

**MIDLANDS STATE UNIVERSITY**



**Faculty of Social Sciences**

**Department of Media and Society Studies**

**Economic survival strategies and tactics used by pirate community radio stations in Zimbabwe. Case study *Patsaka Nyaminyami Community Radio***

**By**

**R145807A**

**Dissertation Submitted in Partial Fulfilment of the Requirements of the Bachelor of Science Honors Degree in Media and Society Studies**

**Department**

**May 2018**

**ABSTRACT**

*Community radio station offers diversity in media content. The plurality in content, offers citizens wide and broad information they are entitled to. Unfortunately, the government of Zimbabwe has not yet licensed any community radio station. Radio piracy in Zimbabwe has mushroomed due to the unfair issuing of broadcasting licenses. Radio production incurs expenses thus Patsaka Nyaminyami Community Radio station (PNCR) has adopted means of surviving economically through various strategies and tactics. This research explores on the various strategies and tactics which have been deployed by PNCR and amongst these strategies include; donor funding, advertising, cost effective programming, expansion of business and the use of volunteers. Competitive advantage theory and democratic participant theory were used to inform this study.*

**ACRONYMS**

PNCR- Patsaka Nyaminyami Community Radio

PT- Patsaka Trust

CIDA-Canadian International Development Agency

MISA- Media Institute of Southern Africa Zimbabwe

NANGO- National Association for Non- Governmental Organisations

OSISA-Open Society Initiative for Southern Africa

SIDA- Swedish International Development Agency

YETT- Youth Empowerment and Transformation Trust

ZACRAS- Zimbabwe Association of Community Radio Stations

**TABLE OF CONTENTS**

ABSTRACT .....	i
ACRONYMS.....	ii
TABLE OF CONTENTS .....	iii
LIST OF FIGURES .....	vii
LIST OF PICTURES .....	viii
<b>LIST OF APPENDICES .....</b>	<b>ix</b>
<b>CHAPTER 1.....</b>	<b>1</b>
1.1 INTRODUCTION.....	1
1.2 BACKGROUND OF THE STUDY .....	1
1.3 PROBLEM STATEMENT.....	3
1.4 RESEARCH QUESTIONS .....	3
1.4.1 SUB-QUESTIONS.....	3
1.5 RESEARCH OBJECTIVES .....	3
1.6 ASSUMPTIONS .....	3
1.7 PURPOSE OF THE STUDY.....	4
1.8 DELIMITATIONS.....	4
1.9 LIMITATIONS .....	4
1.10 STRUCTURE .....	4
1.12 CONCLUSION .....	5
<b>CHAPTER 2.....</b>	<b>6</b>
<b>LITERATURE REVIEW AND THEORETICAL FRAMEWORK .....</b>	<b>6</b>
2.1 INTRODUCTION.....	6
2.2.1 COMMUNITY MEDIA AND SURVIVAL STRATEGIES .....	6
2.2.2 PIRACY AND RADIO PROGRAMMING .....	7
2.2.3 ECONOMIC AND MANAGEMENT STRATEGIES AND TACTICS USED BY COMMUNITY RADIO STATIONS.....	9

<b>THEORETICAL FRAMEWORK .....</b>	<b>10</b>
2.3.1 THEORY OF COMPETITIVE ADVANTAGE.....	10
2.3.2 DEMOCRATIC PARTICIPANT THEORY .....	11
2.3.3 CONCLUSION .....	12
<b>CHAPTER 3.....</b>	<b>13</b>
<b>RESEARCH METHODS AND METHODOLOGY .....</b>	<b>13</b>
3.1 INTRODUCTION.....	13
3.2 METHODOLOGY .....	13
3.3 QUALITATIVE RESEARCH.....	13
3.4 CASE STUDY .....	13
3.5 UNITY OF ANALYSIS .....	14
3.6 POPULATION.....	14
3.7 SAMPLING METHODS .....	14
3.7.1 PURPOSIVE SAMPLING .....	14
3.8 DATA COLLECTION METHODS .....	15
3.8.1 PARTICIPATION OBSERVATION.....	15
3.8.2 INTERVIEWS .....	15
3.8.3 ARCHIVAL .....	16
3.9 DATA ANALYSIS .....	16
3.9.1 HERMENEUTICS .....	16
3.9.2 DISCOURSE ANALYSIS .....	16
3.10 DATA PRESENTATION METHODS.....	17
3.11 ETHICAL CONSIDERATIONS .....	17
3.12 CONCLUSION .....	17
<b>CHAPTER 4.....</b>	<b>18</b>
<b>THE POLITICAL ECONOMY OF PNCR .....</b>	<b>18</b>
4.1 INTRODUCTION.....	18

4.2 HISTORICAL BACKGROUND OF PNCR AND POLITICAL ECONOMY .....	18
4.2.1 DISCUSSION .....	18
4.3 MISSION STATEMENT, VISION AND OBJECTIVES .....	18
4.3.2 DISCUSSION .....	19
4.4 STRUCTURE OF PNCR .....	20
4.4.2 BOARD OF TRUSTEES .....	20
4.4.3 DIRECTOR.....	21
4.4.4 OPERATIONS AND PRODUCTION MANAGER .....	21
4.4.5 ADMINISTRATOR .....	21
4.4.6 PROGRAMS OFFICER.....	21
4.4.7 DISCUSSION .....	22
4.5 FUNDING MECHANISMS .....	22
4.5.1 DISCUSSION .....	22
4.6 LINKS WITH OTHER ORGANIZATIONS .....	23
4.6.1 DISCUSSION .....	23
4.7 OVERALL DISCUSSION .....	23
4.8 CONCLUSION.....	24
<b>CHAPTER 5.....</b>	<b>25</b>
5.1 INTRODUCTION.....	25
5.2 OVERVIEW .....	25
5.3 DONOR FUNDING AS A KEY SURVIVAL STRATEGY .....	26
5.3.1 DISCUSSION .....	31
5.4 MODIFICATION OF TRADITIONAL ADVERTISING TO SUIT NEW TECHNOLOGY FOR SURVIVAL .....	31
5.4.1 DISCUSSION .....	33
5.5 COST EFFECTIVE PROGRAMMING .....	34
5.5.1 DISCUSSION .....	35

5.6 EXPANSION OF BUSINESS FOR SURVIVAL .....	36
5.6.1 DISCUSSION .....	37
5.7 USE OF VOLUNTEERS FOR PRODUCTION .....	38
5.7.1 DISCUSSION .....	39
5.8 OVERALL DISCUSSION .....	40
5.9 CONCLUSION .....	40
<b>CHAPTER 6.....</b>	<b>41</b>
6.1 INTRODUCTION.....	41
6.2 EVALUATION AND CONCLUSION.....	41
6.3 RECOMMENDATIONS FOR FURTHER STUDY .....	41
6.4 CONCLUSION .....	42
REFERENCE LIST .....	43

**LIST OF FIGURES**

Figure 1: Organogram ..... 20

Figure 2: Below is a pie chart illustrating the hierarchy of the economic survival strategies and tactics used by PNCR ..... 25



**LIST OF PICTURES**

Picture 1- Above is the picture shows the studio of PNCR and the photo shows the fitted in equipment which was installed by the Sweden organization. .... 27

Picture 2- Above is the picture shows employees and volunteers of PNCR participating in the radio training being facilitated Radio Netherlands Training Centre..... 28

Picture 3- Above is the picture showing the mixlr account of PNCR ..... 29

Picture 4-Above is the picture shows youths in Kariba participating at PNCR in a talk-show which was sponsored by YETT. .... 31

**LIST OF APPENDICES**

Interview Guide ..... 49

## **CHAPTER 1**

### **1.1 INTRODUCTION**

This study explores the various economic survival strategies and tactics that are being employed by pirate radio stations in Zimbabwe. The pirate community radio stations in Zimbabwe have been facing financial challenges because they are operating illegally. Patsaka Nyami Nyami Community Radio (PNCR) is a pirate community radio station that operates in Kariba. The pirate community radio station has deployed various mechanisms to secure funds for the station. This research examines the mechanisms that have been adopted by pirate community radio stations and also paying close attention to the illegal environment the pirate radio station is operating within. This is explored through the use of PNCR as a case study for this research.

### **1.2 BACKGROUND OF THE STUDY**

The hegemony of public broadcasters was first challenged by pirate radio stations, these pirate radio stations were operating in ships that were in international waters which were far from being implicated by the domestic legislation. Pirate radio stations emerged in the period between 1964 and 1967, such radio stations includes; Radio Caroline, Radio London and Radio Scotland. Despite the undoubted and unprecedented success of such stations, most were forced off the air by the 1967 provisions of the Marine and Broadcasting Offences Act (Baron 1975).

Pirate radio stations have emerged as a result of the negligence by the mainstream media. Hind and Mosco (1989) argue that mainstream media in United Kingdom began playing hip hop music after they observed pirate radio stations were gaining more popularity through playing the genre. Negligence by the mainstream media also includes poor media coverage of marginalized communities. McQuail (1983) argues that the people have the right to be served by the media in the best way that meets their needs. The “needs” which is not being fulfilled by the mainstream media lead to the mushroom of pirate radio stations in Zimbabwe.

