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**21st CENTURY PHILIPPINE HYBRID COMMUNITY RADIO:
THE CASE OF RADYO KAILIAN**

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Biographical Sketch

Born on June 10 in Quezon City, Annabelle grew up in Binangonan Rizal. She went to the Angono Parochial School from her nursery to kindergarten years and to Siena College of Taytay Rizal and Binangonan Elementary School respectively during her elementary days.

The Bautistas left Rizal province in 1990 when the patriarch, Dr. Antonio M. Bautista, a former researcher and scientist of Southeast Asian Fisheries Development Center (SEAFDEC) shifted his profession to teaching in the tertiary level and went to his hometown in San Jacinto, Pangasinan. There, Annabelle spent her high school at San Jacinto National High School graduating in 1995 as Valedictorian and Journalist of the Year. On the same year, the Sangguniang Bayan of the Municipality of San Jacinto awarded her the High School Student of the Year.

Defying her father's wish of enrolling in a medical course while all her sisters were in the medical field, she enrolled herself in a BA Communication degree at Saint Louis University in Baguio City. To help his father finance her college education she worked as part-time service crew in fast food chains and as private tutor to Koreans. Although she did not graduate with honors, she nevertheless topped the graduating class of her batch.

After college, she was immediately employed as a faculty and researcher at the Pangasinan State University. While working, she enrolled for a Masteral Degree in Development Communication at the Benguet State University Open University. A

year before she graduated her Masteral however, she got married. Her marriage to Apolo who is from Isabela forced her to resign at PSU and to stop in her schooling. In Santiago City, she and Apolo taught at Northeastern College, a private HEI in the City. At NC she served as Research Director and Team Leader for Marketing and Promotions. She launched several advocacies and social mobilization initiatives for the College.

In 2009, BSU-OU lifted the moratorium for its old unfinished students. BSU-OU allowed Annabelle to finish her Masteral degree for one year. She availed this opportunity and was sent by Northeastern College as a faculty scholar. She graduated her Masteral in 2010. After sometime she took some education units and passed the Licensure Examination for Teachers in 2014.

After three years however, an opportunity for teaching in a state university came to the couple. In 2014, they transferred to Ilocos Sur Polytechnic State College in Sta. Maria Ilocos Sur. At ISPSC, Annabelle was assigned as Asst. Station Manager of Radyo Kailian and Adviser of the system-wide school paper, the Ricochet. Currently, she is designated as the Director for Public Relations, Publication and Information Office.

She was given the opportunity in 2016 to pursue her Doctoral degree at the University of the Philippines Open University under its Doctor of Communication program as a CHED K-12 scholar.

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"I appreciate you more because of the road I've travelled. My story brought me to you and I wouldn't revise a word of my past if it led me anywhere but to your door."

Aaron Polson

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My husband Apolo and sons Ej, and Ron have my forever love. No words can describe how we have travelled all these years as a family... I love you all to the moon and back...

Sa AMA ang lahat ng Kapurihan.

Dedication

This piece of work is dedicated to

my husband,

Dr. Apolo S. Francisco

my children, and

Paul Elijah and Ron Phil Antoine

my parents

Dr. Antonio M. Bautista

Mrs. Norma Mendoza-Bautista

Mr. Placido M. Francisco

Mrs. Rosario Salazar-Francisco

and

Mrs. Maria Dasalla- Llanes

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ABSTRACT

Using case study as an approach, this work analyzed in-depth the hybridity of Radyo Kailian, a community radio station in Ilocos Sur, Philippines.

Findings reveal that Radyo Kailian has a well-defined organizational set up which addresses the crucial interrelationships that influence the behaviour of its members. This hybrid CRS has a leader who nourishes the culture and climate within the organization through building of executive support. However, the realization of the vision for Radyo Kailian is not only the work of its top level management rather it is achieved through unitary cognizance, teamwork, and collaboration among the station personnel and community radio council officers and members. To further understand Radyo Kailian, the management require seeing the whole system through initiating research works and regular evaluations which lead them to carefully analyze existing knowledge, data, and context.

The broadcasting platform of Radyo Kailian as a hybrid CRS has become more powerful in terms of building larger communities enhancing its production and improving community members' engagement and participation yet it has maintained its traditional programming and is able to preserve its program contents tailored fit to the needs of its target glocal community.

As a hybrid CRS, Radyo Kailian has blended with the Internet transforming the medium into an audio-visual platform. The visual online exposure enhances the broadcasters' positive perception about themselves and the agencies they respectively represent. While the community radio has become an audio-visual platform, what differentiates it from other typical audio-visual media is the immediacy of feedback from both the broadcasters and the listeners as well.

Moreover, the emancipation in the blended platform paves the way for these broadcasters to encompass the freedom to tackle topics of any kind regardless of gender specificity without experiencing social stigma. Broadcasters in the hybrid CRS particularly the male ones are not only limited to discuss masculine-related topics when they broadcast on air and online. However, the privileges they enjoy also bring consequences. Broadcasters bear with them greater responsibility not only to themselves but also to their on air and online listeners/viewers. Taking the responsibility of securing the enormous quantity of information present in the platform and being able to filter this information and identify what is genuine and valuable for their listeners/viewers are vital survival skills of broadcasters in the hybrid CRS. Furthermore, the visibility in the online environment also threatens their privacy and security. Hence, they self-regulate and manually filter the influx of information. The liquidity of information in the world wide web and the absence of concrete laws to protect them remain potential threats to the optimal use of the online platform in Radyo Kailian.

CHAPTER I

INTRODUCTION

Background and Rationale of the Study

From the analogue realm, radio in general has evolved through digitization making the recording, editing, broadcasting and distribution of sound faster and more efficient. The medium may now be heard through many more platforms than the original bulky wireless receivers and transistor radios. Listeners carry with them the technological capacity to tune in to radio stations via their mobile phones and other 'connected' devices such as the internet (Berry, 2014). The Internet is a new means of audio distribution, a platform to do more and create new opportunities to tell stories and interact with the audience. With the emergence of the internet, radio nowadays is not a mere means of sending programmes to the audience but as a wider tool creating a hybridity in the programme-making process and the listening experience (Berry, 2014). The internet paves the way for the creation of the global village where it is now possible for radio stations to let its listeners have an integrated experience- an event in one part of the world can be experienced from other parts in real time.

Community radios in particular are of course not exempted in the evolution. The community radio and internet combination presents according to Girard (2001) an opportunity to mix the best of the two media. He also asserts that the next-generation community radio can be a powerful tool. CRS can utilize technology to enhance production, to build a larger community through new forms of production,

and improve audience engagement and participation (Noone, 2013). Noone further asserts that radio needs to utilize these new technologies to strengthen and nurture its existing community, whilst maintaining its tradition of information and entertainment content to ensure a place for itself in a competitive digital world. Ricaud (2011) believes the Internet offers new opportunities for diversification, segmentation and interactivity in radio, especially to stations that are situated in scattered communities or target Diasporas. Stations can use a website to cater to their communities' needs anywhere in the world. It is the structure of their programming, and their content that clearly identifies their target community (Ricaud, 2011). Day (2011) notes that these new online communities promote a two way flow of communication, and can aid in nurturing a sense of genuine participation if implemented correctly. Community radio sees social media as an extension of its current remit to "empower individuals and to connect them to others in their communities...in ways that enable members of their communities to work together so as to improve the quality of life of those communities" (Day, 2011).

Literatures reveal that while some community radio stations (CRS) in the world have become hybrid media in terms of mode of delivery in this digital era, they, still, are in fact what they are created to be. They still operate under the basic philosophy of their creation: a medium for local people to produce and broadcast their own programs and participate in operating the station. CRS in general are still viewed as a cultural negotiator/mediator, a platform for opportunities for volunteering and community participation, a tool for empowerment and a channel for giving voice to the muted marginalized populace. As a cultural mediator, community radio participants use the medium to express their shared local values

and meanings (Hayes, 2018), culture, traditions, and values (Sujuko, 2011) and improve awareness and knowledge of solutions to problems on culture (Alhassan, Andani- Malik, 2011). As a foundation for public sphere, community radio provides public space for local culture, gender equality, individual productivity, human rights protection, social justice, skill building, and self-identity development (Bello and Wilkinson, 2016). As a platform for opportunities for volunteerism, community participation, and empowerment community radio encourages the community to construct their own local media space (Terry, 2014), reduce social isolation, enrich community cohesion (Order, 2017), and acknowledge ethnic identity in new nation building (Dhal and Arul, 2013).

Meanwhile, while central to the development of the above stated identity tagged for community radio stations is participation which is both an interaction, flow and sharing of local knowledge and experiences, literatures reveal that community participation in the traditional community radio stations is still not optimized (Gaynor and O'Brien, 2017). CRS has weak linkages with its community (Gaynor and O'Brien, 2017; Martinez-Roa and Ortega-Erazo, 2018; Guo; 2017; Anwar, 2015; Acuzar, 2017) which results to lack of participation and volunteering (Magpanthong, 2007). Community radio premised in technology (Iredia, 2015) is not likely to benefit from the use of the latest facilities without participation from its community members. If community radios are to maintain their commitment to the community, they must adapt to and utilize new media formats, and use them to enhance their services to the community (Noone, 2013). From the perspective of interaction, the transfer from terrestrial radio to the web has strengthened relations with the user through new forms of relationship. Interaction has evolved from participation via email, an e-

review of wiretapping traditional model, to other nearish and instantaneous modes like social networks. "The enjoyment of these new tools weaves a web of sociability, by which the network of relationships of every person can be considerably increased. This is due to the return of listeners, interacting in relation to broadcast content and also due to the release profile on portals, directories and virtual communities" (Kischinhevsky, 2009 in Otero and Ramos, 2011). The interaction of these listeners in multiple social networks establishes a relation between them and the practitioner, a relationship which allows real-time feedback regarding the contents conveyed (Otero and Ramos, 2011).

On the premise of what is known about community radio stations, there is a scarcity of literature which analyzes how this medium in particular has flourished in the new environment. Little attention is given as to how these community radios as organizations are able to sustain their identity as a community radio while they are being aired on air and online. Thus, this study attempted to fill in this gap.

This work positioned itself in a unique location different from previous inquiries since it investigated in-depth the structure, management and leadership, human resources, programming and program content, participation and funding of Radyo Kailian, a hybrid medium which has succeeded to adopt and adapt to digitalization--that while its sounds wave in the global village, its community radio identity has thrived to remain intact.

The Research Problem

This work analyzed in-depth Radyo Kailian as a hybrid community radio.

Specifically, it aimed to answer the following questions:

1. What is the historical evolution of Radyo Kailian as a hybrid CRS?

2. What strategies and dynamics have been adopted and adapted in Radyo

Kailian to sustain its identity as a traditional community radio at the same time an

online radio in terms of its:

- a. organizational structure
- b. management and leadership
- c. human resources (staff and CRC members)
- d. programming and program content
- e. participation
- f. funding

3. What are the concerns of a hybrid community radio station in the point of view of the broadcasters/practitioners?

4. What are the implications of the answers to these questions for the resilience of community radios in particular and community media in general in this digital era?

Objectives of the Research

The study sought to examine Radyo Kailian comprehensively in order to:

1. Provide a well-documented historical account that describes the community radio station's transformation from a solely traditional platform into a hybrid medium;
2. Surface its adoption and adaptation strategies and dynamics as a hybrid community radio organization;
3. Discover from the participants their perceived concerns as broadcasters/practitioners of a hybrid medium; and
4. Draw implications which may provide insights to the sustainability of community radios in particular and community media in general in the global village.

Significance of the Study

The study tried to highlight the best practices of a community radio organization, Radyo Kailian as a hybrid medium. It would hopefully inspire other community radio stations to learn and emulate from its experiences. This study further hoped to advance an understanding of the station personnel and community radio council officers and members' mechanisms as they thrive to adopt and adapt to the challenges of time and space.

Scope and Limitations of the Study

This study centered its in-depth analysis to the historical account of Radyo Kailian as a hybrid community radio station. It also analyzed the mechanisms of adoption and adaptation of the community radio as a system. As a case study, the researcher was limited to one unit of analysis and a small number of representativeness which are limitations in doing this approach.

Definition of Terminologies

The following terms are defined as to how they were used in this study:

Community radio council. Composed of stakeholders who come from various sectors such as: religious, academe, business, agriculture, health, women, senior citizens, persons with disabilities, and police/military. The council officers and members are the primary key players in the program management of the radio station by deciding and designing the content of the local programs

Control. Regulating organizational activities such as members' behaviour so that actual performance conforms to expected organizational standards and goals

Digitization. Material process of converting analogue streams of information into digital bits (Kreiss and Brennen, 2016)

Digitalization. The way many domains of social life are restructured around digital communication and media infrastructures (Kreiss and Brennen, 2016)

Dynamics. Mechanisms used by the organization to achieve transformational change

Funding. Financial resources in community radio stations are commonly through donations or sponsorships

Global village. A world considered as a single community through the interconnections provided by the Internet

Hybrid community radio. A community radio station which can be heard live on air and is also accessible online synchronized in real time

Internet. A global interconnected network which provides a variety of information and communication facilities

Leadership. An approach that works towards what is best for individual members and what is best for the radio as a whole simultaneously

Management. Interconnecting functions of organizing, planning, controlling, and directing an organization's resources in order to achieve the goals and objectives

New environment. A place (concrete or abstract) invaded by the internet and technological advancements where community radio members have to be aware of, be sensitive to and be adaptive with

Online radio. Also refers to internet radio, web radio, e-radio, streaming radio where a media content is provided live via the Internet

Participation. Any form of engagement, involvement, interaction, coordination or collaboration of community members

Programming. A community radio's set of local programs which increases the community's involvement and responsiveness

Program Content. Messages packed in various program formats which are planned, designed and created by the community members

Structure. Hierarchical arrangement of lines of authority, communications, rights and duties of the members. It determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management

Technological advancements. Evolution of emerging technological breakthroughs in community radio stations (e.g. CRS going digital)

CHAPTER II

REVIEW OF LITERATURE

This chapter reports the various definitions given to traditional and hybrid community radios. It presents the current status of community radio stations around the globe. It also reviews an array of studies which mostly centered on the extent of practice of participation of communities, its role in social transformation and in empowering communities and the issues that beset these CRS.

Community Radio Defined

Tabing (2002) centers his definition of community radio on who owns it. He asserts, "A community radio station is one that is operated in the community, for the community, about the community and by the community". He further stresses that community radio is different from other forms of media because there is "high level of people's participation, both in management and in local production aspects". The World Association of Community Radios (AMARC) similarly defines community radio with that of Tabing. AMARC (1988) emphasizes the fundamental intention of the creation of community radios, "community radio strives to democratize community through community participation in different forms with each specific social context". Librero (1990) in Librero (2004) also defines community radio parallel with AMARC's description. He describes community radio as the "systematic use of radio for the purpose of facilitating consciously the development of people within a geographical area with clearly defined psycho-physical boundaries." For Price-Davies and Tacchi (2001), participation in community radio is not only limited to sending messages to the public but also an agent for social change and cultural development.

Moreover, Librero (2004) explains that community broadcasting helps people accumulate and integrate knowledge that they can use to make decisions. He further elaborates:

It involves people in the community in the generation, processing, dissemination, utilization and evaluation of information. This is based on the assumption that people are not only the recipients of development efforts but are also the pioneers of development as well.

Hence, the overall philosophy of community radio broadcasting according to Librero (2004) is that there is a dynamic involvement of people in the use of radio to facilitate and speed up human development. He believes that involvement is a form of people participation and people empowerment.

Tabing (2002) also highlighted the principles of operating a community radio station. According to him, people must have access to both media products and media facilities. Full interaction between the producers and receivers of messages must be maintained. Citizens' participation happens from planning to implementation and evaluation. The citizens are involved in the decision making process, including making decisions about the content, duration and program schedule and even in management and financing of projects. Once the community members gain the necessary experience they should manage and own the radio station, thus they become accountable to its operation, control, and management.

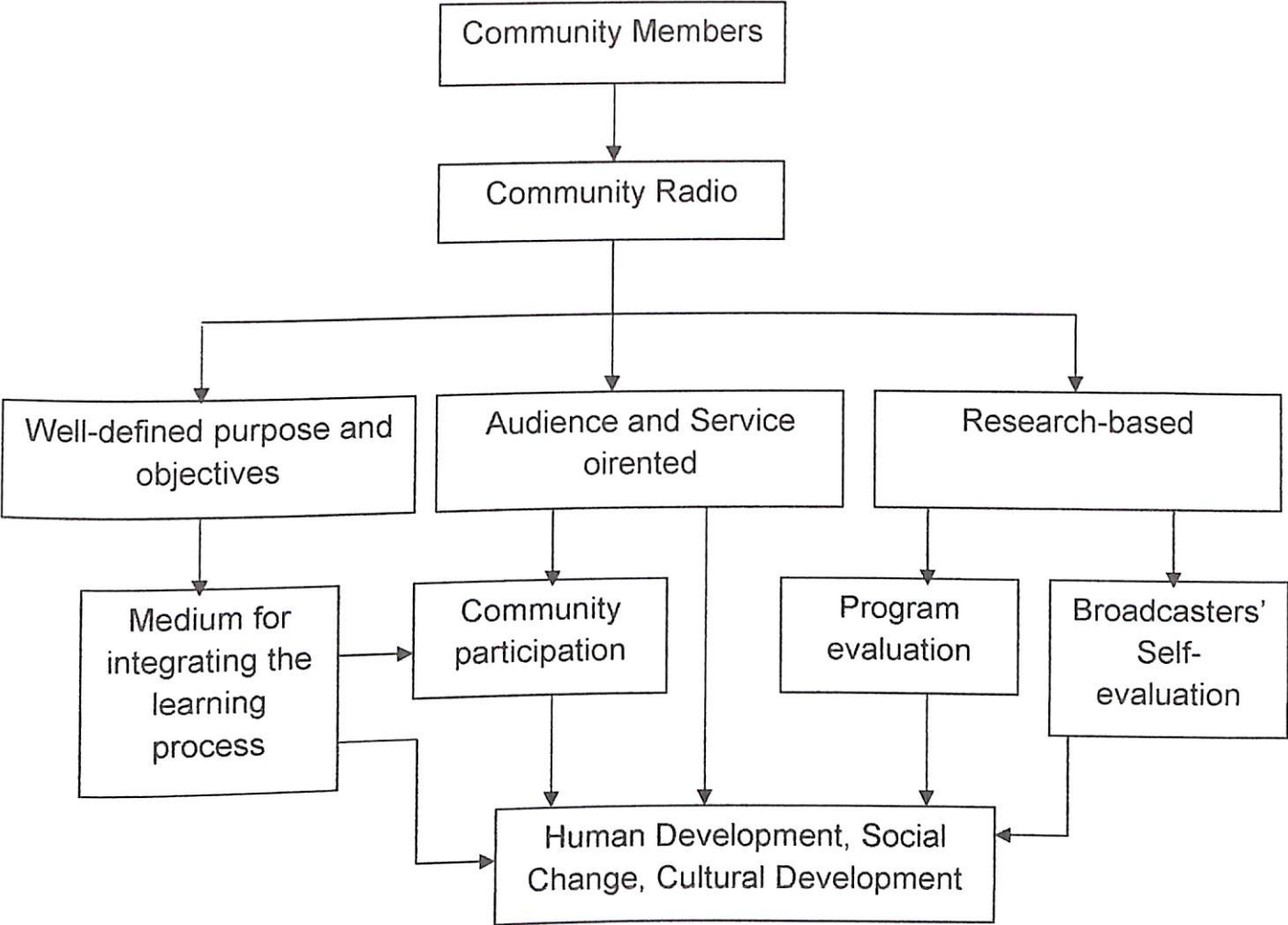
Librero (2004) further defines community radio by identifying its major characteristics. According to him, first, community radios must be purposive. This means that they should have a well-defined purpose. Second, community radios must be audience-oriented. The audience's interests and aspirations he stresses

must be the foci of community radio broadcasts. The third characteristic is that they must be research-based which means that programmes must be anchored on factual information rather than on mere assumptions. Fourth, community radios must be service-oriented where the welfare of the people is primary sought. Fifth characteristic is that community radios must be audience-participative. This means that the listeners must feel that they are important part of the whole process. Another feature of community radio is the presence of a built-in monitoring evaluation system. The broadcaster, he further emphasizes must automatically monitor and evaluate his performance. A relevant and well-defined set of objectives is another characteristic of a community radio. Objectives, he also believes must be tangible and must have impact to the listeners. An intergrated element in the learning process is also a must in a community radio. Through this characteristic the listeners are taught how to apply new knowledge which are appropriate to and supportive of their daily experiences. Lastly, cooperation from people and institutions concerned with community development is also a must in a community radio.

In essence based from the definition of traditional community radios synthesized from the literatures, community radio is a medium owned and operated by community members. There are three key characteristics of a traditional community radio: a well defined purpose and objectives; audience and service orientation; and research-based. Management rely heavily on the full interaction and involvement of every man and woman involved in the operations of the community radio. Involvement makes people participate. Through their involvement, negotiation happens thus, they are able to establish balance and create and co-create common knowledge. In theory therefore, to facilitate its enormous potentiality of the channel,

participation of members in the form of involvement, through interaction is necessary. Research is also considered significant in traditional CRS specifically for enhancing programs and improving the broadcaster's skills. All these elements when joined all together are essential in traditional community radio as a medium for human development, social change, and cultural development.

Fig. 1 Traditional Community Radio Framework



Meanwhile, the transition from analogue to digital has led to the creation of new characteristics to define hybrid community radios. According to Girard (2001), community radio is a powerful medium since its combination with internet presents an opportunity to mix the best of the two media. Noone (2013) affirms Girard' s (2001) contention. Noone emphasizes that CRS can utilize technology to enhance production, to build a larger community through new forms of production, and improve audience engagement and participation.

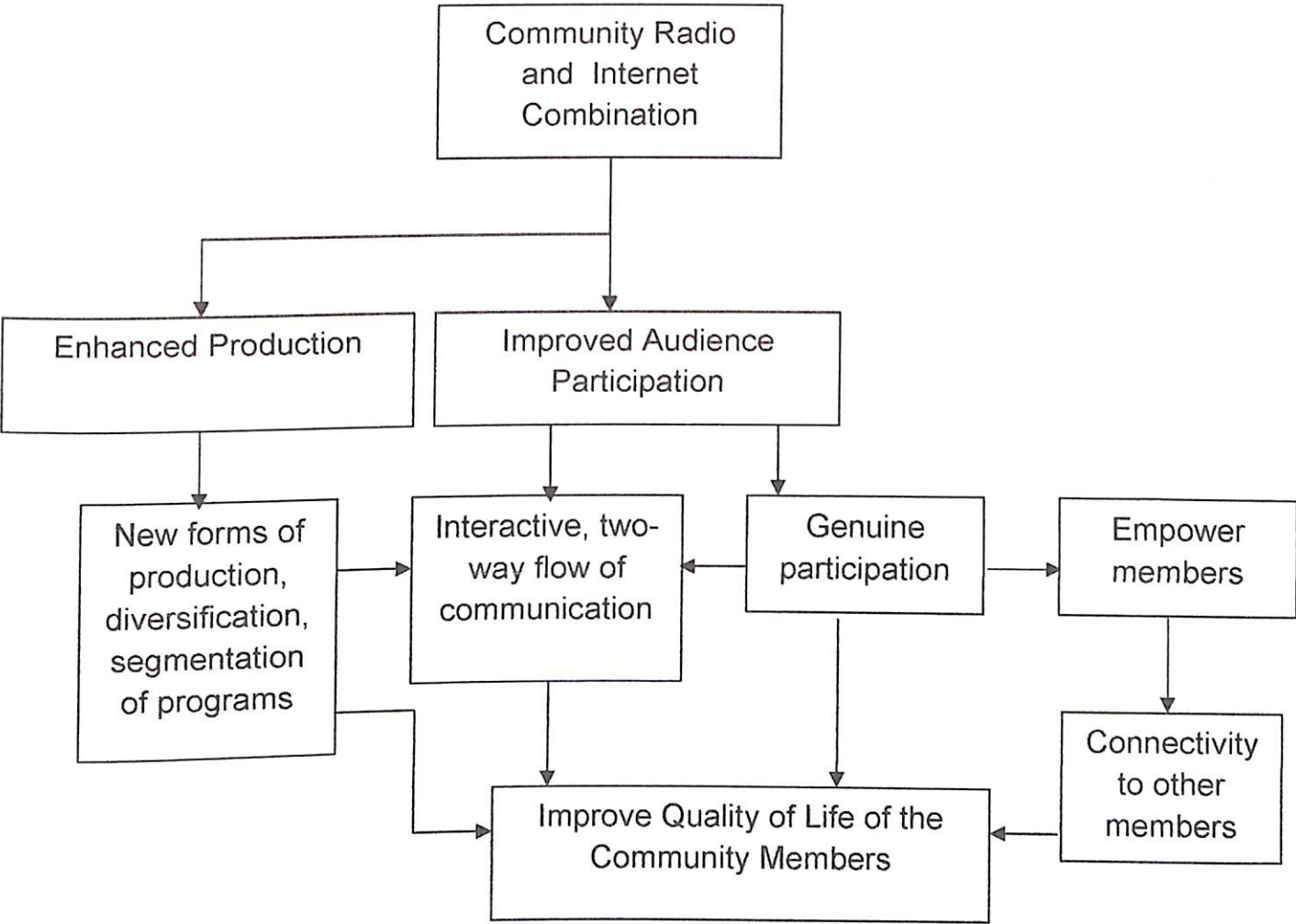
Ricaud (2011) further stresses that CRSs have new opportunities for diversification, segmentation and interactivity in radio, especially the stations that are situated in scattered communities or target Diasporas. It is the structure of their programming, and their content that clearly identifies their target community according to him.

