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SCHOOL OF GRADUATE STUDIES AND RESEARCH (SoGSaR)

**EXAMINING THE EFFECTIVENESS OF OPERATION AND MANAGEMENT OF
COMMUNITY RADIO TOWARDS IMPROVEMENT IN THE LIVELIHOODS OF
PEOPLE IN THE COMMUNITIES OF GREATER ACCRA REGION, GHANA: A CASE
STUDY OF LATENU RADIO'S OPERATION IN LA, TESHIE AND NUNGUA**

BY

BELINDA AMARTEY

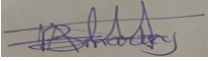
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**A DESERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH (SoGSaR), GHANA INSTITUTE OF JOURNALISM IN PARTIAL
FULFILMENT OF THE REQUIEMENTS FOR THE AWARD OF MASTER OF ARTS
(MA) DEGREE IN DEVELOPMENT COMMUNICATION**

OCTOBER 2021

CANDIDATE'S DECLARATION

I hereby declare that this dissertation is the result of my original research, and that no part of it has been presented for another (degree or diploma) in this institute or elsewhere. I am solely responsible for any shortcomings.



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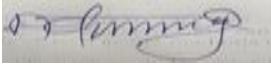
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SUPERVISOR'S CERTIFICATION

I hereby certify that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by Ghana Institute of Journalism.



6TH DECEMBER, 2021

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DATE

(SUPERVISOR)

DEDICATION

I dedicate this study to my supervisor Dr Collins Adu-Bempah Brobbey, to my parents, Mr. Samuel Amartey and Mrs. Margaret Nortey, and my siblings Sister Priscilla Adu Asante, Brother Isaac Amartey, Sister Sheriefatu Sowah and Sister Stella Adu who all have made this research possible with their concious prayers and best wishes.

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ABSTRACT

This study examined how effective the operating and managing of Community Radio (CR) is for improving livelihoods through community development using Latenu Radio (for the La, Teshie and Nungua in the Greater Accra Region, Ghana) as a case study. The central argument of this study is that CR plays a significant role in improving the livelihoods of the community people. Using both primary and secondary sources including purely quantitative method (survey questionnaire) and peer reviewed articles from scholarly journals as well as newspapers respectively, it examines the effectiveness of the operating and managing of Community Radio at La, Teshie and Nungua communities. The target population of this study comprised all residents of the three communities under study made up of Fifteen (15) residents selected from each community, hence the sample size for the study is 45. Within the frame of the non-probability sampling, purposive sampling technique was used. Findings revealed a willing desire by the stations to fulfil an important role of providing communities with timely information about the socio-economic issues. At the same time, citizens are expressing optimism about access to a larger polity made available to them by the stations. The study concludes that, CR has a positive impact on community development mainly in the areas of school, hospital and road constructions, access to water and electricity. It recommended that: the Management of CR and NGOs should invest time, efforts and resources to sensitize community members about CR and for that matter the roles community members have to play in community radio operations and management. This should also guarantee continuous support and sustainability of CR.

Keywords: Effectiveness; Operations and Management; CR; Improvement; Livelihoods; La; Teshie; Nungua; Greater Accra Region; Ghana

CHAPTER 1

GENERAL OVERVIEW AND BACKGROUD TO THE STUDY

1.0. Introduction

Scholars argue that the rise of Community Radio (CR) stations reflects both advances in information technology and a movement in development paradigms toward a more participatory manner of information and knowledge sharing (Chapman et al., 2013; Maina, 2013). Also, the value of radio as an efficient means of communication in regions where other media are inaccessible has long been recognized (Chapman et al., 2013; Maina, 2013). For instance, Kumar (2014) recognizes CR as a platform for participatory communication as well as a tool for economic and social development which aims at improving the livelihood of the community members. The emergence of CR continues to play a significant role in the improvement of livelihoods of the community members globally of which La, Teshie and Nungua in the Greater Accra Region, Ghana are no exception.

Meanwhile, as a notion of practice and a growth instrument, CR does not have a single and complicated definition nonetheless, various communication academics in this subject have defined the term to fit their research interests. CR is therefore a form of radio service that provides an alternative to commercial and public service radio programming (Sterling et al 2017).

To elucidate the comprehensibility of the trajectories of CR, this study offers some conceptual explanations of CR. Accordingly, CR is a type of radio administration that considers the interests of a community, broadcasting information that is well-known within a local audience but is sometimes overlooked by corporate or wide communications broadcasters (Moseley, 2013). Moreover, it is important to note, that CR is a radio that is about, for, by, and of a specific, marginalized community, whose ownership and management is representative of that community,

which pursues a participatory social agenda, and is non-profit, non-partisan, and non-sectarian (Ghana Community Radio Network-GCRN-World Bank Report, 2011).

This study therefore takes keen interest in the Ghana Community Radio Network's definition for its focus of analysis. As it is to be expected, geographic communities and community interests are served through community radio programming. The content of broadcasting is generally popular and relevant to a local/specific audience, although commercial or mass-media broadcasters may miss it (Molefe & Molefe, 2017). CR stations are run, owned, and motivated by the people who live in the areas they serve. CR is a non-profit organization that enables individuals, groups, and communities to tell their own unique tales, share their experiences, and become active makers and providers of media in today's media-rich world (White, 2011b).

Today, CR serves as a medium for the community and voluntary sector, civil society, agencies, NGOs, and people to collaborate to promote community development in various areas of the world (Sanni, 2013). CR stations typically serve their listeners by providing a range of material that is not often given by bigger commercial radio stations, as stated in the main purposes and objectives of this type of broadcasting (Pavarla, 2013).

As already indicated, CR has the potential to play a key role in rural development at the grassroots level. Poverty, agriculture, gender inequality, education, and societal concerns, for example, might be the subject of programming (Wang, 2013). Chapman et al. (2013) used vernacular radio programs to investigate the importance of sharing information locally and the opening up of wider information networks for farmers in Northern Ghana. They discovered that rural radio is effective in improving the sharing of agricultural information by remote rural farming communities.

Accordingly, CR serves a local community of interest due to its close proximity to its consumers. In terms of ownership, decision-making, and program output, it is available to the community

(Herman & Chomsky, 2018). The bulk of programming is created by members of the community, with an emphasis on local issues and concerns (Faure et al., 2010). Unlike the mainstream media, instead of simply talking about the community, the people themselves create the shows. With the awareness that this is their station, local culture is strengthened, and it provides a venue for a wide range of local thoughts and viewpoints (Sharma, 2012).

In essence, community members see CR as a participatory communication process that empowers them and allows them to discourse and come to self-fulfilling and sustainable development interventions, rather than just imposing an external or dominating viewpoint on the beneficiary group. It's about people talking to one other and working together to achieve common goals (Van Crowder, 2018). Besides, change occurs when new methods of doing things are adopted, especially, where people stimulate their awareness through communication; they acquire and share new ways and talents that inspire societal revolution (White, 2018). In addition to scholarly explanations of development, Servaes (2019) sees development as endogenous (originating in the community), self-reliant, people-initiated, participative, and long-term. Those participating in community development initiatives, as well as the beneficiaries and benefactors (government officials and donor agencies) do work together in collaboration to ensure effective operations and management of CR for improved livelihoods of community members (Alumuku, 2016).

It is noteworthy that communication is at the heart of all of these activities (Banjade, 2017). When a large number of people are unable to read, write, or perform basic calculations; when transportation is limited and roads are impassable; when many people are poor; and when traditional media (television and print) are either inaccessible or irrelevant; radio, particularly CR, becomes a viable communication tool (Egargo, 2018). If properly implemented, CR may act as a link between the government and the people, allowing them to engage in discussion to identify issues and discover solutions.

It is important to note that CR has the potential to raise awareness and empower the disadvantaged, marginalized, and underprivileged in rural areas, encouraging them to take the lead in development efforts (Jallov, 2012). Many countries view CR as a means of disseminating development messages (Kaur, 2012). However, an all important question to ponder and reflect on is how effective is the operations and management of the CR towards the improvement of livelihoods of the community members in La, Teshie and Nungua?

1.1 Statement of Problem

Buckley et al. (2018) argue that an ideal CR encourages individuals to participate in development concerns by allowing them to participate in interactive conversations. According to White and Chiliswa (2012), a number of research and reviews of CRs show that many CRs do not assist in the resolution of problems in the areas where they operate. Instead, they lecture their listeners on irrelevant issues, much like commercial radio stations. Apart from being extremely participative development, as for instance, Moemeka (2010) rightly put it: "is not talking at people." It's a participatory process that's cyclical, dynamic, and never-ending. It's communicating with others, a process with no fixed sender or receiver..." similar to Moemeka's assertion, (Myers (2018) is of the view that instead of fuelling violence, community radio could act as a dispute resolution tool, bringing parties in conflict to the 'negotiating table' and allowing them to reach an agreement, even on hard subjects like inter-ethnic disputes

An ideal CR should be in the forefront of community health programmes such as nutrition, female circumcision, and HIV/AIDS (Jallov, 2012). It should also lead and promote community-based organizations' activities, encouraging and promoting beneficial cultural features while opposing retrogressive ones.

