C urriculum
for Community Radio Training in Nigeria

This work is the product of the commitment and passion of men and women who are eager to see the reality of community radio in Nigeria.

We are delighted at this wonderful outcome of their efforts.

We wish to thank the members of the Task Team which produced this curriculum document: Prof. Alfred Opubor, Dr Tunde Adegbola, Victor Ayedun-Aluma, Omololu Olubode, Ladi Adamu, Aderoju Adepoju and Akin Akingbulu.

We also send our gratitude to these friends who read the draft and made valuable suggestions: Dr Abiodun Onadipe, Veronica Wilson and Alymana Bathily, international media/communication consultants; Dr Ayo Ojebode, Department of Communication and Language Arts, University of Ibadan; Yemi Onasanya, Library Division, Radio Lagos; and Kwesi Ghartey-Tagoe, Radio Peace, Winneba, Ghana.

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INTRODUCTION

Advocacy for the actualization of community radio remains on the front burner in Nigeria.

A little over three years of concerted work, stakeholders are able to count significant advances. These include a widespread awareness of the benefits of community radio, a broader participation base in its advocacy, policy and regulatory reform processes embarked upon by various agencies of government and the approval of licences to some academic communities, among others.

At the threshold of the emergence of community radio stations, one of the major challenges of stakeholders, particularly the prospective managements of upcoming stations, is the dearth of appropriately packaged training processes and properly skilled and oriented personnel.

If the upcoming community stations would be valued and sustainable institutions; indeed, if they would be part and parcel of the development processes of their owner communities, their managers and operators must be moulded by modern professional and community-spirited skill-building programmes.

The skill-building process should be erected on a foundation of a well-articulated curriculum. This is what this work sets out to do.

A group of professionals, drawn from academia, radio institutions and civil society, was requested to engage this assignment. What we have in the following pages is the result of their historic effort.

Yet, this important work must be seen as the beginning of another stage and a stimulator of further steps from whose realization it would achieve

PHILOSOPHY

Modern development thinking recognizes that people live more in their communities than in their nations. Hence, true development begins at the grassroots in communities. Since communities cannot develop without communication, it is vital that every community should have access to modern tools of communication and the capacity to use them effectively.

Radio has been overwhelmingly demonstrated to be the most effective tool of mass communication in the developing world. Because of its affordability, portability, ubiquity and low power demands, it is the preferred medium of mass communication.

Unfortunately, people in most parts of the developing world have been excluded from development processes because they have been denied the use of radio as a means of both extending the reach of their voices and sharing valuable information with others.

This curriculum seeks to provide initiation to skills that enable the design, establishment and management of community radio as a participatory communication tool to empower development at the local level.

OBJECTIVES AND SPECIFIC GOALS

Objectives

1. To use radio as a tool for synergizing community communication for development

2. To inform, educate and entertain with radio to promote economic and social development through community empowerment and changes in individual knowledge, attitudes and practices.

Specific Goals

To train personnel to:

1. Understand modern principles and latest techniques of community development and broadcasting;

2. Advocate for, design, manage and establish effective community radio stations

3. Understand the specificity of community broadcasting, notably in programming, production and presentation;

4. Understand how to use the latest developments in ICTs in community broadcasting

5. Understand how to promote and manage efficiently a community radio station, technically and financially in order to ensure its long term sustainability;

