Voice of The Voiceless People: Policy Practice for The Sustainability of Community Radio in Bangladesh

Md. Fukrul Karim

Deputy Director Bangladesh Betar (Radio) Dhaka, Bangladesh

Abstract

This is a qualitative and quantitative research on community radio stations in Bangladesh for their sustainability and identify the policy option for their operation. There are seventeen community radio is broadcasting the programs under the different NGO's. Among the seventeen radio stations, this research intends to explore the empirical study from the selected eight radio station. This study is conducting on the facts and figures of community radio stations. It can find out the best policy option for their survival and also emphasis on financial health for its sustainability. It also evaluates the governance and policy in Bangladesh. The paper draws qualitative analysis from the theories of policy development like; stakeholder analysis, PESTLE, SWOT analysis, Multicriteria analysis. This study completed to focus on literature review and conducted interviews. Sometimes institutional data and records were used. Basically, it views sustainability issues which can emphasis on financial resources. How can CRS run smoothly and able to gain better opportunity for its sustainability. In this study, community radio gets a pictorial view to enhance their sustainability and meet up financial scarcity from different sources. Finally, the conclusion line can be drawn from the real data and figures of the eight community radio stations and it should be based on the financial sustainability which can based on their social, organizational and financial strength and weakness. Nevertheless, it should be focus on innovative idea and income generation activities like advertising can play vital role to minimize the existing challenges but there should have sound policy practice. In this case, sound organizational and management policy of community radio is vital for their operations at the grass-root levels. Absence of those, community radio faces challenges and could not operate soundly in the future. In the long run, all community radio station faces huge financial crisis. Consequently, poor performance of community radio and lack of people's involvement in the radio station could not achieve the goals. The study intends to identify real facts and rationale of identifying the problem as a policy concern and also focus on policy gaps. On the other hand, the paper has analyzed the context of the policy and problem analysis with problem tree in considered different context of the problem. The research also presented the analysis of the problem and policy tools and instrument based on primary and secondary data. Finally, the study analyzing from the primary and secondary data and the questionnaire, it suggested specific policy opinion considering the causes and effects of the problem.

Keywords: Community Radio, Media and Communication, Public Policy, Sustainability

1. Introduction

The Community Radio is a people centric medium and its broadcasting contents mostly focus on grassroots level issues. It has an important role to play in communicating and fostering the Sustainable Development Goals (SDG). The community media becomes more important during an emergency situation like; COVID-19. The community radio is run by the people and the SDGs goals are people oriented. So, the goal of SDG can be achieved by the community radio programs which can emphasis to create awareness among the grassroot peoples for their existing problems. The global spread of COVID-19 has made it clear example about the awareness to the peoples that linked from the SDGs and the media can play vital role to create awareness about COVID-19. In SDGs, there are 17 goals. The community radio almost covers all goals.

Community radio which is popularly known as the third tier of broadcasting organization and it is the most vibrant communication tool among the marginalized communities. It gives a space to the information poor communities to address their voice poverty (Dutta,2015). As the "third-tier" of broadcasting, the other first one state/public broadcasting and the second being commercial broadcasting. As UNESCO (2018) defined,

Community media are characterized by their accountability to the communities they serve. They emerge as a result of popular movements that strive to attain an important space in citizen participation and demand the right to own and operate free from political or commercial interference (p.23).

At present community radio is a global spectacle. In 1949, Pacifica Foundation established the first community radio station in the United States (Lasar, 2000). In worldwide concern, the practices of community radio are determined by the local realities including regulatory, legal and economic environments (Coyer, 2011). Community radio stations generally have similar missions to create awareness about the existing problems in the local community.

At present community radio programs spread out allover the world not only in the western countries but also operate in the third world countries. The peoples all around the world realized that the community radio give an opportunity to gain knowledge about the socio-economic problems and also have a popular access to everyday life like current information towards communities needs and problems and find out the solution. In the community radio systems, there are always needs participation of local peoples as a program presenter, reporter etc. and also have huge number of listeners. (AMCB,2005).

Bangladesh NGOs Network for Radio and Communication (BNNRC) is a pioneer body for management and development of community radio. It also works to the government, industry, regulatory bodies, media and development partners. Now BNNRC is conducting a dialogue to the government of Bangladesh to open up community television. BNNRC is hoping that it will operate within a short time in Bangladesh. it can make a bondage between the community people and the policy makers. Community radio stations now broadcasted various types of programs which can create awareness among the local peoples. Community radio and its program develop a tool can change their lifestyle and livelihood. Although, In the real situation, BNNRC could not establish an equal distribution of CRS in Bangladesh so far.