Furthermore, CR should constantly demand good governance, transparency, and accountability from local authorities (2012a). In a nutshell, for CRs in Ghana to function as ideal CRs and be referred to as such without raising eyebrows, they must have the following characteristics: they must be owned and managed by the community in order for listeners to trust them; their programmes must be relevant to the needs, interests, and desires of community members; and they must be independent of government, party, commercial, and religious (Sterling 2019).

In view of the assertions above, one is compelled to ask whether any CR in Ghana can claim to be achieving any of the CR objectives hence this study inquires if indeed, CR plays a significant role in improving livelihoods of La, Teshie and Nungua community members with particular reference to Latenu Radio's operations and management. It is against this backdrop that this study delves into the trajectories of the impact of Community Radio on community development.

1.2 Research Questions

The study is guided by the following questions.

1. How effectively have the Community Radio in La, Teshie and Nungua communities been operating and managing?
2. What are the challenges encountered by Community Radio in its attempt to foster development in La, Teshie and Nungua communities?
3. What developmental contributions has Community Radio achieved in La, Teshie and Nungua communities?

1.3 Research Objectives

The main objective of this study is to examine how effective the operating and managing of Community Radio is for improving the livelihoods through community development using Latenu Radio (for the La, Teshie and Nungua communities) as case study. Specifically, the study seeks to;

1. Examine the operating and managing of Community Radio at La, Teshie and Nungua communities.
2. Analyse the challenges encountered by Community Radio in its attempt to foster development in La, Teshie and Nungua communities.
3. Identify the developmental contributions that Community Radio has achieved in La, Teshie and Nungua communities.

1.4 Significance of Study

The research is critical for government organizations and institutions that have supervision over community radio's establishment and regulation. This research will extend not just the researcher's understanding of community radio's influence on community development, but also that of the broader public. In addition, the study will focus on the problems encountered by community radio operators. Furthermore, individuals who wish to pursue this issue further will find this work beneficial. Finally, the research adds to the existing body of knowledge and serves as a useful resource for students, academics, institutions, business executives, and others interested in learning more about the subject.

1.5 Scope of the study

The research focuses on the influence of community radio on community development. The research will be conducted in the settlements of La, Teshie, and Nungua in Ghana's Greater Accra Region.

1.6 Organization of Chapters

This study is structured as follows. Chapter one introduces the topic of the study including the background, statement of problem, the research questions and research objectives as well as the significance, scope. Chapter two deals with literature on various topics related to community radio

and development. Chapter three covers the research methodology, methods and design including limitation of the study. Chapter four discusses the findings from the research by using percentages and illustrations from diagrams. Finally, chapter five gives a summary, conclusion and also suggested recommendations for the study.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The literature on discourse of CR and its roles of improving livelihoods of community members globally, is l copious, however, scholars have inadequately dealt with the CR roles in ensuring its effectiveness in the operation and management to improve the livelihoods of community members. This chapter, therefore examines the literature on effective CR operations and management, discusses some relevant CR concepts and principles, provides theoretical foundation, review some related and relevant studies that are fundamental to the study of CR and its impact on community development. In what follows, the theoretical foundation upon which this study is grounded is discussed.

2.1 Theoretical Foundation

Here, the theory which elucidates the comprehensibility of the effective role of CR in improving livelihoods of the community members, particularly, La, Teshie and Nungua are examined in concert with the basic assumption that guides this study. Given the nature of the problem at stake, this study finds the Participatory Communication Theory as suitable and appropriate to provide explanations of the trajectories and nuances of the subject under consideration.

2.1.1. Participatory Communication Theory (PCT)

One of the leading lights of Participatory Communication Theory is Oakley (1984). The PCT serves as the foundation for this study and states that development is to empower communities to make decisions about how to alleviate suffering caused by poverty. PCT explains how institutions and stakeholders' operations and management enable marginalized groups to express their needs, plan what they can do (supported or unsupported), determine how to proceed, choose to do it, and envision the outcome. The principles underlying PCT are provided below:

1. Two-way communication should be adopted from the beginning and be applied consistently.
2. Full participation by all stakeholders in any step of the process is not possible and, in some cases probably not desirable. Broad consensus may be sufficient.
3. Inclusiveness must be balanced with consideration of stakeholders' time, resources, interests and knowledge. After their input is taken into account, stakeholders may not need to be involved in detailed decisions beyond the scope of their interests.

The theory pontificates people's involvement in decision-making about issues impacting their lives; a process capable of addressing specific needs and priorities relevant to people and at the same time assisting in their empowerment. Meanwhile, White (2011a) as one of the proponents of PCT believes that all of these actions and principles indicated above are possible if individuals form organizations to operate and manage effectively the resources in an inclusive manner. Similar many studies have confirmed that when community members work in groups, they develop strength and accomplish more than when they work alone (Uphoff, Esman, & Krishna, 2018; Kabubo, Mwabu, and Ndenge, 2019). Hence this study presents the following basic assumption.

2.1.1.1 Basic Assumption

This study hypothesizes that CR plays a significant role in improving livelihoods of La, Teshie and Nungua community members with particular reference to Latenu Radio's operations and management through participatory programmes offers to the community members. Hence this study delves into the trajectories of the impact of CR on community development towards the improvement of livelihoods of community members indicated above.

2.2. Review of Related and Relevant Empirical Literature

As already indicated, literature on the discourse of the effectiveness of CR operations and management towards improving livelihoods of community members in the Greater Accra Region of Ghana is scanty. This is because studies have been focusing on the CR's contributions towards

development in general hence in adequate empirical studies have been conducted on the effectiveness of CR operations and management and its contributions towards improving livelihoods of people living in La, Teshie and Nungua environs. In view of this, the review of the empirical studies is limited to the related and relevant studies which are thematized as follows:

2.2.1. Characteristics of Community Radio

A community radio station is characterized by its ownership, programming, and service area (Al-hassan et al., 2011). It is owned and operated by a non-profit organization with a structure that prioritizes membership, management, operation, and programming by community members. Its programming should be accessible to and participatory by the community and should represent the unique interests and requirements of the listenership to which it is licensed (Community Radio Handbook, 2011). Although community radio is conceptualized similarly across the world and in various specific initiatives, community radio stations themselves are extremely diverse in their operationalization of what it means to be a community radio station. This section discusses the distinctions between community radio stations (Grey, 2012).

2.2.2 Community Based Radio Programmes

Community radio will not accomplish its developmental goals unless the programs are thoroughly researched, produced, and presented in the local language and in an understandable manner, with the listeners at the center of the production and presentation process (Jallov, 2012). By doing so, one may argue that radio fosters information exchange, therefore enabling people to make educated decisions about crucial topics. According to Jallov (2012), when a native tongue is utilized, listeners develop pride and quickly comprehend the information. The program's material is geared on meeting the needs of the public and focuses on a variety of critical issues, including elections, women and children, dispute resolution, human rights, and unpleasant traditional beliefs.

Farmers, educators, health professionals, nutritionists, sports enthusiasts, fishers, fishmongers, human rights activists, community leaders, environmentalists, conflict mediators, local women's leaders, and electoral officials constitute the editorial board. All of these have editorial, production, and presentation control. According to Alumuku (2016), the supply of amusement and enlightenment, as well as the desire to assist change, progress, and improved living conditions, distinguish CR as a unique medium for social transformation. Whichever sector, individuals with expertise dealing with people in the community, the majority of whom are intended to be volunteers, are meant to be considered first for program development. Volunteers do not have to be unemployed young people; they might be be working adults. These individuals, from a variety of fields, use radio to share their wealth of expertise with other community members (Al-hassan et al., 2011).

Participatory development necessitates making every attempt to enlist everyone. According to Hochkheimer (2019), as stated in (Alumuku, 2016), it is critical for radio to find willing participants in society and sit down with them to establish how they can operate, or "who speaks for whom." Because programs are founded on a problem identified through situational analysis, beneficiaries are essential participants entrusted with the obligation of recognizing the development problem and resolving it. Conscientisation plays a vital role in the creation of programs.

Conscientisation, as defined by Heaney (2015) and quoted in Egargo (2018), is a "ongoing process through which a learner progresses toward critical consciousness." This practice teaches participants about their own cultural identity. The radio station encourages community people to examine their lives critically. The invitation is prompted by the people's impoverished living conditions, and the radio is motivated to assist to their improvement. The catalyst may be the results of a research such as Participatory Rural Appraisal (PRA) (Egargo, 2018). Through a continuous quest for answers, community radio helps the process of community development. It's worth noting

that CR serves as a discussion forum for organizations and networks of groups, assisting them in articulating their concerns and identifying solutions. And it must accomplish all of this in a methodical manner if it is to be effective. This is how Radio Ada approached the situation of Dange Village in Ghana successfully (Alumuku, 2016).