The African Charter on Broadcasting (2001) advocate for a three tier systems. According to Ndawana (2015) the media in Zimbabwe is not complying with the terms of The African Charter (2001) as they have not licensed any community radio station. Baran and Davis (2000) argues that during the early stages after the invention of radio, the medium was taken

lightly but when the governments saw its threatening potential, they regulated the medium. For instance the IMPI Report (2014:54) stipulates that the licensing of new commercial radio stations by Broadcast Authority of Zimbabwe has been perceived as unfair. The shareholders of the organisations that were awarded are accused of being sympathizers of the ruling party. This has resulted in the emergence of pirate community radio stations. Majority of these radio stations are waiting for radio licenses from Broadcasting Authority of Zimbabwe (BAZ).

PNCR is part of the twenty-nine pirate community radio stations that are governed by a board called Zimbabwe Association of Community Radio Stations (ZACRAS). ZACRAS is an organization that has been lobbying for the liberation of the airwaves to community radio stations. The government in Zimbabwe failed to acknowledge the importance of a three tier system by not licensing community radio and this has resulted in the emergence of an organization like ZACRAS advocating on behalf of the pirate community radio station that have been denied licenses. ZACRAS, not only funds the pirate community radio stations in Zimbabwe but their also mobilizes the pirate community radio stations in a joint advocacy against the injustice concerning the issuing of licenses by BAZ. ZACRAS has also helped the pirate community radio stations in Zimbabwe in terms of governance that is meant to protect the stations from bridging the constitution and the laws in Zimbabwe.

The illegal environment, in which pirate community radio stations are operating in, makes it extremely difficult to generate revenue to operate the stations. Unlike other pirate radio stations like Studio 4 that hack frequency, pirate community radio stations in Zimbabwe have being using legal means of disseminating their information to their communities. Some of the dissemination methods that have been adopted include online programming. These legal means of disseminating information however have not been ensuring the financial stability of the radio stations and this has forced numerous pirate community radio stations in Zimbabwe to adopt economic survival strategies to ensure sustainability in their programming.

Pirate community radio stations have been labelled as illegal media entities and this labelling affects these stations in acquiring advertising clients. Stewart et al (2002) argues that attitude towards the medium affects how the audiences perceive an advert. Such circumstances surrounding the operations of PNCR makes it difficult to gain huge sums of money from advertising. Furthermore, lack of frequency makes it difficult to compete with other players in the media industry for advertisement. However, Germano (2008) argues that advertising plays an important role as the major source of fund for media organizations.

The media industry has a very competitive market and this makes it increasingly difficult for pirate community radio stations. However competitive advantage is an essential tool in returning profits or raising funds. Wen-Cheng, Chien-Hung and Ying-Chien (2010) suggests that competitive advantage exists when the firm is able to deliver the same benefits as competitors but at a lower cost (cost advantage), or deliver benefits that exceed those of competing products (differentiation advantage).

### **1.3 PROBLEM STATEMENT**

This research seeks to probe economic survival strategies that are being employed by pirate community radio stations in Zimbabwe. There has been little information documented on the economic survival strategies being used by pirate community radio stations operating in Zimbabwe. Pirate community radio stations in Zimbabwe have been accused of being funded by foreign donors who are anti-government, this argument is solely based on the lack of adequate information on how pirate community radio station have been surviving economically when some media entities have been struggling to make profits.

### **1.4 RESEARCH QUESTIONS**

- What are the economic survival strategies that have been employed by pirate community radio stations?

#### **1.4.1 SUB-QUESTIONS**

- What are the programming mechanisms that have been adopted by pirate community radio stations?
- How has advertising been modified to suit in the operation of pirate community radio stations?

### **1.5 RESEARCH OBJECTIVES**

- To identify economic survival strategies being used by pirate radio stations.
- To identify the programming style being used by pirate radio stations economic survival of pirate community radio stations.
- To determine the consistence of the strategies being used by pirate community radio stations.

### **1.6 ASSUMPTIONS**

- ❖ It is assumed that pirate community radio stations in Zimbabwe are donor funded.

- ❖ There is a conspiracy theory which suggests that pirate community radio stations are being influenced by western countries.
- ❖ It is also assumed that pirate community radio stations cannot survive without donor funding.

### **1.7 PURPOSE OF THE STUDY**

The research explores the funding mechanisms used by pirate community radios. Bell, Masoka, and Zimmerman (2010) argue that community radio initiatives should have a distinct model which is different from traditional for-profit broadcasting model that focuses primarily on the benefits of owners and shareholders. Furthermore, the research probes the political economy that encompasses the survival of these pirate community radio stations. This research intends on taking a holistic approach into the controversy between the Zimbabwean government and the pirate community radios on how they fund themselves. This research help in documenting sources of revenue for pirate radio stations

### **1.8 DELIMITATIONS**

Delimitation set the boundaries for the study. Delimitation of a study, are those characteristics that limit the scope and define the boundaries of a study. The research is limited to the area in which PNCR station operates in. PNCR provides content for Kariba urban and rural area. The thrust of this research is on mechanisms which have been adopted in the programming of PNCR in order to attain financial sustainability for long term operations.

### **1.9 LIMITATIONS**

Limitations can be identified as the possible weaknesses of the research. Limitations of a study, are the potential weaknesses in your study and are out of your control. The researcher was not able to get financial statements of PNCR in order to assert whether the strategies and tactics being used are effective. This makes it difficult for the researcher to acquire quantitative data. The economic survival strategies and tactics used by PNCR differ with other pirate community radio stations thus information provided by this study cannot account for these other stations.

### **1.10 STRUCTURE**

Chapter 1 introduces the research under study. It is where the introduction, background, significance of the study is highlighted as well as the statement of the problem, research

objectives and questions are found. Chapter 1 is followed by Chapter 2 where literature review and theoretical framework is discussed. Chapter 3 looks at the research Chapter 3 looks at research and methodology whilst Chapter 4 focuses on the organizational structure and analysis. Chapter 5 presents the findings thematically and Chapter 6 concludes the study.

## **1.12 CONCLUSION**

The chapter introduced the study and also gave the background of the study which aid in justifying the study. The chapter also stated the objectives and research questions which guided the researcher in chapter 5, the chapter for findings. This chapter gives detail on what is to be expected in the following chapters.

## **CHAPTER 2**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.1 INTRODUCTION**

The previous chapter sought to give justification for undertaking this research. Literature review aids in providing context for the research and also in justifying the research. This chapter discusses various arguments brought forward by scholars on the topic under study.

#### **2.2.1 COMMUNITY MEDIA AND SURVIVAL STRATEGIES**

Community media encompasses all forms of medium but operating at a local or community level. According to McQuail (1987) community media is known in its smallness of scale, multiplicity, locality and deinstitutionalization. PNCR is a local radio station in Kariba that seeks to serve the interests of its community through radio programming. Ndawana (2015) alludes to the assertion that community radio station serves a local community or a group of people with similar interests. Community media can be defined in its size, ownership pattern, the radius it operates in and its media coverage.

Community radio stations incorporate the residents in their programming. According to Mtinde et al (1998), the requirement of community participation ensures that members of the community are involved in the running of the station. This helps to maintain level of commitment and loyalty by the residents to the community radio station through creating a sense of belonging. According to Mhagama (2004), Siyaya FM involves members of the community in the running of the station. However Carpenier, Lie and Servaes (2003) are of the view that giving the community more power through participation affects the two-way communication. Despite having the “two-way communication affected, the residents should be involved in the programming of community media.

Ondobo (2001) defines community radio is a medium that gives voices to the voiceless, serves as the mouthpiece of the marginalized and is at the heart of communication and democratic processes within societies. Ondobo ibid also says that with community radio, citizens have the means to make their views known on decisions that concerns them. The notion of transparency and good governance take on new dimension and democracy is reinforced. Giving a voice to the voiceless is a “default” survival strategy. An ideal community radio station should bring to light the views and concerns of the people but in this



context, that objective is also the reason why community radio stations are still surviving through community acceptance.

Community media uses vernacular languages and this helps in their struggle for survival. Hochheimer (1999) argues that language determines who gets to speak and who gets to hear and this is a critical issue in conceptualizing democratic media systems. The use of vernacular language gives residents a sense of belonging and this helps in engaging them in various activities. The third media sector has been a useful instrument for minority cultural groups in terms of expression and information, a tool for intercultural dialogue that strengthens cultural and linguistic diversity, social inclusion and local identity (European Parliament, 2008). If a medium is set to operate in the interests of a specific geographical location, it should also incorporate the culture of the area in its programming.

Community radio stations have embraced the new technology by disseminating their programs on online spaces. Morisett (2004) suggests that digital media like the Internet and mobile phones are generally celebrated as technologies of freedom. Community newspapers refresh their content online more frequently and the audience stay updated. Technological development has been influencing the change in the media industry. In order to stay in the ever changing media environment, community newspapers like Manicapost have online publications. New technology also democratizes communication by empowering local citizens to participate in local debates without the limits of time and space

### **2.2.2 PIRACY AND RADIO PROGRAMMING**

Pirate radio stations otherwise known as free radio stations or “clandestine” stations, are unlicensed broadcasting stations operated by political and cultural dissidents to protest government restrictions on expression over the airwaves (Soley, 1999). Pirate radio stations have emerged in an effort to contradict governments. Robertson (1982) argues that when using legal lenses to define the term pirate, it connotes acts that breach the laws. In Zimbabwe, being issued a license signifies authorization to operate in the media industry. Section 7 of Broadcasting Service Act (BSA) constitution states that it is illegal for any individual to operate a broadcast media service without being issued a license. PNCR is operating without a license. Pirate community radio station is an illegal radio station operating within a specific geographical location and posing as a community radio station.