6. Understand the legislation, professional standards and ethics of journalism and community broadcasting.
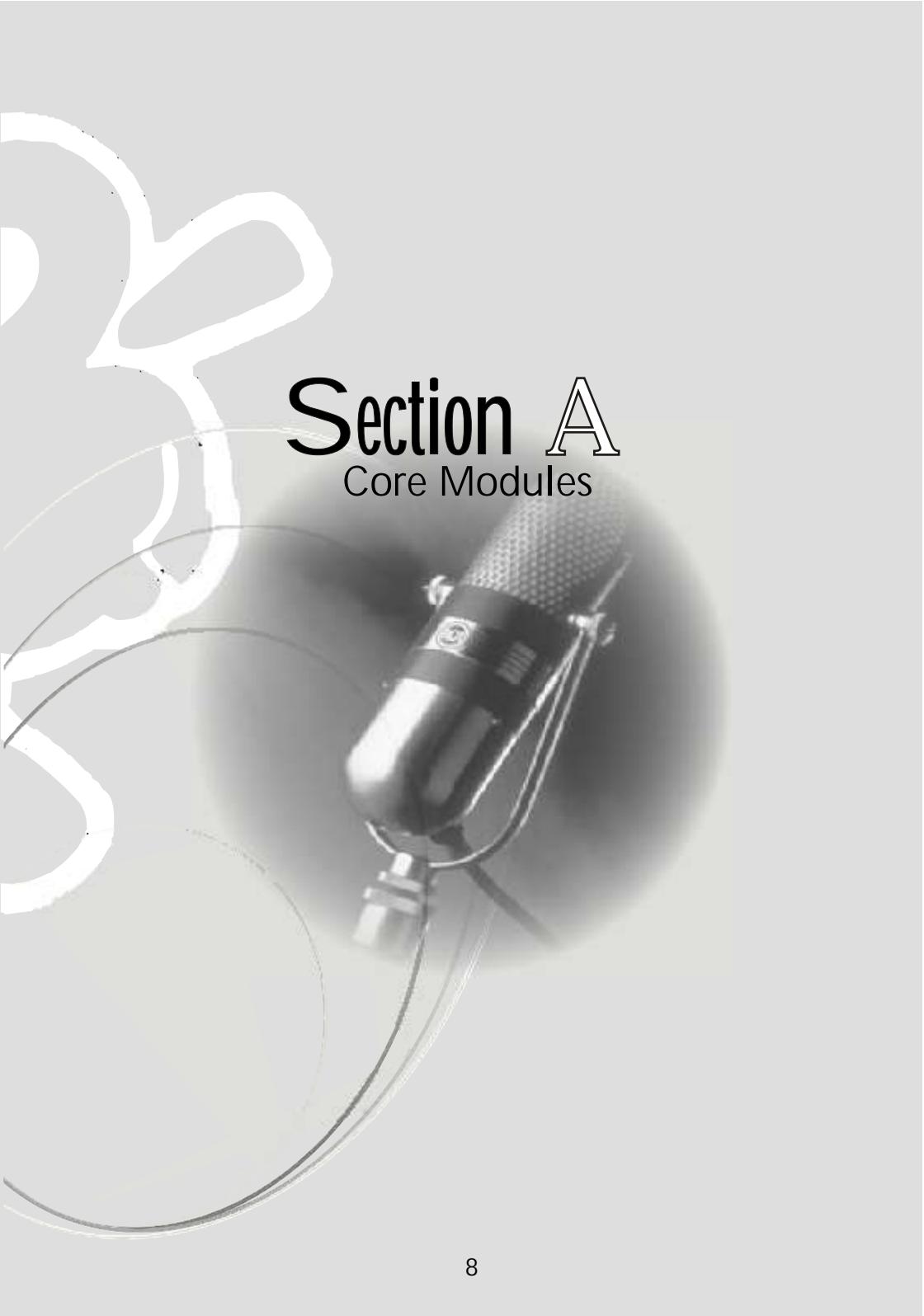
Section A
Core Modules

MODULE 1

COMMUNITY DEVELOPMENT

1.1   Introduction

This module explains the concepts of community development and community broadcasting. It situates broadcasting within the context of community development. At the end of the module, participants will be able to explain the key community development concepts and the role of radio in community development.

1.2   Targets

Prospective and practicing personnel of community radio stations.

1.3   Duration

1.4   Content

i. Development and Community Development

ii. Diversity Issues

iii. Community structures/community organizing

iv. Leadership development

v. Coalition and consensus building

vi. Meeting facilitation and group decision-making

vii. Grassroots fundraising

viii. Community communications systems and planning

ix. Mapping community resources

x. Deciding community priorities

xi. Planning community projects

xii. Community participation

xiii. Community based monitoring

xiv. Writing effective reports and proposals

xv. Defining community radio

xvi. Radio communities: geographic and interest

xvii. Uses and abuses of radio in community development

1.5 <u>Format</u>

Lecture, Discussion, Field trip

1.6 <u>Evaluation & Assessment</u>

Continuous assessment, Terminal written examination

INTRODUCTION TO COMMUNITY BROADCASTING

2.1   Introduction

This module is a general introduction to the concept, evolution and present practice of community radio broadcasting in Africa and in the world at large. At the end of the module, participants will be able to demonstrate knowledge of the development of community radio and its role in community development.