For Day (2011) the new online communities promote a two-way flow of communication, and can aid in nurturing a sense of genuine participation if implemented correctly. She further notes, "community radio empower individuals and to connect them to others in their communities...in ways that enable members of their communities to work together so as to improve the quality of life of those communities".

Synthesizing these new paradigms for a hybrid community radio, it can be deduced that the CRS and internet combination can enhance production and improve audience participation and engagement. The enhanced production leads to new forms of production through diversification and segmentation of programs.

Moreover, the audiences' participation becomes interactive, two-way communication where genuine participation is established which empowers the members through their connectivity to other members. As the community members are connected, they are empowered to work together to help improve the lives of their fellow community members.

Fig. 2 Hybrid Community Radio Framework



CRS in the Americas

In the context of countries in the Americas, few researchers explored the extent of participation in community radios. Participation of citizens was the center of investigation in a community radio in Colombia. Martinez-Roa and Ortega-Erazo's (2018) work investigated the relationships between community radio and their audiences in the Department of Nariño, Colombia. They investigated whether the participation of citizens in the production, diffusion and radio management has been supported or not. Methodologically, they followed a mixed design that combined the results of two questionnaires: one, applied to 632 people from eleven municipalities; and the second, to eleven directors of communal stations. This was complemented with information provided by eleven groups composed of radio broadcasters, publishers and producers.

One key finding within the audiences is that they recognize a radio station as a tool to enhance socio-cultural dynamics in the region. As to the directors of stations, it was found that they didn't encourage active participation with communities. They believe that the absence of active and critical participation on the part of the audiences is due to an organizational and radio production model that mirrors the commercial one. In conclusion, these factors according to them have limited the construction of democratic relations between communal broadcasters and their audiences; and especially, reduced the possibilities for citizens to participate as valid interlocutors in a local communicational project (Martinez-Roa and Ortega-Erazo, 2018).

Guo (2017) also found limitations of audience participation in community radios in the context of two US community radio stations by analysing the cultural context and programmer-listener dynamics which Martinez-Roa and Ortega-Erazo (2018) missed to look at. Using the case study approach, Guo (2017) used a combination of research techniques including participatory ethnography, in-depth interview, web-based survey, and secondary data analysis. Findings from the listeners' perspectives are drawn from the combination of in-depth interview and web-based survey. A total of 131 listeners responded to the web-based survey; 47 of them were further interviewed. The study found the difficulties this medium faces in adopting new technologies and adapting to this digital world.

Meanwhile, Terry (2014) found a different lens to investigate community participation in community radios. Unlike the two previously mentioned studies, Terry (2014) discovered a good strategy in engaging the community members in a community radio in Cincinnati, Ohio. The study was conducted mostly through semi-structured interviews and observation of station activities as well as through content analysis. Interviews with station volunteers of WAIF 88.3 FM reveal that the station meet the needs of the community by encouraging involvement through allowing its citizens to construct their own local media space on terms determined by the citizens themselves.

Frazier et. al. (2012) also used a program, a radio novela promoting health awareness to encourage community participation from Hispanic community in Alabama. The approach is based on social cognitive theory. Through various methods, including workshops and review sessions, they engaged stakeholders

and community members in developing and evaluating a 48-episode radio novela to be aired as part of a variety show. The evaluation aspect of the program is absent in Terry's (2014) study. Frazier et. al. (2012) tracked participation of community members in all phases. Community members participated significantly in developing, broadcasting, and evaluating the intervention.

Another health program was explored in a community radio in Brazil by Oliviera Neto Ad (2013). However, the participants were just tasked to share their narratives about the program which makes it different from Frazier et al's inquiry. A qualitative methodological approach was used for ethnographic and media audience methodologies. The field was a radio program about health, Bloco Mulher Saúde, broadcast by the Rádio Comunidade FM 104,9 in Nova Friburgo, State of Rio de Janeiro. The discussions were divided into analytical categories. The conclusion drawn is that community communication can be a cultural and political mediator for the expression of the demands of the community on health; the predominant medical jargon is maintained and reproduced by the physicians when participating on radio ; community communication can contribute to the creation of strategies that broaden the social control.

Meanwhile, looking at another perspective in community radio, Hayes (2018) investigated the role that community media play as a negotiator of culture in Mexico. This study focused on community radio station Ecos de Manantlán in Zapotitlán de Vadillo, Mexico (Radio Zapotitlán), during the years 2006–2012. Radio Zapotitlán is officially categorized as a campesino or agricultural laborer/peasant station and presents its campesino identity through radio and Internet content. Analyses of that

content, along with interviews with station associates and listeners, reveal the complex cultural mediations between local media producers, national regulators, and transnational donors. This study investigates the local production of a transnationally funded radionovela, or radio soap opera, as a window onto the station's role as a cultural mediator. This article argues that station participants used the radionovela to express local values and meanings and to marginalize the educational goals of the transnational agency funding the project. Radio Zapotitlán offers a concrete case of cultural negotiation in which local interests engage with – and transform – donor-funded content aimed at the local community (Hayes, 2018).

CRS in Europe

Kyneswood (2017) examined the learning in practice of fourteen young volunteers at four community radio stations in the UK. She queried what learning in practice as a volunteer constituted by examining how the participants accessed support and knowledge from established members, and how practice defined their volunteering and learning. Using an interpretivist methodology applied to private blogs and group interviews, participants recorded their perspectives for between six and nine months. Communities of Practice theory was applied to understand how the participants developed their learning relationship with established members. Analysis reveals that established members legitimised participant practice through three phases; an initial phase of broadcasting training where participants began at the periphery of the membership; a second phase of broadcast reviews that sought to develop their relationship with members; and a third phase of non broadcast activities to establish their membership. The relationship between the participants and established members meant the phases were not linear. Participants creatively

constructed their broadcasts by developing a fragile, embryonic network of active citizenship to generate community content. In doing so not all participants wanted to establish themselves as members and engage in non-broadcast activities, and drew distinctions between broadcast practice on the periphery and the community development practice of established members.

Meanwhile, a study of Malik (2010) provides fresh insights into the process of social exclusion by comparing it with the discourse of developmentalism to offer a wider theoretical understanding of the issues related to marginalisation and powerlessness. The study argues that people experiencing exclusion from the social and economic processes are further left out in a media environment largely biased against minorities, driven by commercial considerations and protected by tight regulatory regimes. As an alternative to this media situation, the thesis explored the role of small-scale and community-based media in developing a contextual approach to communication that can help to validate marginalised points of view, and develop a dynamic link between people's experiences and expression. These arguments are illustrated through a participatory action research project, using an interdisciplinary framework informed by a variety of emancipatory, spiritual and critical perspectives. Looking specifically at the pertinent issue of inequalities in health faced by the members of the Mirpuri community in the UK, the thesis examined the role of Radio Ramzan, a faith-based community broadcasting initiative, in facilitating a communicative interaction during a multi-agency health education campaign. The study established that people's reference to cultural practices and experiential knowledge empowers them to counter their situated, stigmatized and essentialised existences. Within this discourse, the study demonstrated that

a community radio station can provide a socio-cultural context to develop and promote a holistic approach to deal with exclusion.

Bonini (2005) on the other hand studied the role of community radio not in developing a dynamic link between people's experiences and expression but to the recovery of both patients with mental illness and "normal" persons. Analysing two different case histories, Bonini (2005) studied Radio la Colifata of Buenos Aires and of Radio Rete 180 of Mantova, Italy. The article is the result of ethnographic research conducted in Buenos Aires and in Mantova through the methods of participant observation of the live radio sessions and in-depth interviews with the patients. Studying 'crazy radio' stations led Bonini (2005) to the belief that community radio practice further enhances the feeling of being at home with yourselves and with others and can effectively work as a tool of social connection and participation, not only in the case of mentally ill patients, but also in other cases of 'Otherness' (i.e. asylum seekers, migrants, prison inmates, etc).

On the other hand, examining the uptake of new communication technologies in Ireland, Day (2009) found that at the beginning of 2009 only five (5) of the 19 stations had taken advantage of new technologies. The five stations set up social media pages such as Facebook and Twitter to establish an online presence for their station. This was usually undertaken by younger volunteers in the station. In the stations that did not take advantage of new communication technologies, it was usually due to the lack of education in understanding the concept of social media and other online technologies. Older managers could not conceive the potential uses and benefits of such technology.

Following the footsteps of Day (2009), Van den Bulck and Hermans (2011) surveyed ninety seven community stations this time in Flanders in Finland. They found that out of the ninety seven stations, 75 operated their own website, containing multiple forms of content including playlists, show information, photos, bios and podcasts. While most did not have a Facebook or Twitter page, many did operate chat rooms, forums and guest books through their own personal websites, allowing a degree of participation and engagement with their listeners. On local radio in the digital era, Van den Bulck and Hermans (2011) expanded the problems facing community stations when adopting new technology. Unlike the Day (2009) study where she claims that older station personnel have the difficulties in adopting to the new technology because of lack of education, for Van den Bulck and Hermans (2011) they found that local and community stations lack the funding and the know-how to integrate new technological developments into their existing strategies.

CRS in Australia

Meadows and Foxwell's (2011) article sets out to explore the role of community broadcasting in enhancing the emotional and social well-being of its diverse audiences. They argue that community-based broadcasting have a positive impact on the state of mental health of its audiences. They make their argument by reviewing audience research data from a study of the Australian community broadcasting sector conducted between 2004 and 2007. The findings reveal that the community radio and Indigenous television sectors are making a significant contribution to managing community mental health by empowering audiences to better understand and control issues that impact on their emotional and social well-being. This suggests opportunities for health care agencies to consider the potential

of enlisting community broadcasting in future mental health campaigns. The study reinforces a claim that mainstream media need to be more aware of a growing dissatisfaction with their inability to 'connect' with their diverse audiences on such issues. It also provides further evidence for community radio as a key cultural resource that meets its expected outcomes in contributing to social gain.

Meanwhile, another study on the sense of “social belongingness” community radio gives to its listeners was the focus of Foxwell’s (2012) article. Her work draws on data collected during two national studies of Australia’s community media sector (Forde, Meadows and Foxwell, 2002; Meadows et al., 2007) that focused on stations and subsequently their audiences. The research used a mixed methodology of surveys, focus groups and interviews to build a picture of the role these stations perform for individual participants, local community groups, businesses and other organizations and audience members. The article engages with Melbourne fieldwork from these national studies, offering an analysis of community radio in an Australian metropolitan centre. While not without their problems, Melbourne’s community radio stations and their audiences have created and developed a space and place for diverse groups to connect in ways that foster the sense of belonging so central to the well-being of individuals and their communities. In this way, these stations perform a particular role in metropolitan Melbourne by combating the sense of isolation and anonymity that so often characterizes the urban experience.

CRS in Africa

In Africa, community radios also have much like experience with that of community radios studied by Guo (2017) and Martinez-Roa and Ortega-Erazo (2018). Using Nkhotakota community radio station in Malawi as a case study, Mhagama (2016) found that ordinary people's participation in the media is also low or reduced. His argument is made that while some development goals require the full involvement of the people (e.g., access to media technology, participation in programme production, management and daily operations of the station), others do not require full-blown engagement for development to be realized. In the context of African community based on the reflections, Mhagama (2010) however, posits that the platform can encourage development even when members of the community do not participate fully in the activities of the radio through other means such as promoting development initiatives started by non-governmental organisations (NGOs).

Bello and Wilkinson (2016) on the other hand investigated community radio as a foundation for public sphere. They attempted to ascertain whether political talk-back program can enact political participation or engender political efficacy within the African context. Data for the study came from a field research conducted in the United Republic of Tanzania. Managers of four radio stations (Sengeremaa, Afya, Sibuka, and Saut) and 307 listener/volunteer respondents participated in the study. They combined a survey with focus group and in-depth interviews. Relationships between engagement with community radio, political participation and interest, and political efficacy were examined, as well as its association with individual's level of interpersonal discussion of local issues. A key finding shows that involvement with

political talk programs on community radio can promote political participation and interest. These results are encouraging in that they point to community radio as serving useful democratic purpose in empowering citizens by giving voice to those considered “marginalized”, and at the same time fulfilling a major role of providing valued information at the local levels. As the foundation of public sphere, the stations seem to encourage active citizen participation and a healthy diversity of opinion.

In Ghana, Al-hassan, Andani and Abdul-Malik (2011) carried out an in-depth evaluation using participatory approaches involving desk study and field visits in their inquiry which both Mhagama (2010) and Bello and Wilkinson (2016) failed to explore. The field study was designed to allow staff of Simli Radio to participate fully in the process. The specific techniques used to collect data were meetings, focus group discussions, stakeholder interviews, debriefing sessions and observations. The GDCP programme covered 518 communities in two districts, Tolon-Kumbungu and Savelugu-Nanton. A multistage sampling technique was used. The study established that Simli Radio has worked to improve awareness and knowledge of solutions to community development problems ranging from culture, rural development, education, hygiene and sanitation, agriculture to local governance. The station has been an appropriate medium that has facilitated an interface between duty bearers and rights holders.

In South Africa, Medeossi et. al's (2014) seven-year study on community radio provides insights on community radio which other researchers missed to deliver. They used community radio to promote awareness of a medical trial, to inform community members about specific medical research procedures and

terminologies, and to stimulate dialogue between researchers and local citizens. Their team used mixed methods to undertake a retrospective analysis of the social responses to the radio shows, focusing specifically on recruitment and participation in the MDP301 trial. They collected quantitative data that describes the themes and listener responses, the costs per broadcast, and the impact of the radio broadcasts on trial recruitment. Qualitative data on local reactions to the shows was gleaned from in-depth interviews with trial participants. Over a seven-year period, 205 individual broadcasts were made on two separate community radio stations. Qualitative interviews with female MDP301 participants highlighted the effects of the radio shows in making women aware of the trial, impressing them with the importance of health screening and knowledge, legitimizing trial participation, and stimulating dialogue between trial participants and their male partners.

While Mediossi et al's (2014) work highlighted the role of community radio as a channel to engage community members in HIV awareness and dialogue, Manyozo et al (2011) in their cross-national survey highlighted some pressing problems of community radios in Africa. Using qualitative methodology and interviews and focus group discussions as data gathering techniques narratives came from journalists, management committees and policy makers in Mali, Mozambique and Uganda. Results reveal that the extant lack of coherent and comprehensive financial sustainability mechanisms threaten the survival of community radio stations (especially those that are relatively independent and do not operate under any development organisation) as well as the integration of ICTs (such as computers, Internet and mobile phones).

CRS in Asia

Unlike previous researchers from other Regions, in Asia in the latest researches of two investigators, they focused on community radio participation of women and indigenous peoples-- two sectors who are said to be the muted voices in mainstream radio stations. Anwar (2015) investigated women's engagement in community radio (CR) in Bangladesh. His thesis sought to describe the current situation of how CR facilitates women's access to and participation in media content, organizational structure, and media facilities. Anwar's analysis focused on various levels of women's participation as listeners, programmers and managers in community media. Methods he used included key informant interviews, semi-structured interviews, and observation. He found that women are not participating at a level where they can manage communication processes or use their own knowledge and resources. He concludes that in order to sustain community media, women need to be recognized and involved as an important part of the community. This study supports that women want to own their communication processes through developing their capacity in community radio.

In a study of Dahal and Arul (2013) in Nepal which concentrated in the participation of indigenous peoples in the creation of media content, an aspect of participation which was also explored by Anwar (2015), they discovered that indigenous communities can reflect their agenda of identity re-establishment towards empowerment through their active participation in the production of media contents. Active participation of indigenous communities in local radio production not only mandates acknowledgement of ethnic identity in the new nation building but also give an opportunity of lesson learning on the potentiality of

using community radios as one of the tools for empowerment. Dahal and Arul (2013) used media ethnography and media text analysis including the observation to both corroborate and contradict with the participants' understandings and expressions in their research. They believe that reestablishment of identity through community radio deserves appreciation because it facilitates the creation of discursive space which will ultimately help to establish pluralist democracy by creating different public spheres.

A study in the context of another community radio in Nepal examined the participation of the community members in their contribution not in the creation of media contents but in their communication processes. The Community Radio Madanpokhara (CRM) in Palpa district in Western Nepal was the subject of the study. Banjade (2007) used in-depth interviews, observations and an audience survey as his methods to explore the nature and extent of the local residents' participation in the communication process. The station, operating with a wide participation from its community members, has not only been successful in providing them with an access to much needed information and entertainment but has also, in fact, proved to be an important avenue for the local population to express their opinions and views as well as exchange feelings.

On the other hand, other than participation in media content production and in communication processes, Sujuko (2011) analyzed the conversations of talk show hosts and listeners in a community radio station in Indonesia. Sujuko (2011) learned that the involvement of local community members allows the community radio station to focus on the culture, traditions, and values in the community. Sujuko (2011) used

conversation analysis in the Javanese language to examine the dialogue between talk show hosts and listeners on the Balai Budaya Minomartani (BBM) FM radio station which broadcasts Javanese culture and traditions in Indonesia.

Meanwhile, Walters and Darby (2011) discussed the process and key recommendations of an evaluation of a community oriented radio station in a rural village in Bali, Indonesia. Community development and health promotion strategies were adopted with the purpose of positively impacting the health and social needs of the local community. The essential element of participation in communication for development was extended to the choice of an evaluation methodology that facilitated community empowerment. The Most Significant Change method was utilised to interview 74 participants (combination of individual interview and focus groups) and to provide the basis for the community itself to identify what it considered to be significant change brought about by the on-air and off-air interventions delivered by the radio station. The 2007 study found that, in contrast to the findings of a needs assessment in 2004, the community largely valued the input of the radio station with community members stating they were 'very proud of the radio station'. Changes in community perceptions are considered attributable to the radio station adopting a health promotion/community development approach to a combination of on-air programming to support off-air activities within the community. The radio station is in a valuable position to continue making a positive contribution to the village of Tulikup and to the wider region of Bali.

With regard problems in community radio in Asia-Pacific region, Librero (2004) pointed out that in community radios: there lacks a common definition and understanding of community radio; there is a dearth of expertise in community radio; community radio stations should be totally autonomous; community radio should devise mechanisms to sustain its operations; and there should be more efforts in developing the hardware for community radio.

Magpanthong (2007) affirmed Librero's (2004) claim as she reported similar issues in the context of three community radio stations in Thailand. In her ethnographic study which included sixty-four qualitative interviews and participant observation during eight weeks of fieldwork in her dissertation where she analyzed three Thai CRSs—Doilangtham CRS in the north, Khon Thaiso CRS in the northeast, and Pattani CRS in the south. She found that self-management is an issue in each CRS. Transparency and a shortage of volunteers were common problems. These CRSs were operated by amateurs and because they were amateur broadcasters, the stations suffered from many problems that conventional radio stations would not have. CRSs might have wonderful prospects for community involvement but there was no a certainty that they could be realized unless station operators have skills necessary to carry out broadcasting in a professional manner.

Another study in 2009 also found comparable results to Librero's contentions and Magpanthong's findings regarding issues besetting community radio stations. Carter (2009) also looked into the issues tormenting a community radio project in Sri Lanka. He analysed the Kothmale Community Radio Interorg Project. The Kothmale Project as a whole struggled with repeated funding issues, government control,

outdated and broken equipment, and on-going civil unrest and ethnic violence. However, unlike the Thailand CRS, the Kothmale community radio was found successful in training and creating a generation of rural Internet users in Sri Lanka despite the succession of repressive Sri Lankan governments that intent on limiting ICT-empowered political activism and by the short-sighted decisions of funders.

CRS in the Philippines

In the Philippines, “participation and control by the community is the critical yardstick” (Tabing, 2000) in the operations of community radio stations. Tabing known for his Tambuli project asserts that community radios involve a high level of effective popular participation, particularly in its operation. He emphasized that with his experience in the Tambuli project, “An elaborate multi-sectoral community media council (CMC) was constituted from among the recognised leaders of the town. Farmers, youth, women, senior citizens, education, religious denominations, businessmen, transportation groups and the local government were represented. The CMC would make the major decisions in the operation of the station.” He also believes that community media like community radio stations represent a viable and crucial alternative to provide the means for participation and group action to the grassroots population. Indeed, the approach taken by the Philippine project is to promote community radio through independent rural—based production and broadcast operations (Librero, 1993).

Rios (2005) looked into a local government initiative, the case of Radio DZBF in Marikina City. Analysis of the station reveal that while it was funded, managed and operated by the local government, the station recognized the participation and

involvement of the of the community members in the operation of the radio station by conducting consultations and training and assisting community volunteers.

However, in a more recent study which looked into another form of community broadcasting in the country, this time in a state university owned community radio station in Ilocos Sur, Radyo Kailian. Acuzar (2017) found that the concept of community ownership through participatory approach is limited. In her qualitative study Acuzar investigated whether there is community participation among members in Radyo Kailian. She found that there is limited participation from the community radio council members particularly in the management of the station's operations. Her interviews reveal that while the station personnel claim that they try their best to involve the CRC members by conducting meetings, the lack of regular interaction initiatives from both parties hamper the participation of the latter.

Unlike the study of Acuzar which focused in just one locale and particularly looked at community members' participation, Flor, Gopela and Chico (2017) analysed in-depth the context of various community radio stations as participatory radio in the Philippines. They employed a case study research design in selected community radio stations in Luzon, Visayas, and Mindanao, specifically in Kabacan, North Cotabato, Davao Oriental for Mindanao, Iloilo and Aklan for the Visayas, and Cagayan Valley for Luzon. Participants of their study as key informants were five station managers, one mayor, the head of the Federation of Rural Broadcasters, and the President of Media Zone, Inc. In-depth interviews with key informants which lasted for two hours or more were conducted to probe further into the responses, and find coherence in the data being collected. Observations and responses gathered

were analysed using thematic analysis by establishing a pattern in the responses. Results reveal that community radio stations through participatory radio can serve as a major channel or medium for information dissemination, education, and social transformation.