The use of ward committees aid in the operation of pirate community radio stations in Zimbabwe. Moyo (2012) argues that the creative use of ward committees by Radio Dialogue (RD) exemplifies the ideal standards of grassroots participation and community involvement at structural and content levels. Moyo (2012) argues that the use of ward communities has aided in the acceptance of RD within the community of Bulawayo. The radio programming style used by RD make the audiences active as focus groups are created in those spheres. Considering the fact that pirate community radio station do not provide live programs, ward committees a method in which the stations get feedback from their listeners.

Pirate radio stations have for decades served as a bridge between commercial radio stations and upcoming artists and their music. According to Robertson (1982) pirate radio stations emerged as are result of the need which was not being met by other broadcasters. Hind and Mosco (1989) point out that it took several years before UK record companies or legal radio stations took notice of the burgeoning hip hop culture, and only after illegal radio had demonstrated its mass appeal. Pirate radio stations have been offering the services which both commercial and public media have been neglecting. Furthermore, Schlosberg (2009) stipulates that pirate radio stations attained popularity and are still surviving because of the weakness show by commercial radio stations in accepting and playing new music genres from artists that are less popular. Pirate community radio stations have being capitalizing on weakness by commercial radio stations that are profit driven. The mainstream media has the same weakness as it is heavily polarized and this has resulted in some music not being played due to the direct control ownership in the programming.

In order to survive in the media industry, pirate community radio stations have adopted legal methods of disseminating their information. According to Moyo (2012), since the establishment of Radio Dialogue in 2001, the station has been relying mostly on innovative strategies to disseminate its content to its audiences. The innovative strategies allow the pirate radio stations to bypass a very restrictive legal environment. These methods assure them safety from police raids or police arrests as it is within the legal parameters. According to Moyo (2012), Radio Dialogue uses the internet and mobile phones in their operations and programming. The social media is largely used for disseminating information. Under the section 61 of the Zimbabwean constitution, Zimbabwean citizens have the right to access the internet and these pirate radio stations cannot be sued for using it.

### **2.2.3 ECONOMIC AND MANAGEMENT STRATEGIES AND TACTICS USED BY COMMUNITY RADIO STATIONS**

Management is an organizational process that encompasses setting objectives, managing human and financial assets the organization has in order to achieve set objectives. Management is also a process of managing resources. George (2009) argues that it is under management where monitoring of resources occurs such that the resources are meaningfully utilized to meet the set goals by an organization. Management skills help in the economic survival of a community radio stations. However, despite these positive developments, financial sustainability is assessed to be the principal challenge facing community radio stations (Girard 2007).

Girard (2007) argues that many stations have found innovative ways of plugging financial gaps, including selling audio production services. However a community radio station might raise revenue but it takes proper management to ensure that the funds serve their purpose. Management helps in the economic allocation of scarce resources.

According to Steven (2017), building strategic partnership with community based organization is one of the survival strategy used by community media entities. These forged relations help community media to survive competition from local commercial entities operating within the same area. Community Based Organizations (CBOs) become as strong support base for community media especially community radio stations. According to Butley (2006) community radios are normally operated by community-based organizations. The support is in form of social and financial stability. In social sustainability, community media are able to penetrate within the community through the help of CBOs which have established relations with the community. In financial stability, the CBOs help the community media entities with funded programs that cover their thematic areas.

Most of the media entities in Africa are donor funded. According to MISA (2015) South Africa experienced the backlash from donor funding when the donors began abandoning the country because the donors claimed that the media was now stable. MISA (2015) argue that in order for South Africa to recover from the financial depletion experienced high dependence on donors, they initiated the Media Development and Diversity Agency (MDDA) through an Act of Parliament of 2002. MDDA was able to save the community radio stations from depending on international donors by concentrating on holistic capacity development approach for the stations to be self-efficiency.

Volunteers help to cut the costs of production. Alumuku (2006) argues that community argues that community radio stations in Africa largely depend on volunteers. A volunteer is a person who freely works for an organization without getting paid for the services rendered. In the management sector, this helps in minimizing the expenses that incur during the production of the programs. Having more volunteers participation in the production of content creates a democratic environment where citizens are fully engaged in the programming as well.

According to Clark (2007) community radio stations manage to raise funds by venturing into side businesses. Mang'elete community radio station also has other sources of revenue including sell of greeting cards and producing music for some local choirs at the station's studio. Such activities help in the day-to-day running of the radio stations and also pay for petty expenses which are not recorded.

## **THEORETICAL FRAMEWORK**

### **2.3.1 THEORY OF COMPETITIVE ADVANTAGE**

Competitive advantage theory was propounded by Porter. In competitive advantage, one either gains buyers by lowering prices or by offering a service or product which is different. Even companies that fail to secure much profit ensure they create attached value to their services or products for their customers. Porter (1985) argues that competitive advantage is the main reason for a firm's success or failures. The thrust in competitive advantage is when a company is able to do something that cannot be done by its competitors so as to get more than its fair share of profits.

Firm strategy includes direct competition that drives companies work hard and provides better services. Porter (1990) argues that the relationship between rivalries is very attractive. Rivalry helps in improving quality of services. Grant (1991) argues that rivalry increases pressure on firms to decrease costs while improving on their product or service quality. Not only does this help PNCR in getting more audiences but also helps to meet the ideal standards of a community media by providing cheap and affordable services that are of good qualities. PNCR's adverts should be cheap but of good quality.

The cost leadership strategy is characterized by strict control on operation costs, labour costs and reduction on input costs differentiation and focus strategy. Tanwar (2013) argues that

cost effective strategy emphasizes efficiency through producing high volumes of standardized products, the firm takes advantage of the economies of scale. It includes providing low cost products with high quality.

Differentiation strategy includes introducing a good or service that is seen as unique in the industry. Uniqueness allows a firm to charge a relatively high price for their products or services. For the organization to succeed, the increased income earned from the premium prices must cover the cost of offering the unique product or service. Ways in which differentiation can be achieved include service and quality, value, brand image and warranties. In term of differentiation, PNCR provides programs in local languages and promote local music. Differentiation means meeting the customer's needs better than any competitor and getting a higher price in return

The third strategy is focusing on a particular business which involves concentrating on a narrow customer or product segment. The basic idea is that by focusing on a particular segment, an organization either can achieve cost savings within a limited market or differentiation based on requests from customers. This strategy is suitable for situations where clients have distinctive preferences or special needs. By restricting their programming issues in Kariba, it helps PNCR cut cost on investigative journalism and distributions.

### **2.3.2 DEMOCRATIC PARTICIPANT THEORY**

The democratic participant theory was propounded by Mcquail in 1980. Democratic participant theory advocates for the right to communicate, this applies to all citizens. The theory stipulates that the media must serve the needs of all its audiences. Individuals, whether in the majority or minority have the right to access the media, the right to communicate and the right to be served by the media according their own determination. Mcquail (1983) argues that media organizations and content of media should not be centralised by political or stare bureaucratic control.

In order to suppress commercialism, McQuail, (1983) argues that democratic participation theory advocates for the setup for small scale medium. Community media can be identified as a small scale medium as it serves a local community. Ndawana (2015) argues that community radio stations serve a local community. The democratic participant theory is suggesting that community media is an ideal forum where democratic participation can be conducted.

The democratic participation theory revolves around the needs, interests and aspirations of the active recipient-cum-citizen in a political society. They are related to the right to accurate information, the right to reply, the right to use the media for interaction in small communities, groups of interest and sub-cultures. The theory rejects the need for uniformed, centralized, costly, highly professional media controlled by the government, which do not express properly the society's needs, but only the needs of their owners and political institutions. The theory supports community media.

### **2.3.3 CONCLUSION**

This chapter reviewed literature by other scholars on issues to do with piracy, community radio survival strategies and economic strategies. The researcher highlighted the knowledge gaps that are to be filled by this research. Competitive advantage theory and democratic participant theory were used to inform this study. The next chapter looks at the research methods and methodology employed in this study

## **CHAPTER 3**

### **RESEARCH METHODS AND METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter discusses the methodology which is used for this research. In this chapter, the researcher states the methodologies to be used and justify the research methods. Research methodology uncovers the ways in which people approach their problems and seek answers.

#### **3.2 METHODOLOGY**

Research is a process of gathering information and analysing the information in order to come out with a best interpretation of the data collected. According to Hussey and Hussey (1997) argues that research provides guidelines and specific tools a researcher can use in the research process. There are three approaches used in research. The approaches are qualitative, quantitative and mixed approach. This study is administered by qualitative approach.

#### **3.3 QUALITATIVE RESEARCH**

Qualitative research uses a holistic approach as it is reflexive. The approach depends solely on descriptive data and this help to understand the various mechanisms that have been implemented by PNCR in order to raise funds. The approach can give rise to a number of perspectives which can be used to understand the study better. Creswell (1998) argues that qualitative research approach can have different interpretations or rather meanings. This research approach helps to the researcher to understand if the various mechanisms or strategies were meant for economic survival or rather a “rebranding” strategy which has nothing to do with economic survival of the pirate radio station.

