

# CR-CIT: Towards Continuous Improvement



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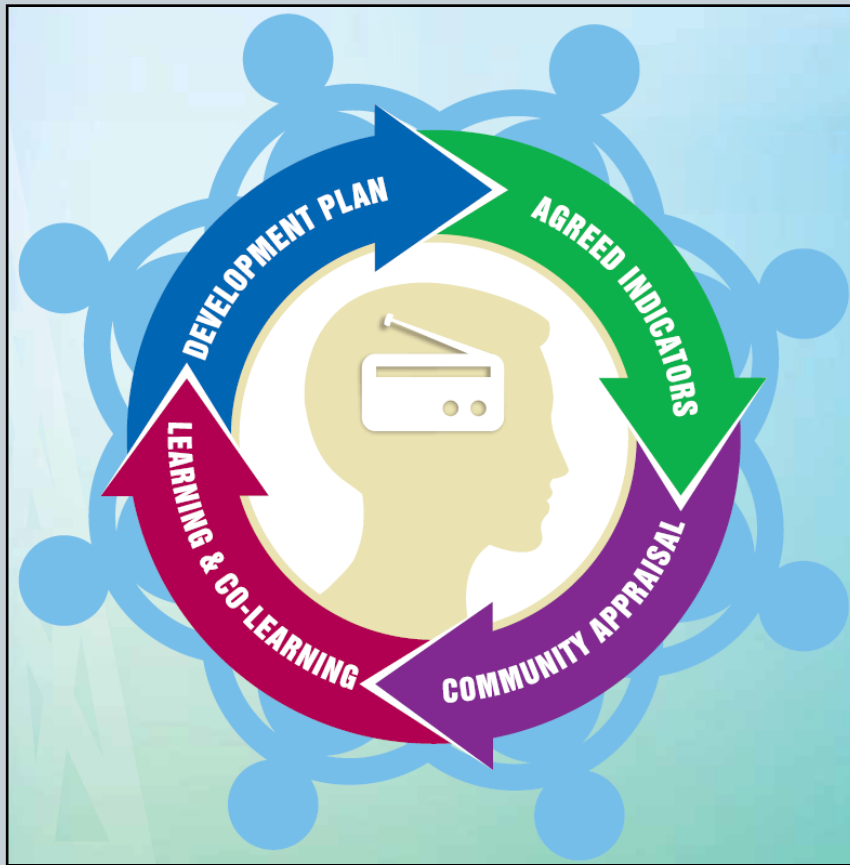


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Educational, Scientific and  
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# Continuous Improvement Framework



- “Continuous improvement isn’t one particular system or specific way of doing something, it’s a mindset, based on the knowledge that there is always a better way of doing things and therefore a journey that never ends.”

# Why continuous improvement?



- Move away from externally imposed performance indicators
- Set own benchmarks or goals against which to review performance periodically
- Participatory, flexible, and realistic process of self-assessment
- An approach that foregrounds unequal power relations, gender inequity, and elite monopoly over media production
- Emphasis on inclusion, open communication, trust, sharing of knowledge and skills, and, continuous learning