In recent years, Philippine community radios experience similar challenges with that of community radios in other Regions. Albia (2011) reported some of the challenges in the case of Radio DZLB. Using the case study research design with key informant interview, focus group discussion and review of secondary sources as her data gathering techniques, her study necessitated the participation of stakeholders of the station classified as DZLB partners, CDC staff, UPLB key officials and selected DZLB listeners. Among the needs and problems identified were the non-functional committees, the lack of clear-cut functions of stakeholders, low participation and station listenership and inadequate financial resources.

Tuazon (2015) asserts that technological developments are proving to be the most serious challenge to the radio industry in the country. He further contends that radio stations have to retool and go digital, in order to compete, provide better quality programming, and eliminate of multi-path interference. The interactive and two-way capabilities of modern technologies should be harnessed to the fullest to ensure cultural harmony, integrity, and identity (Tuazon, 2015).

Francisco and Francisco (2015) affirmed the contention of Tuazon (2015) through the perspective of the community radio listeners. Using the normative and evaluative types of survey under the descriptive design, they traced the listeners of a

community radio station in Ilocos Sur. The study found that most listeners do not use the traditional transistor radios but rather use their mobile phones to listen to the community radio station. Most listeners were also found frequently online. Their findings reveal that slow internet connection and the lack of online visibility of the community radio hamper the Kailians from listening to the medium.

Summing it up, the literatures prove that community radio stations are not just mere channels of transmission. They are composed of both human and non-human resources. These human and non-human resources are organized in structures to work together to achieve a common goal. This means that for a community radio station to be cultural mediator, for instance, both human and non-human resources have to be assembled and coordinated. Production of developmental plugs which promote local culture requires many actors and actions because data have to be gathered by the writers and edited by the editors while broadcasters have to cast the plugs. The absence of any of these inseparable actions and actors can impede the achievement of the goal of acquainting the public with what they ought to know about a certain issue or concern. The same is true of other forms of broadcast content such as current affairs, drama, documentaries, jingles etc. Operation does not end with the coordination of the activities of one unit because the inseparable broadcast assignments cut across units, sections, divisions, departments depending on the structure of a station. Data gathering and production operatives would now and again require the collaboration of engineers and other technical operatives in the maintenance of facilities. What is happening inside-- the members' coordination and collaboration are validated by the feedback the community radio station gets from its listeners and followers. Ideally, this feedback is analysed to squeeze insights which

can be basis for intervention or creation of a policy to regulate themselves or to maintain order and balance with the community they serve.

However, while it has been articulated that coordination and collaboration in community radio is needed to maintain order and balance, it is apparent from the literatures that the community members have limited involvement. An evidence of this is the lack of participation, a collective responsibility of the community members, in the overall management and in planning and implementation/operationalization of development centered activities which they should have designed for themselves. The lack of participation is a major issue for it disables the flow of interaction by interrupting members' involvement which hinders the attainment of a common goal.

The corpus of data also reveals a common status of the community radio stations around the globe. Operators and managers of the medium are challenged to operate the traditional expectations from the platform. The CRS are still viewed as a cultural negotiator/mediator, a platform for opportunities for volunteering and community participation, a tool for empowerment and a channel for giving voice to the muted marginalized populace. Moreover, CRS worldwide are beset with problems such as weak linkages with its community, power control, financial sustainability and lack of identity. One major difficulty CRS faces is how it could adopt to the digital world.

Indeed, community radio broadcasting is premised on technology and because technology keeps changing day by the day, a station, must blend itself to the call of time. With the blending of the traditional CRS model to technology specifically the Internet, it is promising that an improved audience participation and engagement is possible in a hybrid CRS. Through diversification and segmentation of programs, audiences' participation becomes interactive, two-way communication where genuine participation is established which empowers the members through their connectivity to other members. As the community members are connected, they are empowered to work together to help improve the lives of their fellow community members.

Therefore, on the basis of what is known about community radios, there is a scarcity of literature which analyses how this medium in particular has flourished in the new environment. Little attention is given as to how members coordinate and collaborate for them to be able to sustain their community radio's identity while in terms of mode of delivery, CRS has become a hybrid medium wherein it is being aired on air and online.

The research specifically reports how a hybrid community radio station like Radyo Kailian is able to sustain its identity as a traditional community radio at the same time an online radio. The present study is an extension of earlier research findings but intends to provide more insights about the variables studied for it is an in-depth analysis of the organization's structure, management and leadership, human resources, programming and program content, participation, and funding. Therefore, studying how Radyo Kailian community radio has thrived to keep its

community radio identity intact in a global village is timely and significant.

CHAPTER III

METHODOLOGY

Case Study

The purpose of this study was to examine Radyo Kailian in-depth as a hybrid medium. Case study was used to investigate the structure, management, leadership, programming and program content, participation, human resources, and funding of the community radio station. Stake (1995) describes case study methodology as a strategy of inquiry in which the researcher explores in-depth a program, event, activity, process or one or more individuals. Cases are bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time.

Participants of the Study

The selection of participants for this study was based on a strategy referred to as, "purposeful selection" which, by one definition (Maxwell, 2005 in Dodge, 2011), denotes that "a selection strategy in which particular settings, persons or activities are selected deliberately in order to provide information that can't be gotten as well from other choices". As such participants in this study who were expected to share their experiences were the following:

Table 1. Participants of the Study

Participants	Position	Role in the CRS
Station Personnel		
Dr. Rafael Querubin	Former President of ISPSC	Former Station Manager
Dr. Gloria D. Tuzon	Vice President for Research, Extension and Training	Consultant, Former Asst. Station Manager/Broadcaster
Mr. Ephraime Hyacinth Chavez	Asst. Station Manager	Programming Division Head/Broadcaster
Ms. Gina Mae Villanueva	Technical Division Head	On air and On line Technical Head
Mr. Adrian delos Santos	IT Staff	Online Technician/Formers Broadcaster
Mr. Zharbie Curimao	Radio Technician	On Air Technician
CRC Officers and Members		
Mr. Joemar Cabradilla	CRC Officer	Broadcaster
Dr. Armando Diga	CRC Member	Broadcaster
Ms. Reinna Lorica	CRC Member	Broadcaster
Corporal Jake Anthony Bulfa	CRC Member	Broadcaster
SPO3 Annalissa Jamandra	CRC Chair	Broadcaster
Mr. Elmer Pedro	CRC Member	Broadcaster
Mr. Francis Canosa	CRC Officer	Broadcaster
Dr. Marsha Michelle Cabuena	CRC Member	Broadcaster

Data Collection Techniques

Based on the scope of this research, after the participants were referred and identified, four data gathering vehicles were utilized: survey, documentary analysis, in-depth interview, and focus group discussions.

Survey instrument was used to collect the demographic information from the station personnel and community radio council officers and members. The instrument contained the following information: age, gender, experience as broadcaster, years with Radyo Kailian, trainings attended related to CRS, specialization (for station personnel only) and sector represented (for CRC officers and members only).

Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic (Bowen, 2009). Documents for the last three years (2016 to 2018) analysed were: six (6) monitoring results from the National Nutrition Council Region 1 (2 in 2016; 2 in 2017 and 2 in 2018) and 260 screenshots of Radyo Kailian Facebook page posts.

In-depth interview involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation (Boyce and Neal, 2006). Interviews were conducted face to face, through Facebook chat and through email. The former President of ISPSC was interviewed online using Facebook's private message while four CRC members were interviewed through email. The face to face interviews were semi-structured and were set depending on the person to be interviewed. There were separate interviews

for: A. the former President/Station Manager, B. the Vice President for Research, Extension and Training/ former Asst. Station Manager, C. the current Asst. Station Manager/Program Manager, D. CRC officers and members, and E. Broadcasters. Potential interviewees (those interviewed face to face) purposively chosen were situated in the place they were most convenient and were briefed about the purpose and process of the interview and how long it would last. When they agreed to participate, they were asked again for their consent at the start of the interview. The interviewees were informed beforehand of the following: that the interview would be recorded and transcribed; that the information they would reveal would be kept confidential; and that their names would not be mentioned in the study. The participants were also asked if they would be comfortable with "Filipino" as the medium of communication during the interview. During the face to face interview prompt questions were used for clarification and focus. Prompt questions were not intended to lead the participants but to encourage and elicit examples and meaning about the experience they were sharing. The length of the face to face interviews were not constrained; At the end of each interview, a leading question was asked: *"Is there anything more that you want to share which you feel you may not have mentioned a while ago?"* This question elicited new information from the participants. FB chat and email were used as data gathering instruments for CRC members who served as participants but were out of town and/or out of the country. They were primarily contacted and were asked of their interview preferences. When they agreed on what platform they were convenient with, a schedule for the FB chat was set while for email interviews, a set of question was sent to the participants' respective email addresses. The FB interview lasted for one hour while the responses for the email interview were retrieved after a week.

Focus group discussion as a method is a group interaction where there is an expected extensive array of responses, stimulating specifics of experience and emancipating reservations through the group dynamics thereby getting more in-depth data from my participants. In identifying the participants for this method mixed gender groups was considered (Freitas, Oliveira, Jenkins, & Popjoy, 1998 in Nyumba,etal 2018). There were two sets of FGDs conducted. One FGD was composed of the station personnel alone and the other one was composed of the CRC officers and members. There were five (5) participants for the first FGD and six (6) participants for the second FGD. There were repetitions in the answers but there were also some new information which emerged during the FGDs. The participants were more vocal and spontaneous compared when they were interviewed individually. They were more comfortable and confident during their sharing since the group members were supportive of one another. A convenient venue for the discussion was identified. The participants' comfort, access to the venue, and levels of distraction were considered in the selection. In addition, participants were placed in a normal and familiar setting with sufficient space. There was enough seating that enabled participants with a clear view of each other and the facilitator. The participants were informed beforehand that the meetings would be audio recorded and data from the recorded FGD would be transcribed. The two FGDs lasted for almost an hour respectively so as not to fatigue the participants.

The findings of this research were shared with the participants through a process called member checking, respondent validation, or participant validation to validate the results thereby increasing the credibility of the report or study (Birt et al., 2016; Lincoln and Guba, 1985, in Nyumba et al, 2018). The member checking afforded the focus group discussion participants the opportunity to check for accuracy and resonance of their experiences (Doyle, 2007, in Nyumba, et al, 2018).

Below were the interview and FGD schedules respectively:

Table 2. Interview and FGD Schedules

Participants	Interview Schedule	FGD Schedule
Dr. Rafael Querubin	November 23, 2018	-
Dr. Gloria D. Tuzon	November 22, 2018	December 4, 2018
Mr. Ephraime Hyacinth Chavez	November 21, 2018	December 4, 2018
Ms. Gina Mae Villanueva	November 21, 2018	December 4, 2018
Mr. Adrian delos Santos	-	December 4, 2018
Mr. Zharbie Curimao	-	December 4, 2018
Mr. Joemar Cabradilla	November 22, 2018	December 11, 2018
Dr. Armando Diga	November 23, 2018	December 11, 2018
Ms. Reinna Lorica	December 2, 2018	December 11, 2018
Corporal Jake Anthony Bulfa	November 22, 2018	-
SPO3 Annalissa Jamandra	November 30, 2018	December 11, 2018
Mr. Elmer Pedro	December 2, 2018	December 11, 2018
Mr. Francis Canosa	December 2, 2018	December 11, 2018
Dr. Marsha Michelle Cabuena	December 6, 2018	-

Data Analysis Procedure

Data gathered from the four methods: survey, document analysis, in-depth interviews, and focus group discussions were analyzed separately.

Survey results were treated through frequency count and percentage.

Meanwhile to squeeze data from documents such as the monitoring reports and Facebook contents separate content analysis was used for each of these sources. Monitoring reports and Facebook posts were chosen as units of analysis, as they covered the required information for this study and also dealt with facts with the minimum degree of distortion. The number of times a given or defined unit or theme figured in a body of text was recorded. Aside from the researcher, the assistance of one more coder to independently code the units and to check the inter coder reliabilities was sought.

Data from in-depth interviews and focus group discussion were guided by Yin's (2011) five phases of analysis in qualitative research. As the researcher was familiarizing and refining her notes nightly by rereading the field notes, relistening to the audio recordings and rereading the transcriptions, she compiled them in a database. Open coding as a tool to sort, retrieve, link and display data and categorization (Lindlof and Taylor, 2002) by identifying a chunk or unit of data (Spiggle, 1994 in Lindlof and Taylor, 2002) from the transcription which led to the creation of themes. Thematic analysis and determination of themes were completed promptly as to the grab the essence of the case and answer the research questions.

CHAPTER IV

FINDINGS AND DISCUSSION

The purpose of this study was to examine Radyo Kailian in-depth as a hybrid medium. It aimed to achieve the following objectives: provide a well-documented historical account that describes the community radio station's transformation from a traditional platform into a hybrid medium; surface its adoption and adaptation strategies and dynamics as a hybrid community radio organization; discover from the participants their perceived concerns as practitioners/broadcasters in a hybrid medium; and draw implications which may provide insights to the sustainability of community radios in particular and community media in general in the global village.

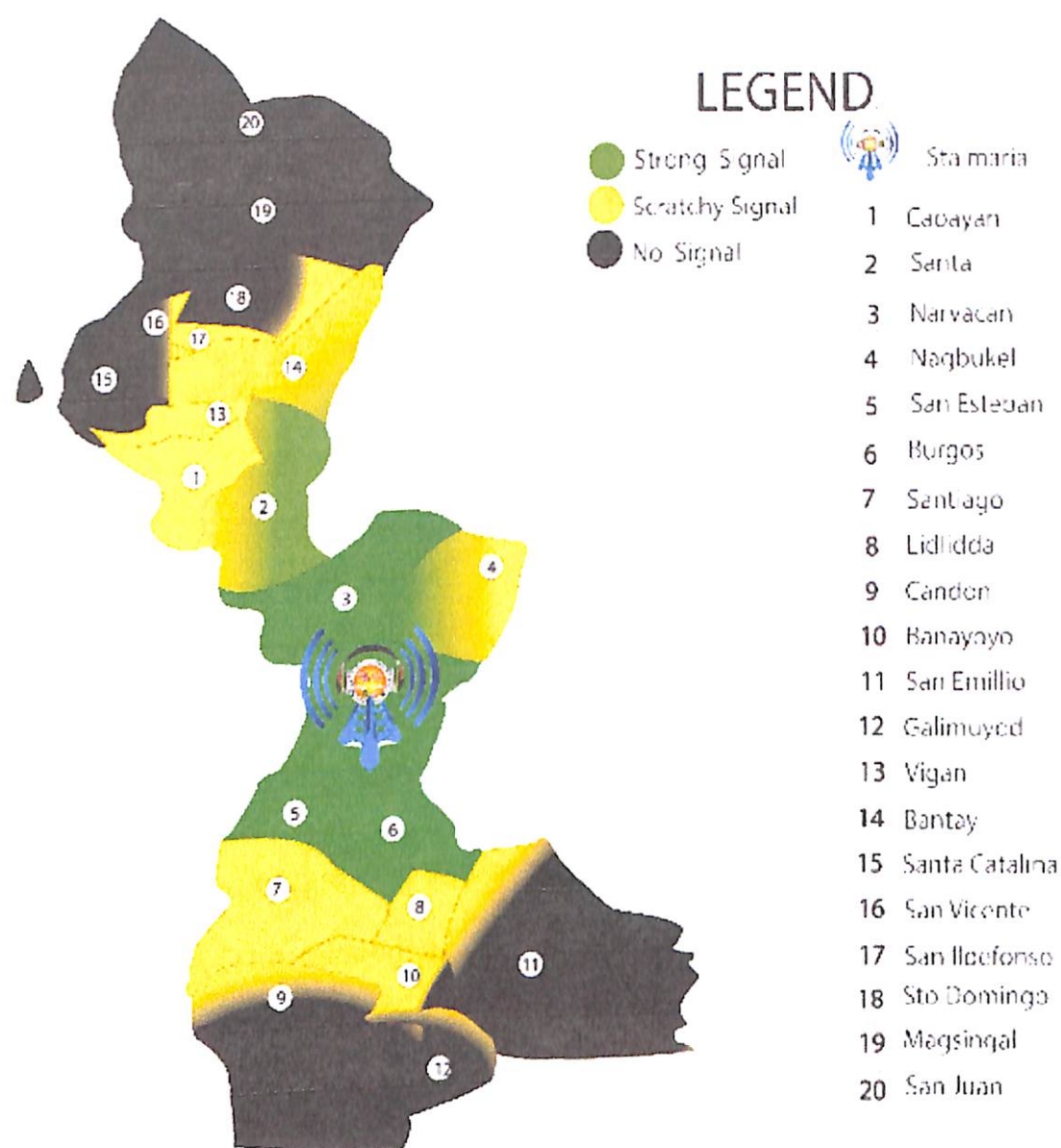
Findings are presented in tables, graphs, and figures for easy understanding and provide a clear picture of Radyo Kailian's context. The discussion is designed to clarify and support the findings of this study. Direct quotes from interviews and FGDs' transcriptions are offered to best represent the experiences of the participants and highlight through their own voice how they experience broadcasting in a hybrid community radio.

Locale of the Study

Radyo Kailian is heard in twelve (12) municipalities in the 2nd District of Ilocos Sur. With Sta. Maria as the focal point where Radyo Kailian is situated, in its North are the towns of Narvacan, Santa, Bantay, Vigan City and Caoayan. In its Southern part are the municipalities of San Esteban, Santiago, Lidlidda and Banayoyo. While in its Eastern part are the towns of Nagbukel and Burgos. Most of these towns are considered 4th class (Burgos, Caoayan, Santa, Santiago and Banayoyo) and 5th class municipalities (San Esteban, Lidlidda, and Nagbukel) respectively.

Due to its geographical location, fishing and farming have been the main sources of livelihood of the community. Farmers plant onions, tomatoes, rice, garlic, tobacco, and corn. Based from the 2015 census of the Philippine Statistics Authority, population of these twelve municipalities total to almost 202, 245.

Fig 3. Signal Map of Radyo Kailian



Historical Evolution of Radyo Kailian

It was in 2009 when in a national convention the former President of Ilocos Sur Polytechnic State College (ISPSC) heard from Assistant Secretary Bernaditha Flores of the National Nutrition Council (NNC) of the Department of Health (DOH) that they were looking for sponsors and agencies which would like to be recipients of community radio stations, a project which was under the Nutriskwela Community Radio Network Program of the said agency. Upon knowing this, the former President immediately approached the Assistant Secretary and signified his intentions.

The former President admitted that he really wanted to have the community radio station because he wanted it to be an extension arm of the college, "I was thinking, it will be very useful in our extension activities and most importantly on information dissemination of nutrition education which was the primordial objective of both ISPSC and NNC. The existence of a radio station in a college is a blessing since not all SUCs are given the priority to have one. *Especialy, libre pa walang pagod in obtaining a license, etc.*" (Especially it was for free, no worries in obtaining a license, etc). He also considered having the community radio an opportunity. He further adds, "The opportunity to serve the community more especially the farmers, the fisher folks thru educating them on various issues in nutrition, education as a whole. The opportunity to develop people in the field where they are foreign to it."

Soon after to make the negotiations formal, a letter was sent to the former President, he recalled, "Thru a letter from the Executive Director of the National Nutrition Council - Department of Health, Asec Bernarditha Flores, they informed me that ISPSC has been selected to host a community radio station in Sta. Maria, Ilocos Sur."

The former President also shared that series of talks followed. Then, finally on the following year, 2010, the NNC team headed by Assistant Secretary Flores herself went to assess the capacity of ISPSC to provide the needed facilities specifically a room for the station. He further narrated, "The radio station didn't come immediately, prior to that we've have had meetings with the NNC National and Regional offices with Asec. Bernie and with Madam Eileen Blanco. After I accepted the offer, they came to our college and assessed/evaluated if indeed we can host. Technical people from the MQ Mediazone also came for ocular inspection on the site. The room in the 3rd floor of the President's Building was offered by the President. The proposed space was approved by the NNC team. He remembered, "I reserved the third floor which was an open space. No roofing yet, just a view deck as our counterpart where a radio room was eventually built."

The NNC also required the minimum number of personnel to manage the station from the ISPSC administration. Aside from himself, the former President immediately assigned four other faculty members to be part of the required station personnel. Thus, he became the Station Manager, Dr. Gloria Tuzon, Program Manager, Ms. Gina Mae Villanueva, Technician and Mrs. Natividad Cauton and Mr. Jocelyn Puzon were assigned announcers. Dr. Gloria Tuzon's rich background in

extension and training and her innate talent made her an immediate pick. Ms. Villanueva's engineering and information technology background were the basis for her Technician designation while the broadcast experiences from the previous employments of Mrs. Cauton and Mr. Puzon respectively were their advantage for their designation. The NNC however, still required the ISPSC administration to hire a licensed radio technician. Hence, in the next few months, Mr. Christian Rasallan was hired and was assigned as a radio technician of Radyo Kailian.

The former President named the station Radyo Kailian. He disclosed, "The name Kailian (Ka-il-yan), was coined as it reflects a strong feeling of intimacy among the people in the community. I suggested it, and for the members of the community radio council to ponder on it and ultimately to approve. It means "townmates" and therefore it suggests camaraderie, friendship." The station's mantra also was a brainchild of the former President, "Agsalukag Ka! means agaggaget ka... be industrious which appropriate call for the people, especially for the young ones to always be industrious, that is why Radyo Kailian, Agsalukag Ka!"

Between March and October 2010, two trainings were held for capacity building of the station personnel and CRC members of the station. A local training on the basics of broadcasting, radio scriptwriting, and technical know-how enhancement were sponsored by the National Nutrition Council Head Office. The speakers were veteran radio broadcasters Mr. Mario Bautista and Mr. Francisco Flores. In attendance were representatives from various sectors: agriculture, business, spiritual, academe, PNP, AFP, senior citizens, youth, LGU, and ,medical and dental sectors. Another training, this time on the national level was attended by President

Querubin, Dr. Tuzon, Ms. Villanueva and Mr. Rasallan. Radio programming and management was the focus of the said training.

The initial broadcast was scheduled on the last week of October 2010 and it lasted for a week. While on test broadcast an informal local training, a refresher of the previous one was held for the station personnel and CRC members. The NNC again sponsored this.

On November 11, 2010 Radyo Kailian was aired for the first time under the call number DZNF 97.3 broadcasting at 100watts transmitter. In terms of equipment the radio station was initially given by the NNC the following: a computer with monitor, CD player, audio mixer/processor, a microphone with stand and a headphone. The radio station was first heard in the municipalities of: Burgos, Narvacan, San Esteban, Lidlidda, Santa, Sta. Maria in Ilocos Sur and the province of Abra. Mrs. Ciony Supnet, the Municipal Administrator of Sta. Maria, Ilocos Sur was elected as the first Chairperson of the Community Radio Council. She served for six terms from 2010-2016.

Plate # 1. Facade of Radyo Kailian



Table 3. Pioneer Programs with Corresponding Anchors

Pioneer Programs	Anchors/Announcers
Mamigat Tayon	Dr. Gloria Tuzon
Bread of Life	Hooked to the Sta. Maria Parish Church
Nutri n Licious Hour	Dr. Gloria Tuzon
The Doctor is In	Dr. Marsha Michelle Cabuena
Love and Health	Mr. Eduardson Tacuban
Damdama Kailian	Dr. Gloria Tuzon
Katumbas ay Biyaya	Hooked to NNC
Cheezy Requests and Dedication	Dr. Francisco D. Lopez
Biag ken Ayat ni Baby Cake	Ms. Sharon Brillantes
One Nutrition, One Nation	Hooked to NNC
Manager's Time	Dr. Rafael Querubin
Angelus	Catholic Women's League Sta. Maria Chapter
PNP Hour	SPO3 Annalissa Jamandra

A station policy, an editorial policy and an operations manual were distributed by the National Nutrition Council to guide the overall operations and maintenance of the radio station. However, policies were not limited to what were provided by the NNC but Radyo Kailian CRC officers and members also generate among themselves local policies based on their context.