2.2   Targets

Prospective and practicing personnel of community radio stations.

2.3   Duration

2.4   Content

i. The world of broadcasting

ii. History of broadcasting in Africa and in Nigeria

iii. The African Charter on Broadcasting

iv. History of advocacy for community radio in Nigeria

v. Technological evolution and its effect on the development of broadcasting

vi. Characteristics of community radio broadcasting

vii. Tenets of community broadcasting: access, participation, diversity, etc.

viii. Establishment/Nurturing steps for Community Radio Stations

ix. Personality of the community radio broadcaster: commitment, dedication, team work, self-esteem, etc

x. Challenges of community radio stations

2.5   <u>Format</u>

Lecture, Discussion, Practicals and Projects

2.6   <u>Evaluation & Assessment</u>

Terminal written examination, Continuous assessment

MODULE   3

ICT IN RADIO BROADCASTING

3.1   Introduction

This module addresses the types of information and communication technologies (ICT) as well as their uses in radio stations. At the end of the module, the participants are expected to be able to: identify, describe and use various ICTs relevant to radio broadcasting.

3.2   Targets

Prospective and practicing personnel in community radio broadcasting.

3.3   Duration

3.4   Content

i. Digital electronics and the information revolution

ii. Concept of ICTs

iii. The Computer as a peculiar ICT

iv. Computer application in the management of written text (word processing)

v. Computer application in the management of numbers (spreadsheet)

vi. Computer application in research and information gathering

vii. Computer application in the recording of sound

viii. Computer application in the editing and processing of sound

ix. Computer application in radio programme scheduling

x. Computer application in radio station automation

xi. Computer application in digital asset management

xii. Webcasting, Podcasting and Blogging

xiii. Radio and other ICTs

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3.5   Format

Lecture, Demonstration, Practical, Project

3.6   Evaluation & Assessment

Continuous assessment, Terminal written examination, Project

MODULE 4

LAW AND ETHICS

4.1   <u>Introduction</u>

This module covers the issues of policy, legislation, regulation and ethics affecting community radio operations. At the end of the module, participants will be able to demonstrate knowledge of and respect for the law and ethics of community radio broadcasting.

4.2   <u>Targets</u>

Prospective and practicing personnel of community radio stations.

4.3   <u>Duration</u>

4.4   <u>Content</u>

(A)

i. National mass communication policy

ii. Community radio policy

iii. Constitution of the Federal Republic of Nigeria

iv. National Broadcasting Commission Act (Act 38 of 1992) and the Amendment Act 55 of 1999

v. Laws of defamation

vi. Intellectual Property laws

vii. Obscene Publications Act

viii. Contempt of court

ix. Advertising Practitioners Council of Nigeria (APCON) Act

x. NBC Nigeria Broadcasting Code

xi. Privacy Issues

xii. Media convergence and public policy issues

(B)

i. Privacy and public interest issues.

ii. Confidentiality

iii. Perks, Bribes, Gratifications

iv. Chequebook journalism

v. Balance and Fairness

vi. Accuracy/Factuality

4.5 <u>Format</u>

Lecture, Discussion, Case study

4.6 <u>Evaluation & Assessment</u>

Terminal written examination, Continuous assessment

USE OF LANGUAGE

5.1   Introduction

This module addresses the appropriate and effective use of language in community radio broadcasts. At the end of the module, participants will be able to demonstrate the ability to recognize appropriate and inappropriate use of language on radio and to present information in an effective and efficient manner.

5.2   Targets

Prospective and practicing personnel of community radio stations.

5.3   Duration

5.4   Content

i. Considering the broadcast language (s): consulting the community and mapping human resources

ii. Teaching and learning the languages of the community through the radio

iii. Using language appropriately for the ear

iv. Fluency, articulation and elocution

v. Creativity in use of language

vi. Stylistic devices: proverbs, idioms, etc

vii. Handling technical terms (including basic translation skills)

viii. Presentation of numbers and abbreviations

ix. Respect for others' sensibilities

5.5 <u>Format</u>

Lecture, Demonstration, Practicals

5.6 <u>Evaluation & Assessment</u>

Terminal written examination, Continuous assessment

MODULE 6

ARCHIVING

6.1   Introduction

This module deals with the organization and storage of valuable broadcast materials in the community radio station. At the end of this module, participants will be able to demonstrate the ability to set up an effective and efficient archiving system for a community radio station.

