

# Contributions of Community Radio in Practicing Good Governance in Bangladesh: An Empirical Study

**Md. Al-Amin**

Regional Controller of News, Bangladesh Betar, Rangpur

## Abstract

The role of community radio is an essential tool in Bangladesh, focusing on its role in promoting good governance. The research aims to understand the conceptual linkage between community radio and governance, the current status of community radio practice in Bangladesh, and the strategic strengths and weaknesses of its current roles in governance. The research used descriptive literature and firsthand experiences with stations managers, officials, listeners, civil society members, people representatives, educationists, and practitioners. The findings suggest that Bangladesh's Community Radio (CR) provides the general public with an opportunity to participate in governance issues by providing information, allowing them to be part of content developers, and using the community's language. The government of Bangladesh has introduced CR policy and strategy to implement this policy positively, allowing the common masses to participate in the stations' activities. Despite some weaknesses, the study suggests that leaders need to use their power responsibly and for the greater wellbeing of society. The CR stations, their roles, and contents are considered powerful enough to make this attainment a reality. The study highlights the transformative role of community radio in promoting good governance and social development, particularly in Bangladesh, where it presents significant opportunities for enhancing media reach and addressing socio-economic challenges. By providing valuable insights and recommendations, this research aims to inspire policymakers and stakeholders to advance the community radio sector for the benefit of the population.

**Keywords:** Good governance, Community Radio, Essential Tools, Policy and Strategy.

## 1. Introduction

Media is considered a vital instrument for maintaining a state on the right track, and community radios (CR) have a promising impact on Bangladesh's developing society. CR is a unique medium of expression for marginalized people, ensuring their participation in the democratic process and empowering them to develop their own ideas and action strategies. This study explores the overall identity of community radio, its acceptability worldwide, and its importance in Bangladesh for ensuring good governance. In poor communities, local authorities and politicians can easily take advantage of citizens, as they lack a way to complain. Community radio helps people obtain their just rights by providing a platform to air their grievances and playing a community watchdog role. It makes local authorities and politicians more conscious of their public responsibilities.

Bangladesh struggles to ensure its standard at the global levels, and community radio as a new trend to

reach the common people of the country would be a convenient tool for securing good governance. The purpose of this study is to focus CR's latent strength and power in regard. This exploratory research based on various literatures and personal observation is qualitative, using primary and secondary data analysis using direct interviews and focus group discussion methods. The paper has six chapters, including the background of the thesis, statement of the problem, initial literature review, rational and justification of the study, methodology, description and limitations of the research. This study discusses the concept of community, media, relationship of key concepts in media, community radio, characteristics of CR, governance, theoretical linkage, theory on feature of governance, Ginosar's concept of governance, Hye theory for governance at national level, good governance, media and good governance connection, relationship between media and society, and the linkage between CR and good governance.

## 2. Objectives

The overall objective of the study is to analyze the current role of community radio (CR) and potential scope in governance of Bangladesh.

### 2.1. Objectives of the main study

Three specific objectives of the study are:

- (a) To explore the conceptual linkage between community radio and governance;
- (b) To examine the current status of community radio practice in the country in light of governance perspective; and
- (c) To analyze the strategic strengths, weaknesses, opportunities and threats (SWOT) of community radio's present roles in governance.

## 3. Method and Materials

This study adopts an exploratory and qualitative research approach, focusing on primary and secondary data from three community radio stations in Bangladesh. The researcher visited three stations to gather firsthand experiences and data on the research theme. Qualitative methods produce rich, descriptive data that needs to be interpreted through identification and categories, leading to findings that can contribute to theoretical knowledge and practical use.

The major methods used in this study include literature review, documentary research, key informant interviews (KII), focus group discussions (FGD), and uncontrolled personal observation. Literature review includes published and recognized research papers, books, handbooks, articles, journals, conference papers, seminars, workshops, and other documents related to media, especially community media in Bangladesh and neighboring countries like India, Nepal, and Sri Lanka. Documentary research involves a documentary survey, particularly policy instruments for the community radio sector of the country.