To sustain the operations of the radio station, the former President allocated its funds from the Extension budget. The fund was utilized for the payment of electric bills, purchase of other equipment such as extra microphones, microphone stands, computer units, air conditioners, web camera, a stand by mixer, and other facilities and equipment. Other sources of funding came from donations, specifically coming from alumni and other stakeholders, and sponsorship which were solicited by the community members themselves. Donations were in the forms of compact discs (from Vhen Bautista, a famous Ilocano song-writer based in the United States) and cash. The station gave a one hour timeslot for the Vhen Bautista songs while the financial donations were kept for the everyday sustenance and emergency needs of the station.

The National Nutrition Council assisted the station with regard programming, technical operations and capability building during the first year of its operations but on the succeeding years Radyo Kailian became totally independent. The NNC provided the monitor role to the station after the first year of operation.

Visionary as he was, the former President thought of how the radio station would be functional and sustainable. With this, he initiated the move to offer the BS Development Communication program. He believed that with the creation of the program, the presence of the radio station in the community would be more meaningful. Mrs. Annabelle Francisco a development communication graduate was hired on June 2014 and was designated as the Asst. Station Manager, August of the same year.

The year 2015 marked a milestone for Radyo Kailian. The station from the 3rd floor was transferred on the ground floor of the President's Building making it more accessible to everyone especially to its senior citizen community members. The new broadcast studio was also constructed and was furnished with brand new facilities and equipment. The transmitter was placed in a separate air conditioned room. A station personnel office was built adjacent to the broadcast studio. A well-furnished lounge was also made available for community members and visitors. This was also the year when a re-training for CRC members was conducted by the National Nutrition Council with Mr. Mario Bautista, Mr. Francisco Flores and Mr. Andy Vital as speakers. Further, this was also the time when from a 100-watt transmitter, the NNC replaced the equipment with 300-watts. The retooling and the upgrade were requested by the former President since he wanted a fresh start with the new Radyo Kailian home. With the upgrade, the station reached more municipalities. From seven (7) municipalities in 2010 to 12 municipalities from the 1st and 2nd Districts of Ilocos Sur and Abra including three (3) upland municipalities and an inner municipality in Ilocos Sur. Another staff, Mr. Adrian delos Santos was hired. He took charge of the IT aspect of the station. Mr. delos Santos maintains the

station's Facebook page.

On the same year, the Bachelor of Science in Development Communication was given the Certificate of Program Compliance by the Commission on Higher Education. The program was offered during the school year 2015-2016. The offering of BS DevComm program was considered by the former President a significant move for the sustainability of Radyo Kailian. It became foremost the laboratory of the DevCom students.

The station in 2015 was adjudged the Best Radio Station during the 1st Nutriskwela Awards awarded in the 6th National Conference of the Nutriskwela Radio Network Program held at Lanao del Norte. The station bested 34 other community radio competitors from Batanes to Tawi-Tawi. Radyo Kailian received other major awards such as: Best Radio Booth, Best Nutrition Programming, Best Male Radio Broadcaster (Mr. Joemar Cabradilla) and Best Radio Technician (Mr. Christian Rasallan). The valuable changes which transpired during this year: new home for Radyo Kailian, retooling of CRC, upgrade of transmitter, offering of the BS DevCom program, and a solid nutrition-related programming paved the way for the radio station's big win.

Although it was not really a requirement to have an internet connection in the radio station, to have one was strongly encouraged by the National Nutrition Council. This is because incoming and out-going communications from the agency were sent through emails including submission of reports. Radyo Kailian had the connectivity since 2010 but the connection was very poor. A Facebook page was also created as

early as 2010. This was handled by the radio technician himself. In 2013, the station was one of the pioneer station members of the network which used the advantage of the Internet through live streaming. An android program was created to do this job. The mobile application was the output of the thesis of Mr. Adrian delos Santos an IT graduate of ISPSC who was one of the broadcasters during this time. However, due to the very slow internet connection its use was not maximized.

In 2016, after the retirement of the former President and the coming of the new administration, the shift created a major change in the operations of the community radio station. With the creation of the Office of the Director for Public Relations, Publication, and Information Office (PRPIO), a unit under the Office of the President, the radio station was placed under the said office with Mrs. Annabelle B. Francisco, the former Asst. Station Manager, as the new Station Manager. Mr. Ephraime Hyacinth Chavez, a Development Communication faculty member was designated as Asst. Station Manager. Mrs. Ciony Supnet also left the CRC Chairmanship to SPO3 Annalissa Jamandra. SPO3 Jamandra was elected in the position in 2016 and up to this date seats as the CRC Chair. Aside from this change in the structure, all the other aspects of operations meanwhile remained the same. However, this organizational structure modification slightly injured the funding aspect for the radio station. Since there was no direct line anymore to the President, the radio was seemingly left on its own. The former Asst. Station Manager shares, "Sa PRPIO overseeing ng everyday operations ng radio sa programming etc ang focus pero wala naman direct funding ang Office ng PRPIO. Hindi din naman pwede sa fund galing sa Office of the President. Sa bagong administration kasi confused kung saan kukunin talaga ang budget para sa radio (The PRPIO was in charge of

overseeing the everyday operations of the radio station such as in its programming etc. The Office has no funds. The funds from the President's Office can neither be used. In the new administration there was really confusion on where to get the radio's budget. With this, from February 2016 to September 2018 the radio tried its best to be self-sustaining especially when there were emergency needs. The CRC officers and members helped in intensifying sponsorships and also assisted in looking for donors. On October 2018 through the initiatives of Dr. Gloria Tuzon, designated as the Vice President for Research Extension and Training, Radyo Kailian formally became an extension arm of the institution and was again allocated a budget coming from the Extension funds.

Plate # 2. CRC Meeting



Plate # 3 Station Personnel and CRC Officers and Members during a Nutrition Month Celebration



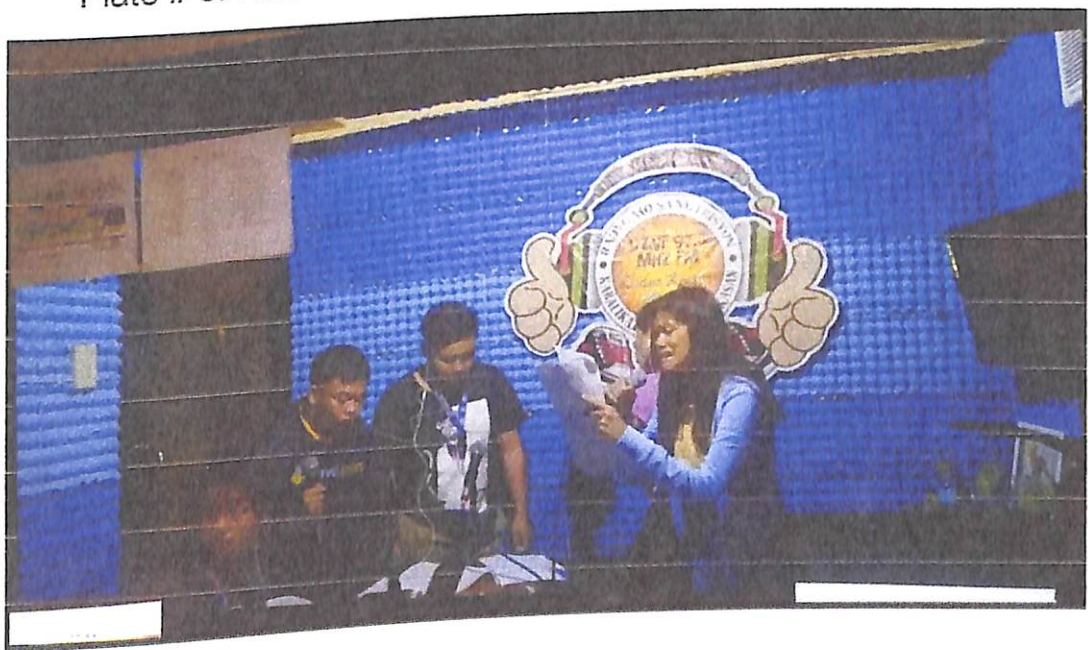
Plate # 4. CRC Chair SPO3 Annalissa Jamandra together with another police officer during her program sometime in 2016



Plate # 5. Agrischooltura hosts Dr. Armando Diga and Dr. Maribel Raguindin



Plate # 6. Radio drama recording



Despite funding issues, a facelift on the programming, program content, and mode of delivery of the radio station were made based on the results of the study of Mrs. Francisco on Radyo Kailian's listenership assessment in 2016. Results of the study were disseminated to the Community Radio Council through a meeting. With this, the programming with the inclusion of agriculture and gender-related programs were collaboratively intensified by both the CRC members and the station personnel. Program contents were enhanced by making them more informative and educational through research. The Station Manager and Asst. Station Manager shared to the CRC members how and where to get legitimate sources of data. The CRC members were assisted through the individualized mentoring of the Asst. Station Manager. The enhancement of the mode of delivery was an adaptive gesture of the radio station as a response to the needs of the present context. The mode of delivery was enhanced by still being on air and by maximixing the use of the social media since the net connectivity significantly improved. Radyo Kailian made itself visible in the social media specifically, Facebook. The Asst. Station Manager's program, Good Vibes sa Tanghali was the first program to use the advantage of Facebook Live. These changes nevertheless did not change the very core of the community radio identity- its programs are still designed for the community, by the community and of the community. With the consistency in nutrition programming and pioneering innovations in program contents and delivery, Radyo Kailian was again adjudged as the Best Radio Station during the 2nd Nutriskwela Awards held at Supreme Hotel, Baguio City. Other awards it received were: Best Radio Booth and Best Nutrition Programming.

Plate # 7. On Air and Online Technicians' Booth Plate # 8. Announcer's Booth

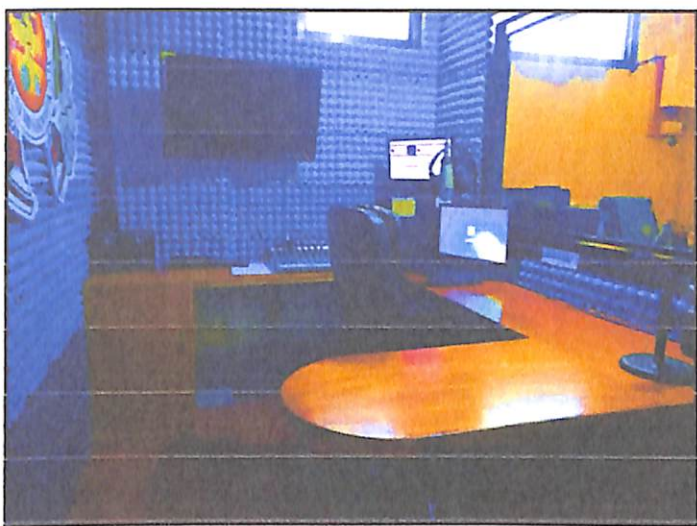
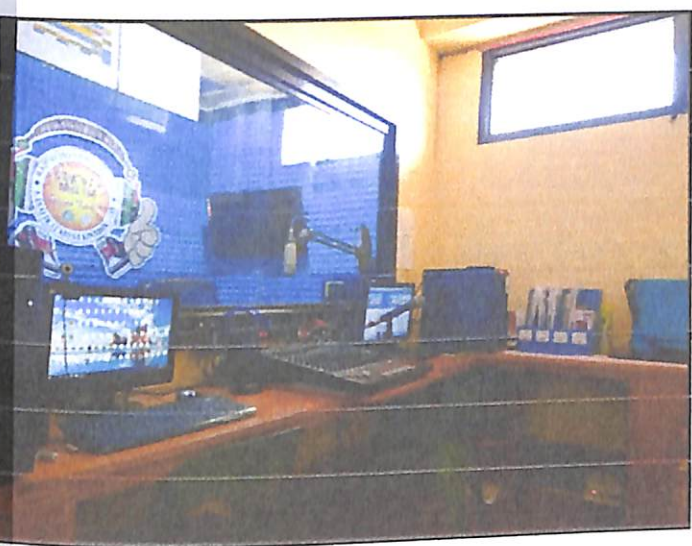
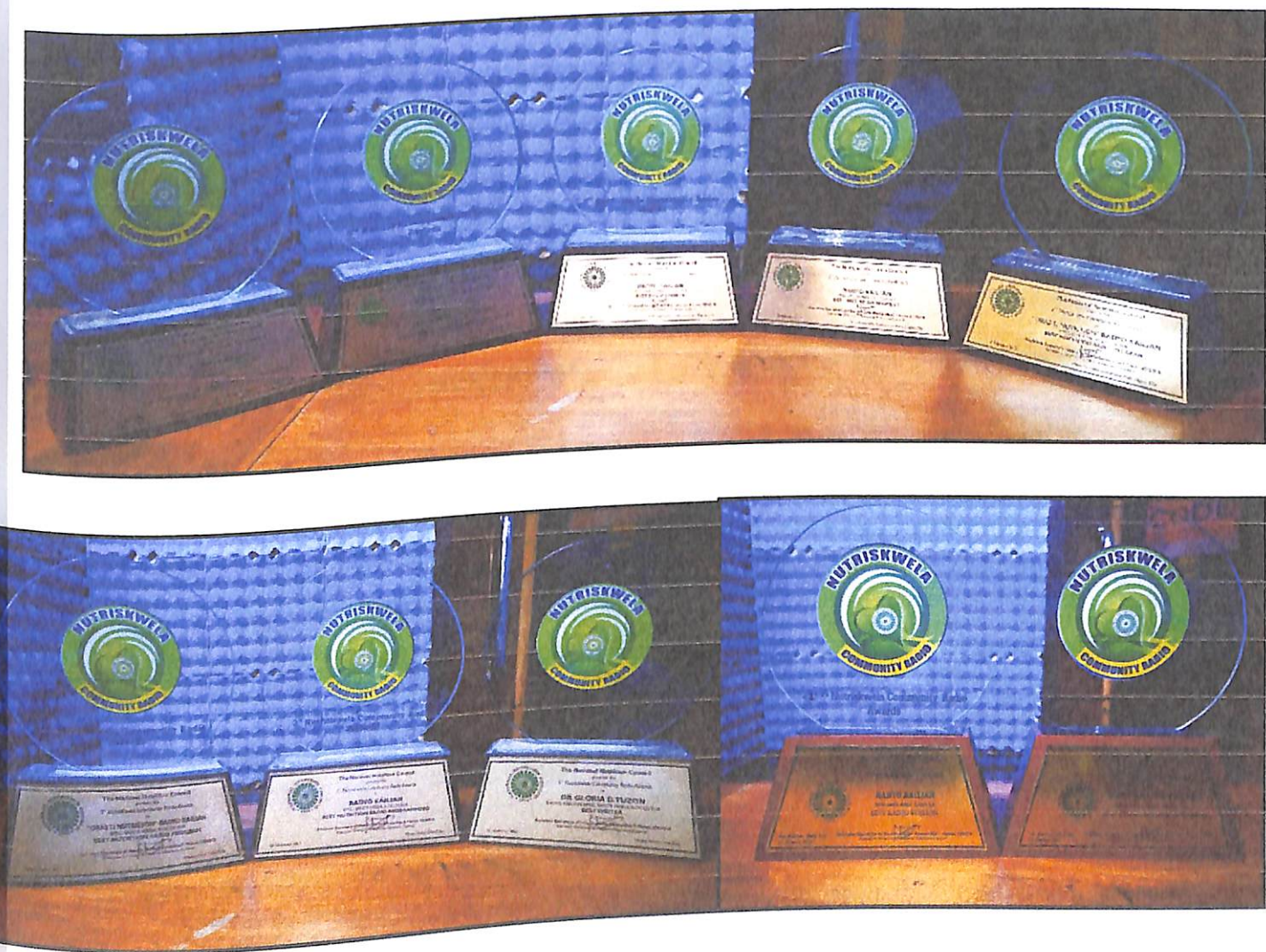


Plate # 9. Some Nutriskwela radio awards reaped by Radyo Kailian for the last three years (2016-2018)



In 2017, the radio station personnel and CRC felt the advantage of its exposure in the new environment. With positive feedback coming from community members from various places in the country and abroad, more programs aired on air were also delivered using Facebook Live. Aside from Good Vibes sa Tanghali other programs delivered in FB were: Cheezy Request and Dedication, Videoke Ti Umili, Pinakbet Hour, SSS Hour, Philhealth Hour, PNP Hour, and Mga Hugot ni Ms. Y. However, only these seven (7) programs with anchors were conveyed online in real time.

Plate # 10. Screenshots of Radyo Kailian Facebook Page

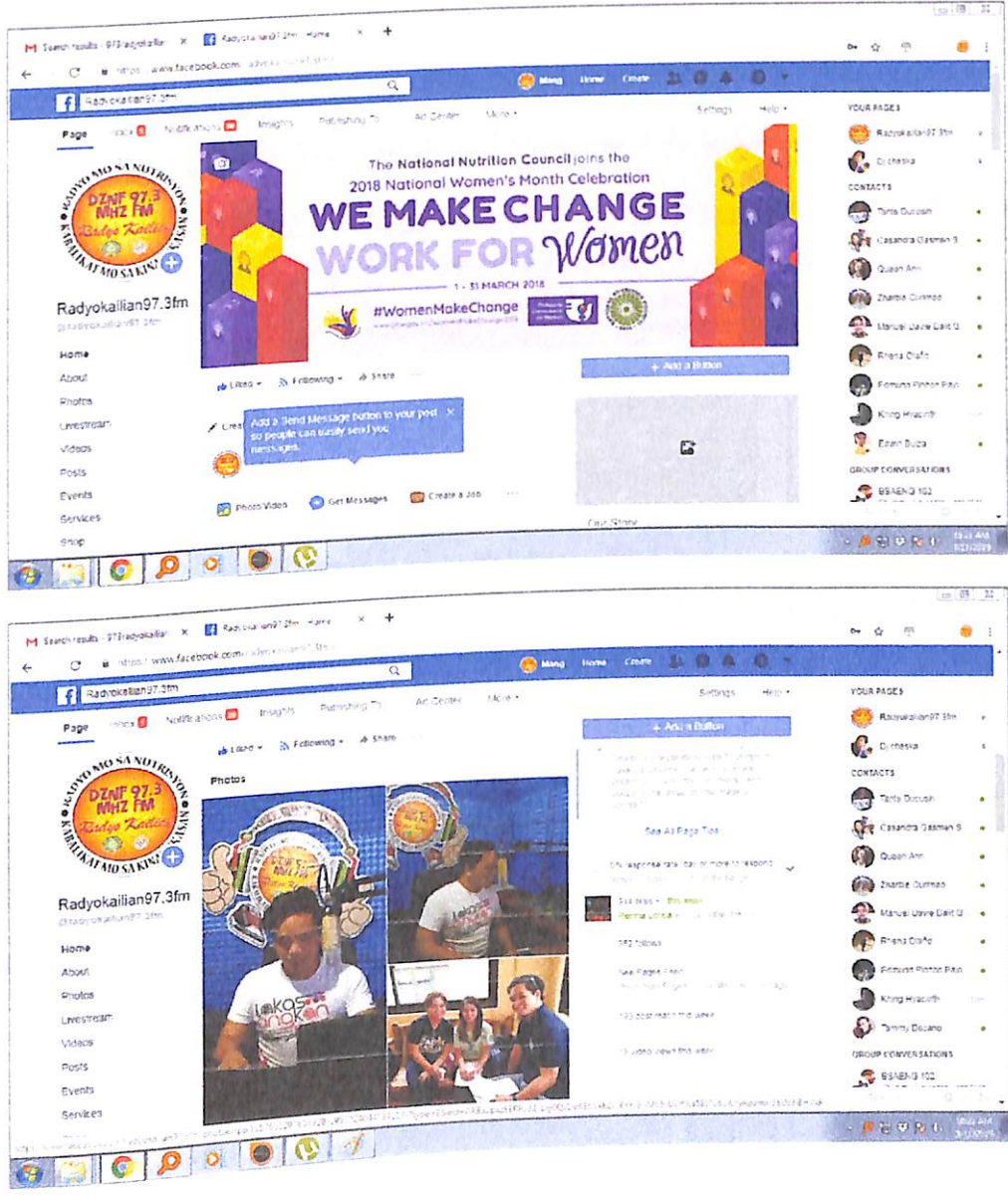
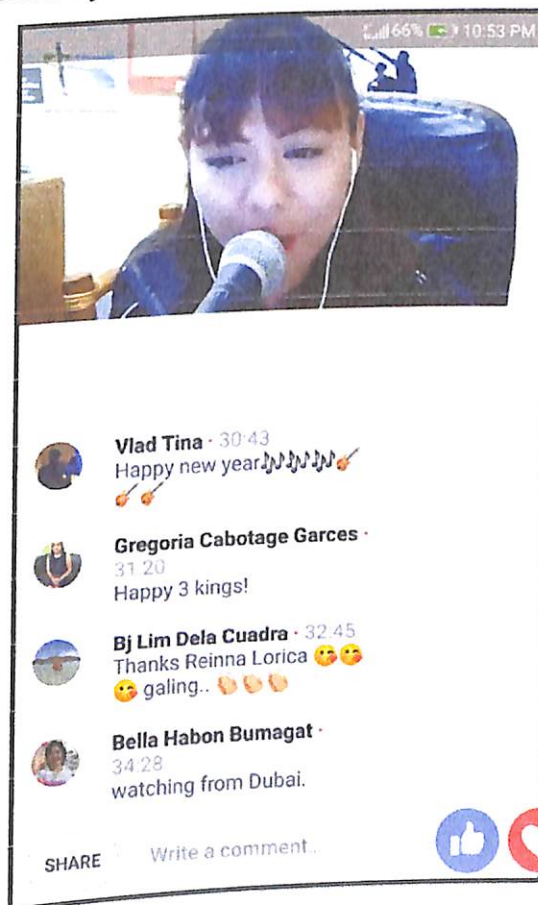


Plate #11. Facebook Live Screenshot of Oras ti Nutrition hosted by Dr. Gloria D. Tuzon



Plate #12. Facebook Live Screenshot of Mga Hugot ni Ms. Y. hosted by Ms. Reinna Lorica



Adopting and adapting to the ever changing time and space, starting the year 2018, the social media exposure of Radyo Kailian is on full blast with all its programs heard and viewed on air and online from signing in at 4am to signing off at 10pm every day of the week.