6.2   Targets

Prospective and practicing personnel of community radio stations.

6.3   Duration

6.4   Content

i. Arranging broadcast materials

ii. Indexing

iii. Storage

iv. Retrieval

v. Archiving technologies

vi. Determining archive-worthy materials

vii. Attributes of the archivist

viii. Intellectual Property and Related Legal Issues

6.5   Format

Lecture, Practicals, Internship

6.6   Evaluation & Assessment

Terminal written examination, Continuous assessment

Section B

Management Electives

MODULE 7

MANAGEMENT

7.1   Introduction

This module will equip participants with the information and skills required for the general management of a community radio station. At the end of the module, participants will be able to demonstrate knowledge and skills required for the management of human, financial, material and other resources used in a community radio station.

7.2   Targets

Prospective and practicing personnel involved at various levels of management in a community radio station.

7.3   Duration

7.4   Content

i. Stakeholder analysis/mapping and management

ii. Leadership, Accountability and Transparency

iii. Managing human resources

iv. Managing staff/volunteer relationships

v. Managing finance

vi. Strategic planning and project monitoring

vii. Audience research

viii. Organizational policy and system

ix. Management Communication

7.5   Format

Lecture, Case study, Seminar

7.6   Evaluation & Assessment

Terminal written examination, Continuous assessment

MARKETING

8.1 Introduction

This module addresses the challenges of marketing the station to potential volunteers, partners, listeners, funding agencies and advertisers. At the end of the module, the participants are expected to be able to: demonstrate the capacity to identify and access relevant stakeholders; justify the station's reason for being; inform the development of programmes relevant to stakeholders' needs and thereby obtain stakeholders' commitment to the station.

8.2 Targets

Prospective and practicing personnel responsible for general management and marketing in community radio stations.

8.3 Duration

8.4 Content

i. Identifying the station's stakeholders

ii. Engaging the station's stakeholders

iii. Publicity and promotion campaigns

iv. Branding the station

v. Methods of market intelligence and research

vi. Advert production and scheduling

vii. Designing advertising rates

viii. Informing programme design and scheduling

ix. Airtime sales strategy

x. Merchandising

xi. Marketing Ethics

Xii. Public Relations

8.5 <u>Format</u>

Lecture, Brainstorming, Project

8.6 <u>Evaluation & Assessment</u>

Continuous assessment, Terminal written examination, Project

MODULE 9

FINANCIAL MANAGEMENT/FUNDING

9.1   Introduction

This module addresses the generation and management of funds in community radio stations. At the end of the module, the participants will be able to demonstrate the capacity to raise funds, attract patronage from stakeholders, monitor and control the disbursement of funds to meet the needs of a community radio station.

9.2   Targets

Prospective and practicing personnel responsible for fundraising and financial management in community radio stations.

9.3   Duration

9.4   Content

i. What is financial management?

ii. Financial Planning/Budgeting/Budget Management

iii. Analyzing Financial Statements

iv. Funding Diversification

v. Internal Controls

vi. Financial Reporting

vii. Evaluating organization's fiscal health

viii. Fundraising Strategies

ix. Donor mapping and management

9.5   Format

Lecture, Practicals, Case studies

9.6   Evaluation & Assessment

Terminal written examination, Continuous assessment

Section C
Programme Electives

MODULE 10

PROGRAMMING

10.1   Introduction

This module exposes participants to the issues that influence programming as well as the range of programming strategies and techniques. At the end of the module, participants will be able to demonstrate knowledge of programming strategies and techniques; and to develop effective programme schedules.

10.2   Targets

Prospective and practicing personnel responsible for programming in community radio stations.

10.3   Duration

10.4   Content

i. Designing a community oriented programming schedule

ii. Programme development: participatory programme planning

iii. Programme formats (including participatory formats)

iv. Station formats

v. Programme acquisition methods

vi. Programme transmission monitoring and evaluation

vii. Audience research

viii. Ethics of programming

10.5   Format

Lecture, Discussion, Critique of selected programme schedules,

Brainstorming, Project

10.6   Evaluation & Assessment

Continuous assessment, Terminal written examination, Project

MODULE   11

PRODUCTION

11.1   Introduction

This module exposes participants to programme production methods and processes towards developing necessary skills. At the end of the module, participants will be able to demonstrate skill in the production of various programme formats.