Key informant interviews (KII) are conducted to gather information on the subject matter of the study. In-depth interviews are conducted with 10 KIIs of the community sector, including CR station managers, academicians, CR initiators and facilitators, government employees, civil society members, practitioners, and local elected representatives. Focus group discussions (FGD) are organized at selected study areas in three separate CR stations, with homogeneous participants chosen according to established rules.

Uncontrolled personal observation is made as researchers' insights and experience as professionals in the

media sector. The study outline is set up using the "Cognitive process model" initiated by Flower and Hayes (1981), which has been used globally randomly for qualitative research over the past forty years.

#### **4. Discussion of Relevant Literature and Development of the Conceptual Framework**

Community radio (CR) has become a vital sector in the audio media industry, alongside public service and commercial radio. It serves the community by providing alternative information and programming, giving members the opportunity to be presenters, broadcasters, and greater involvement facilities for the development of society. Bangladesh is rated high around the world in the community radio movement, with 19 community radio stations licensed by the regulatory body that recognizes and supports this sector.

Media development is fundamental to promote good governance in society. Community radio and good governance are two different things but have close relations in the areas of development of a country. In this perspective, CR would be a convenient tool for ensuring good governance at the grass-root levels of the country as it is the medium of pro-people and generally owned and performed by the community. From philosophical point of view, it is separate from the public and commercial media.

The concept of community radio varies in different places with the local reality. Community radio is a well-defined media sector and a vital alternative to state-owned public broadcaster and commercial private media. Communities have sought in CR a means to express their own issues, concerns, cultures, and languages. OFCOM, UK defined community radio as a new type of radio station focusing on the delivery of specific social benefits to enrich a community or a range of listeners within a small geographical area.

The prime role of community radio is to give voice to the voiceless people who do not have access to the mainstream media to express their ideas and views. Promoting the right to communicate, speeding up the process of informing the community, and assisting the free flow of information are some major tasks of the community radios. There are several definitions of community radio, but they all have in common the idea that community broadcasting is not for profit; is aimed at a community and is intended to communicate socially useful messages of benefit to the community.

Several characteristics of CR summarized from the documents of AMARC (1994) and UNESCO (2002) given below:

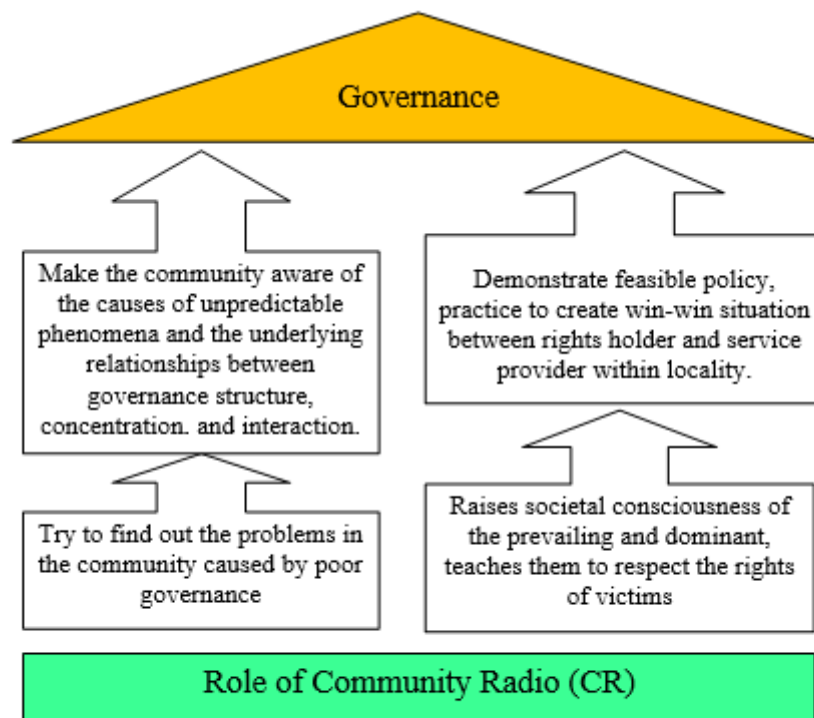
1. Serving an identifiable community;
2. Promoting access to media facilities including production, distribution, and training for promoting democratizations of communication;
3. Giving changes to the members of a community for making programs;
4. Inspire local creative talent and promote traditions;
5. Using technology suitable to the financial capacity of the common people;
6. Facilitating close interaction between the members of message senders and receivers;
7. Owned and managed by the members of the community;
8. Encouraging artistic and creative expression and contributing to the democratic process and pluralist society;
9. Promoting free flow of information and right to communication;
10. Have a right to editorial and programme policy irrespective of government, political parties, religious and commercial organizations;
11. Facilitate a right to access to the marginalized and minority community and preserve diversity of the

language and culture;