#### **3.4 CASE STUDY**

Case study permits the researcher to focus on a particular institution or event. The research under study used PNCR as a case study in trying to uncover various economic survival strategies adopted by pirate radio stations in Zimbabwe. This requires using examples drawn from an already operating pirate community radio station thus the student uses PNCR. Focusing on one particular pirate radio station allows the research to acquire more detailed information. This provides a thorough investigation into the subject under study. Case study provides an in-depth explanation on the economic survival strategies which have been adopted by PNCR. Johnson (2006) argues that case study is a prominent tool when studying community based problem. This research seeks to examine the economic survival strategies

and tactics that have been adopted by a community based pirate radio station. Basing on Johnson's argument, case study becomes a vital research method in this research as it is focused on a community pirate radio station.

### **3.5 UNITY OF ANALYSIS**

Trochim (2000) suggests that the first step that one takes in deciding on how to analyse data is unity of analysis. Du Plooy (2001) argues that unit of analysis is the smallest essential component under examination. Units of analysis involve a lot of things such as individuals, participants or subjects to deliver information in a selected target population. PNCR is the unit of analysis in this research.

### **3.6 POPULATION**

Population can be defined as a group of people that possess a common characteristic in numbers defined by the sampling criteria established by the researcher. Burns and Grove (2003) suggest that population encompasses all components that meet certain criteria for inclusion in the research. Robson (1997), states that it is not feasible to gather detailed information on all respondents involved within the case study thus the researcher only interviewed three employees and six volunteers.

### **3.7 SAMPLING METHODS**

Sampling can be defined as a representation of the population. A portion or small group is selected from a large population and is considered to represent the whole population under research. The researcher did not use probability sampling as it requires more time which she could not afford. The researcher chose a non-probability sampling method which is appropriate for investigative research and is less complicated.

#### **3.7.1 PURPOSIVE SAMPLING**

The researcher purposively selects the programs to use in the research. The main aim of purposive sampling is to focus on a particular population that will provide the means for the researcher to answer the research questions. The researcher selected volunteers to interview based on the years of experience at PNCR, this helps the researcher to come out with detailed information as she interview people that are knowledgeable of the pirate radio station's operations.



### **3.8 DATA COLLECTION METHODS**

Data collection is a process of collecting information from all relevant sources. The information which is gathered during this process is used to find answers for the research problems. Data collection can be derived from a number of methods. According to Heaton (2004) data collection methods include focus group discussions, surveys, interviews, taped social interactions or questionnaires. Data collection is a vital component in conducting a research.

#### **3.8.1 PARTICIPATION OBSERVATION**

Participate observation helps the researcher to gather detailed information as she is witnessing the events at first hand. According to Erlandson, Harris, Skipper and Allen (1993) observations enable the researcher to describe existing situation using his or her five senses. This helps the research in drawing emotions attached to subject being researched. The researcher was attached at the pirate radio station under study. Being the primary instrument helps to understand the decision-making processes taken in adopting economic survival strategies. Participant observation is also useful for gaining an understanding of the physical, social, cultural, and economic contexts in which study participants live. This research's focus is on the economic position of PNCR and the different mechanism with have been adopted by the pirate radio station to ensure its survival in the media industry.

#### **3.8.2 INTERVIEWS**

Interviews are a primary data collection method. An interview is a direct verbal communication between an interviewer and the interviewee. Kvale (1996) suggests that interviews are an exchange of opinions between two or more people on a subject that is of mutual interest. Cooper and Schindler (2008) claim that interview has become an established pillar in qualitative research. Interviews help in bring balance to a research. The researcher's interpretation of events and the interviewee's opinions bring balance as the research opens opportunity to hear other voices thus preventing unintentional blinkers to the study. The research uses face to face interview and telephone interviews.

Face-to-face interviews allow the researcher to analyse the non-verbal cues of the interviewees. These meanings acquired from the non-verbal cues helps in understanding the views of the interviewee. Navarro and Kartins (2008) argue that approximately 60% - 65% of communication is non-verbal. Face-to-face interviews play a key role in the collection of data based on the importance of non-verbal cues in acquiring accurate information.

Telephone interviews are quite different from face-to face interview as they are conducted with people (interviewer and interviewee) from different locations. Chapple (1999) argues that telephone interviews were rich and in-depth as participants freely shared their experiences and personal views. Putting into account Chapple's above argument and the fact that telephone interviews are cost effective; this research used telephone interviews in collecting data.

### **3.8.3 ARCHIVAL**

This data collection method involves extracting evidence from the original archival records in order to gain authenticity of the events which are alleged to have occurred. Zald (1993) argues that archival work establishes a base of evidence. Arnould and Wallendorf (1994) vividly argued that there is a disjunction between what people say and what they actually do. Asking an organization what they do, is usually characterised by an answer which is closely linked to their mission statement, aims, visions and objectives and this might not be practical but rather theoretical ideology. The researcher used archival research to gain evidence on the economic survival strategies and tactics being used by PNCR.

## **3.9 DATA ANALYSIS**

Krippendorff (2004) defines data analysis as a research technique for making concrete references from data collection to their context. The researcher will analyse the responses gathered from the interviews and archival research. This research uses hermeneutics and discourse analysis.

### **3.9.1 HERMENEUTICS**

Crotty (1998) defines hermeneutics as the science of interpretation. Heidegger (1962) argues that a researcher cannot understand experiences without the knowledge on pre-understanding or fore structures as this has an influence on interpretation. The main objective in using hermeneutics approach is to seek understanding. The history of pirate radio stations helps in understanding the various economics survival strategies which have been adopted by community pirate radio stations in Zimbabwe. Gadamer (1996) eludes to the assertion that one's understanding is acquired from the past history.

### **3.9.2 DISCOURSE ANALYSIS**

Discourse analysis involves the in-depth study of language. Schriffin (2006) defines discourse analysis as the study of language use above and beyond the sentences. Trask (1999)

explains that a discourse is not restricted to text but also embraces the oral. Discourse analysis is used to analyse the audio clips and their online publications acquired from the archival research. The research also uses discourse analysis in the responses given by the interviewees. Van et al (184) argues that the study of language helps in providing a deeper insight on how meaning is attached to statements.

### **3.10 DATA PRESENTATION METHODS**

Data presentation methods encompass various methods the student used in presenting her data. The student used a pie chart to better illustrate the information gathered from the research. The researcher used pie chart and thematic data presentation method to present the findings as.

### **3.11 ETHICAL CONSIDERATIONS**

The researcher sought the approval of the interviewees before conducting the interviews. The researcher also kept the names of the interviewees discreet as they had requested their identities be kept a secret.

### **3.12 CONCLUSION**

This chapter mainly focused on how the researcher obtained data in order to get results for this research as well as methods of data analysis and how the research was conducted. It shows how the researcher got the relevant information for the study.

## **CHAPTER 4**

### **THE POLITICAL ECONOMY OF PNCR**

#### **4.1 INTRODUCTION**

This chapter focuses on the organization analysis and the political economy of PNCR. This chapter also includes the company's organogram as well as the roles and responsibilities of the executive board.

#### **4.2 HISTORICAL BACKGROUND OF PNCR AND POLITICAL ECONOMY**

Patsaka Trust (PT) is the mother organ of PNCR. Patsaka is a registered Trust which was established in 2006 but was registered in 2007 as a trust. PT began as a debate club known as Patsaka Debate in 2006. The organization formed a community radio station in 2010 which is known as Patsaka Nyaminyami Community Radio (PNCR). Having a pirate community radio station was a broader strategy which sought to address emerging and recurrent community problems such as poverty and marginalisation, gender inequality, illiteracy. The radio station is not licensed as they have not been called by Portraz to come and register as a community radio station but however since 2010 PNCR has adopted different ways to disseminate their information as they have not been given license to operate and amongst the methods include podcasts, cds.

##### **4.2.1 DISCUSSION**

Fraser and Restrepo-Estrada (2002) define community radio as a distinct form of broadcast that is owned by a community through a Trust or a foundation. Fraser and Restrepo-Estrada's claims are credible as PNCR is owned by the community through Patsaka Trust.