11.2   Targets

Prospective and practicing personnel responsible for production in community radio stations.

11.3   Duration

11.4   Content

i. Programme formats

ii. Programme production processes 1: Research

iii. Programme production processes 2: Scripting

iv. Programme production processes 3: Presentation

v. Programme production processes 4: Recording

vi. Programme production processes 5: Editing

vii. Programme production processes 6: Evaluation

viii. Production equipment

ix. Production functions

x. Production approaches: Studio-based or Field-based; Live or Recorded

11.5   <u>Format</u>

Lecture, Practicals, Project

11.6   <u>Evaluation & Assessment</u>

Continuous assessment, Terminal written examination, Project

PRESENTATION

12.1   Introduction

This module covers the qualities of a good broadcast voice and the uses of the voice as a vital component of the composite sound on radio. It addresses the techniques and skills of radio presentation. At the end of this module, the participants are expected to: demonstrate the ability to recognize the qualities of a good broadcast voice; be able to describe and apply the techniques of radio presentation.

12.2   Targets

Prospective and practicing personnel responsible for radio presentation (including those who recruit and manage them) in community radio stations.

12.3   Duration

12.4   Content

i. Elements of a good radio voice

ii. Elocution

ii. Microphone technique

iv. Interviewing techniques

v. Commentary techniques

vi. Managing other sound sources

vii. Handling the script and other prompting devices

viii. Relating with other members of the production team

ix. Presentation techniques for various programme formats

12.5   Format

Lecture, Demonstration, Practicals, Project

12.6   Evaluation & Assessment

Continuous assessment, Project

Lecture, Demonstration, Practicals, Project

12.6   Evaluation & Assessment

Continuous assessment, Project

MODULE 13

RADIO JOURNALISM

13.1 <u>Introduction</u>

This module will address the gathering, processing and presentation of news through the medium of radio. At the end of this module, participants will be able to report, write, edit, and package news programmes.

13.2 <u>Targets</u>

Prospective and practicing personnel involved in the production of news programmes in community radio stations.

13.3 <u>Duration</u>

13.4 <u>Content</u>

    i. Defining the news

    ii. The news process and team

    iii. Types of news programmes

    iv. Principles of packaging news programmes

    v. The nature of community news

    vi. News in the medium of radio

    vii. News sources and newsgathering techniques

    viii. Writing and editing radio news

    ix. Handling newsgathering equipment

x. Editorial policies and guidelines

xi. Covering community events, trends and processes.