12. Pursuing managing, programming, and employment practices which counter inequity and are disclose and liable to volunteers, staff, and supporters.

Governance is the process of decision-making and the implementation of decisions by encompassing every institution and organization in society from the family to the state. The Gandhian concept of development and governance at the grass-root level is a general people-based approach that unites many activities to make certain people access to related information so that people shall work together and take part in development. ADB in its policy paper (1995) termed governance as sound development management, while UNDP in its reports (2006) defined governance as the exercise of political, economic, and administrative authority in the management of a country's affairs at all levels.

The study successfully establishes a theoretical framework that clarifies unusual terms and keys of governance concepts, facilitating a better understanding of the research and supporting the proposed theories during scientific inquiry. This framework serves as a valuable reference for readers, enhancing the overall comprehension of the study's objectives.



*(Source: Developed by the author)*

The media is essential for promoting good governance by facilitating citizen participation in decision-making processes, particularly through accessible platforms like community radio, which empower marginalized voices. This study seeks to analyze and evaluate the findings derived from both primary and secondary data to enhance understanding of the role of media in governance.

## 5. Major Results

### 5.1. Community radio policy in Bangladesh

The Community Radio Policy, originating from Colombia in 1947, is a crucial tool for Bangladesh's mass media development. Approved in 2008, it outlines the criteria for installing Community Radios

(CRs) in specific areas, including the concept, basic principles, characteristics of the tiny media, ownership, licensing process, technical structure, frequency, coverage area, fees, programs and advertisements, broadcasting staff or volunteers, and limitations of these radios. The Ministry of Information and Broadcasting forms a National Regulatory Committee, Technical Sub-Committee, Central Monitoring Committee, and Local Advisory Committee to implement the policy. In 2012, the government declared the National Strategy for Implementation of Community Radio Installation, Broadcast and Operation policy.

**5.2. Expansion of community radio stations in Bangladesh**

BNNRC has been advocating for community radio since 2000, with the Ministry of Information and Broadcasting in Bangladesh approving 14 stations for the first time. Since 2012, the government has granted permission to set up 32 community radios across the country, with 19 currently in operation. A recent survey by Bangladesh NGOs Network for Radio and Communication revealed that 17 community radios broadcast 144 hours of radio programs daily and 850 hours weekly, including 70 hours live on information, education, local entertainment, and development motivation activities. Over 50.8 million people listen to these radios, with over 25 million people living in the coverage area of all community radios in Bangladesh. The aim of these radios is to empower and provide information to the rural community, with around 1000 youths now professionally engaged as rural broadcasters in 17 upazilas under 16 districts.

**5.3. Current CR stations in the country**

Community Radio is a unique form of mass media that offers an alternative platform for people within a community, allowing them to establish, broadcast, and manage their own broadcasting system. In Bangladesh, the Community Radio movement has grown alongside development issues and revolutionary attempts. This unconventional media has proven to be a powerful tool for community members to voice their concerns and share their perspectives. By allowing for local ownership and management, Community Radio stations provide relevant and meaningful programming, leading to increased engagement and participation within communities.

The Bangladesh NGOs Network for Radio and Communication (BNNRC) has been working for over 12 years to open up community media, including Community Radio, Community Television, and Community Film, and focusing on its role as voices of the voiceless people. The current list of 19 community radios is provided in the table below.