Figure 4. Timeline of Radyo Kailian as a Hybrid CRS

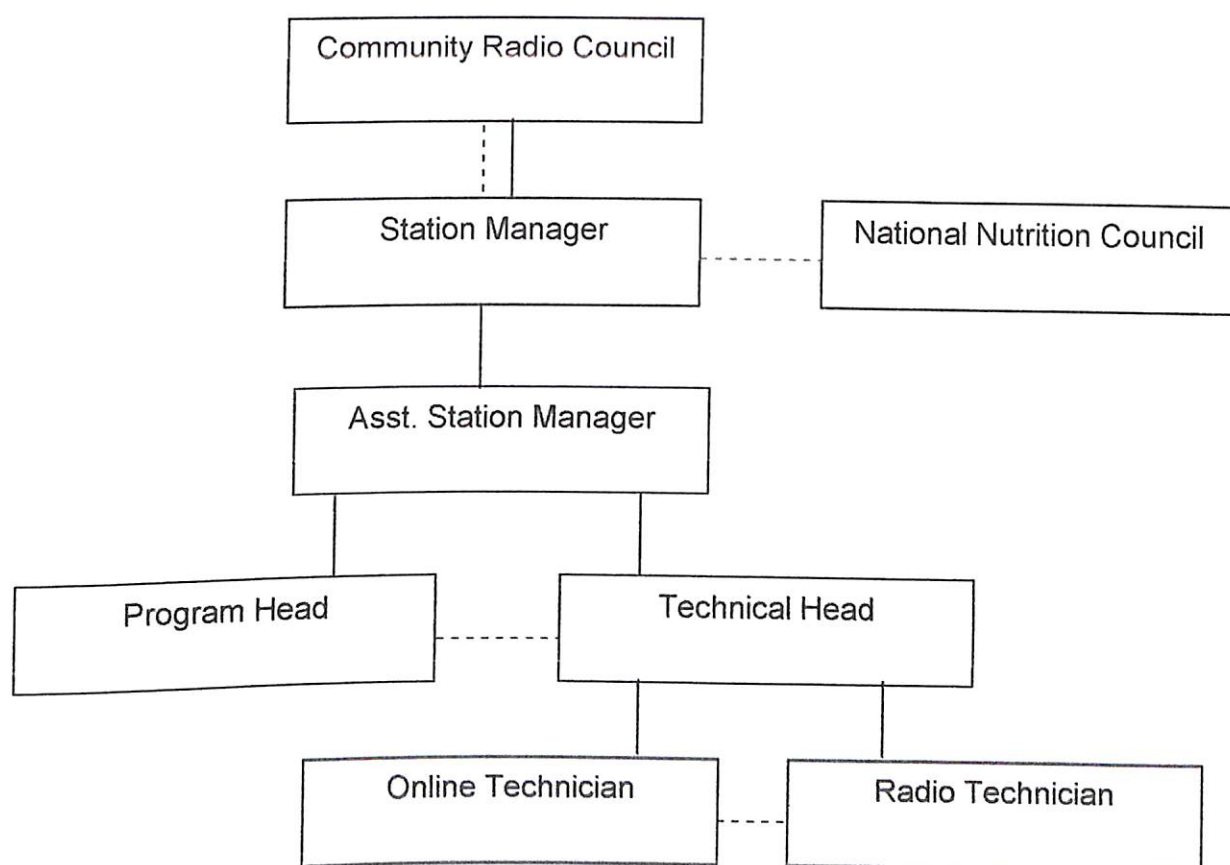
2010	First on air broadcast in 100 watts; internet connection was installed
2013	On air and online broadcast through live streaming; A Facebook page was created and managed by the Radio Technician
2015	On air broadcast in 300watts and online broadcast through the use of Social Media, FB (pictures and sound only); An IT technician was hired to be in charge of the maintenance of the online broadcast
2016	On air and online broadcast through FB live
2017	On air and online broadcast of programs through FB live with anchors on board only
2018	On air and online broadcast of all programs through FB live from sign in to sign off

DZNF 97.3 Radyo Kailian (Agsalukag Ka!)

As a hybrid community radio, Radyo Kailian has flourished in the new environment through its adoption and adaptation mechanisms. The following discussions details the best practices of this hybrid CRS as a system as it blends with technological advancement which is the Internet.

Organizational Structure. Radyo Kailian follows a functional structure. Station personnel are assigned in positions based on the functions they perform.

Fig. 5. Organizational Chart of Radyo Kailian



Legend:

----- line of coordination
----- line of authority

Line of Authority. The Community Radio Council functions as an advisory or consultative group on matters regarding the station direction and programming.

The former Asst. Station Manager discloses, “ Ang CRC ay approving committee. We are given the authority to manage the station. They are pool of supporters, management is the function of the station personnel . *Ang CRC kasama sa planning and implementation. Support sila sa paghanap ng sponsors, donations. Umbrella organization kasi sila but based sa policy, they will not mingle with the affairs of the management.* In fact, when it comes to their programs they abide by our policies.” (CRC is part of the planning and implementation. They also show their support by helping us look for sponsors or donations. They are the umbrella organization but based on the policy they will not mingle in the affairs of the management . They also adhere to our policy).

The CRC Chair shares, “ In terms of management we don’t mingle. I mean the CRC doesn’t mingle although we are informed of policies for example. With regard operations specifically in programming, the CRC members are always consulted. This is because we want that we really are the ones who plan, create our scripts and broadcast them on air and online. ”

The Technical Division Head further elaborates, “*Sa Kailian ang boss ung community kasi ung gusto nila ang nasusunod. Represented sila ng CRC kaya sa Kailian malaki ang boses ng CRC. Nag susuggest lang ung mga station personnel ang approval sa CRC pa rin. Pag iconult ang CRC mabilis din kasi madali din sila kausap at saka supportive sila.*” (In Radyo Kailian, the boss is the community. What

they want, we follow. They are represented by the CRC. In Kailian, the CRC's voice is heard. The station personnel suggest but the decision still rely on the Council. When we consult them it's easy though, they are easy to speak with).

With regard management, the Station Manager heads the station personnel by overseeing the overall operations of the radio station and maintaining coordination with the National Nutrition Council Head and Regional Offices respectively. In the early years of Kailian, from 2010-2015, the SUC President himself assumed the Station Manager's role and this made a lot of difference for the radio station.

The former Asst. Station Manager discloses, *"Bilang manager kahit gaano siya ka busy bilang President naglaan din kasi sya ng time, meron siyang program tuwing 4:30 pm to 5 pm bago sya umuwi. Dahil sa may program siya nakikita niya ang operations. At dahil siya ang President nagagawan niya ng paraan kung ano ang pangangailangan ng radio. Maganda kasi kapag sinabi mong, "Sir, may problema ang microphone", magpapapurchase siya kaagad. Gagawan niya ng paraan na magkaroon agad. Sa mobilization ng mga tao, advantage din un kasi syempre nga dahil siya ang Station Manager isang executive order lang makikinig talaga lahat sa kanya."* (As the Station Manager though how busy he was as a President that time he shared his time. He had a daily program 4:30pm to 5 pm which he really handled before he went home in the afternoon. Because of this, he would see how the operations were going. When we tell him, "Sir we have problems with the microphone." He would immediately ask the concerned office to purchase the necessary equipment. Mobilizing employees was also an advantage. With just

one executive order, everybody listened to him).

The Technical Division Head and pioneer station personnel affirms, *“Si Pres. Querubin lagi siyang visible at naglaan talaga siya ng time kasi nagkaprogram siya sa radio. Everyday bago umakyat sa office niya dadaan at dadaan siya sa Kailian”* (Dr. Querubin was very visible. He made sure he had the time, the reason he had a radio program before. Everyday before he went to his office, he would drop by and see how things were going in the station).

Another uniqueness of Radyo Kailian is the designation of an Asst. Station Manager. This position is not required by the NNC as part of the community radio's organizational structure. The Asst. Station Manager in the context of Radyo Kailian ensures that policies set are observed and followed; that continuous and orderly conduct of the radio station; that duties and responsibilities are assigned to the staff; and that there is coordination with the technical unit. The Asst. Station Manager also functions as the Program Head.

The former Asst. Station Manager narrates, *“As Asst. Station Manager, ako ang tumutok sa lahat ng aspeto ng operations ng radio. Of course you can't expect the President to do that. Sa radio na nga ako literal na tumira although my office ako before as Campus Executive Director ng North Cluster. Ang everyday operations ang concern ko. Lalo na noong nagstart pa lang. Kelangan tutukan ang mga programming at iassist ang mga CRC members. Kapag walang tututok ang worry ko baka magsialisan ang mga nagpro-program.”* (As Asst. Station Manager, I focused on the daily operations of the radio station. Of course you can't expect the President

to do that. I literally made the station my home though I have an office before as the Campus Executive Director of the North Cluster. I had to focus on the programming and on assisting the CRC members for my worry was, they might leave their posts).

The current Asst. Station Manager relates, "There should be someone who stays in the station to look after its daily operations. There are problems which might happen which will need a decision maker. These are the times especially when the station manager is not available. Without the presence of the Asst. Station Manager, the operations might be affected. There was an instance before that the 300 watt-transmitter we were using bugged down. Thus, I decided to replace it at once with the 100-watt transmitter. I just informed the station manager after we had replaced it. We can't go on air in as much as we can't go online."

Aside from having an Asst. Station Manager another dynamics unique with the radio station is the presence of two technicians. One in charge of the online broadcast and the other technician takes care of the on air broadcast.

The current Asst. Station Manager shares, "*Hindi gaya ng structure ng Kailian ang sa ibang NNC CRS. We have an additional manpower to take care of the soft side of the station. Soft side kasi may kinalaman sa Internet. This makes us different from the others kasi sila purely radio technician lang. Sa Kailian may specific na tao na nakatalaga para sa function na iyon. I find our structure effective. Una sa lahat syempre matutukan talaga ang bawat aspeto. May focus kumbaga ung staff. All his energy for the day will be spent doing a specific job. Unlike kung iisang tao lang ang nandoon katulad dati nakita ko na hindi efficient ang work nung past technician,*

madalas may napapabayaang siyang aspect. (The structure of Radyo Kailian is different from other NNC CRS. We have an additional manpower to take care of the soft side of the station. Soft side because it has something to do with the Internet. This makes us different from others because they only have a radio technician. Their radio technician takes care of both the on air and online broadcast. In Kailian there is a specific person who takes care of that function. I find our structure effective. First, if you have a specific person to do a task, he could focus on that. All his energy for the day will be spent doing a specific job. Unlike if a personnel has multiple tasks like the one we had before, certainly the staff won't be as effective).

The former Asst. Station Manager further stresses, "Having IT people in the radio is our advantage, really. Actually our online efforts are realized because of our IT experts. We are the first to do live streaming using the program created by our IT expert. Having an IT technician in the radio makes online broadcasting easy for Kailian."

Line of Communication. Communication in Radyo Kailian is less bureaucratic. It uses both traditional and emerging communication channels.

The current Asst. Station Manager narrates, "*Sa operations, walang masyadong kelangan kausapin kapag may issues. Kaya ung mga issues at problems mabilis masolve. At saka ayaw natin na matatagalan ang mga problems katulad ng sirang antenna, transmitter o kulang na cable wire kasi affected ang buong operations ng radio. Sa mga CRC members naman sumusulat tayo sa kanila sa lahat ng invitations natin para sa meeting or training. Kelangan ng formal letter*

kasi hinahanap ng mga agency heads nila. Para payagan sila ng agency nila, proof nila ung letter natin. Pinapadala natin mismo yan, pumupunta tayo sa mga offices of kaya sa email or sa FB nila o kaya tumatawag tayo sa cellphone. Ang CRC kapag nagreply based sa kung paano nadeliver sa kanila yung ating letter". (With regard operation issues, we don't have to speak with a lot of people. We don't like that our problems won't be attended to in a long period of time. Like problems on damaged antenna, transmitter or cable wires because the operations of the radio station is affected. When we communicate with CRC members we write them letters. These letters are needed for them to be allowed to attend a meeting or training with us on official business. We send our letters directly to them or we email them or we send them through their FB accounts or sometimes we call them over their cellphones).

The Technical Division Head tells, "*Mabilis Ma'am eh. Walang masyadong byurokrasya. Kapag may problem mabilis ang channeling. Mula sa technician halimbawa may kelangan sa radio, icha-channel kay Gina Mae, kay Ma'am Belle then sa akin tapos diretso na kay President. Minuto lang basta meron si President mapurchase na din agad. Ang problem lang kapag malaking items na dadaan sa bidding process, doon medyo matagal. May mga instances na word of mouth na lang ang gamit natin o kaya call sa cellphone. Kapag meeting kailangan formal kasi syempre pagpapa-alam ang mga members sa agency nila*". (In Kailian there is not much bureaucratic processes. The channeling is fast. For example if we need something in the technical aspect, we channel it to Ma'am Gina Mae, to me, to Ma'am Belle then to the President. In just a matter of minutes, we could purchase already. Big items to be purchased of course is an exemption since they need to undergo the bidding process. When we communicate with our CRC members, we

do word of mouth or we call them through their cellphones. When we ask for their attendance in a meeting we write them, they need the letter as proof for their agencies).

The Medical Officer broadcaster further stresses, *“Isa sa nakita ko na strength ng Kailian ung maikling channeling. Mabilis ang pag-aksyon sa concerns. Aside from this, they use all available forms of channels para makarating sa amin ang mga letters halimbawa. They fax, email, send through FB PM, call us or they go to the office just to make sure we get their message. Tsaka ang kulit ng staff, they always remind us”*. (One strength of Kailian is its channeling. Concerns are addressed at once. Aside from this, they use various forms of channels to reach us. They fax, email, send through FB private messaging, call us or they go to the office just to make sure we get their message. The staff are really persistent. They always remind us).

The Government Insurance broadcaster also discloses, “In Kailian we know whom to ask questions from because they have a definite set of personnel. If you have a concern, your concern is addressed at once.”

The Military broadcaster further notes, “What is also good here in Kailian is we are informed. They tell us updates both good news and bad news. When it comes major decisions, our opinion matters. We are not caught unaware and would say, hey do we have this policy? We were not informed. Because here they tell us what we need to know.”

The findings clearly indicate that a community radio like Radyo Kailian may be hybrid but it is still owned and operated by the community members. However, management of a hybrid community radio in the context of a state college remains in the hands of designated station personnel who see to it that the day to day operations run based on standard operating procedures. This is critical in a community radio since the presence of a definite set of station personnel ensures that there are human resources who regularly are physically present and responsible in its everyday operations and transactions.

A hybrid medium like Radyo Kailian necessitates a well-defined organizational set up for it addresses the crucial interrelationships that influence the behavior of its members. Members act and accomplish tasks according to what are expected of them for their respective functions are defined based on their position in the structure. With this, members' skills and potentials are maximized and overlapping of work is minimized since members are informed of the inclusiveness and exclusiveness of their position.

However, this set-up also has a downside. When the assigned personnel has multiple designations or functions there is a tendency that he/she becomes less efficient. Nevertheless the participants believe that the spirit of volunteerism and being committed and passionate to their work in the radio station serve as drives for them to continue being with Radyo Kailian.

Moreover, the well-defined organizational structure defines hierarchy of authority. Members are aware whom to receive instructions from and whom to consult with when issues arise. This reduces confusion on the part of the members and ensures that problems and issues are addressed properly by following the protocol.

The organizational structure also directs the flow of communication. The short bureaucratic process in a hybrid CRS generates prompt decision making which in turn beefs up the internal processes. The utilization of traditional platforms and emerging technologies in the everyday interaction processes of the hybrid CRS makes the channeling of information easy and accessible to its members.

Leadership and Management. When participants were asked to describe the management and leadership style of Radyo Kailian station management three themes emerged: Visionary Leadership; Research-based; and Open Communication.

Visionary Leadership. Participants attribute the success of Radyo Kailian to its dedicated and passionate personnel and a visionary station manager.

The former President remembers, *"It was the passion which encouraged me to give time for it. Hindi naman problema kapag gusto mo ung ginagawa mo."* (There is no problem if you like what you are doing). If there is a will there is a way as they say. I was the President but I was also the Station Manager. Intentionally, I did that. I believe I can help more people with the community radio. It is not that I didn't trust others that is why I did not designate anybody else as station manager. *Gusto ko maging hands on.* (I want to be hands on) I wanted to be there especially during the formative years of the station. Anything for the development of the community and of the people I was into it, I loved it."

The Technical Division Head imparts, *"Lagi visible si President/ Station Manager at naglaan talaga siya ng time kasi nagkaprogram siya sa radio* (The President/Station Manager was always visible. He gave his time by having his own program). *Everyday bago umakyat sa office niya dadaan at dadaan siya sa Kailian* (Everyday before he goes to his office, he would drop by the station). *Si Pres din ganun, hindi man madalas dumadaan siya pag may time siya* (The current President does the same, his visits might not be too often but when he has time, he drops by

the station). Ung dating Asst. Station Manager dito nagstay sa radio nung Program Manager siya. Nag office siya dito kahit na may iba siyang office as Campus Executive Director (The former Asst. Station Manager stayed in the radio by having her office here although she had another one as Campus Executive Director). *Si CRC Chair dahil may program siya madalas din siya dito.*" (The CRC Chair because she has a program, she is frequently here).

The former Asst. Station Manager recalls, " The former station manager was visionary. Our MOA with NNC was only for 1 or two years then we became independent in all aspects of the operations. The former President thought of the future of the radio station. The primary reason why he made me prepare the initial curriculum for BS DevCom. *Ung pagkakaroon ng BS Development Communication na course para maging functional ung radio station even after NNC will be out of the picture and even he retires parang legacy na niya* (with the BS Development Communication course the radio station would be functional even after NNC will be out of the picture and even when he retires. This would be his legacy). Another strategy is we consider it as a facility in the extension department."

The former Asst. Station Manager further shares, "*Isang memorandum na naka encourage sa ating mga faculty na magprogram ay ung memorandum na every 5 hour program in the radio station will be equivalent to a 3-unit teaching load* (A memorandum which encourage our faculty members to have their programs is the memorandum which states that every 5-hour program in the radio is equivalent to a 3-unit teaching load). That was enough motivation to our faculty to have their programs. This is a strategy which the President did to sustain the community radio.

He thought of this strategy.”

Research-based. A research-based approach to management is also claimed by the participants as an important practice in Radyo Kailian.

The current Asst. Station Manager reveals, *“Ang basis talaga natin ay yung research sa listenership assessment noong 2015 na kung saan nakita natin na most of our listeners they tune in to us using their cell phones. Then, lumabas din kasi sa study na nirecommend ng mga respondents na mag online tayo. Sa Radyo Kailian kasi hindi tayo tumitigil sa kung ano na ang nakasanayan natin. We always challenge the status quo kumbaga. Inspiration kasi na may award tayo na Best Radio Station mula sa NNC. Push yan para pagbutihin pa natin araw-araw ang ginagawa natin. Hindi rin tayo dapat tumigil sa pag-iinovate. Modesty aside trendsetter kasi tayo. Tayo ang pinakaunang may live streaming, una sa FB live, una na nagconduct ng listenership assessment, ngayon una ulit sa research sa impact ng Kailian sa community.”* (Our basis was primarily the research on listenership assessment conducted in 2015 where we found that most of our listeners tune in to us using their mobile phones. Through the study we also received a significant recommendation from our listeners themselves that we go online. In Radyo Kailian we don’t settle for what we are used to. We don’t stop innovating. Modesty aside, we are a trendsetter. We were the first to do livestreaming, first to do FB live, first to conduct a listenership assessment, now again the first to conduct an impact assessment).

The current Asst Station Manager further explains, *"Ang leadership natin ay hindi lang nakatingin sa kung ano tayo ngayon, nakatingin tayo sa hinaharap* (Our leadership is not based on who we are right now, we are looking towards the future). How do we do this? Research. *Nag aassess muna tayo* (We assess first), we talk to people, we ask them what they need, what they want. *Then saka tayo magre-plan, o re-design* (Then we replan or redesign). *Talagang we get feedback mula sa community kasi they are our concern, kung hindi tayo of service sa kanila then we better stop our operations sa Radyo Kailian"* (We get feedback from the community members because they are our primary concern, if we are not of service to them then we better stop our operations in Radyo Kailian).

The Head of the Technical Division claims, *"Malaki ang impact ng research sa radio* (The research generated a huge impact to the radio). The research helped us 'see' our listeners face to face. *Nabigyan siya ng mukha* (They were given an identity). *Kaya naayos natin lalo ang ating services sa community members"* (That is why we were able to better our services to our community members).

The current Asst. Station Manager concludes, *"Nakapagdesign tayo ng mga programs na naayon sa needs nila, nailagay din natin ang programs sa mga timeslots na appropriate sa listening preferences nila at higit sa lahat nalaman natin na marami pala sa kanila hindi na gumagamit ng transistor radio kundi cellphone na at karamihan naka internet na."* (We were able to redesign our programs based on the needs of the community members. We placed the programs in the timeslots appropriate to their listening preferences. Most of all we were able to discern that most of them are not using transistor radios anymore but are using their mobile

phones with internet connection).

The Head of the Technical Division states, “Yearly, we do our action plan based sa experience sa previous year. We reflect. What are our strengths? Our weaknesses? *Sa strong points natin we try our best na masustain, sa weak points naman we try our best to improve* (Our strong points we sustain, our weak points we try our best to improve). When we have the plan, we stick to it, we implement then at the end of day, we evaluate, *musta ang results?* (how’s the results?).

Open Communication. Having an open communication among the station personnel and the community officers and members empowers them and makes them one tightly knit organization.

The current Asst. Station Manager shares, “We inform and consult the CRC officers and members. We tell them “This is who and what we were last year. To improve, we suggest this...” They listen. Sometimes they ask questions. We debate. At the end of the meeting we agree. We also share to them our victories and defeats. When we won in the national competition we were transparent how much we won and how we would like the money to be spent. If we have problems for example in the budget, we inform them then they extend their assistance. *Kapag isinasama natin sila sa hirap at ginhawa doon nagkakaroon sila ng empowerment.*” (When we involve them through thick or thin they become empowered).

The Head of the Technical Division further imparts, “When we are open to them, they feel responsible. Like when we won, we informed them why. What were their contributions. I saw they were energized and inspired that they were part of

the win. When we lost last year, we also informed them why. They felt sad but they said they will make good next time. "What do we need to do?" they asked. We said, "Let's re-plan together". We have to communicate to them the good and the bad. Informing them means empowering them. Most problems sprout because the members would say, "*Hindi ninyo naman kami ininform* (You did not inform us). *Kaya para maging proactive din sila, we consult or inform them.*" (To make them proactive, we consult or inform them).

The Head for Technical Division sees constant and persistent communication to the CRC an edge which makes Radyo Kailian different from other NNC CRS. She elaborates, "*Hindi natin talaga sila tinatantanan. Lagi tayong in contact kay Ma'am Jamandra para siya naman ang kasama natin na magremind sa ibang council members.*" (We are always persistent. We are always in contact with Ma'am Jamandra. She helps us remind the other council members).

Aside from the constant soft reminders, the Government Insurance broadcaster also believes that building a stronger tie with the CRC members through bonding activities produce positive results to both the station personnel and the CRC officers and members, he further notes, "*Maganda din ung ginagawa natin na ang meeting ay may bonding na din kasi hindi tayo sa loob lang ng school ng meeting. Kaya parang get away ang meeting sa mga stress sa work, nae-enjoy nating lahat* (Our meetings are also our bonding moments since we don't conduct meetings inside the school premises. Our meetings are opportunities for everyone to get away from stress in their respective work, thus everybody enjoys attending the meetings).

The current Asst. Station Manager stresses, *"Ang pagturing sa bawat isa na kapamilya ay isa pang secret ng Kailian kaya may mga nagproprogram sa atin. Ramdam nila ung concern natin lalo na ng mga staff. Andian palagi kailangan o hindi kailangan. Kung papaano tayo makitungo ay isa't isa ay best practice din natin. Hindi boss ang mga station personnel tayo lang ang nagpapatakbo ng radio."*

(Treating one another as family members is another secret in Radyo Kailian. Community members feel the station personnel's concern. They are always there, they need them or not. The station personnel are not the bosses they just manage its operations).

Findings reveal that leadership has a crucial role in the sustainability of a hybrid medium like Radyo Kailian. A leader nourishes the culture and climate through building of executive support. The former station manager of Radyo Kailian was also the President of the institution. As a station manager he had a clear mental picture of the CRS—that it is a form of communication for development which guided him to define the vision, mission, goals and objectives of the CRS. With this clear VMGO, he had envisioned what Radyo Kailian would become in the next years and how it would be sustainable when he retires. Together with his co-creators, the station personnel and the CRC officers they strategically planned and motivated everyone to realize his vision for the community radio station.

It is further justified based on the findings that the realization of the vision for Radyo Kailian is not only the work of its top level management rather it is achieved through unitary cognizance, teamwork, and collaboration.

Unitary cognizance, teamwork, and collaboration could only happen when station personnel and community officers and members interact—when they communicate. When community members are informed, they are empowered. Then, they are led to be part of the efforts for the realization of the vision of the community radio station as a system. They not only share the idea but they become part of it. A proof that they have truly shared in its realization is it permeated on how they perform their tasks. The Radyo Kailian team works not in factions but like one man doing everything to achieve that common aspiration. This condition attests that people in the community are not only recipients of development efforts but are also pioneers of development as well (Librero, 2004) and that the dynamic involvement of community people becomes their form of participation and empowerment (Librero, 2004).