13.5 <u>Format</u>

Lecture, Practicals, Project, Role playing

13.6 <u>Evaluation & Assessment</u>

Terminal written examination, Continuous assessment, Project
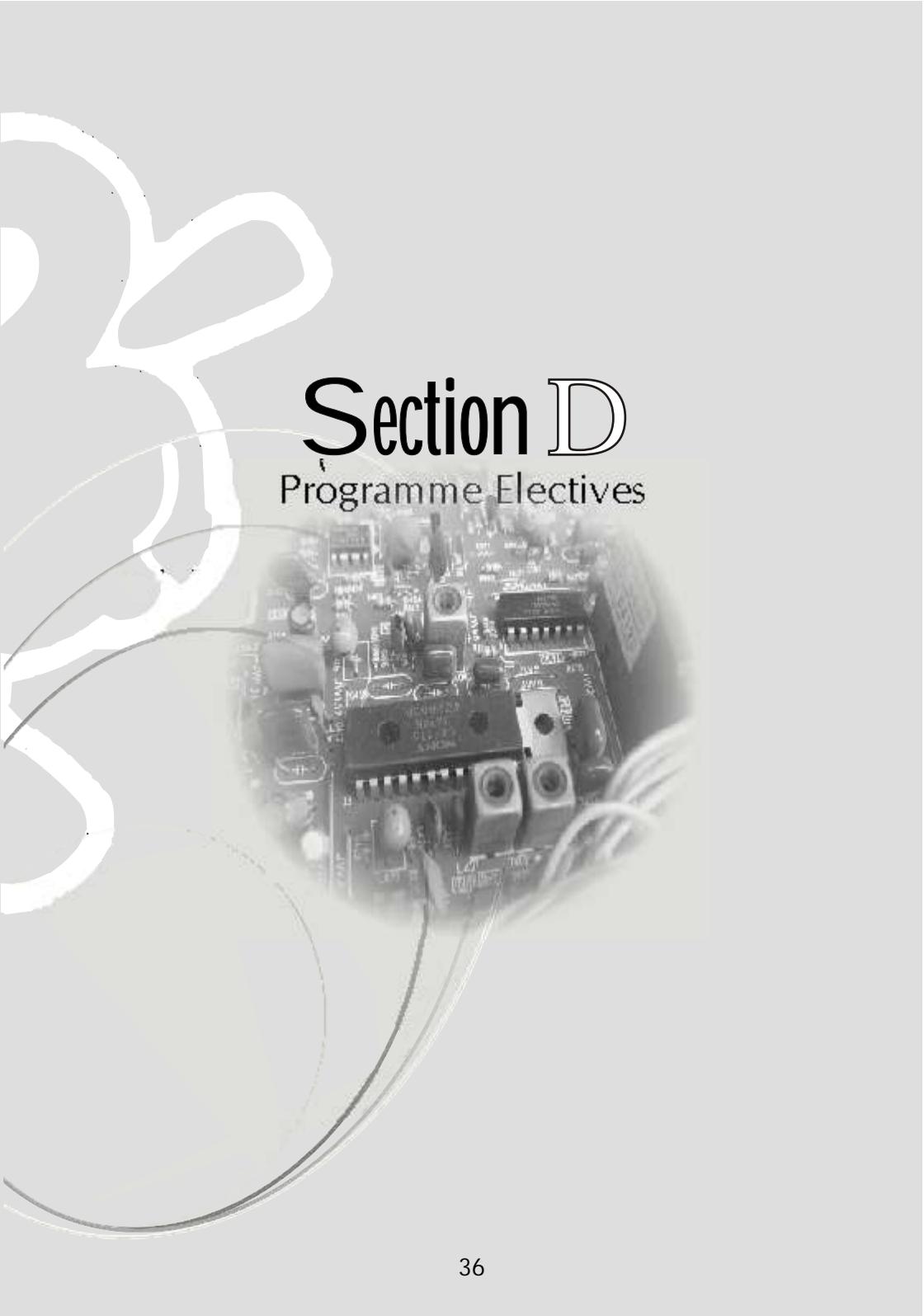
Section D
Programme Electives

MODULE 14

TECHNICAL/ENGINEERING OPERATIONS

14.1 <u>Introduction</u>

This module will provide participants with the knowledge and skills required for the effective management of broadcasting equipment in a community radio station. At the end of the module, participants will be able to demonstrate knowledge of the theory of radio propagation and audio processing as well as skills in the installation, maintenance and repair of broadcast equipment.

14.2 <u>Targets</u>

Prospective and practicing personnel responsible for technical/engineering operations in community radio stations

14.3 <u>Duration</u>

14.4 <u>Content</u>

i. Radio propagation

ii. Audio processing

iii. Studios, Transmitters and Links

iv. Computers in the engineering operations of radio stations

v. Planning and installation of radio equipment

vi. Preventive and corrective maintenance

vii. Conventional and alternative energy sources

viii. Managing the quality and availability of power supply

ix. Networking for maintenance: nationally and regionally

14.5   <u>Format</u>

Lecture, Practicals, Demonstration, Project

14.6   <u>Evaluation & Assessment</u>

Terminal written examination, Continuous assessment, Project

GENERAL ISSUES

1. At this stage the training programme should be implemented at a single level. As the curriculum is implemented and the results are evaluated, a decision should taken on whether to create other levels.

2. Modules targeted at all prospective and practicing personnel should be regarded as core or recommended, while those targeted at specific personnel should be electives.

3. The training programme should take place on two platforms: in formal institutions and in non-formal settings. In formal institutions, successful participants should be awarded a Certificate in Community Radio Broadcasting according to the requirements of the hosting institution. In non-formal settings, facilitating organizations should be at liberty to use the curriculum as may be appropriate to their circumstances.

4. The duration for the programme should not be more than six months for full time students and not more than nine months for part time students. However, the duration for individual modules should be determined after manuals have been developed for each module.

THE TASK TEAM

The members of the team which produced this curriculum document are:

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