Name of CR and supporting organizations	Frequency (FM)	Coverage area/ Upazila	District
CR Pollikontho, BRAC	99.2	Sadar	Moulivi Bazer
CR Bikrampur, EC Bangladesh	99.2	Dewbhogh	Munshiganj
CR Chilmari, RDRS	99.2	Chilmari	Kurigram
CR Jhinuk, Srizoni	99.2	Sadar	Jhinaidhah
CR Mukti, LDRO	99.2	Sadar	Bogra
CR Naf, ACLAB	99.2	Teknaf	Cox's Bazar
CR Nalta, Nalta Community Hospital	99.2	Nalta	Satkhira
CR Lokobetar, MMC	99.2	Sadar	Barguna
CR Padma, CCD	99.2	Sadar	Rajshahi

Name of CR and supporting organizations	Frequency (FM)	Coverage area/ Upazila	District
CR Mahananda, PMUS	99.2	Sadar	Chapainawabgonj
CR Krishi, AIS	98.8	Amtoli	Barguna
CR Sagor Giri, YPSP	99.2	Sitakunda	Chittagong
CR Sundarban, BAB	98.8	Koyra	Khulna
Sagar Deep, DUS	99.2	Hatiya Island	Noakhali
CR Borendro	99.2	Sadar	Naogaon
CR Sarabela, SKS	98.8	Sadar	Gaibandha
CR Meghna	99.0	Charfassion	Bhola
CR Boral, ABF	99.0	Banga	Rajshahi
CR Saikaat, COAST	9.0	Kolatuli, Sadar	Cox's Bazar

The process of reviewing and approving applications for the establishment of community radio stations is in its final stages, with regulatory authorities diligently evaluating applications to ensure all necessary requirements are met. Once approved, the implementation phase will commence promptly. Community radio stations will soon begin broadcasting their programs, providing a platform for local voices to be heard and serving as a valuable source of information, entertainment, and community engagement. This comprehensive overview allows for effective planning and coordination among various stations, ensuring a well-connected and inclusive radio landscape for the community.

#### 5.4. CR's present roles in governance

The accountability of local government is crucial in ensuring transparency and accountability in government services. In CR coverage areas, public, private, and non-government organizations provide various services, but people are often unaware of their activities. By involving service providers and service takers in regular programs and playing a community watchdog role, local authorities and politicians become more conscious of their public responsibilities. Broadcasting discussions and question-answer sessions between community members and local authorities can also help ensure accountability and transparency at the root levels. For example, the Chilmari community radio program "Accountability of Local Government" has made people in remote areas aware of their rights, with local people outlining their views and elected representatives answering questions. This gradual practice of transparency and accountability has empowered community people and improved the overall quality of government services.

#### 5.5. Roles of CR in institutional governance at the grassroots level

Community radio stations (CRs) play a crucial role in acting as watchdogs for local governance, disseminating vital information to citizens about the exercise of economic, political, and administrative authority in managing a country's affairs at the local level. They serve as a valuable source of information, ensuring that citizens are well-informed about the decisions and actions taken by local authorities. By providing information on economic matters, CRs enable citizens to stay updated on local economic policies, investments, and development projects, encouraging transparency in local economic governance.

CRs also play a significant role in promoting political awareness by broadcasting information on local elections, political campaigns, and the roles and responsibilities of elected officials. This helps citizens understand the political landscape and actively participate in the democratic process. Additionally,

community radio stations provide updates on local government policies, regulations, and procedures, ensuring that citizens are aware of their rights and responsibilities. This information empowers individuals to engage with local authorities, hold them accountable, and actively participate in the decision-making processes that affect their lives.

The activities of CRs have played a significant role in enhancing communication between citizens and local level organizations. This expansion of communication has resulted in several key insights and notable findings. Firstly, CRs have successfully bridged the gap between mass people and local level organizations through their activities. By facilitating dialogue and interaction, CRs have created a platform for citizens to voice their concerns, opinions, and needs to local organizations, leading to a more inclusive and participatory decision-making process.

Secondly, the increased communication facilitated by CRs has resulted in improved understanding and collaboration between citizens and local level organizations. Through open and transparent communication channels, both parties have gained a better understanding of each other's perspectives, challenges, and priorities, leading to more effective and sustainable solutions to community issues.