To further understand Radyo Kailian, the management require seeing the whole system through initiating research works which led them to carefully analyse existing knowledge, data, and context. New knowledge gained is applied to solve problems, improve practices and behaviors in pursuit to the achievement of the station's vision, mission, goals, and objectives.

Human Resources (Station Personnel and CRC Officers and Members)

Table 4. Socio-demographic Profile of Station Personnel and CRC Officers and Members

Socio-demographic Profile	Station Personnel		CRC Officers/ Members	
	No.	%	No.	%
a. Age				
25-30	3	60.00	3	20.00
31-35	0	0	2	13.33
36-40	0	0	2	13.33
41-45	2	40.00	3	20.00
46-50	0	0	2	13.00
51 above	0	0	3	20.00
Total	5	100.00	15	100.00
b. Gender				
Male	3	60.00	11	73.33
Female	2	40.00	4	26.67
Total	5	100.00	15	100.00
c. Experience in Broadcasting				
With experience	5	100.00	9	60.00
Without experience	0	0	6	40.00
Total	5	100.00	15	100.00
d. Years with Radyo Kailian				
1-3	2	40.00	10	66.67
4-6	2	40.00	3	30.00
7-9	1	20.00	2	13.33
Total	5	100.00	15	100.00

Age. Of the five (5) Station Personnel 60.00 percent of them are young adults with their age ranging from 25-30 years old. The rest of the personnel are middle-aged adults with their age ranging from 41-45 years old. With regard CRC members their age distribution varies. Three of them are under the age brackets 25-30, 41-45, and 51 years old and above respectively. Data reflect that the CRC is composed of multisectoral groups whose members' age varies.

The current Asst. Station Manager reveals, "We try our best to encourage different sectoral groups to be with the Radyo Kailian family. We have the youth sector, academe, government, peace and order and a lot more. The more sectoral, the more voices heard."

The Head of the Technical Division further affirms, "Our broadcasters come from different sectors. We see to it that we offer to our listeners variety of programs anchored by these broadcasters."

The former Station Manager also shares, "More varied programs, means we cater to segmented listeners, and this makes our programming dynamic."

Gender. Males dominate the station. On the part of the station personnel, three (3) out of the five or 60.00 of the staff are males. In the case of the CRC 11 or 73.33 percent out of the 15 members are males. It is noteworthy to mention that despite most of the topics discussed concern women and children, the male CRC members who do their broadcasts are not at all affected.

The male teacher broadcaster discloses, "I am not at all affected by gender stereotyping that women issues should only be tackled by women. In my program I encourage men like myself to take part and be aware of these subjects such as breastfeeding since being a parent is not only to be carried and experienced by our respective wives."

Another participant, the Military broadcaster affirms the male teacher broadcaster's claim and stresses, "With my experience in Kailian, as a man I realized that I need to know what my wife is going through or how my kids will become well-nourished children. Handling the program is an eye opener to me as a husband and father."

Experience in Broadcasting. Five (5) or 100.00 percent of the station personnel have prior experience in broadcasting. Nine (9) or 60.00 percent out of the 15 CRC members have broadcast exposure before they became part of Radyo Kailian.

Findings have important implication on the overall operations of the radio station. With regard broadcasting skills of the CRC for example, the personnel did not need to conduct rigid training for the members.

The current Asst Station Manager narrates, "My past experience in Radyo CLSU helped me a lot on managing Radyo Kailian. Both in the technical and programming aspects. *Syempre kapag may experience ka na may mga issues na kaya na isolve lalo na kapag similar situation doon sa past experience ko. Pero everyday is a learning expeience sabi nga nila.*" (Of course the experience helps me solve similar issues yet everyday is a learning experience as they say).

The Government Insurance broadcaster shares, "My past experience helped me when I joined Radyo Kailian in 2017. I did not prepare for anything like physical, mental or psychological. My broadcasting confidence was there already."

The Military broadcaster also expounds, "In my past experience, I was both a DJ and technician. In Radyo Kailian, I only do the broadcasting part so, it is more comfortable and I can concentrate with what I have to tell the public."

However, some of them shared that they adjusted on Kailian's program format and content, the Military broadcaster further tells, "In my past work, I was a DJ. So it was more on music and dedication. But for Radyo Kailian, I have to do research. Playing music is not enough. *Dapat ang message malaman at mahalaga sa tao.*" (The message should be of value and important to the community).

Years Spent With Radyo Kailian. Two or 40% of the station personnel have been with the station for 1-3 years and 4-6 years respectively. Only one of them is a pioneer personnel who has been with the station for 7-9 years.

Two personnel were hired in 2016 and 2017 respectively. The online technician was hired in 2016 while the radio technician was hired in 2017 to replace the former radio technician who resigned in 2017 after he got married.

The Technical Division Head narrates, "Dr. Querubin retired in 2015. Then Ma'am Glo was reassigned as Dean of Tagudin Campus. Ma'am Belle replaced Dr. Querubin during the term of Dr. Lopez as station manager because the radio was placed under the Office of the Director for Public Relations, Publication and Information Office. Sir Epi was hired in 2015 and was designated as Asst. Station Manager. I was the only pioneer personnel left in the radio station."

The current Asst. Station Manager also narrates, "Although Dr. Querubin retired in 2015, still much improvement happened starting 2015. A new home for Kailian was built. This was a move of Dr. Querubin before he left then he also ensured the opening of the BSDevcom program. There was a restructure in the organization since the new President was not the station manager, but it made the radio station better, I believe."

With regard CRC officers and members' stay with the radio station, 10 or 66.67 percent out of the 15 have been with the station for 1-3 years. Three (3) or 30.00 percent are with the radio station for 4-6 years while only 2 or 13.33 percent have been with Kailian for 7-9 years.

Participants admit that reassignment and transfer are the usual causes why most of them are only recent members of the CRC.

The Military broadcaster expounds, "Our reassignment is fast and indefinite. Last year I was a DJ in Nueva Ecija in a radio in our Camp, now I am assigned here in Ilocos."

The Police Officer broadcaster also explicates. "Actually at one time I was also affected by reassignment but I spoke with our Chief that I still handle our program, he allowed me though. I love Radyo Kailian. We have been together since 2010."

The station personnel disclosed that the reassignment and transfer of community members who served as broadcasters affect the programming of the station. However, they revealed a strategy to avoid the discontinuation of the programs.

The current Asst. Station Manager shares, "We just replace and retrain the anchor but the program's title, format and content is not altered. So, the program continues. We think that the anchor carries the program but he/she is not the program- the reason why listeners will still continue listening even if the anchor is a different person. We have proven this already. We have a program, Cheezy Request and Dedication which was formerly anchored by Dr. Lopez. When Dr. Lopez was too busy to handle the program, we gave it to DJ Kat and eventually we found that the program became more popular. When DJ Kat went on leave, we replaced her again. This time DJ Joem handles the program and still it has the same popularity."

Table 5. Trainings Attended Related to CRS (2016-2018)

Nature of Training	Station Personnel Level			CRC Officers and Members Level		
	Local	Regional	National	Local	Regional	National
1. Management	3	3	3	3	-	-
2. Programming	3	3	2	15	2	2
3. Maintenance	5	3	3	15	-	-
4. Policy Formulation	3	3	3	3	-	2

Frequency of Mention

Trainings Attended Related to CRS. All the five (5) station personnel have attended local trainings on radio maintenance. Three (3) of them have regional trainings on radio management, radio programming, radio maintenance and policy formulation. In the national level, again three (3) of them have attended trainings on management, maintenance and policy formulation. With regard CRC, all the 15 participants have local trainings on programming and maintenance while only two (2) of them have trainings in the regional and national trainings on programming and policy formulation.

CRC participants clarify that they may not have the regional and national trainings related to CRS but they are satisfied with how the personnel train/assist them.

The male teacher broadcaster shares, *"Nung mga unang araw katambal ko noon si Sir Tacuban, pero nung kaya ko ng mag-isa nag solo na ako. Andun talaga ung mga staff para mag-assist lalo na sa mga katulad kong walang experience pa noon. Naorient kami sa mga do's and don'ts sa radio. Ung tipong sabi nila, eto lang*

dapat mong banggitin, tsine-check din nila ung content ng script. Tapos nag suggest sila kung ano ung mga kulang na dapat ilagay para mas gumanda ung atake sa content. Sabi nila haluan ko daw ng something about Nutrition. Kaya ang program ko noon may trivia at discussion about nutrition. Bale kasi sa case ko parang mentoring ang nangyari pag nag-o-onair ako nagcocomment and suggest na sila agad so parang everyday training." (My first broadcasting days, I was teamed up with Sir Tacuban. However, when I get used to it, I started broadcasting solo. We were oriented on the do's and don'ts in radio broadcasting. They guided us on what we must appropriately utter and they also check the script. Then they suggested to make the content more appealing. They advised that I should include discussions on nutrition. That is why my program had trivia and discussions in nutrition. In my case what happened was mentoring. After my on air work they would comment and suggest at once, thus it was like I was training everyday).

The Military broadcaster narrates, "Lagi sila nakaassist sa technical tas inorient din kami paano ang tamang pagbroadcast ganun. Tas lagi may assistant pag may nagproprogram." (They (the station personnel) always assist us in the technical aspect and they also orient us with the suitable broadcasting skills. We always have an assistant whenever we have our program).

The current Asst. Station Manager emphasises the importance of individualized mentoring. He utters, "In individualized mentoring, I see to it that I mentor them one by one, face to face. Although our broadcasters are not really neophytes in the field, community broadcasting is different from mainstream radio where they originally came from. So we emphasize this to them. This is the reason

why before they sit and be heard on air and online, they still need to undergo training. We train them in scriptwriting, broadcasting, recording. During their initial broadcasts, I join them to assist them. When I feel that they are ready to be on their own, that is the time I get out of the picture. But, it won't stop there. Everyday we see to it that we are just in the other side of the door. So, if they have any concerns, a personnel will take care of their issue/s. Mere presence helps in building strong relationships among the personnel and the CRC. They feel comfortable. The CRC officers and members don't only broadcast, they have a second home in Radyo Kailian."

Specialization of Station Personnel. Another distinctive characteristic of Radyo Kailian is the composition of its station personnel. 40.00 percent of them are Development Communication graduates and another 40.00 percent of them are graduates of Information Technology. A licensed radio technician is also part of the team.

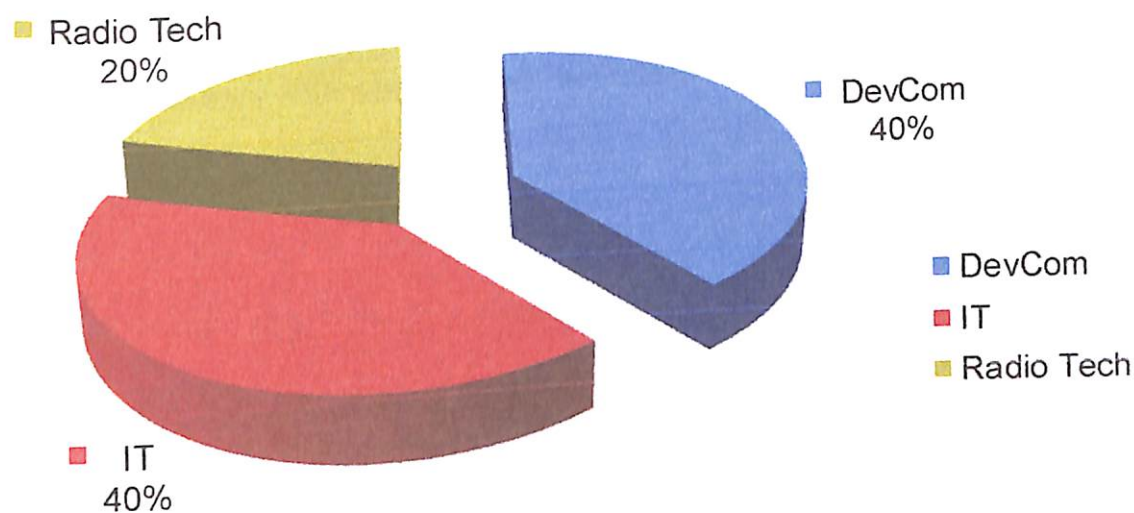
The former Asst. Station Manager notes, "The involvement of IT people is our advantage. Online service needs skills of IT experts."

The Technical Division Head shares, "*Modesty aside may mga IT kasi tayong kasama, wala yan sa ibang radio ng Nutriskwela. Tayo lang ang may IT technician. Edge ito kasi digital na ang platform may advantage talaga skilled sa IT. Ung pagkakaroon din ng Station Manager at Asst. Station Manager na DevCom kasi alam nila kung ano naman ang dapat ilaman sa mga program. Ang napansin ko pa lahat ng staff ng radio may background sa radio. May mga work experience na sa*

radio broadcasting.” (Modesty aside, having IT personnel is an edge for Radio Kailian. It is our advantage because our platform is digital and we have their skills. Having a Station Manager and an Asst. Station Manager who are DevComm graduates is also an edge because they know better in terms of program contents. All our staff have background in radio. They have experience in radio broadcasting).

The current Asst. Station Manager further stresses, *“Si online technician kasi puede pa siya magcreate ng mga information, education and communication materials natin na nilalagay din natin online video o hindi man video ang format kasi marunong sa graphics yan at saka sa editing. Kaya din ni online technician na magmaintain ng mga computers. He makes sure na hindi mavi-virus o magbu-bug down. Kapag nasira o na-virus may trouble shooter na rin agad kasi nga merong IT expert sa radio. Hindi kayang gawin ng radio technician ang mga yan.”* (Another advantage is that the online technician can create information, education and communication materials which we could post online, video or nonvideo since he knows editing and graphics. The online technician could also maintain our computers. He makes sure that our computers won't bug down or won't be infected with virus. We have a trouble shooter in these aspects because we have an IT expert. Those things can't be done by a radio technician alone).

Fig. 6 Distribution of Specialization of Radyo Kailian Station Personnel



Sector Represented (CRC Officers and Members). Radyo Kailian is indeed multi-sectoral. 27.00 percent of the CRC members come from the health and nutrition sector. 20.00 percent comes from the Youth sector. This is followed by sectors in Peace and Order, Education, and Government Insurance Services which received 13.00 percent each respectively. Least sectors represented are Women and Agriculture with 7.00 percent each.

The Technical Division Head emphasizes, "Ung programming din kasi natin galing sa iba't-ibang sector eh. Kaya pang community talaga. Hindi tayo tunog commercial radio." (Our programming come from various sectors. It's really from the community. We don't sound like the commercial ones).

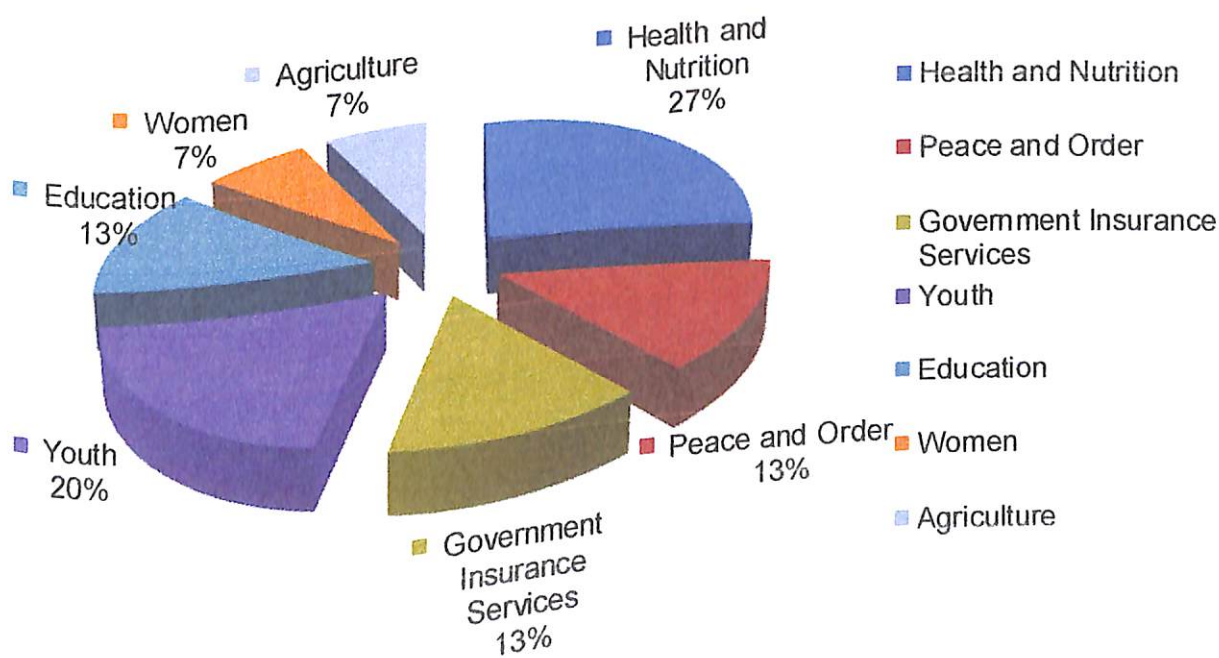
The CRC chair reveals, "We try our best to encourage different sectoral groups to be with the Radyo Kailian family. We have the youth sector, academe, government, peace and order and a lot more. The more sectoral, the more voices

heard.”

The current Asst. Station Manager further affirms, “Our broadcasters come from different sectors. We see to it that we offer to our listeners variety of programs anchored by these broadcasters.”

The former Asst. Station Manager also shares, “More varied programs, means we cater to segmented listeners, and this makes our programming dynamic. It is also our advantage a higher education institution. Most concerns of the radio, we have resources already. We have the College of Agriculture which is in support to nutrition in the production of food. We have HRM for food preparation. We have dental and medial doctors for health concerns. We have teachers who could serve as resource speakers. Those are the advantages when the station is academe-based.”

Fig. 7 Distribution of CRC Members by Sector



Findings reveal that gender bias is dissolved in a hybrid CRS. Male broadcasters particularly are not confined to discuss solely on masculine-related topics on air and online. The emancipation in the blended platform paves the way for these broadcasters to encompass the freedom to tackle topics of any kind regardless of gender specificity without experiencing social stigma.

With regard credentials, qualifications of the station personnel and the CRC officers are assets of a hybrid community radio station. The presence of Development Communicators in the hybrid CRS give depth to the program content while the Information Technology human resources enhance the production aspects. The Development Communications focus on enriching the content and the packaging of the messages while the Information Technology staff takes care of the flow of information. Although the radio technician's capabilities and skills cannot be denied and undermined, in a hybrid CRS the IT personnel perform significant tasks which a plain radio technician cannot perform such as computer maintenance and creation of online information, education and communication materials.

The rich training background of the station personnel is another advantage for Radyo Kailian. The station personnel are able to work together with the CRC members who have also their radio broadcasting backgrounds which ease the burden of tooling and retooling the latter through seminars and trainings. With this collaboration, the CRC members can effortlessly adjust to Kailian's style and format. Station personnel just assist and do individual monitoring to each of them when necessary.

Qualified personnel however, are not easily recruited and selected. The quality of human resource in an organization highly depends on the quality of applicants attracted. Radyo Kailian as a hybrid CRS made sure that it has attracted the right individuals for their ethos and ambiances so that the overall strategic goals are achieved. When the right and committed people are selected, productivity surges.

This condition bears a salient difference to those community radio stations which lack the capacity to hire the best people. The Thai CRS's experience of having amateur operators for their radio station caused them problems since the operators lack skills to carry out broadcasting in a professional manner (Magpanthong, 2007).

People are vital to organizations as they offer standpoints, principles and qualities to organizational life. Human resource is a great driving force in a hybrid organization like Radyo Kailian since its chief output is services.

The station personnel and the CRC officers are frontliners who have direct interactions with one another and with community members. Thus, they become representatives of the station and aid in forming the image for Radyo Kailian. The intangible service of advocating health and nutrition education through broadcasting is facilitated by their personality, appearance, attitudes, and behaviors. The station personnel and the CRC officers have developed a single construct of what service means to them and that they have developed among them, passion, loyalty, and participation.

Programming and Program Content

Table 6. Hours Spent (in a week) for Programming

Programming	No.of Hours	2016 %	No.of Hours	2017 %	No.of Hours	2018 %
Developmental issues including nutrition	69.50	51.16	72.50	57.54	73.00	57.94
Others (music, news etc)	56.50	44.84	53.50	42.46	53.00	42.06
Total	126*	100.00	126	100.00	126	100.00

(*18 hours a day is required for station hours from sign in at 4am to sign off at 10pm:
18 hours/day x 7 days = 126 hours in a week)
Source: NNC Region I Monitoring Report (2016-2018)

Programs which tackle developmental issues dominate the programming in Radyo Kailian from 2016-2018. Out of the 126 hours in a week spent for programming in 2016, 51.16 percent were allotted to development issues. The hours increased to 5.98 percent by 2017 with 57.54 percent. While only .5 hour was added to the weekly hour programming in 2018 with 73.00 or 57.94 percent.

Findings reveal that despite being hybrid in terms of the mode of delivery, Radyo Kailian continued to air developmental programs. Findings coincide with the NNC requirement for its CRSs where 60 hours of the programming in a week must be developmental in content. Participants believe that by not shifting the programming and program content, the identity of Radyo Kailian as a community radio is sustained.

The current Asst. Station Manager shares, "On the part of the management, we don't need to change our programming. We are community radio, this is who we are. We are known to be one. If we change our programming similar to mainstream because we are already online, I think we will lose our community radio listeners. And we won't allow that."

The Technical Division Head further contends, "Our listeners listen to us because of the kind of programming we offer to them. We change our platform yes, but we don't change what we deliver."

The Agriculture broadcaster also explains, "As a broadcaster, I did not change anything. I did not change my program's format, moreso my program content. The farmers want to hear what we say though we deliver it two platforms-on air and online."

The Police Officer broadcaster adds, "As a CRC officer, we are not still open to the idea that we change our programming and program content and sound like the mainstream. We don't need to do that because we have a definite community who listens to us. We are not after the number of listeners but the community members who listen to us are what matters to us."

The current Asst. Station Manager argues, "*Sa mga program naman walang masyadong change sa format pero sa content we enrich it through research (In terms of program there is not much change with regard format but we enrich the content through research).* We mentor our broadcasters how to enrich their contents."

We teach them how to get from legitimate sites, how to cite etc.”

He further relates, “Basically, *walang pagbabago sa programming* (Basically, there is no modifications in programming). *Priority pa rin natin ang community lalo na sa content. Para sa kanila pa rin ang radio* (Still our priority is the community especially with what we deliver to them. The radio remains theirs). *Kaya nga multi-sectoral tayo hanggang ngayon* (This is the reason why we are up to now is multi-sectoral). Our message is for the community, created by the community, delivered by the members themselves. *Hindi kelangan magbago kasi may change sa delivery mode* (That won’t alter though we have changed our delivery mode). For example our program Cheezy requests and dedication. *Pioneer program un* (It’s a pioneer program). *Mula noon hanggang ngayon ganun ang format ng program na un* (Since the beginning it’s program format is just the same). *Hindi tayo kailangan magbago kasi what our broadcaster deliver is what the community needs, taga community sila so they know na ito ang dapat na ideliver natin.*” (We don’t need to change anything because what our broadcasters deliver is what the community needs. They are from the community so they know what to deliver and that this is what we ought to deliver as a community radio).

While other community radio stations mirror its production model to the commercial ones (Martinez-Roa and Ortega Erazo, 2018), Radyo Kailian as a hybrid CRS tries to stand firm to its purpose—a community radio for the people, by the people and of the people (Tabing, 2002). Although heard both on air and online it has retained its identity of being the voice of the marginalized sectors as evidenced by its multisectoral programming. The idea of encouraging involvement and participation through allowing the community members to construct their own local media space on terms determined by the community members themselves (Terry, 2014; Frazier, et al., 2012; Bello and Wilkinson, 2016; Dahal and Arul, 2013; Anwar 2015; Bandaje, 2007; Sujuko, 2011; Rios 2005) in community radio stations is also being practised in Radyo Kailian. The community radio council broadcasters are the creators of the content of their programs.