Figure 1: Present administrative division wise scenario of CRS is given below
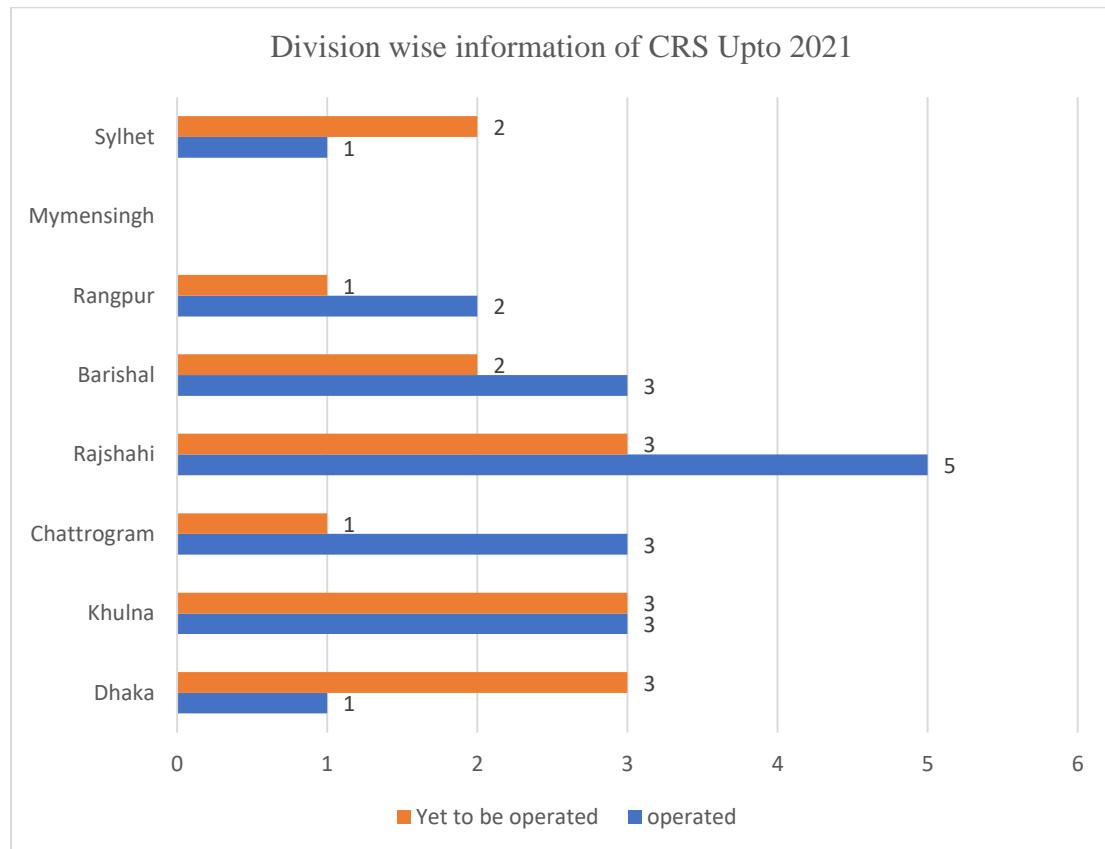
Source: Ministry of Information and Broadcasting in Bangladesh

United Nations World Summit on the Information Society (WSIS) Action line C-9 (Media) has some directions.

1.1 Existing Policy Gaps and Dilemma

The ministry of information and broadcasting in Bangladesh has a huge task. It is basically focused on the press and broadcasting related issues. The community radio is a new dimension in our society and run by entrepreneurs. Bangladesh Betar (Radio) which is a state run media and mainly responsible for the monitoring of programs and technical aspects of community radio but Bangladesh Betar (Radio) has a versatile works for the government. The monitoring of the community radio programs and give technical support in the existing mechanism and structure of Bangladesh Betar is quite difficult.

> Director General, Bangladesh Betar, Mr. ASM Zahid said, the financial viability can increase with the strong financial aid to the community radio in a sustainable way to the all CRS and also the present 10% adverting of the total on air time at the present policy of CRS from the government sources to increase 15%. He also added to establish a **community radio welfare trust** for the sustainability of radio in Bangladesh. He mentioned that Bangladesh Betar now only provides technical support. It is not enough for that.

The Community Radio Installation, Broadcast and Operation Policy-2017, there are silent features which are very complex from the point of policy implementation issues and self-contradictory structures like;

a) Community radio is treated as a third type of radio model which is free from state radio and commercial radio (clause 1.4)
b) To make a fund for development of community radio for its broadcasting authority (clause 8.18).
c) National Regulatory Committee (clause 10.1), Technical Sub-Committee (clause 11) and Central Monitoring Committee (clause 12) is prescribing in the policy.

From the above dilemma and policy gaps, community radio could not find out fruitful solution. Although, the licensing of community radio or renew of license is concentrated to the ministry of information and broadcasting. For the vibrant operation of community radio, there have to have statutory organization or body can minimize the existing problems.

1.2 Financial Viability of Community Radio

Community radio stations are operated by the NGOs in Bangladesh. NGOs are involved in microcredit or project-based financing system. They are highly social development oriented and enthusiastic to gain funds from any source for their survival. It is essential to plan a well design financial planning procedure to exist any organization. Financial planning is more focus on income and expenditure and making decisions that will enable a business to survive. It includes financial planning and budgeting, financial accounting, financial analysis, financial decision-making and action (Paylicevic,1999). Financial planning involves making sure that the organization can survive through making sure that money is being spent in the most efficient way to fulfill the objectives of the organization.