2.2.3 Community Radio Principles

Numerous concepts drive each community radio station's efforts in order to provide an effective and efficient service to its audience. According to Ngugu and Kinyua (2014), there is widespread agreement on four guiding principles for community radio. These include accessibility, variety, localism, and self-sufficiency. These concepts serve as the foundation for the features of community radio. Again, community radio stations incorporate the aforementioned concepts into their programming, administration, involvement, and income creation methods.

According to Ngugi and Kinyua (2014), the first principle of access is that community broadcasting must encourage proactive volunteer engagement in media creation rather than passive consumption of media. The sector provides the infrastructure (including skills and training) necessary to guarantee that all members of the community have access to the media. The link between the station and the community in which it is located is at the heart of community radio. Easy access enables local residents to concentrate on local concerns, offering a voice to organizations and individuals who would otherwise remain mute. Similarly, Fraser and Estrada argued that programming for community radio stations should be based on community access and involvement and should represent the listenership's unique interests and needs (Fraser & Estrada, 2011). This is to emphasize that the community radio station's intended audience should have complete access to the station's daily operations.

Another CR objective is to foster a diversity of views and perspectives on the air by inviting involvement from all sectors. While all societies experience some degree of strife, acknowledging conflict is important for democracy and democratic communities. Community radio aims to provide all sides of a debate objectively and without taking sides. Similarly, CR's mission is to promote open conversation and democratic processes by offering an impartial forum for interactive debate of community issues and choices.

In essence, the democratic process is defined by the power of citizens to hear and be heard. Community radio provide the space for this to occur. This is consistent with the trend of decentralization underway in a number of nations, which strives to bring democratic decision-making closer to the people. And, as depicted by the community, what is occurring at the grass-roots level (Fraser & Estrada, 2011). As a result, community broadcasting should foster innovation, creativity, and content variety. Community broadcasting's structure and output must represent the cultural variety of the community and so promote better tolerance, understanding, and social cohesion.

According to Ngugi and Kinyua (2014), the third principle is localism. By definition, community broadcasting should rely on content created by local communities. Thus, indigenous people should be permitted to create programs in their own language and manner, as long as they are recognized and approved by the community. The government's efforts to mandate minimum levels of local content across the board demonstrate the extent to which commercial and public broadcasters embrace networking (in news and entertainment).

According to Ngugi and Kinyua (2014), the last fundamental is independence. In theory, community radio stations should be owned and run by individuals or organizations (not-for-profit groups). Each licensed group has an open membership policy and implements democratic decision-making. All stations must adhere to a sector code of practice that embodies the sector's philosophy

and ensures their independence to serve a particular community. They must also encourage members of the community served by the station, as well as persons associated with or promoting the community's interests, to participate in the selection and provision of programming to be broadcast during the course of such broadcasting service.

According to Fraser and Estrada (2011), community radio's primary role is to reflect and promote local identity, character, and culture by emphasizing locally produced programming. Culture is the way a community's members communicate about their history and future. That is what they are concerned about. As with life, culture is eternally changeable and ever-changing. Community culture also expresses itself artistically through indigenous music, dance, poetry, drama, and storytelling. Local artists are encouraged to act without regard for whatever 'professional standards' they may have picked up from mainstream media.

Community radio stations must maintain history, accomplishments, local values and customs while also adapting to change and passing on historical information to future generations. They should be contributing to society's advancement by reflecting past best practices while incorporating current best practices. Additionally, community radio stations are responsible for knowledge management (Mainali et al., 2019). According to Mainali et al. (2019), community radio stations should have the following objectives:

1. To foster the development of a progressive and disciplined culture supportive of justice and democracy by promoting national unity, pride, and self-esteem;
2. To recognize and encourage indigenous languages, arts, culture, and folklore;
3. To advance and utilize indigenous wisdom, knowledge, skills, and abilities;
4. To serve as a trustworthy intermediary between citizens and government;
5. To foster entrepreneurial culture by promoting domestic industry and commerce;

6. Emphasize the need of developing a culture of joint responsibility for the protection of women and children's rights;
7. To build agreement behind a development plan for the backward and underprivileged sections of society by emphasizing their views and concerns;
8. To heighten public knowledge of critical problems such as education, health, the environment, sustainable development, human rights, and community development;
9. To assist in agricultural product marketing by contributing to packaging and product development processes; and
10. To broaden the public's access to contemporary agricultural techniques, research, and technology, among other things (Mainali et al., 2019).

2.2.4. Benefits and Contributions of Community Radio

One of the compelling justifications for the formation of community radio in Ghana is its capacity to stimulate not only grassroots development, but also national cohesion and peaceful living in Ghana (Garba, 2011). Community radio may be used to raise awareness and understanding about solutions to community development problems in a variety of areas, including culture, rural development, education, hygiene and sanitation, agriculture, and local government, particularly among rural residents. Seidu et al. (2011) argued in a study on Simli, a community radio station in Dalun, Northern Ghana, that community radio promotes increased school enrolment through the School for Life (SfL) literacy programs broadcast on the station; decreased out-migration by young girls as a result of the station's enlightenment; and increased fertilizer use by farmers (Simli Radio, 2010). This data, notably the adoption of sound and contemporary agricultural techniques, corroborates Chapman et al (2013) conclusion that rural radio is successful in increasing agricultural information exchange among remote rural farming groups.

Seidu et al. (2011) also showed that there has been an increase in community knowledge of hygiene and sanitation concerns, as well as an improvement in social cohesiveness, showing itself in a variety of ways, including friendship and dispute resolution. Additionally, listeners have been able to extend their horizons of knowledge as a result of the radio's ability to transmit foreign news. Community radio (CR) also acts as a vital link between duty bearers and rights holders, and as such is capable of successfully promoting the community's other sectors.

Seidu et al. (2011) noted the efficacy of community radio in this respect, noting that more than 100 localities in the Northern Region have created listeners' clubs as a result of their (Simli Radio) approach of communal listenership. Listeners' groups have a significant influence in the creation and operation of programs. They listen and are able to monitor programs and offer recommendations about what should be promoted or modified. This fosters a sense of ownership and significance for the programs. Listeners identify with the programs, and listeners' clubs provide an accurate indication of radio reception (Simli Radio, 2010).

These findings concerning Simli radio corroborate Sterling et al. (2017)'s statement that community radio gives listeners a voice in responding to and creating programming material. Simli radio, they assert, has a substantial influence on listeners in the areas. The programs are well-liked, and listeners are motivated to make positive changes in their family's everyday lives. The recordings from communities and the direct connection listeners have to the radio were found to be particularly effective in capturing listeners' priorities. The majority of individuals felt that community radio programs were more relevant to their lives than other radio programs, owing to their ability to identify with the presenters and the programs produced directly in their areas. Community radio holds considerable clout. It keeps the public informed about what is happening in all facets of their town (Oguka, 2012).

Without the radio, it would be extremely impossible to keep track of events. Community radio acts as the backbone and promotes the other sectors. Community radio's operations may lend further significance to decentralization and local governance when a suitable channel is established to promote communication between duty bearers and rights holders. The interactive sessions given by the community radio station enabling local governments to discuss their policies and programs would be a strong indicator of the community radio station's commitment to accountability and openness (Oguka, 2012).

As an alternative to urban-based elite-oriented commercial stations, community radio's operations will contribute significantly to the economic development of its consumers in and around the catchment regions (Howley, 2012). It would foster the growth of Small and Medium-Sized Enterprises (SMEs). This will be accomplished through the station's provision of a platform for SMEs to reach out to a broader public through ads at far lower rates than those available in commercial media (Rafael, 2010).

As a result, the primary objective of community radio is development, defined not solely in economic (qualitative) terms but also in terms of justice, equity, increased freedom of expression, educational opportunities, improved access to social resources, political empowerment and participation, i.e. qualitative aspects of development. Furthermore, although established metropolitan radio stations are for-profit enterprises, community radio stations are based on the idea of public service, or what is referred to as civic or public journalism (Oso, 2013). While community radio must consider profitability and sustainability, it is not a for-profit venture.

2.2.5. Challenges to the Sustainability of Community Radio Operation and Management

Numerous obstacles confront community radio stations, impeding their growth and viability. According to the Working Group Report for the Center for International Media Assistance (CIMA,

2017), issues such as programming content, organizational growth, equipment maintenance, and financial management might result in the community radio station's shutdown. Inadequate financing, an inadequate number of qualified staff, and a lack of demonstrated leadership are only few of the reasons that have stifled community radio's expansion in South Africa (Sewlal, 2014).