The broadcasting platform of a hybrid CRS like Radyo Kailian may have become more powerful in terms of building larger communities enhancing its production and improving community members' engagement and participation yet it has maintained its traditional programming and is able to preserve its program contents tailored fit to the needs of its target community which could help ensure a place for itself in the competitive on air and online worlds.

Participation

Table 7. Number of likes, comments, shares and views on live streamed programs and non-interactive Facebook posts

Contents	2016				2017				2018			
	L	C	S	V	L	C	S	V	L	C	S	V
live streamed programs	344	34	5	131	856	419	89	5, 521	2, 237	991	142	15, 170
non-interactive posts	182	12	8	0	441	26	24	1, 891	838	60	41	9, 075

Frequency of Mention

*number of analysed Facebook contents per year: n=32 (2016); n= 64 (2017); n=164 (2018)

*number of analysed regular live streamed programs per year: 4 (2016); 7 (2017); 11 (2018)

Legend: L= like, C= comments, V= views, S=shares

From 2016-2018 there is an increase in the number of likes, comments, shares, and views from the Kailian listeners. From among these responses however, the 'Views' registered the highest in number. Moreover, comparing the number of responses for live streamed programs to that of the non-interactive posts found in Radyo Kailian's Facebook page, the former garnered more number of responses.

When participants were asked on their experience as broadcasters in a hybrid medium four themes emerged: Self-fulfillment; Builds Bridges to Communities; Boundless Reach Yet Caters to Community; and Complementary With On Air.

Self-fulfillment. Participants consider their broadcast exposure a form of self-fulfillment.

The Government Insurance broadcaster remarks, "It helps boost my self-esteem and it helps widen my horizon. It boosts my self-esteem because it creates a positive image of myself to the public or community. When I get feedbacks from my listeners how the program helped them, it's a positive result of my work, so I gain high self-esteem. Whenever I go on board I have to read and review my script. The readings widen my horizon."

The male teacher broadcaster also expounds, "*Wala naman talaga ako makukuha kapalit na material sa pagbro-broadcast, pero ung radio kasi venue para matupad ko ung pangarap ko* (Actually I have no material benefits to gain from broadcasting but the radio serves as a venue for me to realize my dreams). *Frustration ko kasi dati ung magsalita sa radio* (It was a frustration before to speak over the radio). Then after sometime, broadcasting became my passion. *Pag gusto mo talaga gagawan mo ng paraan* (If you really want what you do, you will find a way). *Kahit na may mga conflicts halimbawa sa schedule ng classes, hindi hadlang un kasi maraming ways para makapagprogram pa rin like irecord na lang siya o canned kumbaga* (Even if there were conflicts between my on air schedule with that of the schedule of my classes, there are ways to be on air like we can record or make canned programs). *Nakadagdag din ng self-confidence kasi dati hindi naman ako masalita, dahil sa radio na boost ung communication skills ko* (My broadcast exposure enhanced my self-confidence since before I was reserved. It helped me boost my communication skills). Professionally speaking, as a Science teacher the

online and on air reach of radio served as my venue to extend my teaching since my students listen to me. I sometimes repeat my classroom lessons on air and online. I enhance my discussions by including nutrition related information.”

The female teacher broadcaster further affirms , “*Maganda yung naging impact sa akin ng RK as a broadcaster* (Being a broadcaster in RK has given me a positive impact). *Naging daan ito upang madevelop yung self confidence ko* (This paved the way for the enhancement of my self-confidence). *Nagkaroon din ako ng mga friends abroad na naging malapit din sakin kahit di kami nagkikita personally, nakinig lang sila araw araw through livestreaming/ FB Live* (I gained friends abroad who became close to me though we don't really know each other personally, they listen to my program regularly through livestreaming/FB live). *Nakakaboost din ng feeling dahil kaya ko palang magreach out sa tao kahit sa pagbroadcast lang*” (This boosts my feeling because it made me realize that I reach out with other people throughbroadcasting).

She shares her unforgettable experience, “*Nagkaroon ako ng friend na kahit hindi ko siya nameet in person naging good friends kami at unexpectedly nagbigay sya ng tulong (cash unexpected amount din) nung kinasal ako. Nakaka overwhelm lang isipin na sa pagiging DJ ko, nakaencounter ako ng ganung klaseng tao*” (I had a friend who although we have not met personally became my good friend. Unexpectedly this friend gave me a cash gift when I got married).

For the other Government Insurance broadcaster he sees his participation advantageous to him as a person and as a public servant. He contends, "Personally, it is a new and fresh experience, it helps a lot as a public servant as it shows that we can reach out to prospective members not just thru our info drives and coverage but thru other media as well." The Police Officer affirms this as she shares, "Being a broadcaster it boosted my confidence and created a good image of the police."

For the Agriculture broadcaster his participation helped him gain self confidence, he narrates, "Because I could see myself in the monitor I try to improve my self confidence. I deliver my script better since my listeners also could see or view me."

The female teacher broadcaster confirms the Agriculture broadcaster's claim as she shares, "The exposure in Radyo Kailian built my self esteem...I developed good interactions and boosted my being as a productive member of the community."

On the point of view of the management, the current Asst. Station Manager discloses, "*Di na tayo masyadong hirap magencourage na magprogram sila* (Encouraging them(our broadcasters) to have their programs became easier). *Parang ang tingin ko kasi nagradyo na sila nagfa-facebook pa sila* (It seems they are broadcasting at the same time using Facebook). *Nakikita ko nage-enjoy sila makita sa FB live kasi parang nakikita ra rin nila ung mga nakikinig sa kanila kapag nagli-like, nagco-comment, nagsha-share ung mga listeners(viewers) nila* (I could see that they are enjoying the FB live especially when they see their listeners/viewers who click the like, comment, and share buttons).

Builds Bridges to Communities. Participants believe that Radyo Kailian's hybridity helped them link with the community they serve.

The Military broadcaster asserts, "*Malaking tulong talaga itong radio sa amin kasi naiinform talaga ung mga tao sa lugar na may magaganap palang activity ng AFP sa lugar nila* (The radio is a big help to our agency especially in informing people of the activities of the AFP). *Tulad noong nakaraang bagyo, ung pagdadala namin ng relief goods ang dami talagang nagpunta at madami ang nareach namin dahil na rin sa tulong ng Radyo Kailian* (For instance during the latest hit of a typhoon, we distributed relief goods. Many came and we were able to reach them because of our radio program). *Ung kampanya namin na ung mga tao lalo na ang mga kabataan na huwag silang sasama sa mga maling organisasyon, peace and order at ung pag encourage sa mga kabataan willing magjoin sa Philippine Army form of recruitment nagiging aware talaga ung mga tao*" (The radio helped on our advocacies such as making the youth aware of the risks of joining underground organizations, peace and order advocacy and youth recruitment to join the Philippine Army).

He further explains the impact of his program to the government's campaign on insurgency as he shares, "*Dahil sa radio ung mga kapamilya nung mga rebelde naiinform na may program ang ahensya na makakatulong sa mga kaanak nila na gusto ng magbalik-loob* (Our radio program made the families of the insurgents aware of our program and in turn helped us in also informing their rebel loved ones who would like to return to the government). *Nung minsan may bumaba na sa kanila, nirefer namin sa Northern Command namin*" (One time one of them came down from

the mountains, we referred him to our Northern command).

The Government Insurance broadcaster imparts, *"Ang maganda pa nababasa mo kasi ung mga comments tapos nakakareact ang bawat isa sa mismong panahon na un agad-agad. May mga suggestions din kung papaano pagagandahin ung program naico-comment ,maganda kasi may feedback agad. May monitoring at evaluation na kumbaga sa bawat broadcast."* (What is good in being online is you could already read the comments then in real time you could already respond. There are suggestions on how to improve the program at once. Meaning, there is monitoring and evaluation right then and there).

The former Asst. Station Manager shares, "The radio is an extension arm of the school. Actually the radio station has contributed to the attainment of our target in our extension. Through our school on the air programs on air and online we were able to reach thousands of people."

The female teacher broadcaster tells, "For the online media (FB), it is nice that there is a live broadcast as the online community can interact directly while the program is on-going." The Police Officer affirms the female teacher's assertion and says, *"Bilang broadcaster din, I feel more inspired kapag kausap ko mismo through chat ang listeners ko (As a broadcaster I feel more inspired when I could talk through chat to my listeners). May nae-establish na relationship o intimacy kasi parang wala ng distance between sa akin at sa tagapakinig ko (We can establish intimacy like there is no distance between myself and my listeners)."*

The other Government Insurance broadcaster shares, "FB Live streaming is one of the best features of Radyo Kailian because it builds great interaction with the Kailians around the Philippines and reach out to our Kailians here and abroad."

The former Asst. Station Manager also explains, "Live interaction is also one feature of FB which is interesting to both the broadcaster and his listeners. With the use of the platform they could really discuss there. They could debate and exchange point of views in real time."

The current Asst. Station Manager elaborates why the use of FB as a platform in going online. He says, "*Kasi ang FB una libre siya (FB live is free). Second, user friendly and third, madami tayong listeners na may Facebook (Second, it is user friendly and third, many of our listeners have Facebook account). So we took advantage sa mga features na iyan kaya sa FB tayo nagventure (So, we took advantage of these features, thus we use Facebook as our online platform). Kung ico-compare ko ang viewers natin sa dating live streaming efforts natin at sa FB, dati isa o dalawa lang ang nakakapakinig sa atin. Unlike sa FB na kaya nating magreach ng hundreds or thousands pa*" (If we compare the number of viewers we had in our former livestreaming efforts, we only had one or two unlike in FB where we could reach hundreds even thousands).

Boundless Reach Yet Caters to Community. As a hybrid medium Radyo Kailian has a global reach but participants believe that despite being online Radyo Kailian remains as a community radio to and for the Ilocanos.

The Military broadcaster shares, “*Maiparating di lang dito sa Ilocos ang mga adbokasiya ng radio kundi sa marami pang sulok ng daigdig* (The diffusion of the radio’s advocacy is not limited in Ilocos but it has reached worldwide). *Madami nagfeedback sa amin na hindi taga Ilocos pero mas marami pa din ang taga Ilocos Sur* (We receive feedback from listeners who are not from Ilocos but we have more listeners who are from Ilocos Sur).

The male teacher broadcaster also imparts, “Our reach has become global . We have a community in Ilocos Sur and we also have a virtual community. However, I observed our listeners in the virtual community are Ilocanos and are from the second district of Ilocos Sur. Ilocanos all over the world could know what is happening in their locality. Proximity is not a problem anymore for them to ‘go home’.”

The current Asst. Station Manager affirms and explains, “*Based sa geographic reach malawak talaga* (Based on geographic reach it is really vast). *Actually noong nagtest kami sa program ko, first trial yun, natuwa ako kasi may mga listeners na taga Ilocos Sur pero kasalukuyan resident sila ng Thailand, Taiwan, Singapore, may Saudi at Abu Dhabi pa nga* (Actually when I had a first trial for my program, I was pleased to know that my listeners came from Thailand, Singapore, Saudi and Abu Dhabi). *Meron ding nakikinig na mga student OJTs natin sa Israel*

(There are also listeners who were our students who are having their on the job training in Israel). *Karamihan sa nakikinig sa atin mga community members natin dito sa Ilocos Sur at mga taga-Ilocos Sur na nasa ibang dako ng Pilipinas o kaya mga nasa abroad* (Most of our listeners are our community members who are from Ilocos Sur and those who are from Ilocos Sur who are in other destinations in the Philippines or who are abroad). *Ang radio ang naging daan para makaconnect ang mga nasa ibang bansa lalo na sa mga mahal nila sa buhay na andito sa Ilocos Sur*" (The radio became the means for those abroad to connect with their loved ones who are residents of Ilocos Sur).

Complementary With On Air. The on air and online services of Radyo Kailian is claimed by the participants as complementary.

The Head of the Technical Division narrates, "*Nung nabagyo tayo at nasira ang antenna subalit meron namang kuryente at internet nag online tayo kaya napakinggan pa rin tayo. Doon nangumusta ung mga taga dito sa 2nd District na malayo sa kanilang mahal sa buhay kung ano ang kalagayan ng mga mahal nila sa buhay dito. Kung hindi tayo online walang ibang mapagkukuhaan ang mga tao ng information.*" (When we were hit by the typhoon our antenna was destroyed. Since there was electricity and our internet connection was intact then we were heard online. It was in this platform that our community members abroad from the 2nd District gathered information on the status of the area and somewhat felt assured about the safety of their loved ones. If we were not online then our community members would not have had access to information).

The current Asst. Station Manager further shares, "Well, we have experienced that they are complementary. *Natutugunan ng isa ang kahinaan ng isa* (They complement each other's weaknesses). Sa on air pure audio walang video (On air is purely audio, no video). Sa online may audio at video na (In online there is both audio and video). Both are recorded. *Pero sa on air hindi mabalikan ng listener ang program which he or she missed, sa online puede niya gawin yan* (However, in our on air broadcast, the listeners won't be able to relisten to our programs which he or she missed whereas in online they can do that). *Kaya I think they complement each other* (That is why I think they complement each other).

The Military broadcaster also recounts, "Sa community development mayroon kaming program na nakadeploy ang ating mga kasamang sundalo sa iba't ibang lugar. Ang ginagawa namin ay dinadala namin ung radio transistor o kaya cellphone lalo na doon sa malalayong lugar tapos pinaparinig namin ung program namin at ung iba pang program ng Radyo Kailian sa community. Pag may internet sa FB pag walang net sa transistor radio. Minsan live pag minsan ung recorded na." (In our community development efforts, there are officers who are deployed in different areas. We bring both the transistor radio and the cellphone. If there is good internet connection we use our cellphones, if there is none we let the community listen to our live or canned programs).

Radyo Kailian as a hybrid CRS is visible to its communities anywhere in the world because of its global reach. Yet still, the consistency of programming and their content clearly identify and target their communities. Thus, strengthening and fostering its existing community.

The new environment promotes for Radyo Kailian an interactive, two-way flow of communication. From the traditional auditory medium, Radyo Kailian has blended with the new platform transforming the medium into an audio-visual platform. The visual online exposure enhances the broadcaster's positive perception about himself or herself. Like other audio-visual media, in a hybrid CRS, the broadcaster can now be seen live online which requires him/her to possess and reflect the characteristics/ personality of broadcasters in an audio-visual medium. The broadcaster becomes a public figure who is expected to sustain a positive image. A broadcaster in a hybrid medium takes into consideration his/her clothing for instance and/or his/her appearance. While a hybrid medium is an audio-visual platform, what differentiates it with other typical audio-visual platforms such as the television is the immediacy of feedback from both the broadcasters and the listeners as well. In a hybrid CRS, in real time, the parties can connect, exchange points of views, and debate. This immediacy in a hybrid CRS cannot be provided by other audio-visual media nor any other traditional auditory media.

In a hybrid CRS it nurtures a sense of participation to both the broadcasters and its listeners as well. The use of a social media empowers them and helps them be connected to others in their community network. This connectivity aides in the diffusion of the community radio station's advocacy which is anticipated to improve

the quality of life of the Ilocanos specifically with regard their nutrition and health concerns.

The use of the online platform has also strengthened the relationship of the broadcasters with their listeners and vice-versa. Similar with the Melbourne community radio stations and their audiences' experience where they were able to develop a space and place for diverse groups to connect in ways that foster the sense of belongingness central to the well-being of individuals and their communities (Foxwell, 2012) , new and deeper form of alliances are established due to their regular interactions and also because of being open about themselves that their profiles are made available to the public. The openness dissolves unfamiliarity, thus creating a more authentic participation. The interactions also allow real-time reactions and responses regarding an issue being discussed at hand.

The marriage of on air and online mode of deliveries makes Radyo Kailian a powerful medium, collaborating the best of both media. The digital technology enhances Radyo Kailian's production aspects and is able to build it a global community which improved the Kailians' engagement and participation.

Funding

Radyo Kailian has a definite and adequate funding coming from the college's extension funds.

The former President shares, "The biggest challenge I faced as we accepted having a community radio station was where to we get its budget. That was why during my time, although I was the President and station manager, I did not get its fund from my Office, the Commission on Audit will question that. I spoke with the former Vice President for Research, Extension and Training to allot 100,000php to Radyo Kailian yearly from the Extension funds."

However, the participants also divulged that aside from a definite funding they receive from the extension funds, the Community Radio Council also assist the station in its finances in the forms of donations and sponsorships.

The current Asst. Station Manager reveals, "*Meron tayong mga community members, karamihan alumni na nagdodonate ng cash lalo na yung mga umuwi sa Pilipinas kapag panahon ng Pasko. Meron din tayong mga inkind katulad ng mga CDs in Vhen Bautista, isang kilalang Ilokano singer dito sa Pilipinas at sa California* (We have community members, most of them alumni who donate cash especially when they spend Christmas holidays in the Philippines. We also have in kind donations such as those CDs from Mr. Vhen Bautista, a famous Ilocano singer here in the Philippines and in California).

In 2016, after the retirement of the former President and the coming of the new administration, the shift created a major change in the operations of the community radio station. The organizational structure modification slightly injured the funding aspect for the radio station. Since there was no direct line anymore to the President, the radio was seemingly left on its own.

The former Asst Station Manager shares, *"Sa PRPIO overseeing ng everyday operations ng radio sa programming etc ang focus pero wala naman direct funding ang Office ng PRPIO. Hindi din naman pwede sa fund galing sa Office of the President. Sa bagong administration kasi confused kung saan kukunin talaga ang budget para sa radio"* (The PRPIO was in charge of overseeing the everyday operations of the radio station such as in its programming etc. The Office has no funds. The funds from the President's Office can neither be used. In the new administration there was really confusion on where to get the radio's budget).

With this, from February 2016 to September 2018 the radio tried its best to be self-sustaining especially when there were emergency needs. The CRC officers and members helped in intensifying sponsorships and also assisted in looking for donors. On October 2018 through the initiatives of Dr. Gloria Tuzon, designated as the Vice President for Research Extension and Training, Radyo Kailian formally became an Extension arm of the institution and was again allocated a budget coming from the Extension funds.

The former Asst. Station Manager also discloses, "When we need sponsorships, our CRC officers and members extend their assistance. They are not really the ones sponsoring but rather they look for sponsors. Like one instance, when we had a Fun Run activity, the CRC member from the business sector volunteered to look for sponsors from his sector for prizes. He was able to collect 30, 000php which we also distributed to the winners."

The Head of the Technical Division also narrates, *"Another best practice natin dito sa Radyo Kailian, lahat ng donations na cash or sponsorships lahat ginagastos natin para sa ikakaganda pa ng services ng radio. Pati mga napanalunan natin for the last three years sa national competition we invested lahat dito sa radio. Bumili tayo ng mga magagandang klaseng microphones, computers na mataas ang specs, bumili tayo ng digital clock, nakabili tayo ng swivel chair at standby na generator set"* (Our best practice here in Radyo Kailian is all our cash donations collected and sponsorships received we spent in Radyo Kailian. Even the cash prizes we received when we won in the national competition for the last three years we spent for the betterment of our services. We were able to buy a digital clock, swivel chair and a stand by generator set).

The CRC Chair commends how finances are handled by the station personnel, she applauds, *"Maganda ang paghandle sa finances ng radio kasi the CRC is informed. May transparency sa mga pumapasok at ginagastos. Actually kami (CRC) pa nga ang nagsasabi na bigyan ng incentive ang personnel sa mga cash prizes nila sa national competition pero sabi nila hindi na daw at ilagay na lahat sa radio"* (Finances are handled well in Radyo Kailian. There is transparency with

regard donations and expenses. Actually we (CRC) allow that a part of the cash prize it has received will be given to the personnel but they say no and that all will be spent for the radio).

Solid financing is the backbone of a well functioning hybrid community radio station like Radyo Kailian. Budget is among the major tools for implementation of its objectives and policies. In other words budget provides the basis for decision making in Radyo Kailian especially on adapting and adopting the new technology. Budgeting plays importance not only to Radyo Kailian as an organization but also to its station personnel and CRC officers and members on how to spend in relation to the funds available. Further, budget in the point of view of the management plays other managerial roles such as planning, controlling, communication, and motivation.

It cannot be denied that insufficient budget or funds in CRS is still a pressing issue (Van den Bulck and Hermas, 2011; Manyozo et al 2011; Carter, 2009; Albia, 2011). Radyo Kailian although has been allotted a budget from its Extension funds has struggled with regard its budget. This was caused by the change of administration with the retirement of its former station manager who was also the institution's chief executive officer. The installation of the new administration brought change in the organizational structure of the institution as a whole which in turn altered the administration of the station. The weak executive support of the incumbent to continue a CRS project of the former President created confusions in the funding aspect of the station. This only means that indeed strong leadership plays a very significant role in the survival of a hybrid CRS.

However, there were practices conducted to endure the struggle. Involving the community officers and members in sourcing out a budget is one good practice. This creates a sense of ownership to them. The concern each one has developed serves as stimulus for them to render assistance of any form.

Concerns of Broadcasters/Practitioners in Hybrid CRS

The practitioners/broadcasters identified three major impediments which confront them in a hybrid community radio: slow internet, privacy, and security.

1. Slow Internet. Participants consider slow internet connectivity as the major concern of broadcasting in a hybrid medium. In unison they assert that the slow connection hampers their interaction with their listeners.

The Government Insurance broadcaster narrates, *"Ang hirap kapag slow ang internet. Nagbu-buffer ang FB Live kaya hassle sa mga listeners. May experience nga ako na iniwan ako sa ere ng listener sabi niya makinig na lang siya next time sa FB kapag ok na ang connection."* (It is hard to broadcast online when the internet is slow. The FB Live buffers, it distracts the listeners. I experience being 'left' by a listener as he said he will just listen next time when the internet is better).

The Military broadcaster confirms this as he says, *"Kapag mahina ang internet obviously hindi maganda ang reception. Talagang nakakaffect siya both sa broadcaster at sa listeners."* (When the internet is weak, obviously the reception is bad. It negatively affects both the broadcaster and the listeners).

The female teacher broadcaster also shares, *"Whenever we experience slow internet connection we are tempted to stop airing online. Yet, as much as possible we try all possibilities not to stop during these instances. The connection is a major consideration when we go online. There should be strong connectivity. This is a major drawback of being online."*

2. Security. Another concern brought up by the participants is the issue on security especially to uniformed men and women who serve as broadcasters in the station.

The Military broadcaster discloses, *"Kapag nakikita ka sa social media disadvantage un para sa amin. Disadvantage din kasi naiidentify kami, threat sa amin un. Kaya nga pag minsan mas gusto ko na boses lang walang camera kasi pag may camera kitang kita kami, may limit din dapat kasi. Dapat din naka uniform kami pag nagbroroadcast pag nakacamera kasi bawal sa amin na hindi nakauniform tas nakikita sa camera. (When we are seen in the social media it is somewhat a disadvantage since we are directly identified and that becomes a threat to us. There are times that I would prefer to broadcast on air only so that I won't be seen directly. When we broadcast online it is also a requirement that we are in uniform).*

The Police Officer affirms the military broadcaster's assertion as she shares, *"Nakakakaba talaga kapag identified ka na pulis or army dahil sa nakita ka sa FB live (We feel anxious when we directly identified as a police officer or member of the Philippine Army). Lalo na kapag may security issues sa lugar katulad dito sa atin sa Ilocos Sur. Lagi tayo naka-red alert dahil sa insurgency issues (Especially if there are security issues in the area like here in Ilocos Sur. We are often in red alert because of insurgency issues).*

3. Privacy. Privacy is also identified by the participants as an issue in a hybrid medium.

The male teacher broadcaster remarks, "*Invasion of privacy. Kasi parang artista na rin kami* (We are like showbiz personalities). *Nakikita at naririnig* (We are both seen and heard). *May mga personal questions na tinatanong ung mga listeners halimbawa, "DJ may asawa ka na ba?", "DJ pahingi ng number mo" o kaya "DJ available kaba ngayong lunch?"* (There are personal questions the listeners ask. For example: DJ are you married?, DJ may I ask for your number, DJ are you available for lunch?). *Parang feeling nila close na kami* (They thought we are close). Then *kapag nakikita ka nila personally, may mga comments na, "ay ang payat pala ni DJ" "ang itim pala niya" ung mga ganun pag negative syempre kahit totoo parang nakakawala ng privacy* (Then when they see us personally they comment like: he looks thin, he is dark-skinned. These comments are negative but maybe factual but I feel like I am losing my privacy). *Then hindi tumitigil sa pagkatapos ng program mo ung mga ibang listeners pati nga personal FB account ko flooded ang daming requests from people na hindi ko kilala* (There are listeners who don't stop. My personal FB account is flooded by requests of people whom I don't personally know).