This type of radio station is the asset of the community peoples. Sometimes it may be functioned by their own contribution, donation and financial support. But as it plays locally important role in achieving national development issues then government might provide grant to operate community radio effectively (BNNRC,2010). From the financial point of view, community radio is struggling for their survival. Most of the stations are getting financial earnings from the community announcements and personal messages at the local level. The radio stations are located in rural areas. In rural areas, income-generating activities are not well enough to run this radio. As a result, the stations are dependent on donor aided funds. On the other hand, the access of the internet and the scarcity of money flow in rural areas are major obstacles to operate the stations. The production of audio programs needs funds and technical support which are not available in the rural areas. All problems would be solved, if there will have a sound policy guideline and should have to have strong regulatory body. In the case of financial aspects, financial viability refers to broadcaster's finance. its income generating potential and how money is used and accounted of the investment. This has a lot to do with the social and institutional environment. Communities that are involved are more likely to make sure it has enough money to function.

> Chief Executive Officer (CEO), BNNRC, Mr. AHM Bazlur Rahman said, "financial viability means the sustainability of the community radio. This sustainability has the four dimensions which are a political sustainability (policy, strategy, enabling environment), b) social sustainability (acceptability of the community peoples, listening the community radio, participation in radio

programs), c) economical sustainability (day by day operations, monthly operations, monthly cost, yearly cost, salary, broadcasters' salary etc.) and last one is d) community contributions to the community which is returns to society. **Community radio is surviving on the sponsor program, partnership with the local governments and advertising.** The community participation is vital for the community radio and 170 hours programs broadcasted per day with the participation of the community peoples. So, it is a difficult area to analyze the radio financial health regarding the community radio but end of the day, we need a salary, we need a financial measurement like debit and credit and that way the community radio is surviving".

Meanwhile, laws and regulation should also facilitate broadcasters access to funding from local, national and international sources. The main indicators of financial viability of a community radio station are: self-income sources of CR station, revenue from advertisement and sponsorship, earning from partnership with corporate bodies for mutual interest, earning from partnership with CSOs, NGOs, different projects, partnership with local government or other government offices, community contribution in cash and back up support from host organization. In this context, poor funding source or microcredit or donor supported community radio station is highly vulnerable to survive. Voluntary activities of non-government organizations can ensure to coordinate with the government and accounts & financial activities should have to be transparent and accountable to the local people and concerned government agency.

General Secretary, Bangladesh Community Radio Association (BCRA) & Executive Director, ACLAB Mr. Syed Tarikul Islam said, "These are the community media where community participation is essential and to sustain of these community radio, **there should be mobilized community peoples and community resources and to make a sustainable fund. There are also need to identify the local and national level resources like ministry, department's development publicity fund to be allocate to the community radio**. On the other side, local youth and women can develop their skills, create employment opportunity & develop cultural mindset through participation of the community radio programs. It is a social resource of the community. Finally, these should be financially viable, if we will make a development fund as per existing policy".

The financial viability of community radio stations, it is essential to introduce public policy which is a guideline for operating CRS in Bangladesh. In this situation, the policy development instrument and tools may be use like; Stakeholder analysis, SWOT analysis, PESTLE analysis and Multicriteria analysis will be key instrument to recognize the viable indicators of the CRS and also quantitative data will be require to evaluate the present problem of CRS in Bangladesh.

1.3 Problem Statement

In this study, the problem statement is *the shortage of funds in the community radio stations in Bangladesh.* The financial viability should have to measure the current financial situation includes income and expenditure, assets and liabilities, financial needs, sources of funds etc. of community radios in Bangladesh.

1.4 Objectives of The Study

- To identify the existing policy gaps for operations of CRS.
- To evaluate the existing cause and effects of CRS.
- To find out the suitable policy option for financial transparency and sustainability of community radio.

1.5 Problem Analysis

Community radio is a local broadcasting system where local broadcasts identified important issues and collect information on the basis of local matters. It gives an opportunity to express opinions of the community people with easier access and thus minimizes information divide between rural and urban people. The ministry of information and broadcasting has first declared community radio installation, broadcast and operation policy-2008. Accordingly, in April 2010, ministry of information and broadcasting gave approval of 17 community radio stations (including Krishi radio which is operated by Agricultural Information Service-AIS under the ministry of agriculture) to operate for the first time in this country. Later in a second phase government has provided licenses for additional 16 initiators to install CR stations. In a country like Bangladesh, where the majority of the population lives in rural areas, community radio immediately became the ears and eyes of the poor and the marginalized peoples. Beginning the broadcast in the year 2011, the 17 community radio stations in 16 districts of the country are now broadcasting 170 hours programs in a day focus on education, entertainment, culture and heritage, development issues and other socio-economic issues covering 6.18 million listeners. It is obviously found around the world that lack of legislation and insufficient fund was the most significant obstacle to increasing the civic impact of community radio. Community radio is facing a lot of challenges towards sustain. It is a cheap and easily portable and accessible media which can create positive changes in the society. It is a cheap and easily available medium in the form of communication at the grassroot levels in the developing countries. It is a portable source of real-time access to information. Radio is financially very accessible. It is estimate that over 75% of households in developing countries have access to radio. It also helps to support the promotion of good governance (*UNESCO, 2018).*