#### **4.3 MISSION STATEMENT, VISION AND OBJECTIVES**

PNCR's mission is to create community participation in development and also to empower the residents in Kariba through edutainment programs. The former Programmes Manager of PT Tinashe Mujuru is quoted in PNCR newsletter (2014) saying,

*“Again, Patsaka-Nyaminyami community radio facilitates the promotion of awareness of community groups and facilities in the area as well as providing the avenue for the empowerment of these groups to use radio to promote themselves and to speak directly to the community.”*

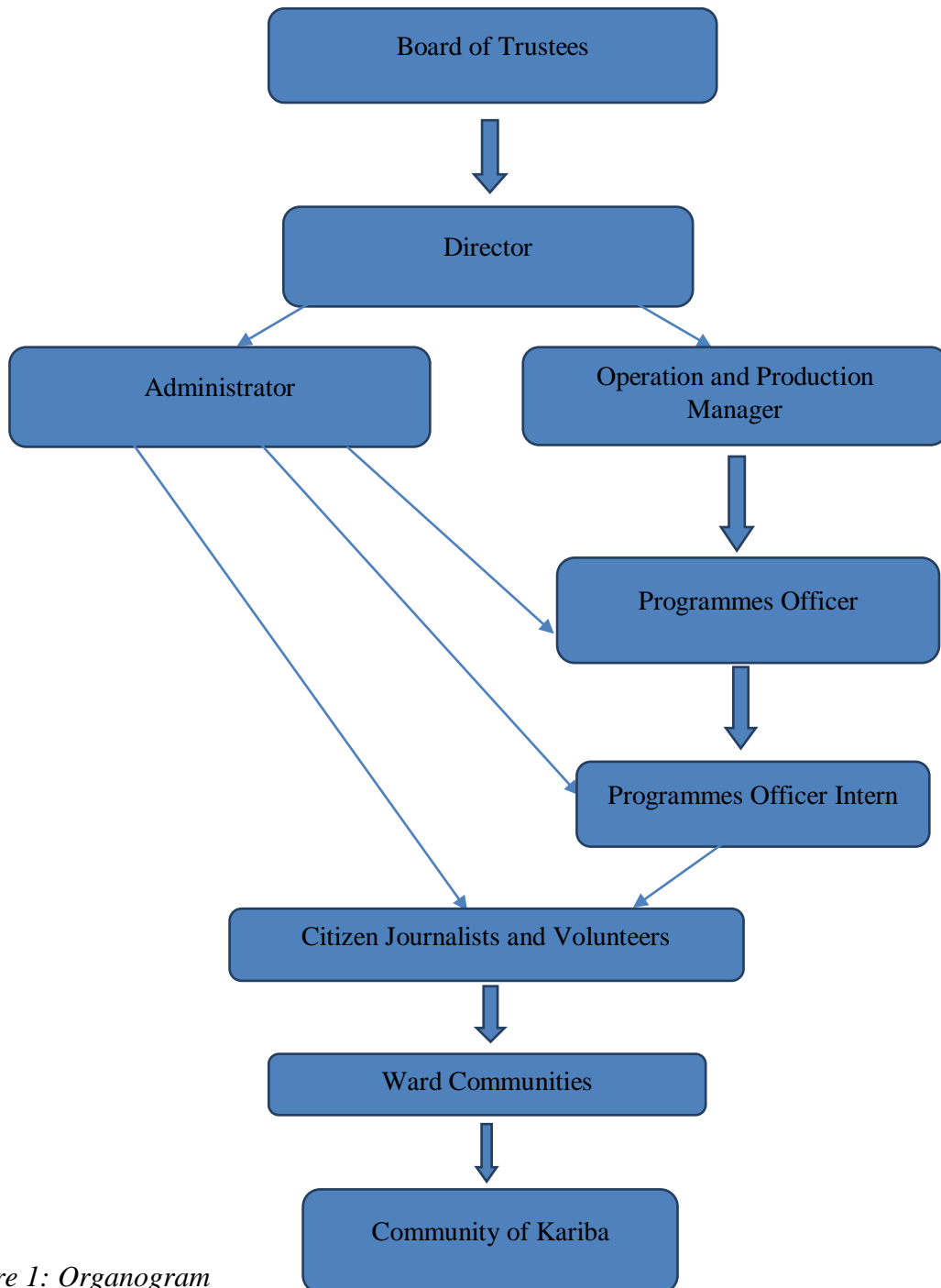
The vision of PNCR is to empower youths to partake in the decision making processes and advocates harnessing resources for improving socio-economic status for Zimbabwean

communities. The main objective of PNCR is to provide a platform for the community to engage in community development and to uplift their living standards. PNCR has signed music artists that are local.

#### **4.3.2 DISCUSSION**

The vision of PNCR is realistic as it set a pace for attainable status for the pirate community radio station. Radthk (1998) is of the assertion that a mission statement is the reason why an organization was created in the first place. The mission statement of PNCR lucidly indicates why the pirate community radio station was established to begin with. However the mission of an organization needs financial backing.

#### 4.4 STRUCTURE OF PNCR



*Figure 1: Organogram*

#### 4.4.2 BOARD OF TRUSTEES

PT board of trustees consists of Vivan Mungande, Anne Sibhula, Chikukwa, Anewell Bepe, Rememberance Mutanda, Dickson Kamhamba and David Mapfumo. The board of trustees is

there to provide the organization with sound governance, fiduciary and strategic oversight, and direction. The board oversees the operations of the organization, ensuring that the public's trust is upheld, the mission addresses a community need, the practices are ethical, legal requirements are met, financial integrity and solvency of the organization.

#### **4.4.3 DIRECTOR**

John Chirinda is the director of PT. He is responsible for securing funding for PNCR. The director also monitors all the employees and the volunteers. All departments submit reports on all activities conducted to his office. The director is also tasked with the duty of forging relations and links to ensure the survival of PNCR. Relations were established between PT and YETT. In 2016, PNCR had a sponsored talk-show and it was financed by YETT.

#### **4.4.4 OPERATIONS AND PRODUCTION MANAGER**

Takudzwa Chirinda is the production manager of PNCR. He is responsible for the whole production of programs at PNCR. He facilitates all diary sessions. The production manager determines the programming style at the radio station. Takudzwa Chirinda is also responsible for recruiting volunteers at PNCR. He also has the duty of monitoring how programs are being conducted and its listenership patterns. Takudzwa Chirinda also secures the distribution channels of the programs. He is also responsible for writing budgets for the production department.

#### **4.4.5 ADMINISTRATOR**

Paul Mpukuta is the administrator of PT. He is responsible for ensuring that all employees' health welfare has been registered and must be insured as per the requirement of the government and the documentation of such information is held by the Administration department. It is through this department that industrial relations are also strengthened. It is through this department that better communication skills are practiced as it looks into employees' relations in the organization and this helps make working environment conducive for all employees and this results in a better service result. Paul Mpukuta is also responsible for preparing financial reports for PNCR and creating the budgets for all proposals.

#### **4.4.6 PROGRAMS OFFICER**

Lydia Hide is the Programs Officer. The programme officer uses tools such as an annual work plan, weekly staff meetings, the monthly reporting format, issues schedule, risk schedule and financial reports to track the project performance and keep it on target. She

writes proposal for the Trust and the radio station. According to Houghton (2013) the Programme Officer is primarily responsible for programme implementation. She is also responsible for organizing and facilitating workshops.

#### **4.4.7 DISCUSSION**

Curran et al (1996) defines organisational structure as a formal system of working relationships that both separate and integrate tasks. The organization structures help to ensure that employer do not offend other employees by performing duties that are not on their job description. Amah, Daminabo-Weje and Dosunmu (2015) argue that small organization could be paralyzed by too much specialization. The organization structure of PT make decision making process fast as there are few and relevant departments and offices to approach.

#### **4.5 FUNDING MECHANISMS**

Patsaka Trust (PT) is a non-governmental organization not a commercial or profit making organization, it has been funded by many organization since it started these organization include CIDA, MISA and NANGO. ZACRAS a mother of all community radio initiatives also funds PNCR through training, workshops and other resources like calendars, T shirts, books and other staff that it distribute to the community of Kariba under PNCR. CIDA in 2013 funded PT's project on Mobilization and advocacy for stronger youth engagement in referendum and elections.

Apart from organisations that funds PT, PT has got a fishing rig and it also acquires its funds from that fishing project of kapenta. It also gets its funds from the resource centre from photocopying, printing, typing, scanning, internet and emailing. PT also has got a college called Goodhope were it also gets its funds through payment of fees.

##### **4.5.1 DISCUSSION**

In critical political economy of the media, funding is a vital component in determining how a media organization is going to perform. According to Mosco (1996) the political economy of culture, media and communications analyses the study of the social relations, particularly the power relations that mutually constitute the production, distribution, and consumption of resources. Funding for media entities has an effect on its programming. PNCR turn to promote programs funded by their donors like Hivos.



#### **4.6 LINKS WITH OTHER ORGANIZATIONS**

PNCR through Programs and Information office has managed to establish and market Patsaka Trust to create good partnerships with other organizations in the same field and other organizations from different areas of specialization. Patsaka Trust and its mother body ZACRAS have good relation. The Director of PT is also a board member of ZACRAS. The organization has also managed to work with civic media organizations such as MISA Zimbabwe. PT as a non – governmental organization also link with other funders such as YETT, NANGO, CIDA, SIDA, HIVOS and OSISA on the way it operate to serve the community at large through awareness campaigns, workshops and trainings for the benefit of the people in Kariba.

##### **4.6.1 DISCUSSION**

It is not sufficient just to run a business, it is also necessary to manage partnerships in new ways. A holistic approach to economic development of communities is important, as it combines the many factors affecting social, economic and political relations in human interaction and partnership (Keeble and Loader, 2001 p.3). Partnership helps in securing funding for the pirate community radio station. Bourdiue (1998) argues that social capital can result in economic capital thus links or partnership can mature into economic capital. Links with other organizations are a form of social capital.

#### **4.7 OVERALL DISCUSSION**

Mosco (1996) defines political economy as the study of power relations that constitute production, distribution and consumption of commodities. Political economy of the media is concerned with the control and ownership patterns of the media organizations. Body-Barrett (2010) argues that the term political economy in media research is often associated with macro-questions of media ownership and control. Ibris (1996) further argues that political economy of the media attempts to decentre the media and emphasize capital, class, contradiction and oppositional struggles. The political economy of PNCR explains their programming style and the funding mechanisms. PNCR is owned by the community and this explains the content that is generated in their programming. McChesney (2008) argues that political economy of the media is mainly concerned with the relationship between the operations of journalism and democratic practices of a country. It also stresses on how media organisations perform in the market.