Finally, CRs have successfully expanded communication between citizens and local level organizations, resulting in improved understanding, collaboration, and citizen engagement in local development initiatives. The key insights and notable findings from this expansion emphasize the importance of inclusive and participatory approaches in fostering sustainable community development.

#### **5.6. Internal communications and good governance**

Community Radio (CR) plays a crucial role in the inter-communication between common people and local authorities at the grass-root level. It creates scope of people participation as demand, making citizens more aware about their rights. The promoters of community radios argue that it can keep the democratic process progressive by maintaining neutrality during discussions on governance issues. Live discussion programs involving local union parishad chairmen, members, civil society members, and local people on issues impacting people's livelihood solve local level problems.

CR programs should be tailored to inform people regularly regarding the procedures of legislature, executive, and judiciary, as well as how community people can access services of various organizations or institutions. Issue-based programs should help people participate in these programs, allowing them to involve themselves in development programs by interchange information.

Community radio stations have become a significant part of Bangladesh's progress as a nation since 2011. Large numbers of people get involved in various ways, including active listeners, members of listeners' clubs, participants of the programs, volunteers, and staff. Local people around each Community Radio station across the country are now using it as a hub for various activities involving professionals including artists, civil society members, higher government and non-government officials, people representatives, farmers, fisher folk, business persons, etc.

Cultural society member Paulo Freire's concept of conscientization and participatory media practice highlights the importance of community radio at the local level. Community radio stations have become a large part of Bangladesh's progress as a nation, with large numbers of people getting involved in various ways, such as active listeners, members of listeners' clubs, participants of the programs, volunteers, and staff.

Producers learn many things from society by going to a cross-section of people and exchanging views for the sake of programme production. They can know the irrelevant issues of society, people's daily

lifestyles, and their good and bad sides. By airing programmes about the grievances of the mass people through the radio program, they can receive help from concerned organizations.

Since 2011, community radio stations have started up across the country with the aim of serving the local people within their area. These tiny media outlets have become a large part of Bangladesh's progress as a nation. Large numbers of people get involved in many ways, including active listeners, members of listeners' clubs, participants of the programs, volunteers, and staff.

Volunteers perform a wide range of roles in community stations, including administration, technical support, production, and presentation. Hundreds of people with no previous experience are given the opportunity to produce and present their own radio shows to a focused and receptive audience who tune in on a regular basis.

CR staffs try to involve various age groups, including men-women, youths, and children, as well as taking volunteers from various ethnic groups to deliver their programmes in their own languages and accents. They work as programme producers, presenters, concept developers, editors, and technicians in the CR, bringing opinions and interviews of higher officials of various organizations to the general people. Community Radio stations have generated tremendous enthusiasm and commitment among volunteers living in the local areas.

Community radio stations play a crucial role in fostering good governance by facilitating participation, promoting accountability, and enhancing governance at the grassroots level. They provide opportunities for a diverse range of individuals, including civil society members, influential persons, government employees, and private sector employees, to contribute to the governance process. Target-based dialogue and discussion programs involving stakeholders and service providers enhance accountability within local institutions, promoting political, social, and economic governance at the grassroots level.

### **5.7. Major Facts and Findings**

The study collected data on the opinions of informants, who varied depending on their location. The KII and FGD informants provided diverse perspectives on the topic, helping to understand the nuances of the relationship between good governance and community radio. The study found that community radio has the potential to promote good governance by providing a platform for citizens to voice their opinions and hold their leaders accountable.

The major findings of the study are summarized in the following table, which is explained in detail in the next section. The study found that the informants' opinions varied depending on their location, but there were no significant differences between the views of KII and FGD informants. The study also found that community radio has the potential to promote good governance by providing a platform for citizens to voice their opinions and hold their leaders accountable.

The study's findings are important for policymakers and stakeholders interested in promoting good governance and community radio. The major facts identified through KII and FGDs include:

- a) Community Radio disseminates emergency information to the local public in a short time but due to low coverage, it is not possible to reach the message to all the entitled citizens.
- b) Only 5-10% of the programs broadcasted are directly for promoting good governance.
- c) Public and private organizations take the help of community radio to spread information about their services.
- d) The current status of community radio practice in the country in light of governance perspective is examined, with different programs of CR making grassroots people aware of their rights and sensitizing service providers toward accountability.