1.6 Establishment procedure of community radio in Bangladesh

In Bangladesh, if any provider/entrepreneur can wish to establish a community radio station, he/she can maintain the existing procedure. The procedure is given below:

Figure 2: Flow chart for the installation of CRS

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┌──────────────┐      ┌────────────────────────┐      ┌──────────────────┐
│ Provider/    │ ─►   │ Ministry of Information │ ─►   │ Ministry of Home │
│ Entrepren    │      │ and Broadcasting        │      │ Affairs          │
│ eur          │ ◄─   │ (Application call for   │ ◄─   │ (Security        │
│              │      │ CRS)                    │      │ Clearance: SB,   │
└──────────────┘      └────────────────────────┘      │ NSI, DGFI)       │
                                                        └──────────────────┘

                      ┌──────────────────────────────┐
                      │ BTRC                          │
                      │ (Spectrum allocation and      │
                      │ Security Clearance: SB,       │
                      │ NSI, DGFI)                    │
                      └──────────────────────────────┘
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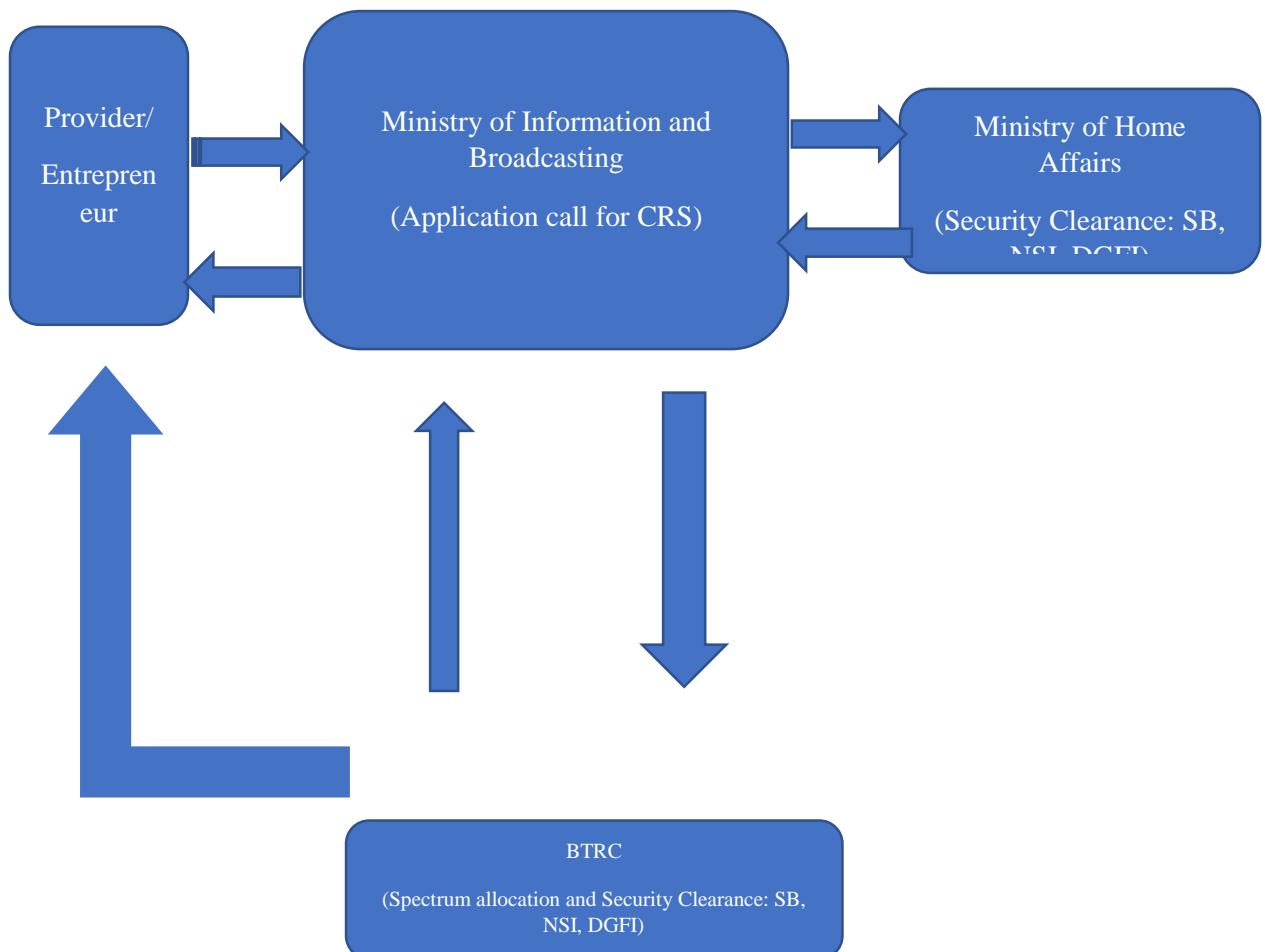
Note. This figure is designed by the author.