Community radio stations must self-fund in order to remain viable. Volunteers, philanthropists, church organizations, foreign development agencies, and occasional advertising provide financing for these radio stations. Megwa (2017) observed that, despite the fact that hundreds of community radio applications have been accepted in Ghana, few stations have been operational for an extended period of time owing to financing constraints. This has resulted in a number of problems, including the need to meet monthly operational expenditures and the inability to maintain equipment and working technologies. As a result, it's challenging to maintain staff pay, assure their retention, and keep up with content and program research. As a result, community listeners suffer and shift to more financially secure radio stations, such as national and international stations, which most likely do not satisfy their requirements.

2.2.6. The Process of Promoting CR in Ghana

The CR's constitution has been created to reflect a participatory attitude. The primary strategies for increasing involvement are workshops that result in collaborative series of programs on local government, financial literacy, and natural resource management, among other topics. This has resulted in the development of a more nuanced understanding of involvement through formative research and Focused Group Discussions (FGDs). The GCRN makes a concerted effort to foster agreement in the administration of its member stations on a day-to-day basis. Community Participation in Community Issues has been successful in developing producers' capacity to involve community members in participatory methods to solve problems. Community members have discovered that, rather than turning to violence, there are other options for resolving community-

related complaints. At every level, CRs protect people's rights by empowering them to defend their communities and speak out against exploitation.

2.2.7. Effectiveness of CR Operations and Management for improving Livelihoods of Community Members

Community radio has the potential to play a key role in rural development at the grass roots level. For example, programming might focus on themes such as poverty, agriculture, gender inequality, education, and societal concerns. Chapman et al. (2013) discovered that rural radio is successful in improving agricultural information exchange among distant rural farming communities in Northern Ghana through the use of vernacular radio programs. Radio, in this sense, provides a set of participatory communication strategies that bolster agricultural extension operations by directly communicating with farmers and listening groups in their native languages. Walters et al. (2011) examined the effects of community radio in Indonesia using the Most Significant Change (MSC) approach and concluded that effective radio operations may have a significant impact on a community's life.

Sterling et al. (2017) established that female community radio listeners are empowered to respond to and produce programming material. The authors calculated the cost of women being excluded from ICT for development and examined how community radio might serve as a vehicle for inclusion. The authors discovered that women are more likely to profit from technology-mediated possibilities for growth if they create knowledge that adds to their advancement rather than merely consume information supplied by others.

2.3.0. Conceptual Framework

2.3.1. Development Communication

Sharma and Uniyal (2016) define development communication as "communication that may be used for development." It is about utilizing communication to effect change or improve the standard

of living for a country's inhabitants. According to the African Council for Communication Education (2011), development communication is the application of communication processes to the process of development or the use of principles and practices of idea exchange to accomplish development goals. As such, it is a component of the management process involved in the overall planning and execution of development programs (Nirmala, 2015). Due to the fact that development communication is communication with a social conscience, it is primarily focused toward the human elements of development.

While it is largely focused with rural development, it also addresses urban, particularly sub-urban, issues. It serves two primary functions. The first is a transformational function, in which it works to effect societal change toward a greater standard of living and social fairness (Sharma, 2012). The second is a socialization function, in which it works to preserve certain of society's established ideals that are compatible with progress. By fulfilling these responsibilities, development communication fosters an enabling environment for idea exchange, resulting in a happy balance between physical production and human connections in social and economic growth (Rama and Louw, 2013). Development communication is not only about communicating knowledge about how to accomplish things more efficiently by utilizing available resources. It is much more than the sharing of information for issue resolution. Development communication serves a larger purpose of assisting individuals in restructuring their mental frameworks in order to comprehend specific events and phenomena and to develop a sense of self-awareness beyond their local settings (Rolls, 2018).

To be effective in this endeavour, development communication efforts must be integrated with other socioeconomic and political processes. Development activities need the establishment of new social interactions between rural and urban residents in government, business, and other urban sectors (Ntab, 2014). Processes of communication aid in the formation and development of such human interactions. To develop and sustain these ties, both mass media and interpersonal communication

channels are required. However, they cannot successfully execute those tasks unless they are integrated into the whole development process. The terms development communication and development communication can be considered separately: development and communication (CIMA, 2017).

2.3.2 The Concept of Community Radio

The term "community" can refer to a geographical or territorial area, such as a township, village, district, or island. Additionally, it can refer to a group of people who have same interests but do not necessarily live in the same specified region (Tabing, 2012). For instance, a community can be described as one of the following: a 'community of Churchgoers' characterized by some common features of churchgoing regardless of the Cathedral's physical location; or a 'community of football enthusiasts' defined by a shared enthusiasm for football. It may also take into account the proximity of a group of individuals who live in close proximity to one another and may be influenced by the same social and geographical variables (Kivikuru, 2016). Thus, in the context of Community Radio (CR), the term 'community' refers to the latter definition: a group of individuals living in a specific region who would have to band together in order to participate in choices affecting them via the radio. Community radio thrives when it develops from a feeling of internal cohesiveness and consciousness within the community (Fraser & Estrada, 2012).

In Sub Saharan Africa, the African Charter on Broadcasting (2011) established a broadly recognized definition of community radio. It defines community radio as a service that is for, by, and about the community, that is owned and managed by community members, and that promotes social development. Practitioners and policymakers in Ghana, Tanzania, Namibia, South Africa, and Zambia, to mention a few, have embraced this concept because it places a premium on community-centered content, ownership, and social development components of community radio stations (Banda, 2013). This study utilized the African Charter on Broadcasting's (2011) definition

of community radio since it identifies community radio as a service that is for and about the community and is managed or owned by community people.

A community that does an in-depth analysis of its requirements and considers the underlying causes of its issues and marginalization will frequently conclude that communication is necessary to assist individuals in developing shared understanding and objectives. Community radio is a contemporary method of social communication (Ambekar, 2014). It is classified as a broad mode of mass communication. This mode of radio transmission has been hailed as the most effective medium for speaking for social change in grassroots communities, resulting in the proliferation of CR stations by the thousands worldwide during the last five decades (Mainali, Chapagain, & Subba, 2019). Rural residents require encouragement, information, a little dose of inspiration, as well as skills, knowledge, and, to a degree, amusement. That is something that a heavily bureaucratized and commercialized government and private means of communication cannot guarantee. This necessitates a mode of communication that is led by a distinct notion (Islam, 2012).

Community radio is one such mode of communication that has been developed in order to meet these requirements (Mainali et al, 2019). Community radio's primary goal should be to promote local residents' self-esteem. The indigenous people is constantly on the lookout for a basic identity that may provide a sense of self-worth. It is only feasible via the preservation of culture. Community radio's programming philosophy should be centered on local social and cultural issues (Kumar, 2013). Community radio stations should replicate national and local culture and transmit it with the goal of providing educational, instructive, and entertaining programming. It will contribute significantly to listeners' retention of their history, tradition, language, arts, religion, and culture. One must have greater trust in the ability to provide local and national programming. This implies that efforts must be made to ensure that the structure, content, expression, and language of the programs have a regional flavor (Pavarala, 2017).

One must constantly monitor whether the programs produced and transmitted by community radio stations are in the best interests of their listeners (Wabwire, 2013). The editorial component of community radio stations should be such that, rather than blaming someone or portraying someone as the victim, it should focus on highlighting wrongdoing while supporting exemplary behavior (Mainali et al, 2009). According to Tabing (2012), community radio is one that is run in, for, and about the community. The importance of community engagement in the running of community radio cannot be overstated. The repeated use of the term "community" in nearly every phrase is not a passing reference, but a meaningful invocation of the community's participation in a community radio station (Tabing, 2012).

2.4. Operational Definition of Terms

Community: A group of people living in the same place or having a particular characteristic in common.

Radio: Radio is sound communication by radio waves, usually through the transmission of music, news, and other types of programs from single broadcast stations to multitudes of individual listeners equipped with radio receivers

Development: An event constituting a new stage in a changing situation.

Effectiveness: The degree to which something is successful in producing a desired result; success.

Operations: The performance of a practical work or of something involving the practical application of principles or processes.

Management: Management is the coordination and administration of an organization or tasks to achieve a goal, whether it is a business, a non-profit organization, or a government body.

Community Radio: Community radio is when local people produce and broadcast their own programs and participate in operating the station.

Improvement: Improvement is the process of a thing moving from one state to a state considered to be better, usually through some action intended to bring about that better state

Livelihoods: Livelihood is defined as a set of activities essential to everyday life that are conducted over one's life span which include capabilities, assets (including both material and social resources) and activities required for a means of living.

2.5. Relevance of the Study

The findings from the study contribute to the literature on community radio and development within the La, Teshie and Nungua communities. The study also provides data to examine further the relevance of community radio to community development. Finally, the study arouses the interest of other researchers' interest in conducting research in this area of study to add to the existing body of knowledge. It also provides empirical work on the importance of community radio in community development in Ghana.