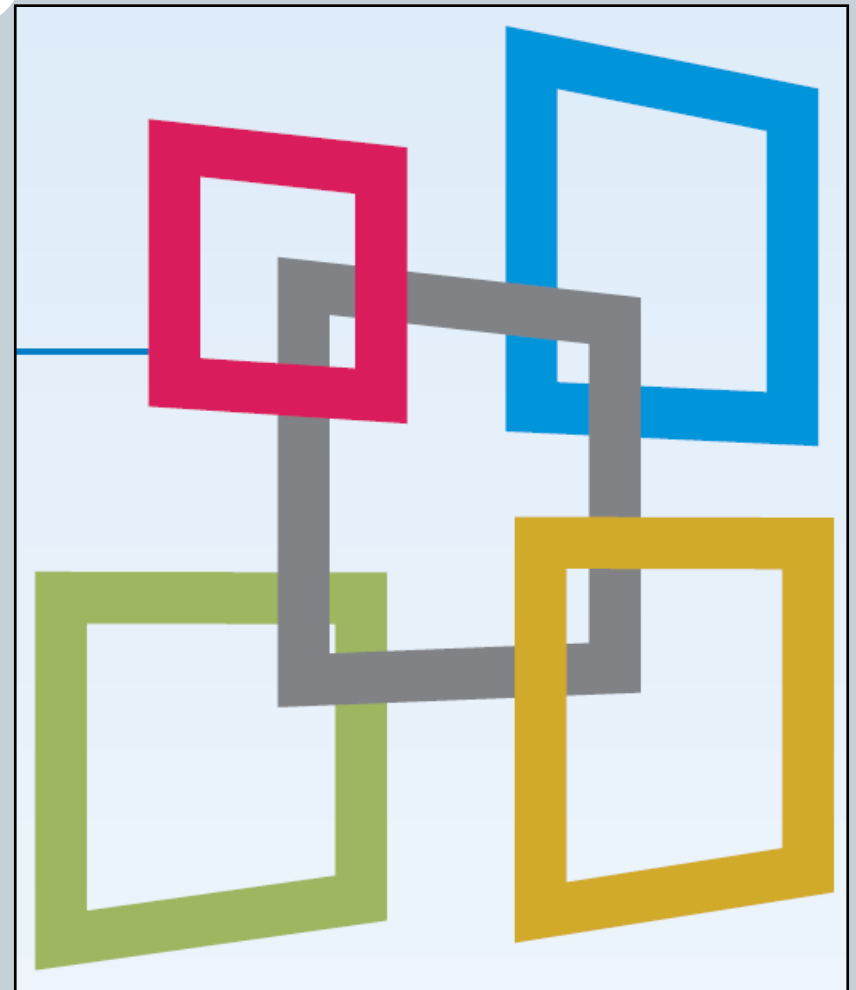
# The fundamental questions



- To adopt the Continuous Improvement framework in CR, the fundamental questions to ask ourselves are:
  1. What are we trying to achieve through our radio station?
  2. How will we know that a change is an improvement?
  3. What changes can we make that will result in improvement of our community radio service?

# Co-Learning Approach

- ‘Empowered explorers’ to collectively create knowledge through disciplined means
- Key principles:
  - peer learning,
  - reciprocal value of knowledge-sharers,
  - mutual trust, and,
  - collective and individual meaning-making



# What is CR-CIT (Community Radio – Continuous Improvement Toolkit)?

- Allows CR stations to periodically assess their performance
- Indicators of performance along 9 broad parameters
- Drafted keeping in view:
  - the national CR policy
  - certain non-negotiable principles of CR globally
  - themes such as Gender, Participation, Capacity Building cut across parameters

*A key strength of CR-CIT is that it seeks to move away **from** the donor-driven ‘measure’ and ‘prove’ impact imperative **to** collective reflection with a view to ‘understand’, strengthen and continually ‘improve’ the CR initiatives.*

# CR-CIT: Not close-ended

- The indicators given in a sequence, move towards the ideal
- In other cases, an exhaustive list of all the possibilities that the CR station may explore
- Indicators also permit individual stations to include any practices and processes that are unique to the local context



# Quality of performance

- Focus on principles, practices, and processes
  - Impact of the CR station is outside its purview
  - 'Quality' not limited to technical finesse of programmes, but includes active adoption of core principles of CR
  - NOT for comparison between CR stations
  - NOT for evaluation by external agency





# Why use the CR-CIT?



- Positive reinforcement of good work
- A pause from hectic schedules and reflect
- Identify gaps and constraints in functioning
- Pointers to overcome constraints and manage stations efficiently
- Set own goal posts for continuous improvement
- Better prepared for any external evaluations
- Strive continuously to match global best practices

# CR-CIT – Modular in structure

- Can be administered in parts
- Needs to be taken up collectively
- Space for goal posts and action points at the end of each module
- Detailed ‘Description of the Toolkit’ section explains each of the nine parameters
- Also provides examples where necessary