2. Methodology

This study was conducted using mixed methods of data collection. Both qualitative and quantitative procedures including a mixture of content analysis, interview and questionnaire survey was used in this paper. Different sources were also used to collect and verify data. In research "Content analysis method critically and objectively reviews the published or printed facts, figures, opinions, observations, generalizations in the light of its content value (Aminuzaman,1991).

In statistical sampling, there were eight community radio stations selected and each of two from east, west, north and south region in Bangladesh was designated for the research work. Although, the sample size is small but researcher find out the actual scenario for the challenges and opportunities especially financial viability of the CRS as a representative from the all. The 8 community radio stations are; Radio Chilmari, Radio Sarabela, Radio Meghna, Lokobetar, Radio Naf, Radio Sagorgiri, Radio Mahananda and Radio Jhenuk. In this research, there were used combined literature review and Key Informant Interview (KII) as means for fact and opinion findings and finally emphasis on primary & secondary data. The interviewed for KII were conducted for period of 10th November to 25th

November, 2024. The questionnaire sent and collected from the station managers by using email. Combination of different methods were used to produce reliable data and reduce the chance of biasness.

2.2 Problem Tree

The problem tree is a visual problem analysis tool that can be to identify the conceptualization to operationalization of the financial viability of community radio. It is a fish bone analysis to chalk out the causes and effects of the problem.

Figure 3: Problem Tree

EFFECTS

Financial and technical body

Transparent system

Rules and laws

skilled manpower

Maintain Liaison

Ensure Quality

Community empowerment

Organizational structure

Partnership with stakeholders

LACK OF FUND IN COMMUNITY RADIO   CORE PROBLEM

Mis use of power

Lack of Community participation

Insufficient Advertising

Donor mindset/strategy

High Staff Turnover

Fund Overlapping

CAUSES

Profit oriented

Nepotism

Weak monitoring

Lack of commitment & policy change

Nepotism

Multitasking org.

Personal benefit

Biasness

Poor Mechanism

Lack of accountability

Unemployment

Licensing

Note. This figure is designed by the author.

2.2.1. Explanation of the Problem Tree

The problem tree analysis for the CRS in Bangladesh is very vital issue to identify the real policy option. In the problem tree, lack of funding is a core problem which is depicted in

the trunk of a tree. The root causes are many like primary causes (misuse of power, lack of community participation, insufficient advertising, poor donor strategy, high staff turnover and overlapping of fund), the secondary causes are (profit oriented, nepotism, weak monitoring, lack of commitment & policy change and multitasking organization) and tertiary causes are (personal benefit, biasness, poor mechanism, lack of accountability, unemployment and licensing). These causes are become the roots and then identify the consequences and effects (community empowerment, ensure quality, organizational structure, partnership with stakeholders, maintain liaison, skilled manpower, rules and laws, transparent system and finally financial & technical body) at the branches of tree which should lead to identify the probable policy options to make a sound policy. This problem tree is converted into an objective tree by rephrasing each of the problems, causes and effects into a desirable outcome. In this way, root causes and effects are turned into main solutions/suggestions and try to find out the proper policy options for the financial viability of CRS in Bangladesh.

Table 1

Thematic Grouping and Probable Policy Suggestions

Policy Suggestions	How to meet the objectives from causes and effects
Option 01: Capacity building of community radio	Fund overlapping, misuse of power and high staff turnover. This option can meet the objectives of problem tree. Skilled manpower and ensure quality can be the effects of problem.
Option 02: Establish regulatory body for CR	Lack of community participation, insufficient advertising, multitasking organization, donor strategy, weak policy, nepotism and ensure accountability is the key issue to establish a regulatory body. Financial and technical body, organizational structure, rules and laws, maintain liaison, partnership with stakeholders can be the effects of problem.
Option 03: Partnership with different stakeholders especially advertising agency	Advertising and donor participation, unemployment, personal benefit or others financial issues is the key is to develop Partnership with different stakeholders. In this situation, partnership with stakeholders, community empowerment can be the effects of this problem.
Option 04: Modernization of the financial system	Overlapping of fund and poor mechanism, it should have to modernized of financial system. Ensure quality and transparent system can be the effects of this problem.
Option 05: Revise Community Radio Installation, Broadcast and Operation Policy 2017	Advertising, licensing, donor strategy, personal benefit or lack of community participation is the key issue to reform the existing policy. The present rules and laws can be effects of this problem.