The Medical Officer broadcaster also asserts, "*Minsan kasi may mga listeners na feeling nila dahil nag-uusap kayo ganun na kayo ka-close* (Sometimes there are listeners who think you are close already since they are able to speak with you). *Kahit na di na ako nagpro-program they still message me* (Even if I am not on board they still message me). *Ok lang magextend ng conversations pero siyempre may mga times na gusto mo na din ng privacy after the program*" (It is alright to extend

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conversations but of course there are times that you want privacy after having your program).

The female teacher broadcaster on the other hand complains, "*Bilang babae issue ang privacy. Kasi may mga male followers/listeners na nag-is-stalk or nag message ng mga harassing na statements.*" (As a woman, privacy is an issue for me. There are male followers or listeners who stalk or send messages with harassing statements).

While the seemingly easy access and use of social media such as Facebook in Radyo Kailian brings positive effect on the participation of both its broadcasters and its listeners, findings suggest that its negative impact cannot also be denied and undermined. The community media practitioners' experiences on various forms of harassments and uniformed personnel risking their own safety are just two manifestations of how a hybrid CRS can be detrimental.

Moreover, in a hybrid CRS, the broadcasters are now faced with greater responsibility not only to themselves but also to their on air and online listeners. The broadcasters in a hybrid CRS while bound to observe ethics and professionalism both on air and online are also expected to be digitally literate. Being familiar with digital tools such as FB live streaming is not enough. Most importantly, taking the responsibility of securing the enormous quantity of information present in the platform and being able to filter this information and identify what is genuine and valuable for their listeners are vital survival skills of broadcasters in a hybrid CRS.

On the part of the management, it is evident that the need for greater protection against the risks and challenges this platform bring about are the areas that continually draw men and women hybrid community media practitioners to have full understanding and awareness of the power of this medium. The understanding and awareness make them more assured, certain, and positive about the utilization of this emerging technology in community radio broadcasting.

Implications for Sustainability of Community Radios in the New Environment

The following are the implications for community media in general and community radios in particular to thrive in the new environment as hybrid CRS:

1. Must be led by a strong-willed, passionate, dedicated, upright, visionary leader/manager who ensures that there is an available and adequate budget, values the voice of the Community Radio Council officers and members and analyzes and evaluates the organization scientifically through research.
2. The adequacy and availability of the budget results to three outcomes; First, there is budget to hire qualified, trained and competent personnel; Second, there is an allotment to serve as incentives to the personnel though the work is actually voluntary in nature. The incentives would further inspire or motivate the personnel to perform well; Third, there is a definite share to finance the on air and online resources.
3. Qualified, trained personnel have the competency to create glocalized broadcast materials and have the capability of conducting local trainings or individualized mentoring for both the old and the budding CRC broadcasters.
4. Delivery mode is global but programming and program contents are still local for they are created and delivered by the community members themselves.

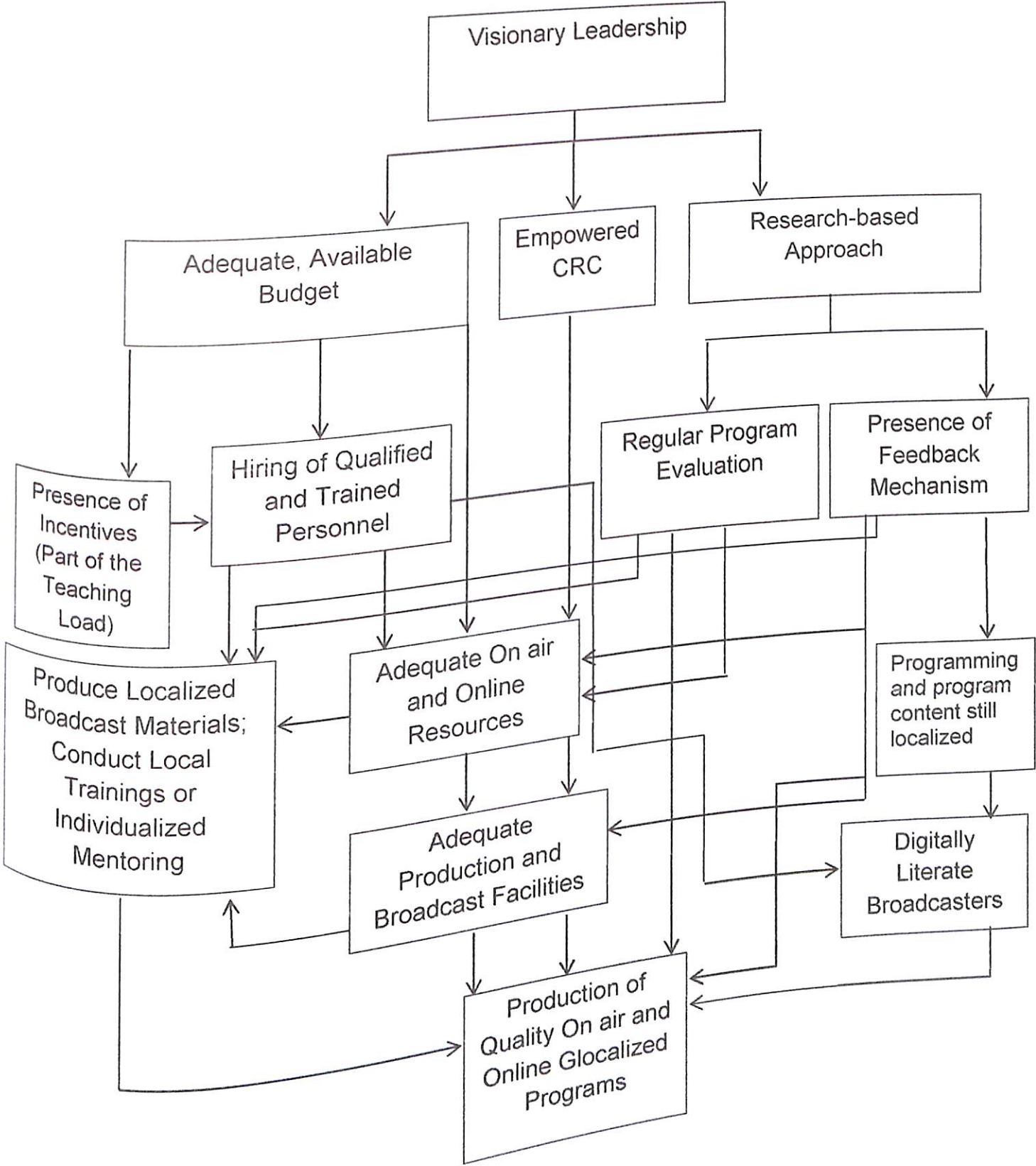
5. Empowered CRC whose opinions, comments, suggestions, and approval matter find their participation a form of self-fulfillment for broadcasting in CRS has become their passion. They have also considered the station their second home for they have established familial relationship with one another and with the station personnel through their regular interactions. The empowered CRC is not only an advisory board or consultant but a support system where they donate or look for donors or sponsors which fund online and on air resources which then aid in the availability of adequate online and on air facilities.
6. Digital literacy of practitioners/broadcasters is a must in a hybrid CRS. Such literacy enhances the practitioners/broadcasters' online skills while it also protects them from potential threats the hybrid platform brings about.
7. Research is a primary and an essential activity conducted by the management in a hybrid medium. The decision to be a hybrid must be backed up by empirical data. A need assessment is a foremost activity conducted to determine the necessity to be online and to choose what platform/s suits best to the listening preferences of the community members.
8. A regular program evaluation which would look at some aspects of the station operations such as the broadcast materials, resources and facilities is also essential.

9. Feedback is gathered quantitatively and qualitatively from the station personnel, CRC officers and members and the listeners as well. Data gathered form basis for identifying strengths and weaknesses which are bases for modifications or enhancements of the station operations.

10. Research and development is deemed important because of continuous technology change in this fast phased changing environment. It is inevitable to do continuous research and development to suit with the changing listener preferences and optimize the use of social media for broadcasting purposes and its significance to CRSs' survival in the new environment.

The shift from the traditional analogue medium to digital is a major transformation for community radio stations in general. The blending was not made instantly. The change was taken one day at a time backed up by empirical data. With the decision to go digital, community radios now and in the years to come therefore, are faced with bigger expectations, responsibilities, and commitments. As hybrid media, CRSs are: expected to produce on air and online programs which are acceptable to the standards of their glocal stakeholders; responsible in ensuring that digital tools are utilized essentially, effectively, and creatively; and remain committed to retain their community radio identity despite the alteration in the mode of delivery.

Fig 8. Schematic Diagram of the Sustainability of Radyo Kailian as a Hybrid CRS



CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The evolution of the eight-old Radyo Kailian from a traditional community radio station to a hybrid medium did not happen overnight. The decision to be a full blown hybrid CRS took the management three years to fully implement. The transition was gradual and was based on empirical data gathered through research.

To be on air and online entails a lot of preconsiderations. Foremost, a well-defined organizational structure is a necessity for it guides the organization in terms of the line of authority and the flow of communication within. A visionary leader drives a hybrid CRS where unity, teamwork and collaboration take place through the members' interaction. Research as a form of feedback mechanism facilitates the community radio station's sustainability. Competent, qualified and dedicated station personnel are assets of the community radio. Radyo Kailian may be global in reach, yet still, the consistency of its traditional programming and its content clearly identify and target its communities. Adequate and available budget aid in planning, controlling, communication and motivation in a hybrid radio like Radyo Kailian.

There are three major impediments confronted by Radyo Kailian as a hybrid community radio: slow internet connectivity, privacy, and security.

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There are three major impediments confronted by Radyo Kailian as a hybrid community radio: slow internet connectivity, privacy, and security.

Community media in general and community radios in particular to thrive in the new environment compels a strong-willed, passionate, dedicated, upright, visionary leader/manager who ensures that there is an available and adequate budget, values the voice of the Community Radio Council officers and members and analyzes and evaluates the organization scientifically through research.

Conclusions

Based on the findings of this study, it can be concluded that:

1. Radyo Kailian has its humble beginnings as a traditional Nutriskwela community radio station to becoming a hybrid CRS. The community radio experienced its own dose of struggles but the resiliency of the men and women behind this CRS - the station personnel and the community radio council officers and members contributed to its survival. It has indeed continued being steadfast as a hybrid community radio for the Ilocanos in the on air and the online platforms.
2. Radyo Kailian as a hybrid community radio is prepared, willing, and able from its structure, management and leadership, human resources, programming and program content, members' participation to its funding aspects. Its transformation is backed up by regular evaluation and conduct of research as part of feedback mechanisms which form an integral part in the management of this hybrid CRS. Research and evaluation facilitate the collection of the necessitated data which when analysed provide substantial implications for the management to see the system as a whole leading to the creation of long term, appropriate, and sustainable interventions for hybrid

CRS to thrive in the new environment.

3. The visibility in the online environment threatens the practitioners. Hence, they self-regulate and manually filter the influx of information. The liquidity of information in the world wide web and the absence of concrete laws on privacy and security to protect them remain potential threats to the optimal use of the online platform in Radyo Kailian.

4. As a hybrid CRS, Radyo Kailian thrives in the new environment because it is learning organization where there is a collective endeavor. Together, station personnel and CRC officers and members take part, their voices matter, their commitment assured and that their learning do not end from learning itself. They consider learning as life-long process.

Recommendations

1. While hybrid community radio stations have the objective of meeting with the demands of time, they must always look back to their respective pasts. For knowing the roots, provides direction where the organization is going. Hybrid CRSs must always revisit the very purpose of their creation. Hybrid CRSs may have blended with technological advancements but still they are not like mainstream radio stations, hence, there is no reason for them to act and think like one.
2. A hybrid medium must be dynamic organization with a visionary leader who values the significance of scientific inquiry to meet the demands of time.
3. To make the online broadcast smoother, a dedicated internet connectivity must be made available in the community radio station. Moreover, station personnel and CRC officers and members must create local policies on privacy and security and/or ensure that stringent measures are rendered to the implementation of the Data Privacy Act of 2012. Also, while there is a decision to go hybrid, the CRS should still be democratic in its policy whether or not the practitioners considering their respective contexts be allowed to go or not to go online.
4. To thrive as a hybrid medium, CRS must be a learning organization where leaders and members as one team share a vision. Together, they learn through collaboration working towards achieving long term goals.

5. Other researchers who may want to investigate CRS may consider the following research directions:

- a. The impact of a hybrid community radio station's on air and online exposure to its listeners' change of behaviour;
- b. Station personnel and CRC officers and members' communicative practices in a hybrid CRS; and
- c. Effect of online exposure to the knowledge gain of the listeners.

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ANNEXES

A. Background of Nutriskwela Community Radio Network Program

The Nutriskwela Community Radio Network Program of the National Nutrition Council was born of a need for a long-term and cost-efficient strategy to address the problem of hunger and malnutrition in the Philippines through the use of radio, the most available form of mass media.

The Nutriskwela Community Radio Network Program involves the setting up of non-profit, non-partisan community radio stations and the training of broadcast personnel in areas of the country with high malnutrition prevalence and which do not have easy access to broadcast media.

Nutriskwela Community Radio aims to empower the community through the dissemination of correct, relevant and up-to-date nutrition and health information, as well as educational and developmental information from all relevant sectors of the community, government agencies, and non-government organizations.

The first phase of the project was implemented in 2008 with consultancy provided by Tambuli Foundation Inc. with Mr. Lucio N. Tabing (Ka Louie), a foremost advocate of community radio in the country. In partnership with the respective local government units, five community radio stations were established:

- **Radyo Kiphodan**, DZNC-FM 99.1 MHz in Lagawe, Ifugao in the Cordillera Administrative Region.
- **Radyo Kaimaw**, DYNC-FM 88.5 MHz in Pandan, Antique in Region 6;
- **Radyo Kasuhnan**, DXNC-FM 98.5 MHz in Siay, Zamboanga Sibugay in Region 9;
- **Radyo Kalilang**, DXNN-FM 104.9 MHz in Kalilangan, Bukidnon in Region 10;
- and **Radyo**, DXNN-FM 107.3 MHz in Sibagat, Agusan del Sur in Region 13.

In 2010, the second phase of the Nutriskwela Community Radio Network

Program was implemented with the establishment of another ten stations as follows:

- Radyo Kailian, DZNF-FM 97.3 MHz, in Sta. Maria, Ilocos Sur in Region 1;
- Radyo Kalugaran, DZND-FM 97.7 MHz, in Claveria, Cagayan in Region 2;
- Radyo Kaisahan, DZNG-FM 107.7 MHz, in Sariaya, Quezon in Region 4-A;
- Radyo Kasimanwa, DZNE-FM 97.3 MHz, in Coron, Palawan in Region 4-B;
- Radyo Kasanggayahan, DZNH-FM 95.1 MHz, in Sorsogon City in Region 5;
- Radyo Kaigsoonan, DYNO-FM 98.5 MHz, in Zamboanguita, Negros Oriental in Region 7;
- Radyo Kasugbong, DYNN-FM 97.3 MHz, in Catubig, Northern Samar in Region 8;
- Radyo Komunidad, DXNO-FM 97.5 MHz, in Isabela City, Basilan in Region 9;
- Radyo Kalumonan, DXNQ-FM 97.3 MHz, in San Isidro, Davao Oriental in Region 11; and
- Radyo Katilingban, DXNP-FM 98.9 MHz, in Tacurong City, Sultan Kudarat in Region 12.

In 2013, the third phase of the Nutriskwela Community Radio Network

Program was implemented with the establishment of another ten radio stations as follows:

- Radyo Kabinnulig, DZNA-FM 99.9 MHz, in Lagangilang, Abra in the Cordillera Administrative Region;
- Radyo Kayvayvanan, DZNB-FM 97.5 MHz, in Basco, Batanes in Region 2;
- Radyo Kaunlaran, DZNI-FM 99.7 MHz, in Bansud, Oriental Mindoro in Region 4-B;
- Radyo Kaamigo, DZNJ-FM 98.9 MHz, in Panganiban, Catanduanes in Region 5;
- Radyo Kahimsug, DYNE-FM 97.5 MHz, in Barili, Cebu in Region 7;
- Radyo Kauswagan, DYNF-FM 91.3 MHz, in Borongan City, Eastern Samar in Region 8;
- Radyo Kalambuan, DXNE-FM 94.3 MHz, in Tubod, Lanao del Norte in Region 10;
- Radyo Kasadya, DXNF-FM 99.9 MHz, in President Roxas, Surigao Del Norte in CARAGA; and
- Radyo Kabakhawan, DXNG-FM 97.7 MHz, in Del Carmen, Surigao Del Norte in CARAGA; and
- Radyo Kasannangan, DXNH-FM 94.1 MHz, in Bongao, Tawi-Tawi in the Autonomous Region in Muslim Mindanao.

In 2015, the fourth phase of the Nutriskwela Community Radio Network Program was implemented with the establishment of another ten radio stations as follows:

- **Radyo Kasalip**, DZNR-FM 96.7 MHz, in Pasil, Kalinga in the Cordillera Administrative Region;
- **Radyo Kasaranay**, DZNQ-FM 96.7 MHz, in Luna, Apayao in the Cordillera Administrative Region
- **Radyo Kabinnadang**, DZNP-FM 93.5 MHz, in Cervantes, Ilocos Sur in Region 1;
- **Radyo Kamalindig**, DZNS-FM 94.1 MHz, in Buenavista, Marinduque in Region 4-B;
- **Radyo Kabag-uhan**, DZNT-FM 99.1 MHz, in Cataingan, Masbate in Region 5;
- **Radyo Kausbawan**, DYNG-FM 103.1 MHz, in Palompon, Leyte in Region 8;
- **Radyo Kahupayan**, DXNK-FM 96.9 MHz, in Siayan, Zamboanga del Norte in Region 9;
- **Radyo Kaugmaran**, DZNJ-FM 104.5 MHz, in Aurora, Zamboanga del Sur in Region 9;
- **Radyo Kahiusa**, DXNM-FM 99.3 MHz, in Tupi, South Cotabato in Region 12; and
- **Radyo Katribu**, DXNR-FM 103.3 MHz, in Tboli, South Cotabato in Region 12.

And in 2017, the fifth phase of the Nutriskwela Community Radio Network Program established ten new stations:

- **Radyo Kataguwan**, DWNM-FM 97.3 MHz in Bauko, Mountain Province in Cordillera Administrative Region;
- **Radyo Karruba**, DWNI-FM 91.1 MHz in Burgos, Ilocos Norte in Region I;
- **Radyo Kaedup**, DWNK-FM 102.9 MHz in Dingalan, Aurora in Region III;
- **Radyo Kapalayawan**, DWNH-FM 100.1 MHz in Paluan, Occidental Mindoro in Region 4-B;
- **Radyo Katabang**, DWNF-FM 107.7 MHz in Vinzons, Camarines Norte in Region 5;
- **Radyo Kaabyanan**, DYNB-FM 88.5 MHz in Sibalom, Antique in Region 6;
- **Radyo Kabulig**, DYND-FM 103.1 MHz in San Policarpo, Eastern Samar in Region 8;
- **Radyo Kahimunan**, DXNB-FM 101.3 MHz in Laak, Compostela Valley in Region 11;
- **Radyo Kasaganaan**, DXNI-FM 99.7 MHz in Maitum, Saranggani in Region 12 and
- **Radyo Kinaiyahan**, DXNX-FM 97.7 MHz in Malimono, Surigao del Norte in CARAGA.

The Nutriskwela stations are licensed by the National Telecommunications Commission under the name of the NNC. NNC provides the equipment, training and technical assistance while the partners' counterpart include the space, personnel and maintenance of the radio station. Annual Nutriskwela conferences are held to update the station personnel on nutrition and community radio broadcasting. Each station has a community radio council composed of representatives from various sectors to help manage the operations of the radio station. The radio stations air radio programs and materials of NNC as well as local programs.

Source: <http://www.nnc.gov.ph/plans-and-programs/nutriskwela-community-radio>

B. Sample Programming

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
4:00am	SIGN ON					6 AM SIGN ON	
4-7	ILOKO / Ven Bautista Mini Concert					ILOKO SONGS	XTIAN music
7-8	WHY NOT? (2)					Repeat (1)	MASS (Catholic)
8-9	KATUMBAS ay BIYAYA (1)					Repeat (2)	Oras ng Kasundaluhan
9-10	TLC	NUTRICOOK	Oras ng Kasundaluhan	NUTRICOOK	TLC	PNP HOUR	
10-11	Y SPEAK	Patnubay at Gabay	Y SPEAK	Patnubay at Gabay	Y SPEAK	SSS HOUR	
11-12:00	SSS Hour	AGRISCHO OLTURA	Usapang Legal	AGRISCHO OLTURA	PhilHealth	Hook Prog. Assec. B.F.	PAGBUBULAY (Church Podcast)
12-1	HASHTAG					Oras ti Nutrisyon (Repeat)	MGA HUGOT NI MS. Y
1-2	CHEEZY Request and Dedication					Sagot ni Doc	Sagot ni Doc (Repeat)
2-3	CHEEZY Request and Dedication 2 nd edition					Oras ng Kasundaluhan	
3-4	ONON	Oras ti Nutrisyon	ONON	Oras ti Nutrisyon	ONON	PHILHEALTH	
4-5	RK TAMBAYAN					SATURDAY SELECTIONS (MUSIC)	Victory Podcast
5-6	PINAKBET HOUR	PAGBUBULAY (Church Podcast)	PINAKBET HOUR	PAGBUBULAY (Church Podcast)	PINAKBET HOUR	7 PM OFF AIR	
6-6:30	ROSARY					SATURDAY SELECTIONS (MUSIC)	OPM MYX (OPM TUNOG KALYE)
6:30-7	OPM MYX						
7-10	Evening relaxing Groove (MUSIC)						
10:00pm	SIGN OFF						

C. Program Description

Program	Description	Sector(s) involved
Oras Ti Nutrisyon	Discusses themes related to food and nutrition, health, agriculture and other development concerns anchored on the current issues. Most often, choice of topic is based on the DOH calendar of celebrations as Nutrition Month for July, Breastfeeding awareness month on August, and the like.	Parents, farmers, youth
YSPEAK	Youth development program	Youth
Hashtag	Culture, tourism, and community awareness development	Youth, Out of School Youth, Farmers, Tourism Office
Cheezy Request and Dedication 2 nd Edition	Magazine type of program that has news, nutrition and health concern	Mothers, Health sector representative
Pinakbet Hour/ Nutricook	Cooking radio show	Mothers
Mga Hugot ni Ms. Y	Family oriented magazine program	Parents, Entrepreneurs
Oras ng Kasundaluhan/PNP hour	Public safety and Local Ordinances	Public Security Officers/ Representative
Philhealth/SSS Hour	Health and Social Related Security	Government and Private employees
Tinapay ti Biag/ Sunday Morning Mass/	Mass	Religious
Usapang Legal	Tackles legal issues and extends legal assistance	Farmers, Fisherfolks
Agrischooltura	Extends research results	Mothers, Fathers, Youth
Sagot Ni Doc	Educates and advocates health and proper nutrition	