2.6. Chapter summary

In this chapter, literature for the study is gathered from published books, journals, articles, website publications, and other sources and is rightly cited. The theoretical foundation for the study is based on the media Participatory Communication Theory. Topics discussed in this section include; Characteristics of Community Radio, Community Based Radio Programmes, Community Radio Principles and Benefits and Contributions of Community Radio. Furthermore, Challenges to the Sustainability of Community Radio Operation and Management, The Process of Promoting CR in Ghana, Effectiveness of CR Operations and Management for improving Livelihoods of Community Members, Development Communication and The Concept of Community Radio were also looked at.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter outlines the methodology that was employed for the study. Specifically, this chapter presents the research design, study area, population and sample, sampling techniques, data collection procedure and tools as well as the method of data analysis.

3.1 Methods

This study deployed purely quantitative method. The first part of the research employed a quantitative method to measure prevalence, establish the various variables under sexual harassment and how it relates to interns in media houses. Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. Babbie 2010; Muijs 2010, Wadsworth 2010. Hughes (2006) emphasizes the advantages of quantitative research and describes it as fairly precise, reliable, with sufficient control over the outcome and process through sampling and design. In addition, the author mentions two key features of quantitative research, namely that it may be used for a) testing theory (exploring a specific area); and b) for generating

hypotheses (Manuel 2017). The researcher also employs qualitative methods to generate personal views and recommendations from respondents.

3.2. Research design

The research design employed in this current study was descriptive research design. Descriptive research design was used because it helped describe the nature of a situation, as it exists at the time of the study and to explore the causes of a particular phenomenon. The study is descriptive in nature because it tries to ascertain what is in a point in time and also involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collected.

3.2 Study Area

La: Labadi, also known as La, is a Peri-urban town in La Dade Kotopon Municipal District in the Greater Accra Region of Ghana. Labadi is located along the coast of the Atlantic Ocean. Its distance by road from Kotoka International Airport is 7.11 kilometers (3.04 miles). It is bounded by Osu to the west and Teshie to the east.

Teshie: Teshie is a coastal town in the Ledzokuku Municipal District, a district in the Greater Accra Region of southeastern Ghana. Teshie is the ninth most populous settlement in Ghana.

Nungua: Nungua is a town in Krowor Municipal District in the Greater Accra Region of southeastern Ghana near the coast. Nungua is the eighteenth most populous settlement in Ghana, in terms of population.

3.3 Population and Sample Size

The population of a research is the study of a large group of interest for which a research is relevant and applicable. The target population of this study comprised all residents of the three communities under study namely La, Teshie and Nungua communities. Fifteen (15) residents were sampled out

from each community bringing the total number of respondents for the study to forty-five (45). Hence the sample size for the study is 45.

3.4 Sampling Procedure

Using purposive sampling technique, the researchers purposively selected a sample size of 45 respondents. A purposive sample is a non-probability sample that is selected based on characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling. This type of sampling can be very useful in situations when you need to reach a targeted sample quickly, and where sampling for proportionality is not the main concern. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable the researchers answer their research questions.

3.5 Sources of data

There are two sources by which data can be collected. These are primary and secondary sources. The study principally used primary data obtained from the field by way of responses from respondents for the analysis in the study. Questionnaire were used as the main tool for the collection of primary data.

3.6 Data Collection Instrument

According to Ngechu (2011), there are many methods of data collection such as questionnaire, interviews, etc. A questionnaire was used as the data collection instrument. One of the most used data collection method within the survey strategy is the questionnaire. The questionnaire was divided into four different sections. The first section deal with the demographic information of the respondents whiles the three other sections dealt with the three objectives of the study.

3.7 Data Analysis Technique

Data collected from the field study was processed by editing, coding and tabulation for analysis. Data from the field was edited to detect and eliminate errors in the data and checked for non-responses to ensure accuracy and uniformity from the various methods employed in the data collection process. The Statistical Package for Social Sciences (SPSS) version 20.0 was used to analyse data for descriptive statistics.

3.8. Ethical issues

Lee (1993) describes sensitive topics as “those that include areas that are private, stressful, sacred, or which potentially expose information that is stigmatizing or incriminating” (Lee, 1993, p. 4). Strydom (2005, p.69) defines ethics as a “set of widely accepted moral principles that offer rules for, and behavioral expectations of, the most correct conduct towards experimental subjects and participants, employers, sponsors, other researchers, assistants and students”. An informed consent form was provided to ensure that all employees understood the objective and significance of the present study before completing the questionnaire. This was reiterated by Babbie and Mouton, (2001) and Cascio and Aguinis, (2005) who noted that consent should be informed to ensure that participants are aware of their reasons for participating, their rights and responsibilities. This study involves sensitive issues, and as such, clearance will be sought from appropriate authorities. Permission will be firstly sought from the Ghana Institute of Journalism for clearance to undertake the research. Also, participants will be assured of confidentiality and that their identities will not be revealed. Respondents were not coerced or lured into completing the electronic questionnaire. Participation was voluntary and respondents were at liberty to opt out if they felt uncomfortable with the nature of the questions posed.

3.9. Limitations and Delimitations

3.9.1 Limitation of the Study

The study might be limited due to a number of constraints and challenges such as anticipated unwillingness of some potential respondents to participate in the study, unreturned questionnaires, provision of wrong information and lastly the nature and sensitivity of the questionnaire items. To address the concerns of the sensitivity of the questionnaire items and provision of wrong information, the researcher will establish and maintain the optimum level of confidentiality and assure the respondents that the study will be purely an academic requirement and will have nothing to do with other relations. In addressing the problem of unwillingness to participate in the study and response rate, the researcher will personally administer the data collection instrument, while encouraging the respondents to voluntarily provide the required information.

3.9.2 Delimitations

The study is delimited to the members of the La, Teshie and Nungua communities. The study was carried out in the Greater Accra Region of Ghana.

CHAPTER 4

ANALYSIS OF THE EFFECTIVENESS OF OPERATION AND MANAGEMENT OF COMMUNITY RADIO TOWARDS IMPROVEMENT IN THE LIVELIHOODS OF PEOPLE IN THE COMMUNITIES OF GREATER ACCRA REGION, GHANA USING LATENU RADIO'S OPERATION IN LA, TESHIE AND NUNGUA AS A CASE STUDY

4.0 Introduction

This chapter analyses data collected from the field. The chapter relates the theoretical issue to the real situation on the ground and also to get to discuss the data collected from the field.

4.1.0 Analysis of Key Findings

4.1.1.0 Demographic Data of Community Members

4.1.1.1 Gender of Respondents

Table 1 below gives the gender composition of the respondents. The table provides the gender information which shows that 67% of the respondents were males while 33% were females. Thus, the survey shows that majority of the respondents were males.

Table 1:

Gender of Respondents

Response	Frequency	Percent
Male	30	67%
Female	15	33%
Total	45	100%

Source: Field Survey, 2021

4.1.1.2 Age of Respondents

Out of the total respondents (45), 53% representing the majority said they were between the ages of 25-35 years while 20% were between 36-45 years. However, 16% said they were between the ages of 46-55 years while the minority (11%) said 56 and above. Thus, most of the respondents were between the ages of 25-35 years.

Table 2:

Age of Respondents

Response	Frequency	Percent
25-35 years	24	53%
36- 45 years	9	20%
46– 55 years	7	16%
56 and above	5	11%
Total	45	100

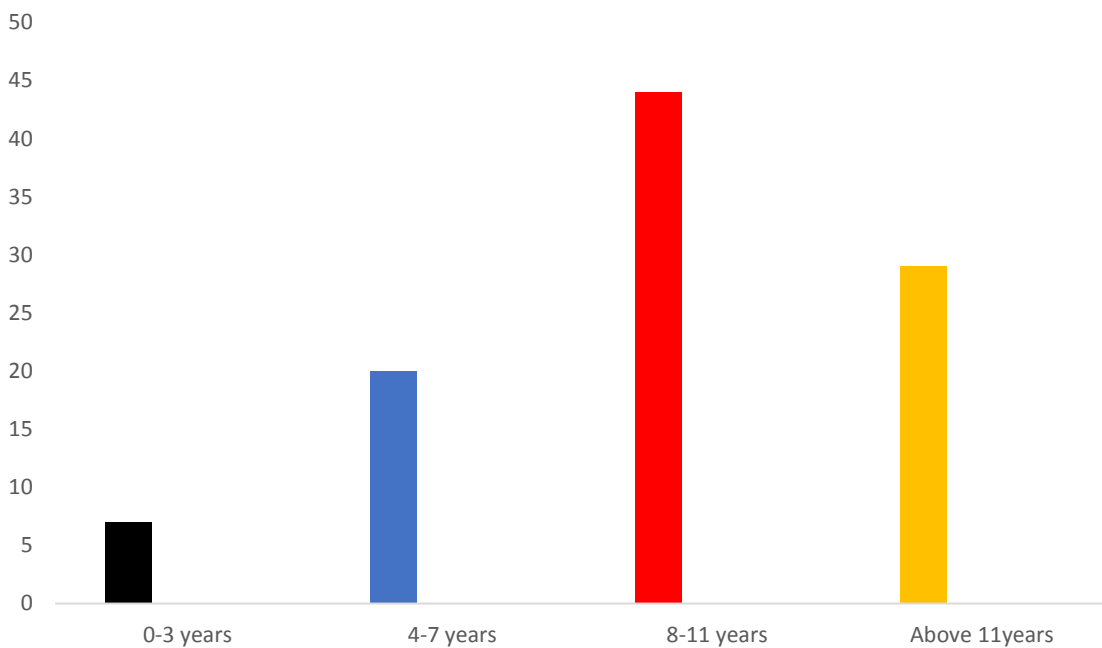
Source: Field Survey, 2021

4.1.1.3 Years in Community

Figure 1 gives the number of years the respondents have been in the community. Majority representing 44% said they have been in the community for 8-11 years while 29% said they have

been in the community for above 11 years. Also, 20% said they have been in the community for 4-7 years, while the minority (7%) said 0-3 years. Thus, most of the respondents said they have been in the community for 8-11 years.