2.3 Description and Analysis of policy tools & instruments

The stakeholders can provide requirements based on information to make this policy paper. The stakeholder's analysis will help to categorize the risks (positive and negative) and

constraint. In depth analysis of the probable engagement of stakeholders in this paper will reduce the risks and expose the potential policy options. SWOT analysis is a decision supportive tool which can use for the calculation of integrating an internal (strengths and weaknesses) and external (opportunities and threats) factors into an organizational or technological change planning. The PESTLE is a good development framework which can analysis on the basis of different features. These may be supportive or detrimental for this policy paper. A Multi-Criteria Analysis (MCA) can be used to identify and compare different policy options for the financial viability of community radio in Bangladesh by assessing their effects, performance, impacts.

2.4 Stakeholders Analysis

The community radio stations, there are lot of stakeholders which are the key player and that should be identified. To identify the stakeholders, these are as follows:

- Government, NGO
- Local media (electronic and print), civil society, political person
- Youth and women, children, research and academic person, local elite
- Farmers, fisherman, businessman, journalist.

Figure 4: Stakeholders Mapping
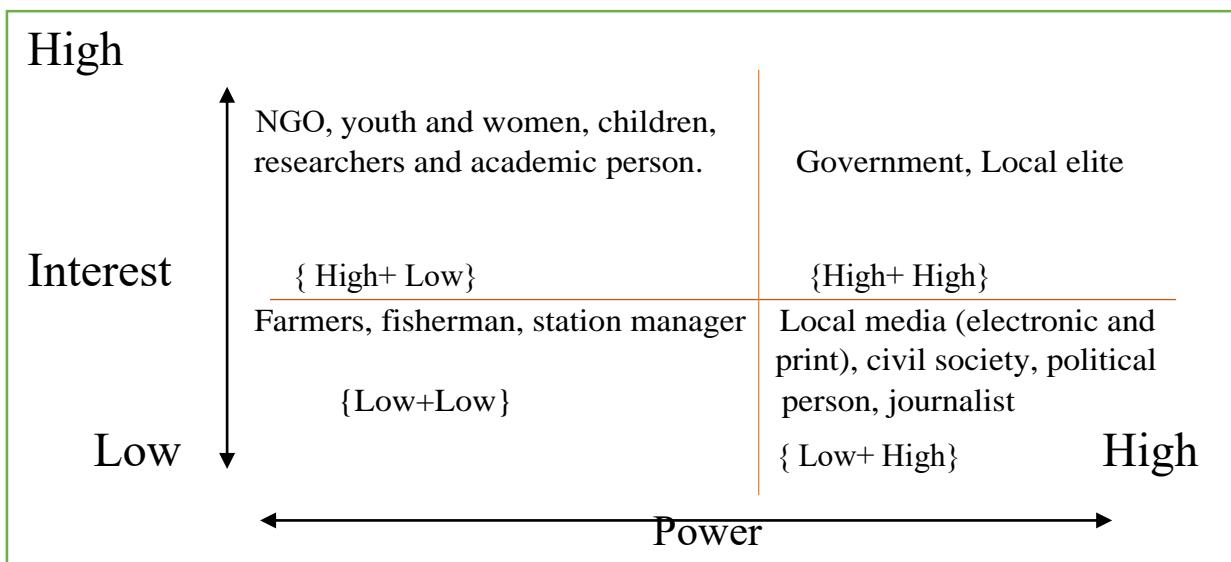
Note. This figure is designed by the author.

2.4 Stakeholders Mapping Matrix

There are different stakeholders in respect to power, functions and interest in policy making for viability aspects of community radio. The matrix of stakeholders for the financial viability of community radio station is given below:

Table 2:

Stakeholders Mapping Matrix

Sr. No.	Stakeholders	Influence On Policy	Influence On Community	Potential Role For The Proposed Policy

		High	Medium	Low	High	Medium	Low	High	Medium	Low
01	Government	√			√			√		
02	NGO's		√			√		√		
03	Youth and women			√	√				√	
04	Children			√	√				√	
05	Civil society		√		√			√		
06	Farmers		√			√			√	
07	Fisherman		√			√			√	
08	Local media		√		√				√	
09	Political person	√				√			√	
10	Journalist		√		√				√	
11	Station manager			√			√			√

From the above stakeholder mapping, it is essential to identify the types of stakeholders for the financial viability of CRS. This is given below:

Table 3

Stakeholders Financial Viability

Types of stakeholders	List of Stakeholders for CRS
Approver	Government
Supporter	Youth and Women, children, Fisherman, Farmers, civil society
Collaborator	NGO
Constrainer	Journalist
Opponent	Local media
Beneficiary	Political person
Loser	CRS station manager

Table 4

From the Overall Stakeholders' Analysis, The Probable Policy

Criteria / Option	Government	Youth and women, children, Fisherman, Farmers, civil society	NGO	Journalist, Local media	Political person	CRS Station manager
Capacity building of community radio	+	+	+	-	-	-

Establish regulatory body for CR	+	+	+	-	+	-
Partnership with different stakeholders especially advertising agency	+	-	+	+	+	-
Modernization of transaction system	+	+	+	-	-	-
Reform and revise Policy 2017	+	+	+	-	-	-

Source: Author

2.5 SWOT Analysis

The SWOT analysis is strategic planning technique that offers assessment tools. So, in this paper, SWOT analysis is done under the consideration of internal and external characteristics of an organization and environmental factors that would be more feasible to incorporate the financial viability of CRS.