Marx (1980) uses the base superstructure model to illustrate the control and ownership of the media institutions. He further argues that those that own the means of production control the media institutions. It draws its main focus on how capitalistic economic system affects media industry and how ownership affects the gathering, processing and dissemination of information. Knoche (2005) suggests a political economy critique explores “the relationship of media and capitalist society. Traces of the opinions by PNCR funders can be seen in their programming. Such funders who advocate for youth engagement in decision making include CIDA, YETT and Hivos. The pirate community radio station has a program specifically meant for youths and it is called “Youth Unlimited”. PNCR is aiding in the propaganda of their funders

#### **4.8 CONCLUSION**

This chapter has shown that PNCR seeks to serve the interest of the community it operates within and this was shown through their vision, mission and the objectives. Links help to foster relations that can generate economic capital for PNCR.

## **CHAPTER 5**

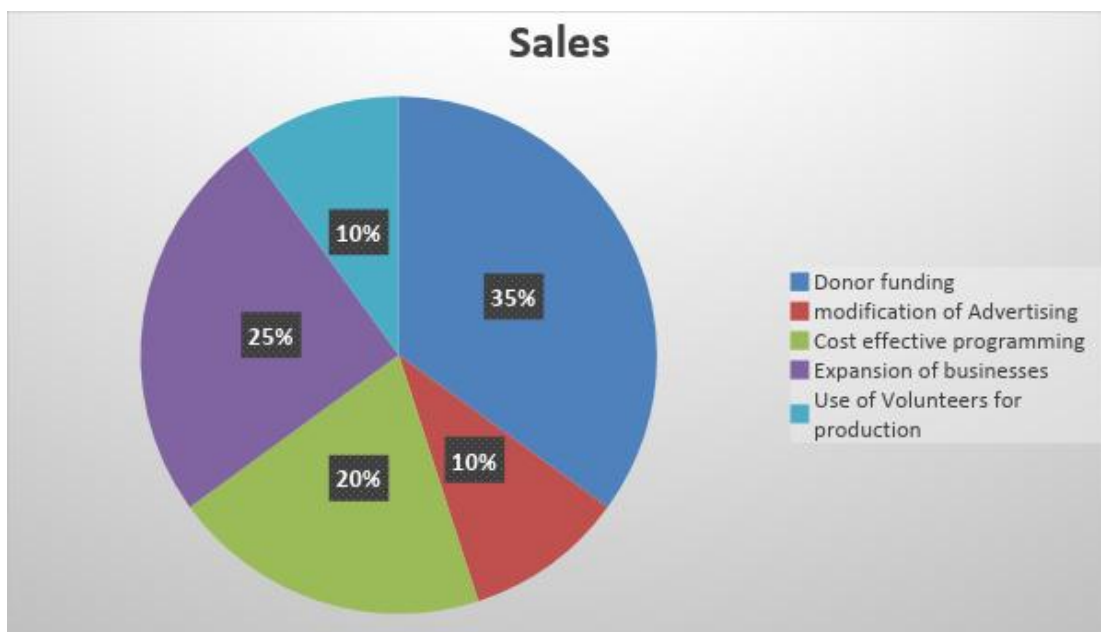
### **DATA PRESENTATION OF FINDINGS**

#### **5.1 INTRODUCTION**

Data was analysed in order to identify, describe and explore the various economic survival strategies which have been adopted by pirate community radio stations. This chapter uses pie chart thematic data presentation method to present the findings of the research.

#### **5.2 OVERVIEW**

This chapter discusses the findings collected in the research. The findings are grouped into six themes. These six themes are; donor funding as a key survival strategy, modification of traditional advertising to suit new technology for survival, pro-funder discourse dominate programming, business expansion for survival, cost effective programming and use of volunteers for production. In the process of discussing the questions, research questions are answered and the objectives of the research are meant. The researcher discovered that donor funding as a key survival strategy is the major economic survival strategy that PNCR heavily depends on.



*Figure 2: Below is a pie chart illustrating the hierarchy of the economic survival strategies and tactics used by PNCR*

Donor funding as a key survival strategy themes focuses on the funding that PNCR has been acquiring from various civil society organizations. Some of the donors for PNCR include;

MISA, NANGO, OSISA, SIDA, YETT, ZACRAS and Hivos. Modification of traditional advertising to suit technology for survival theme outlines and also explains how traditional advertising has been adopted by a pirate station that has no frequency but still meet the intended audiences. Social media platforms are the major distribution channels for adverts. Pro-funder discourse dominate program theme discusses how donors influence PNCR programming discourses. Political economy influence programming and such influence can be seen in how PNCR promotes the ideologies of their funders in their programs. Business expansion for survival theme discusses various projects run by PNCR that are not linked to radio or media. Cost effective programming theme outline various way PNCR has minimized expenses as an economic survival strategy. Use of volunteers for production theme discusses how volunteering has been used as a strategy for economic survival.

### **5.3 DONOR FUNDING AS A KEY SURVIVAL STRATEGY**

This study found out that PNCR heavily depends on donor funding for its economic survival. There are numerous organizations and embassies that call upon radio stations to apply for grants. Netherlands embassy to Zimbabwe is one of the embassies that funds a number of pirate radio stations in Zimbabwe including PNCR station. Donor funding is the major source of revenue for PNCR. One of the employees said,

*“We are a community radio initiative that is under a trust. The trust is responsible for securing funds for the radio station. When an opportunity arises and we get called to apply for a grant, we draft the proposals and wait for feedback. Grants cover most of our expenses such as paying the employees, allowances for our volunteers, internet services and studio maintenance.”*

PNCR is invited to apply for the grants and this makes it difficult to rely on donor funding. Donor funding only occurs when the “opportunity arises”. Donor funding as an economic survival strategy, is not fully in their hands but rather in the full control of their donors.

PNCR received studio equipment from Swedish Radio International- Radio Sweden. The same organization assisted in installing the equipment thus they catered for all the expenses in establishing the pirate community radio station. MISA Zimbabwe also funded for the setup of PNCR. PNCR acquired assistance in establishing the pirate radio station through donor funding hence donor funding is more central to the economic strategies used in order to keep PNCR. One of the employees said,

*“..The equipment that we are using was donated by Swedish Radio International-Radio Sweden and the same organization helped us in catering for the costs of installing the studio. They sent a team that helped in fitting the equipment in the studio.”*

Radio equipment is expensive but Radio Sweden helped providing PNCR with the standard radio equipment.



*Picture 1- Above is the picture shows the studio of PNCR and the photo shows the fitted in equipment which was installed by the Sweden organization.*

Netherlands embassy to Zimbabwe helped in funding a radio training workshop for PNCR. Radio Netherlands Training Centre, a Netherlands based media Training Centre was the one facilitating the training. The radio training workshop was held for two weeks. Netherlands embassy catered for the expenses that were incurred during the training and this includes the travelling expenses for the team that came to facilitate the training. One of the employees said,

*“We had a radio training workshop in September 2017. Netherlands embassy to Zimbabwe invited us to apply so we sent our proposal for the training like other media entities in the country. The Radio Netherlands Training Centre was the one facilitating the training and it was a mind blowing experience.”*

Netherlands embassy to Zimbabwe is helping in improving the quality of the programs and articles produced by PNCR. The trainings help volunteers that are passionate about radio but do not have the radio experience.

The opportunity was open to a number of media entities but the quality of the proposal drafted by PNCR secured them the grant as they were eventually given the grant. The grant catered for the radio training program.



*Picture 2- Above is the picture shows employees and volunteers of PNCR participating in the radio training being facilitated Radio Netherlands Training Centre*

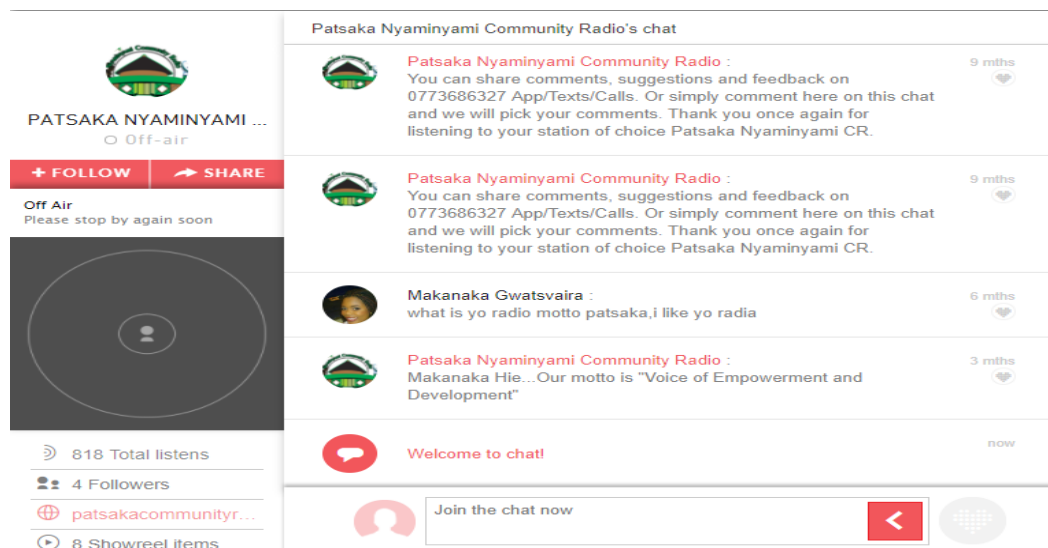
PNCR has established partnerships or links with big non-government organizations. The pirate community radio station has acquired grants from most of the non-governmental organizations it has partnered. Hivos issues grants to eligible non-organizations supporting community media and also citizen journalists. In 2016, PNCR acquired a grant of \$50 000 USD from Hivos. The grant helped PNCR to produce programs. One of the interviewed employee said,

*“We do have NGOs that fund us and this is one of the ways we have been able to maintain and keep PNCR running. In 2016 we received a grant from Hivos that was meant to sustain us in 2017.”(Paul Mpukuta 2018).*

PNCR acquired a grant from Hivos in 2016. The grant was meant to finance the pirate community radio station in their programming in 2017. The applicant has to meet the expectations of Hivos in order to acquire the grant. The grant was specifically meant for radio production. One of the interviewed employee said,

*“We write concept notes, develop proposals and if the response is positive we receive the grant.”* Proposal writing skills has aided PNCR in acquiring grants from various donors.

