung
Bijay Bodh Lawati	Station Manager, Radio Singhalila, Panchthar District by phone

Mohan Chapagain	Chairperson ACORAB, Board Member, Radio Lumbini
Ramchandra Lamichhane	Executive Director, ACORAB
Anil Prasad Khanal	Programme Officer, ACORAB

Annex 4 : Acronyms

ACORAB	Association of Community Radio Broadcasters
CIN	Community Information Network
CPA	Comprehensive Peace Agreement
CPN	Communist Party of Nepal
CPN-UML	Communist Party of Nepal (Unified Marxist-Leninist)
CR	Community Radio
FM	Frequency Modulation
GESI	Gender Equality and Social Inclusion Policy
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PSA	Public Service Announcement
Rs	Nepalese Rupee
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme
USD	United States Dollar
VAW	Violence Against Women
VDC	Village Development Committee