The SWOT analysis of community radio's present roles in governance includes community radio operation organizations/NGOs needing more money to improve the quality of programming, sometimes having representatives of the service provider present at the live-in program, and government bearing some of the cost of running community radio.

### ***Strengths***

Community radio (CR) in Bangladesh has several strengths for ensuring good governance. With a population of around 170 million, it can mobilize a large portion of people and provide entertainment, information, and a place to express thoughts and expression. The country's landscape, including hilly areas and hard-to-reach areas, makes CR convenient for those who are deprived from media.

CR policies have been well-formulated by all stakeholders, with the government finalizing strategies to implement them. Civil societies, such as NGOs like BRAC and RDRS, play an active role in fostering CR, providing policy support, training, and advocacy services. Media literacy plays a crucial role in fostering CR, with public universities and government institutions offering education on media-related disciplines.

International agencies like UNESCO and UNDP are powerful supporters of CR in Bangladesh, providing financial, counseling, and policy support to CR stations. Most media houses in the country are city-based, and mass people have limited access to these houses. The Bangladesh government is committed to the CR sector, approving CR policies 2008, revised policy 2017, and national strategies to implement the policy.

CR stations help build participatory practices in society, leading to people's governance. They facilitate access and encourage involvement in local decision-making processes, creating cohesion among different religions, castes, creeds, and colors. CR also empowers people with active participation in the process, promoting local knowledge, culture, human rights, social justice, environmental issues, and community problems.

CR stations also work as watchdogs over local powerful quarters, advancing accountability, transparency, and public inquiry. They open up opportunities for people to speak at media houses, ensuring good governance at the local level.

### ***Weaknesses***

The government's commitment to community radio (CR) in the country is not enough, as it lags behind in setting up 400 CR stations by 2021. This has resulted in many people remaining out of service. There is no central committee or agent to support the CR sector, and most CR stations are conducted under the influence of sponsored big NGOs. There are shortages of experts and technical people who can run community radios efficiently, which hinders the development of welfare-oriented programs and good governance.

Community radios should be owned by the community, for the community, of the community. Most CR stations' licenses are obtained by various NGOs, but community ownership is not ensured in the country. Few programs are arranged for ensuring good governance at the territory of CRS, and less sponsorship reduces the possibility of taking steps for accountability and transparency. Research is essential for understanding the potential power of the new sector for effective governance at local levels.

The government controls the CR sector through mechanisms like local advisory committees and central monitoring committees. Community radios have arranged live programmes for accountability and transparency, but they need support from third parties like donor agencies. The capacity and strength of

media houses to maintain internal governance are questionable, as most CR stations are owned by big NGOs.

CRS are not well protected by community forces, as they partially failed to organize local people under their umbrella. Without community ownership, the CRS cannot play strong watchdog roles for ensuring good governance at the grass-root levels.

### ***Opportunities***

Community Radio (CR) is a vital tool in promoting social benefits, such as volunteering, employment, and technical learning opportunities. It empowers people by promoting their agendas, such as local knowledge, culture, human rights, social justice, environmental issues, and community problems. CR also fosters cohesion among different religions, castes, creeds, and colors, enhancing social harmony and promoting creativity.

Bangladesh has at least 1000 youths working in 17 CR stations, with a target to approve 400 stations by 2030. As a result, community radios create more employment opportunities and open new ways of employment in the country. They also provide a platform for young generations to become familiar with broadcast technologies and demystify production techniques.

Community radios open new horizons for competition, as they aim to provide social benefits for the masses while commercial media must ensure profit. Asian countries like Nepal, Sri Lanka, Philippines, Cambodia, and Vietnam have experienced successful community radios, assisting Bangladesh in thriving the CR sector.

### ***Threats***

The Bangladesh Tele-Communication Regulatory Authority (BTRC) faces challenges due to the rise of new media, such as YouTube, Facebook, Twitter, and Instagram, and the lack of local technical experts for operating and maintaining radio stations. Power sector production is inadequate, causing extra expenses for generators. Volunteers are not receiving payment, and commercial advertisements are not yet available, posing challenges for self-sufficiency. Additionally, maintaining sound quality in congested areas is a challenge due to large trees and congested populations.