The study also discovered that sending content to mixlr and Channel Zim helps PNCR in acquiring grants. PNCR has not been issued with a license yet. Through the use of participant observation, the researcher observed that during meetings with possible donors, the employees cheering the meetings constantly make reference to Channel Zim and mixlr as evidence of the work their doing. Programs that are sent to Channel Zim and mixlr stand as evidence that PNCR is functional and it is worth funding. The podcasts have dates of publications and donors can measure the consistence of PNCR based on the dates provided on mixlr.



Picture 3- Above is the picture showing the mixlr account of PNCR

Patsaka Trust and Patsaka Nyaminyami Community Radio has created an environment conducive for donor funding through their programming schemes. Organizations like YETT only work with youth-led organizations PNCR also has a program specifically meant for youths and it is called Youth Unlimited. YETT only considers giving grants for activities that

are meant to empower youths in various parts of Zimbabwe. One of the interviewed employee said,

*“YETT is a youth-led organization that works directly with marginalized young people in urban and rural areas through advocacy and capacity building of youth organizations in Zimbabwe.”*

YETT in 2017 sponsored a talk-show program at PNCR. The program was largely advocating for cheap or free access to sanitary wear for young girls in school. PNCR ferried invited guest and the youths that came for the talk-show to –and- from and this was paid for by YETT. All the guests and residents that participated in the event were given food by PNCR. All the costs that were incurred during the commencement of the talk-show was paid for by YETT. One of the interviewed employee said,

*“We had two talk-shows within a day that were sponsored by YETT, a long-time partner of Patsaka Trust. The first talk-show was on the sanitary wear for young girls in Kariba both urban and rural. The second talk-show was on various issues that youth in Kariba face, it was basically a platform were we want to hear the concerns of the youth in Kariba so that we know how to empower them.”*



**Takudzwa Chirinda** is with Oliver Samboko and 87 others...  
December 6, 2016 · 🌐

**PNCR 2 TALK-SHOWS IN PICTURES.....Graced by the Mayor of Kariba (Amai Ndro)**

Those who want copies please feel free to visit Patsaka Trust offices and obtain your copy. You can also get the copies via email. We had vibrant youths from the community of Kariba and partnered Organizing for Zimbabwe..... PNCR would also LIKE to thank Yet Trust for continued support.

1st talk-show was on sanitary wear for young girls in and around the community of Kariba (interesting discussion with women and men in the studio), anchored by Memory Zishiri

2nd talk-show was on issues that cater for young people in the community of Kariba (very interesting indeed) anchored by Darlington Murira

These Talk-Shows will be on Channel Zim this weekend from 3-4pm and 8-9pm

Call/App/Text 0773686327/0732686327 for more information. Email: patsakatrust@gmail.com/production@patsakacommunityradio.org  
Website: patsakacommunityradio.org

#PNCR\_voiceofempowermentanddevelopment



*Picture 4-Above is the picture shows youths in Kariba participating at PNCR in a talk-show which was sponsored by YETT.*

### **5.3.1 DISCUSSION**

As discussed in the economic and management survival strategies and tactics in literature review, donors are not a reliable source of revenue. According to MISA (2015) community radio stations in South Africa faced economic hardships when donors withdrew their funds. The uncertainties surrounding donor funding makes it extremely risky for PNCR to heavily depend on donor funding as they do. Such unreliable source of revenue limits the radio station from conducting long term projects. Mendel et al (2008) argues that donors end their financial aid after two years and should not be considered as a stable or reliable source for a long term assistance. The establishment of PNCR was funded by donors. The history of PNCR helps to understand the dependence syndrome they have on donor funding for their economic survival.

Dependence syndrome can affect the role and performance of a radio station. Benson (2016) argues that donor influences operate either by direct editorial control or through self-censorship. The talk-show that was sponsored by YETT is in line with the core business of the organization than PNCR. Due to donor funding, PNCR has become a vehicle disseminating and propagating the agendas of their funders. The demography of the residents that were present was youthful. There are children below the age of fifteen in Kariba that are facing the same challenge as the youths of sanitary wear. Some girls begin their menstrual cycle as early as eleven years old but PNCR could not incorporate this age group in the talk-show because YETT only funds youth activities.

### **5.4 MODIFICATION OF TRADITIONAL ADVERTISING TO SUIT NEW TECHNOLOGY FOR SURVIVAL**

This study found out that PNCR acquires some of its funding from advertising. Advertising is a funding mechanism used by PNCR. PNCR has not yet been licensed thus it does not have frequency. Access to frequency allows the content of a radio station to reach a wider range of audiences. Not having a frequency is a huge problem for PNCR as it draws less confidence in advertisers.

The researcher discovered that PNCR creates adverts for customers at a fee. The clients then approach a local commercial radio station called Nyaminyami FM with their advert clips that

would have been created by PNCR. PNCR of a cheap price to create the adverts. This confirms the assumption of the theory of competitive advantage by Michael Porter as it states that those who price well have competitive advantage over others. Even though the clients know that PNCR does not have the frequency to broadcast their adverts, they still approach the pirate radio station whilst Nyaminyami FM offers the same services and also has the frequency to broadcast their adverts. One of the interviewed employee said, *“We design flyers and create radio advert clip for customers at our offices.”*

PNCR has substituted Nyaminyami FM’s added advantage of radio frequency with online platforms. Channel Zim is an online radio platform which disseminate content for all pirate community radio stations in Zimbabwe.

The pirate radio station add the adverts in their programs, programs which are then sent to Channel Zim for airing. One of the interviewed employee said,

*“While we wait for BAZ to issue us with licenses, we are using the social media as a platform to markets our clients’ adverts. We incorporate the audio clips in the programs that PNCR sends to Channel Zim.”*

Even though PNCR does not have a frequency to disseminate the advert audio clips for their clients, they have devised alternative methods in their programming in order to include advertising.

The researcher also discovered that PNCR does not pay Channel Zim for the adverts they place in their programs. This is helps to minimize costs on disseminating the adverts. Advertising agencies pay for airtime slots on radio stations, this increases the expenses for the advertising agencies and also forces the agencies to increase the cost of creating the audio advert clips. He went on further to note that,

*“Channel Zim is an online platform create for all community radio initiatives like PNCR and does not make us pay for the adverts we place in the programs that we send to them.”*

Channel Zim is also donor funded and this help to explain why they do not charge pirate radio stations for the adverts they insert in the programs they send to Channel Zim. The online platform is funded to perform such services for all pirate community radio stations in Zimbabwe. Many pirate radio stations submit their programs to Channel Zim as it has a wide audience and it is cost effective. One of the interviewed employee said, *“Channel Zim*

*actually get grants to support all community radio initiatives in terms of the dissemination of our content.”*

PNCR cannot determine the time when their programs are aired on Channel Zim and this is a huge challenge. Every advert has its own target audiences and these audiences have specific time frames they listen to the online programs. The adverts may not reach the intended audiences and clients turn to lose confidence in PNCR distribution channels. Channel Zim airs programs of many pirate radio stations in Zimbabwe and this is also a challenge to PNCR's economic survival strategy as it is not geographically fix to one area. One of the interviewed employee said,

*“We create adverts for clients but one of our biggest challenge has been distributing the content to their targeted audiences. When clients coming to our offices asking questions on advertising, they ask the rate of listenership to our programs and the geographical locations and this information is difficult for us to even gather as we are not the only community radio initiative using Channel Zim. Furthermore internet has not boundaries, we have people as far as South Africa listening to Channel Zim yet customers have a geographical location they are targeting.”*

Channel Zim attracts a wide audience as its listenership stretches as far as South Africa. Online radios have the capacity to reach a wide audience from various locations. Channel Zim provides broadcasting services to many pirate radio stations under ZACRAS.