Figure 1:
Years in Community



Source: Field Survey, 2021

4.1.1.4 Educational Level

Table 3 reveals the level of education of the respondents. The survey showed that, 49% representing the majority said they had secondary education while 28% said they had primary education. Also, 16% said they had no formal education, while 7% representing the minority said they had tertiary education. Thus, most of the respondents had their secondary education.

Table 3:

Educational Level

Response	Frequency	Percent
No education	7	16%
Primary school	13	28%
Secondary Education	22	49%

Tertiary education	3	7%
Total	45	100%

Source: Field Survey, 2021

4.1.2 Operation and Management of Community Radio

4.1.2.1 Information about Community

When asked how they get information about the happenings in the community, majority (51%) said they normally get information through the radio, while 33% said on the television. However, 9% said they get the information about the community through newspapers, while the minority (7%) said on the social media. Thus, most of the respondents said they get information about the happenings in the community through the radio.

Table 4:

Information about Community

Response	Frequency	Percent
Radio	23	51%
Television	15	33%
Newspaper	4	9%
Social media	3	7%
Total	45	100%

Source: Field Survey, 2021

4.1.2.2 Presence of Radio in Community

When asked whether they were aware of the presence of a community radio station, all the 45 respondents representing 100% said yes. Thus, the respondents said they were aware of the presence of a community radio station.

Table 5:

Presence of Radio in Community

Response	Frequency	Percent
Yes	45	100%
Total	45	100%

Source: Field Survey, 2021

4.1.2.3 Rate at Which Community Members Listen to Community Radio

Out of the 45 respondents that asserted that they are aware of the community radio, 82% said they listen to the radio frequently while 18% representing the minority said they sometimes listen. Thus, most of the respondents said they frequently listen to the community radio station.

Table 6:

Rate at Which Community Members Listen to Community Radio

Response	Frequency	Percent
Yes	37	82%
Sometimes	8	18%
Total	45	100%

Source: Field Survey, 2021

4.1.2.4 Community Radio Live up to Expectation

The question posed sought to know whether the community radio has lived up to expectation. The survey showed that all (45 respondents) representing 100% said yes, the community radio has lived up to its expectation.

Table 7:

Community Radio Live up to Expectation

Response	Frequency	Percent
Yes	45	100%
Total	45	100%

Source: Field Survey, 2021

4.1.2.5 Needed Attention Received from Community Members

When asked whether the community radio gets the needed attention it deserves by the community members, majority (78%) said yes while the minority (22%) said no. Thus, most of the

respondents asserted that the community radio gets the attention they deserve by the community members. The table below shows the findings.

Table 8:

Needed Attention Received from Community Members

Response	Frequency	Percent
Yes	35	78%
No	10	22%
Total	45	100%

Source: Field Survey, 2021

4.1.2.6 Community Radio Accessible to Community Members

When asked whether the community radio is accessible to all members of the community, all (45 respondents) representing 100% said yes, it is accessible to everyone. The below captures the findings.

Table 9:

Community Radio Accessible to Community Members

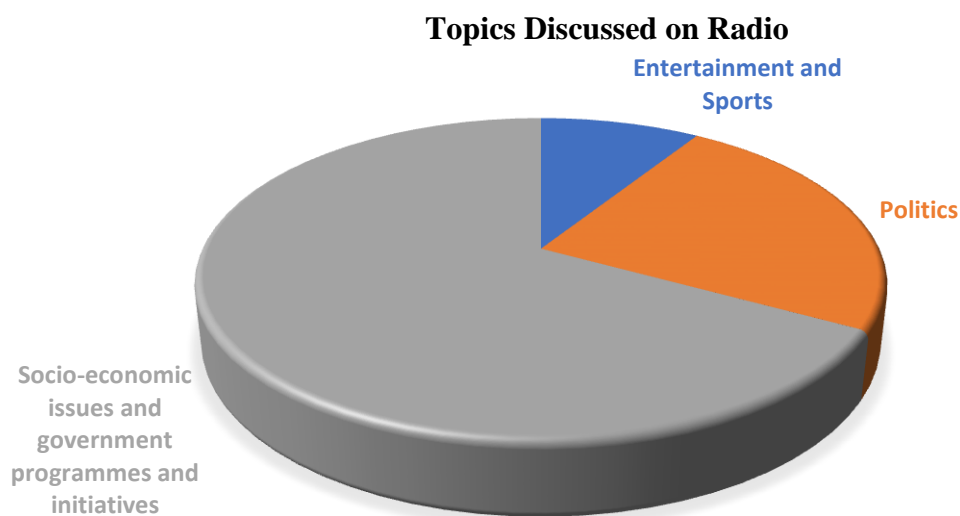
Response	Frequency	Percent
Yes	45	100%
Total	45	100%

Source: Field Survey, 2021

4.1.2.7 Topics Discussed on Radio

When asked the topics that are usually discussed on the radio, majority (67%) said they are socio-economic issues and government programmes and initiatives whiles 24% said they are usually politics. However, the minority (2%) said entertainment and sports are usually discussed. Thus, most of the respondents said socio-economic issues and government programmes and initiatives are the topics normally discussed on the radio.

Figure 2:



Source: Field Survey, 2021

4.1.2.8 Individuals that Manage and Operate Community Radio

The respondents were asked who (the individual/group) manages and operates the community radio. The majority (47%) said the community radio is managed and operated by an individual/organization in the community whiles 35% said an NGO. However, the minority (18%) said the community radio is managed and operated by a religious body. Thus, most of the respondents asserted that the community radio is operated and managed by an individual/organization in the community. The below shows the findings.

Table 10:

Individuals that Manage and Operate Community Radio

Response	Frequency	Percent
An individual/organization in the community	21	47%
Don't know	16	35%
Religious body	8	18%
Total	45	100%

Source: Field Survey, 2021

4.1.3 Challenges of Community Radio Stations

4.1.3.1 Challenges with Community Radio Broadcasting

When asked whether there are challenges that come with broadcasting at the community radio, all forty-five (45) respondents representing 100% said yes, there are challenges. The below captures the findings.

Table 11:

Challenges with Community Radio Broadcasting

Response	Frequency	Percent
Yes	45	100%
Total	45	100%

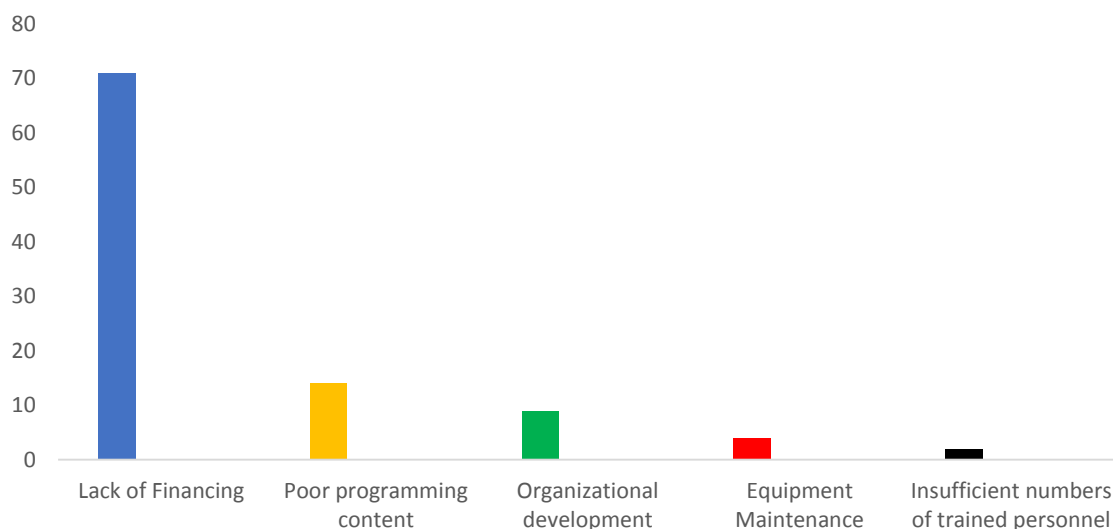
Source: Field Survey, 2021

4.1.3.2 If Yes, Some of the Challenges

The question further sought to know the challenges that come with community radio. The survey showed that, majority (71%) said the radio station lacks finance, while 14% said there is poor programming contents. Also, 9% said there is no organizational development, while 4% said there is no equipment maintenance. However, 2% said there is insufficient number of trained personnel at the station. Thus, most of the respondents said there is lack of financing when it comes to broadcasting at the radio station.