## **6. Recommendations**

The researcher presents a comprehensive set of recommendations based on the extensive analysis and findings derived from the study's rigorous methodology. These recommendations aim to provide practical and actionable solutions that can be implemented to address the identified issues or gaps in the field of study. The recommendations are grounded in a deep understanding of the subject matter and are tailored to the specific context of the study. They take into account the nuances and complexities inherent in the research findings, ensuring that the proposed solutions are both relevant and effective.

The recommendations provided by the researcher are forward-thinking and forward-looking, addressing not only current challenges and gaps but also anticipating future developments and trends in the field. By considering potential future scenarios, the researcher ensures that the recommendations have a long-lasting impact and can adapt to evolving circumstances. This forward-looking approach demonstrates the researcher's commitment to providing sustainable and future-proof solutions that can withstand the test of time.

The set of recommendations on behalf of the researcher includes increasing community radio broadcast coverage in additional areas to enhance people's participation in the local decision-making process; expanding the reach of community radio to ensure a wider dissemination of information about grassroots

institutions and their activities to the general public; fostering greater engagement and involvement of the masses by extending community radio coverage to more regions; organizing an annual conference for stations to exchange ideas and views for the betterment of the sector; promoting the confederation of stations to benefit from the mutual exchange and flow of ideas, leading to the growth and development of the sector; safeguarding CR stations from external pressure and political influences; preventing the involvement of local elites' motives in the stations; ensuring the independence and integrity of CR stations in Bangladesh; government support: The government can provide support and encouragement to local organizations and departments to actively assist community radio stations in their daily activities.

**Information dissemination:** The government can play a crucial role in helping community radio stations reach out to the grassroots population by sharing important information, plans, and programs through regular communication channels, such as newsletters, official announcements, and dedicated platforms. **Collaboration and coordination:** The government can foster collaboration and coordination between community radio stations and relevant departments to enhance their impact.

**Introduction of an award system for the community radio sector:** By implementing an award system specifically designed for community radio stations, the government can foster a positive competition among these stations. Encouraging international and private organizations to recognize media activists is essential to motivate these activists and highlight their contributions to the sector. Focusing on achieving positive outcomes for society is the ultimate goal of introducing an award system for the community radio sector.

**Mass people participation:** Encouraging active involvement of a wide range of individuals from the community in the operations and decision-making processes of the community radio, ensuring that their voices and perspectives are heard and valued; promoting a sense of ownership and belonging among the community members by involving them in the management and governance of the radio station; prioritizing capacity development, sustainability, and fair operation: Prioritizing the continuous development of skills and knowledge among the radio staff and volunteers, ensuring the long-term viability and sustainability of the radio station, and adhering to principles of fairness and transparency in its operations; Government incentives such as tax breaks or subsidies to encourage the growth of CR stations in the early stages of the sector; along with these incentives, the government can also provide policy support that creates a favorable environment for the development of CR stations.

Analyzing the service delivery system of local level authorities in CR coverage areas and CR non-coverage areas to identify any differences; conducting a comparative study of the service delivery system of Union Parishad and government offices in CR coverage areas and CR non-coverage areas; and exploring the impact of CR coverage areas and CR non-coverage areas on the effectiveness of service delivery by local level authorities in Union Parishad and government offices are all recommended steps to improve the effectiveness of community radio stations.

## 7. Conclusion

Governance issues are a complex and multifaceted issue that require a multifaceted approach. One such approach is participatory governance, where the community is actively involved in decision-making processes. This participatory approach involves the community in the process, allowing them to voice their concerns and contribute to the development of a more accountable and transparent governance system. This approach not only ensures that the government operates transparently but also promotes a more inclusive and accountable society.

Community radio stations play a crucial role in promoting participatory governance by providing a platform for the community to voice their concerns and contribute to the development of a more accountable and transparent governance system. By involving the community in the development of content, the government can ensure that the community's needs and interests are met, leading to a more inclusive and accountable governance system. This approach not only fosters growth and poverty reduction but also contributes to the overall development of a more equitable and accountable society.

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