# Components of CR-CIT



- Content Generation & Programming



- Policies & Guidelines



- Volunteers



- Technology: Access & Management



- On-Air Standards of Broadcasting



- Governance



- Feedback & Grievances



- Content Sharing & Networking



- Revenue Generation & Financial Accountability

# Self-Assessment & Peer Review (SA&PR)



- Step I – Pre-meeting among the following:
  - a) the station manager and staff;
  - b) CR Management Committee (CRMC) members; and,
  - c) at least one representative of the parent organisation, if not already on the CRMC to go through the CR-CIT and collect information that may be required to address the various parameters

# SA&PR process



- **Step II – Meeting of**
  - a) the station manager and staff;
  - b) CR Management Committee (CRMC) members; and
  - c) at least one representative of the parent organisation, if not already on the CRMC and
  - d) one representative each from two peer CR stations to apply the CR-CIT to the functioning of the station

# SA&PR process



- All questions within one parameter are gone through by the station team (a) (b) and (c) one by one, and the most appropriate options ticked, assigning a suitable reason for the choice.
- The peers then respond to the set of questions within the parameter and express their views, which are recorded separately by them.
- Where needed, new options may be added to the questions.
- Together the station team and the peers reach a consensus about the response, and accordingly, set goalposts for the station.
- This process is repeated for all nine parameters.

# Role of the Facilitators/Moderator



- Short and simple orientation to the kit, core principles and its user guide.
- Orientation to the peer review process
- Note-taking, documenting of the process and discussions, with minimal intervention during participant observation.
- Facilitation, if and where needed (misinterpretation of a question) or if solicited.
- Submit report to the station.

# Role of the Peer Reviewers



- Peer Reviewers from two stations (one each) – preferably from the same linguistic region and also from stations that are similar to the station carrying out SA.
- After the members from the station have gone through all the questions in one parameter and noted down the responses, the peers respond to the same set of questions and express their views on each aspect of the parameter.



# Role of the Peer Reviewers

- The idea would be to share their experiences with the self-assessing station and add new perspectives about the parameter and its reading.
- The role is that of a ‘friend’ and co-learner, who is assisting the station in the process of a productive self-assessment and at the same time adding their own views and suggestions to enhance the effectiveness of the process.

# Role of the Peer Reviewers

- The peers, thus refrain from acting as external evaluators, but are welcome to share ideas that would help in deciding the goalposts.
- Peers may also not get into a self-evaluation mode, though giving examples of how a parameter plays out within their station may be useful if it is with the idea of suggesting solutions or giving out of the box ideas.

# CR-CIT in action



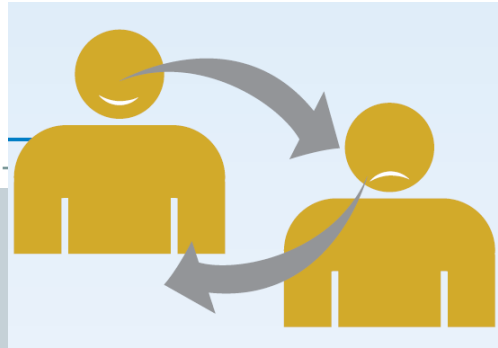
- *Community Radio – Continuous Improvement Toolkit, Version 1.0* was developed in 2013. Tested, validated and adapted by radio stations in Bangladesh and India
- Based on feedback from radio stations, *Community Radio – Continuous Improvement Toolkit, Version 2.0* was developed in 2014
- In 2015, Version 2.0 was translated into Bengali and Hindi for Bangladesh and India, respectively.
- In India, in a peer review process initiated by the Ministry of Information & Broadcasting, about 60% of participating stations used CRCIT
- In October 2015, CR-CIT was adapted and validated for 5 East African countries (Kenya, Tanzania, Uganda, Burundi, and Rwanda,) follow a 3-day workshop in Arusha, Tanzania in October, 2015.

# Forging a Community of Practice

- Medium to long-term goal is to facilitate the forging of a community of practice
- The “community of practice,” as we understand, is a group of people who share a concern or a passion for something they do and learn how to do it better as they interact with each other regularly.



# Thank You



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All versions of CR-CIT are available for download

**[www.uccommedia.in](http://www.uccommedia.in)**