Figure 3:

If Yes, Some of the Challenges



Source: Field Survey, 2021

4.1.3.3 Challenges Hinder Effectiveness of Station

When asked whether these challenges hinder the effectiveness of the radio station, all the 45 respondents representing 100% said yes. The table below shows the findings.

Table 12:

Challenges Hinder Effectiveness of Station

Response	Frequency	Percent
Yes	45	100%
Total	45	100%

Source: Field Survey, 2021

4.1.4. Development Contribution Achieved Via Community Radio

4.1.4.1 Development Project

When asked whether there has been any developmental project as a result of the advocacy of the community radio, all (45 respondents) representing 100% said yes. The table below shows the findings.

Table 13:

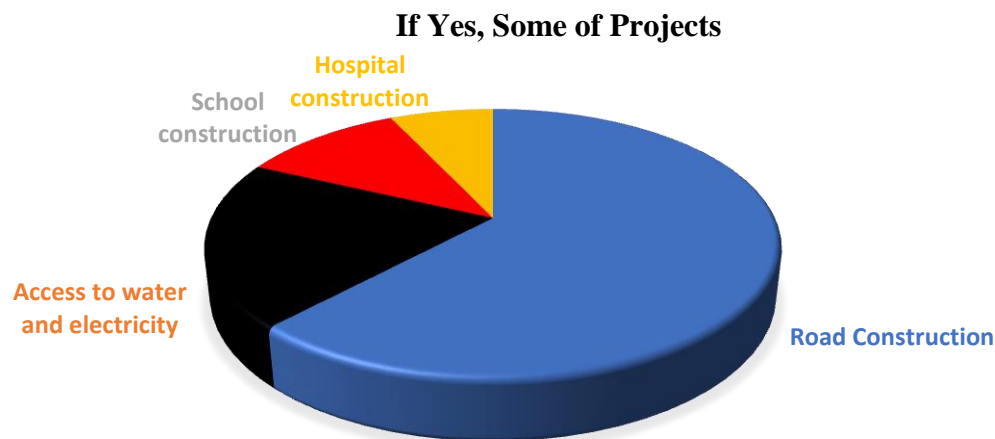
Development Project		
Response	Frequency	Percent
Yes	45	100%
Total	45	100%

Source: Field Survey, 2021

4.1.4.2 If Yes, Some of Projects

The question further sought to know some of the projects that has been carried out through the advocacy of the radio station in the community. When asked, majority (62%) said there has been road constructions in the community while 20% said the community now has access to water and electricity. However, 11% said a school has been constructed while 7% said an hospital been constructed through the advocacy of the community radio. Thus, most of the respondents said there has been a construction of road as a result of the community radio's advocacy.

Figure 4:



Source: Field Survey, 2021

4.1.4.3 Existence of Community Radio Important to Society

The respondents were asked whether they think the existence of community radio is important in their community. All (45 respondents) representing 100% said yes, the presence of radio in their community is very important. The table below shows the findings.

Table 14:

Existence of Community Radio Important to Society

Response	Frequency	Percent
Yes	45	100%
Total	45	100%

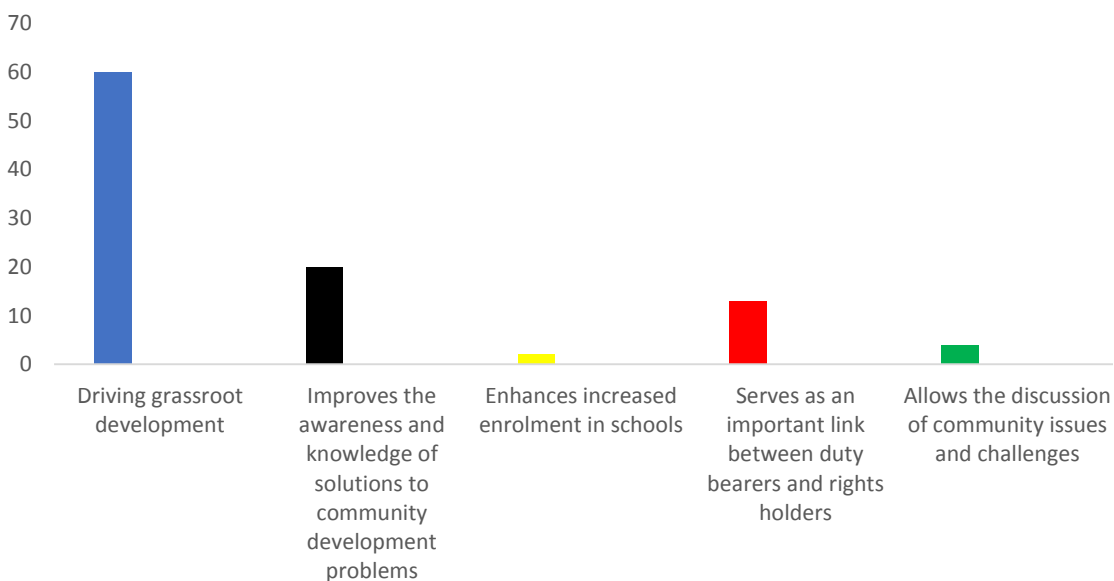
Source: Field Survey, 2021

4.1.4.4 Benefits of Community Radio Station

The respondents were asked the benefits of the community radio station to the residents. The majority (60%) said the radio station brings about grass-root development whiles 20% said the station helps to improve the awareness and knowledge of solutions to community development problems. Also, 13% said the radio station serves as an important link between duty bearers and right holders whiles 4% said it allows the discussion of community issues and challenges. However, 2% representing the minority said the community radio enhances increased enrollment in schools. Thus, most of the respondents said the community radio brings about grass-root development. The figure below shows the findings.

Figure 5:

Benefits of Community Radio Station



Source: Field Survey, 2021

4.1.4.5 Community Radio helps Fostering Community Development

The question posed sought to know whether community radio helps in fostering community development. The survey gathered that, all (45 respondents) said yes, community radio fosters the development of the community. The table shows the findings.

Table 15:

Community Radio helps Fostering Community Development

Response	Frequency	Percent
Yes	45	100%
Total	45	100%

Source: Field Survey, 2021

4.1.4.6 More Community Radio in Country

The question posed sought to know whether they (the respondents) think the country needs more community radios. The survey showed that, all forty-five respondents representing 100% said yes, the country needs more community radio stations. The below captures the findings.

Table 16:

More Community Radio in Country

Response	Frequency	Percent
Yes	45	100%
Total	45	100%

Source: Field Survey, 2021

4.1.5. Discussion of Key Findings

In the previous chapters, chapter 1.2 and 3, this study diagnosed the problem understudy, set out the procedure to investigate the problem by providing a clear methodology after reviewing the related and relevant literature. Here, it is only right to do some prognosis in the light of the objectives. At this point, this study discusses the key findings in the light of the objectives and the basic assumption of the study. In what follows, the objectives of the study are presented and discussed below:

As already indicated, the main objective of this study is to examine how effective the operating and managing of Community Radio is for improving the livelihoods through community development using Latenu Radio (for the La, Teshie and Nungua communities) as case study. Specifically, the study seeks to;

1. Examine the operating and managing of Community Radio at La, Teshie and Nungua communities.
2. Analyse the challenges encountered by Community Radio in its attempt to foster development in La, Teshie and Nungua communities.
3. Identify the developmental contributions that Community Radio has achieved in La, Teshie and Nungua communities.

Moreover, the basic assumption of this study is that CR plays a significant role in improving livelihoods of La, Teshie and Nungua community members with particular reference to Latenu Radio's operations and management. Hence this study delves into the trajectories of the impact of CR on community development towards the improvement of livelihoods of community members indicated above. In what follows, the discussions of the effectiveness of CR operations and management based on the objectives is provided below:

The first objective sought to examine operating and managing of Community Radio at La, Teshie and Nungua communities. The study revealed that community radio is managed by individuals and organisations within the community. According to the Ghana Community Radio Network-GCRN, CR is "... radio that is about, for, by and of a specific, marginalized community whose ownership and management is representative of that community, which pursues a participatory social agenda and which is non-profit, non-partisan and non-sectarian" (World Bank Report, 2011).