Figure 5: SWOT Analysis of CRS
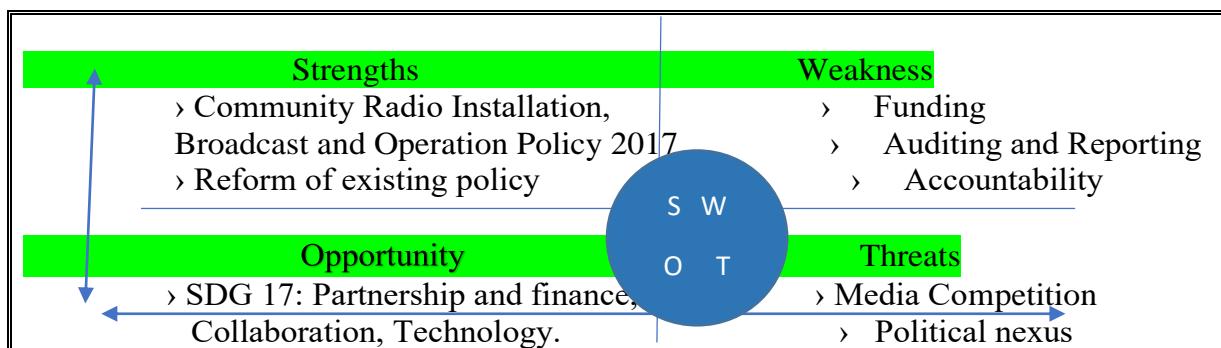
Note. This figure is designed by the author.

2.6 PESTLE Analysis

The financial viability of community radio will require of PESTLE analysis to gain insight information into the external influences which may impact the strategy and policy decisions. It should be done to assess any risks specific to the policy of community radio especially decisions making process. The framework of PESTLE is as follows:

Table 5

The framework of PESTLE

Factor	Possible variables	Remarks
Political	Government participation	
	Reduce corruption level	
	International partnership	

	Political commitment
	Stable negotiation
Economic	Resources mobilization
	Availability of credit or grants in transparent way
	Employment opportunity
	Link to stock market
	Transparent and answerable auditing
Sociocultural	Create awareness/consciousness on different issues like; dowry, child marriage etc.
	Positive attitude towards government.
	Practice cultural norms and values
	Enjoy leisure time
	Positive indigenous cultural thinking.
	Increase radio listeners
Technological	Automation
	Easy access to new technology
	Level of innovation
	Clear and noiseless sound
	Reduce time cost and visit (TCV)
Legal	Trust towards laws
	Copyright laws
	Radio artists and listeners laws
Environmental	Attitude towards sound pollution and ultra violet ray in transmission.
	Less power and fuel consumption.

For choosing the probable option, The PESTLE analysis mapping is done as the following way:

Table 6

The PESTLE analysis mapping

Criteria for Option	Political Feasibility	Administrative	Social	Technological	Legal	Environmental
Capacity building of community radio	-	+	-	+	-	+
Establish regulatory body for CR	+	+	+	+	+	-
Public private partnership in CR sector	+	+	+	+	-	-
Modernization of transaction system	-	+	+	-	+	-
Reform Community	+	+	-	-	-	-

Radio   Policy
2017

Multi-Criteria Analys

Multi criteria analysis or multi-dimensional analysis comprises administrative, economic, fiscal, sociological and environmental aspects of policy option evaluation. The financial viability of community radio can identify the following option

Table 7

OPTION 1: CAPACITY BUILDING OF COMMUNITY RADIO

Criteria	Points (P) (1±5)	Weight (W) (1)	Impact (P×W)	Total Score
Administrative	-1	0.1	-0.1	
Economic	-2	0.2	-0.4	
Fiscal	-3	0.3	-0.9	-0.1
Sociological	4	0.3	1.2	
Environmental	1	0.1	0.1	

Table 8

OPTION 2: ESTABLISH REGULATORY BODY FOR CR

Criteria	Points (P) (1±5)	Weight (W) (1)	Impact (P×W)	Total Score
Administrative	-4	0.3	-1.2	
Economic	-1	0.1	-0.1	
Fiscal	-3	0.3	-0.9	1.7
Sociological	2	0.2	0.4	
Environmental	1	0.1	0.1	