The second objective sought to analyse the challenges encountered by community radio in its attempt to foster development. The study identified lacks finance and poor programming contents as the major challenges encountered by community radio in its attempt to foster development.

Similarly, Megwa (2017) noted that although hundreds of community radio applications have been processed in Ghana, few stations remain on air for long due to funding issues. This has resulted in several challenges such as monthly operational costs that have to be met, as well as incapability of maintaining equipment and working technologies. As a result, it is difficult to sustain employee salaries, ensure their retention and also keep up with research for content and programmes. The consequence of this is that community listeners suffer and migrate to other, better sustained radio stations such as national and international radio stations, which most likely do not meet their needs.

According to the Working Group Report for the Center for International Media Assistance (CIMA, 2017), challenges such as programming content, organisational development, equipment maintenance, and financial management are some of the challenges that could lead to the closure of the community radio station. The lack of adequate funding, insufficient numbers of trained personnel and the demonstration of poor leadership are some of the factors that have stunted a greater level of growth of community radio in South Africa

The third and last objective sought to identify the developmental contributions that has been achieved via community radio. The study identified road constructions and access to water and electricity as the major developmental contributions that has been achieved via community radio. Similarly, Garba (2011) asserted that community radio can be used to improve awareness and knowledge of solutions to community development problems within various sectors including culture, rural development, education, hygiene and sanitation, agriculture and local governance among people living in the rural community in particular.

4.1.6. Conclusion

Based on the finding discussed above, this study concludes that, CR has a positive impact on community development mainly in the areas of school, hospital and road constructions, access to

water and electricity. Moreover, the Management of CR and NGOs are to invest time, efforts and resources to sensitize community members about CR and for that matter the roles community members have to play in community radio operations and management. This should also guarantee continuous support and sustainability

CHAPTER 5

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

After carefully analyzing the data in the previous chapter, the summary of the study, its conclusion and recommendations are made in this chapter.

5.1 Summary of Key Findings

The main objective of this study examined how effective the operating and managing of Community Radio is for improving livelihoods through community development using Latenu Radio (for the La, Teshie and Nungua communities) as case study.

The study was purely quantitative. The target population of this study comprised all residents of the three communities under study namely La, Teshie and Nungua communities. Fifteen (15) residents were sampled out from each community bringing the total number of respondents for the study to forty-five (45). Hence the sample size for the study is 45. Within the frame of the non-probability sampling, purposive sampling technique was used. Questionnaires were used as the data collection tool. The Statistical Package for the Social Science (SPSS v.21.0) was used for data coding, entry and analysis.

The first objective sought to examine operating and managing of Community Radio at La, Teshie and Nungua communities. The study revealed that community radio is managed by individuals and organisations within the community. The second objective sought to analyse the challenges encountered by community radio in its attempt to foster development. The study identified lacks finance and poor programming contents as the major challenges encountered by community radio in its attempt to foster development. The third and last objective sought to identify the developmental contributions that has been achieved via community radio. The study identified road constructions

and access to water and electricity as the major developmental contributions that has been achieved via community radio.

5.2 Conclusions

This study draws a number of conclusions as follows:

The emergence of community radio on the media landscape of Ghana has introduced a new information sharing dynamic with potentials for social change. CRSs are able to create a community based public sphere for people to discuss and debate issues important and relevant for and to them. While most nationwide radio stations in Ghana, in most parts, is a one-way communication medium, CRSs stand out as two-way communication channels wherein people can participate and express themselves on community issues and concerns. Further, CRSs have built a space for themselves in the contemporary chaotic cluttered world of mass media channels. Evidence available from this study suggest a willing desire by the stations to fulfil an important role of providing communities with timely information about the socio-economic issues. At the same time, citizens are expressing optimism about access to a larger polity made available to them by the stations. The study concludes that, CRs have a positive impact on community development mainly in the areas of road constructions, access to water and electricity, school and hospital constructions.

5.3. Recommendations

Based on the findings of this study a number of recommendations for governmental and stakeholder's policy action as well as for future research and praxis have been provided. It therefore recommends that:

Management of CRs and NGOs should invest time, efforts and resources to sensitize community members about CR and for that matter the roles community members have to play in community radio operations. This will also guarantee continuous support and sustainability of CRs.

The management of CRs should explore more avenues of income generation which can make the station financially self-sustaining. This will reduce the dependence on sponsored income, funds from advertisements and commercials and allow the station to focus on the revenue generation principles of community radio stations.

The study recommends that more time be allocated to programmes considered to be development oriented to the community such as health, education, culture, etc. These programmes would attract more participation to enhance the desired impact on the development of rural communities if radio programmes are broadcast in their local dialects.

Regular feedback from the listening public is essential in order to identify listeners' preferences. The taste of various listeners (youth, women, men, aged, etc.) should be taken into consideration.

Management of CRs should strive to build partnerships with local NGOs and CBOs within the communities they cover on the grounds of mutual benefits. Such cooperation should endeavour to unearth critical areas of concern in these communities and allow the communities the opportunity to suggest solutions to resolving their challenges using the radio station.

Programmes should be designed to include environmental issues. The listening public needs education on environmental protection. Particularly, programmes related to environmental issues should stress on land degradation, indiscriminate tree felling, waste management, soil erosion, desertification and climate change and how all these impact on peoples' livelihood.

The NMC, the NCA and other regulatory authorities should take steps to review the broadcast policy on CR to ensure strict adherence and compliance to laid down rules and regulations as well as the principles on the establishment of CR stations. It is critical for such policy review to take into consideration organizations that establish CR on behalf of the listening community. Specifically, a limitation to their control and ownership should be enshrined or stipulated in any of such policy review.

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APPENDIX

QUESTIONNAIRE FOR LA, TESHIE AND NUNGUA COMMUNITY MEMBERS

Dear Respondent,

I am a student of the Ghana Institute of Journalism and I am conducting a study on how effective the operating and managing of Community Radio is for improving the livelihoods through community development using Latenu Radio (for the La, Teshie and Nungua communities) as case study. You have been selected to respond to the questions below. I would deeply appreciate it if you fill out this questionnaire to help me obtain the needed data to complete the research work. I assure you that any information you will provide will be used **STRICTLY** for this academic work and treated with utmost confidentiality. You do not need to write your name or contact on the questionnaire. Only the general results, conclusions and recommendations drawn from the analyses of the data obtained would be included in the final report.

Section A: (Kindly tick the appropriate response throughout)

Demographic Information

- i. Sex
 Male Female

- ii. Age
 Below 25 25 – 35 36 – 45 46- 55 56 and above

- iii. Number of years in community
 0-3 years 4-7 years 8-11 years Above 11 years

- iv. Educational level
 No education Primary school Secondary school Tertiary

Section B: Operation and Management of Community Radio

- 1. How do you get information about happenings in your community?
 Radio Television Newspaper Social media
 Others(please specify).....

- 2. Are you aware of the presence of a community radio station in the community?
 Yes No

- 3. If yes, do you frequently listen to it?
 Yes No Sometimes

- 4. Will you say the community radio has lived up to its expectation?
 Yes No Sometimes

- 5. Do community radio get the needed attention it deserves by community members?

Yes No Sometimes

6. Is the community radio accessible to all members of the community?

Yes No

7. What topics are usually discussed on the radio? (tick as many as apply)

Politics Entertainment Sports
 Socio-economic issues Security
 Government programmes and initiatives
 Others(please specify).....

8. Who manages and operates the community radio in your community?

The government An individual/organisation in the community
 NGO Religious body
 Others(please specify).....

9. Who do you think sets the agenda/discussions for the radio station?

.....
.....
.....

Section C: Challenges of Community Radio Stations

10. Are there challenges that come with community radio broadcasting?

Yes No

11. If yes, what are some of the challenges?

Lack of financing Poor programming content
 Organisational development Equipment maintenance
 Insufficient numbers of trained personnel
 Poor leadership
 Others(please specify).....

12. Do these challenges hinder the effectiveness of the station?

Yes No

13. In your opinion, how can these challenges be resolved?

.....
.....
.....

Section D: Developmental Contributions Achieved Via Community Radio

14. Has there been any developmental project that has been carried out as a result of the advocacy of the community radio?

Yes No

15. If yes, what are some of these projects?

Road construction Access to water and electricity
 School construction Hospital construction
 Construction of a police station/ police barrier

Others(please specify).....

16. Do you think the existence of community radio is important to this community?

Yes No Sometimes

17. What will you say are some of the benefits of a community radio station?

Drives grassroot development

Improves the awareness and knowledge of solutions to community development problems

Enhances increased enrolment in schools

Serves as an important link between duty bearers and rights holders

Allows the discussion of community issues and challenges

Others(please specify).....

18. Would you say community radio helps in fostering community development?

Yes No

19. Does the country need more community radio?

Yes No

20. How can the government help develop more community radio stations?

.....
.....
.....

THANK YOU