Table 9

OPTION 3: PARTNERSHIP WITH DIFFERENT STAKEHOLDERS ESPECIALLY ADVERTISING AGENCY

Criteria	Points (P) (1±5)	Weight (W) (1)	Impact (P×W)	Total Score
Administrative	-3	0.2	-0.6	
Economic	-1	0.2	-0.2	
Fiscal	-2	0.3	-0.6	-0.9
Sociological	2	0.2	0.4	
Environmental	1	0.1	0.1	

Table 10

OPTION 4: MODERNIZATION OF THE FINANCIAL SYSTEM

Criteria	Points (P) (1±5)	Weight (W) (1)	Impact (P×W)	Total Score
Administrative	-3	0.2	-0.6	
Economic	-2	0.2	-0.4	
Fiscal	-3	0.2	-0.6	-0.6
Sociological	3	0.3	0.9	
Environmental	1	0.1	0.1	

Table 11

OPTION 5: REFORM COMMUNITY RADIO INSTALLATION, BROADCAST AND OPERATION POLICY 2017

Criteria	Points (P) (1±5)	Weight (W) (1)	Impact (P×W)	Total Score
Administrative	-1	0.1	-0.1	
Economic	-2	0.3	-0.6	
Fiscal	-2	0.2	-0.4	-0.4
Sociological	2	0.3	0.6	
Environmental	1	0.1	0.1	

Table 12

Option Analysis

Probable Policy Option	OPTION 1: CAPACITY BUILDING OF COMMUNITY RADIO STATION	OPTION 2: ESTABLISH REGULATORY BODY FOR CRS	OPTION 3: PARTNERSHIP WITH DIFFERENT STAKEHOLDERS ESPECIALLY ADVERTISING AGENCY	OPTION 4: MODERNIZATION OF THE FINANCIAL SYSTEM	OPTION 5: REFORM COMMUNITY RADIO INSTALLATION, BROADCAST AND OPERATION POLICY 2017
Total Score	-0.1	1.7	-0.9	-0.6	-0.4

From the above multi-criteria analysis and among the probable policy option, the high score is 1.7. So, the first prefer option is 1.7 i.e., Option 2: Establish regulatory body for CR and the second-high score is -0.9. so, the second prefer policy option is -0.9 i.e., Option 3: Partnership with different stakeholders especially advertising agency in CR sector.

2.6 Risk Analysis

Risk analysis describes the probability of occurrence and degree of possible threats or hindrances to a policy measure. It helps to control or mitigation of any crisis those may arise during policy implementation.

Table 13

Risk Analysis

Policy Option	Risk	Probability	Impact	Mitigation Strategy
Capacity building of community radio	It may be overlapping in another institute.	High	Medium	Monitoring mechanism
Establish regulatory body for CR	It can operate in multi-level tier.	Medium	Low	Physical supervision
Partnership with different stakeholders.	Business oriented	High	Medium	Physical supervision
Modernization of the financial system	Technical limitations or know how	Medium	High	Database software
Reform Community Radio Installation, Broadcast Policy 2017	Over burden of tasks	High	High	Reporting

Analyzing the Stakeholders, SOWT, PESTLE, Multicriteria and link with the problem tree, the policy options are given below:

Table 14

Comparison of Policy Options

Analytical Tools	Policy Option 1	Policy Option 2	Policy Option 3	Policy Option 4	Policy Option 5
Stakeholders	1st	1st	2nd	2nd	2nd
SWOT	2nd	1st	1st	1st	2nd
PESTLE	1st	1st	1st	2nd	3rd
Multicriteria	-0.1	1.7	-0.9	-0.6	-0.4

So, the offered policy options are: Option 2: Establish regulatory body for CR Alternative policy option is, Option 3: Partnership with different stakeholders especially advertising agency. Finally, it is recommended to execute the policy option 1 is best among the others policy option for the financial viability of community radio in Bangladesh.

3. Conclusion

The better policy can safeguard to establish good governance in the increasing sector of community radio in Bangladesh. Although this sector is a non-profitable but it should have to have transparent tools and techniques for the sustainability of community radio. It is a third-

tier media all around the world. So, for its entity, there should be consider the separate and individual management and operation plan and also the internal policy can be developed like gender policy for CRS, citizen engagement policy etc. In this policy paper, it attempted to find out the probable ways to overcome the financial barriers and how to sustain CRS. There were five policy options identified:1. Capacity building of community radio 2. Establish a regulatory body for CR 3. Partnership with different stakeholders especially advertising agency 4. Modernization of the financial system 5. Reform Community Radio Installation, Broadcast Policy 2017. Among those, the second option was considered as the preferred option. It was most promising one against the analysis of all development theory aspects like PESTLE, stakeholders. The probability of the risks and level of impacts were also perceived as relatively lower to formulate the community radio policy than other options. The Multi-criteria analysis also showed that this was the best and favorable option. The analyses indicated that this option could yield best output with least effort. So, Policy makers may consider supporting a sustainable finance strategy for CR. The collaborative independent community radio support fund can be thought and develop to accelerate the growth of this sector. Policy makers, stakeholders and partners need to work together for the smooth operation of community radio in Bangladesh.

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