#### **5.4.1 DISCUSSION**

Advertising is not a stable or reliable source of revenue for PNCR as they do not directly own the means of distribution the content. This answers the researcher's two questions which are; the economic survival strategies and tactics being used by PNCR and how advertising has been adopted in pirate community radio station productions. Channel Zim is the one that is responsible for airing the programs online. Cho and Cheon (2004) argue that people consider internet as a task performing medium rather than an advertising vehicle. These adverts are being aired online. Digital participation divide shrines the growth of advertising as a source of revenue for PNCR. Not everyone can afford to buy data bundles which are required in order to access Channel Zim. Clients consider all these factors before they pay for the adverts. Access to the adverts is made expensive for the customers yet they are the ones that should be persuaded into buying certain goods or products. However Girard (2007) gives a different opinion on online steaming as he argues that it has increased the appeal of radio stations in the minds of a vast advertising agencies. Consistent programming by PNCR can

attract advertising agencies to their online streaming websites. Wider coverage of mass media makes them ‘ideal vehicles’ for advertisers who seek to reach a large audience.

PNCR cannot determine the time when their programs are aired on Channel Zim and this is a huge challenge. Every advert has its own target audiences and these audiences have specific time frames they listen to the online programs. The adverts may not reach the intended audiences and clients turn to lose confidence in PNCR distribution channels. Channel Zim airs programs of many pirate radio stations in Zimbabwe and this is also a challenge to PNCR’s economic survival strategy as it is not geographically fix to one area. Fanon and Farniss (2000) argues that the biggest problem for community radios is that, most of them hardly even know their audiences due to the lack of material resources. Clients that pay for adverts reside in Kariba and their target audience is the populace within Kariba but however the listenership data and rates provided by Channel Zim cannot give specific percentage rate of people listening to PNCR programs in Kariba.

## **5.5 COST EFFECTIVE PROGRAMMING**

PNCR produces fourteen programs per week. This reduces the production cost for the pirate community radio station. Volunteers are given bus fare and money for lunch based on attendance. The number of programs produced per week limits the number of volunteers that frequent the radio station and this helps to cut allowances cost. One of the volunteers said,

*“Patsaka Nyaminyami Community Radio has a schedule that we follow. When we have programs that we have to produce, we are given both transport allowances and money to buy lunch. But if we want to use other services for our personal interests like the internet or music recording, we use our own money for transport.”*

Volunteer are given these allowances when they have programs they will be producing or have a specific duty that they have to perform which is linked with the radio station. Minimizing costs helps in the economic survival of PNCR.

PNCR opens offices during weekday only and the offices are open from 8000hrs- 1630hrs. Unlike other radio stations, PNCR is not open 24/7. This helps to reduce allowances for the volunteers as they will not be providing money for super. One of the employees said,

*“Patsaka offices are usually open from 8000hrs to 1630hrs during the weekdays. We do hope to operate like other radio stations that operate day and night but at the moment we are working with our budget plus the radio station has not been licensed yet so there is not much reason for us to open the offices during the night.”*

This is a strategy to reduce expenses. Increasing the working hours means more people will be working per day and this also increase the production costs. Limiting the working hours helps to manage the scarce resource the pirate community radio station has.

This research discovered that PNCR used to burn programs onto cds but in order to minimize cost, they now produce programs on cds at requests. There are a number of burnt cds which have not been distributed and some these cds content programs that dates back as far as 2016 and 2017. PNCR has a whatsapp group of two hundred and fifty seven (257) participates, this is a wide audience they also share their programs with. One of the employees said,

*“All these cds contain programs that we did not distribute as most of our audiences moving away from the old technology. We do send our audiences programs on various social media platforms like mixlr, Channel Zim, whatsapp and gmail.”*

Majority of the residents in Kariba are moving away from using DVDs and radios that have cds slot. Most of the residents gain access to the programs through online distribution channels such as whatsapp groups, mixlr and email.

### **5.5.1 DISCUSSION**

Management helps in the allocation of resources. Working hours are set by the management team of PNCR and it includes the director, administrator and the operation manager. George (2009) states, that it is the management’s duty to ensure that the available resources are meaningfully utilized in order to achieve set goals by the organization. The management team is the one that sets the number of programs to be produced every week and their judgement is largely based on the resources that are available. In the efforts to implement economic survival strategies, programming is adjusted to suit the current financial position.

PNCR gains competitive advantage by using operation strategies that minimizes resource usage. Business strategies include how resources are used in order to meet the intended goal or objective. The capability of an organization is determined by its ability to utilize limited resources in order to satisfy unlimited wants. Barney (1991) argues that the ability to properly manage resources is a unique strategy which gives an organization a competitive advantage over other firms. By reducing working hours, PNCR was cutting costs that could affect their performance. In order for a radio to operate, money is needed to cater for the expenses. The cost effective strategy ensures that PNCR delivers quality programs that are within their budget and are able to compete in the long run. PNCR is adopting the cost leadership strategy as their minimizing their production costs.

However Spence and Owen (1977) argue that increasing production costs draws a larger audience. Production costs determine the quality of a program. For PNCR, it is expensive for them to invite a representative of an organization from as far as Harare to participate in their radio program because they have to cater for all the costs. However having the representative increases the quality of knowledge the community gains but because they are cutting production costs, quality of information is compromised on. The democratic participant theory, according to McQuail (2010) argues that the media should ensure that the citizens gain knowledge they need. Democratic participation by the residents in Kariba is confined to the limited information PNCR has been providing due to their economic survival strategy which seeks to cut production costs. Having a larger audience that is acquiring detailed information from a radio station, increases the competitive advantage of PNCR.

## **5.6 EXPANSION OF BUSINESS FOR SURVIVAL**

Patsaka Nyaminyami Community Radio adopted various strategies and tactics in order to survive economically. Photocopying, printing and typing also brings in revenue for the organization and this helps in the up keep and the running of the radio station. One of the employee said,

*“We do have other services that we offer and they generate small profits but it does assist in the maintenance of the studio. We offer printing, photocopying and typing services at our offices. The money is used for various expenses like buying studio lights, buying detergents and sometimes paying the volunteers their allowances.”*

The money which is raised from the printing, photocopying and typing services cater for the minor expenses which however can affect the operation of the radio stations if they are not available. Offices need to be clean and the detergences are used to clean the toilets so that both employees and volunteers can work in a health environment. The grants PNCR acquire sometimes cannot for the periods set thus printing services generate income which is used to run the radio station. Volunteers need transport allowances and printing services cater for these expenses when the funding has ended and the administration is waiting for another grant or even looking for one.

This research discovered that Patsaka Trust has a lodge called Madiba Lodge, which was established in 2017. Kariba is a tourist destinations and a lot of tourists visit the town. A lot of schools book the lodge for accommodation when they are visiting the area on school trips. One of the employee said, *“Patsaka Trust owns a lodge and this lodge actually assist in*

*paying the expenses incurred in radio production.*”The lodge helps in generating revenue for the radio station and the trust.

This research also discovered that Patsaka Trust has a boat which is used to generate revenue for Patsaka Nyaminyami Community Radio.. The business expansion helps in the economic survival of PNCR and they are not solely dependent on donor funding.

*“We own a boat as Patsaka Trust and the boat has been helping in the survival of the radio station. We lease the boat to fishermen that are local. We do get an amount close to \$600 per month. The money helps in maintain the boat, Patsaka Trust, the radio station and also Goodhope College.”*

The boat is rented to numerous fishermen in the town. The boat generates an approximate figure of \$600 per month and the money is used to run the pirate radio station, the trust and also the college Patsaka Trust owns.

### **5.6.1 DISCUSSION**

Community media entities manage to sustain themselves by venturing into side businesses. Pirate community radio stations cannot solely rely on donor funding for its survival. According to Clark (2007) community media raise funds by venturing into side businesses. Opening Madiba lodge was an economic strategy of raising funds for the pirate community radio station. PNCR has not been licensed yet thus income generating projects like airtime sales or notifications are not much of an option for them as they are more effective when a radio station has frequency.

These ongoing projects being conducted by PNCR have been effective in creating employment for the residents in Kariba. The projects help in generating income for PNCR but also indirectly aid in the marketing of the pirate radio station. PNCR seeks to empower and develop the community of Kariba. The creation of job improves the socio-economic live of the residents of Kariba. Job security helps in empowering youths in Kariba. One of PNCR’s objective states that, the pirate radio station seeks to uplift the living standards of the residents in Kariba. Such job creation schemes help in uplifting the lives of the people in Kariba. Porter (1985:3) defines competitive advantage as a “fundamentally out of value a firm is able to create for its buyers”, a firm gains competitive advantage when they offer a service that customers cannot easily make for themselves. Job creation creates a competitive advantage for PNCR as they are offering a service that cannot be easily created by the residents. Such developments help in acquiring a larger audience and it makes PNCR a

vehicle for developmental growth in Kariba. This also helps to market the pirate radio station as they offering life changing opportunities to the residents and this creates listenership loyalty.

### **5.7 USE OF VOLUNTEERS FOR PRODUCTION**

The programming of PNCR has been adjusted so that production costs can be minimized. The pirate radio station has twenty volunteers and four employees. Volunteers freely offer their services without expecting any form of payment. This reduce the expenses of paying salaries to all these people. One of the interviewed employee said,

*“Our team of volunteers perform a number of duties here. I think they are the backbone of this radio station. They are involved in the gathering of content, its production and its dissemination as well.”*

The duties performed by the volunteers fills the gap for more employees as they perform all the duties that keep the radio station running. Volunteers play a vital role in the economic survival of PNCR. The volunteers’ duties include; presenting, engineering, script writing, writing articles, producing jingles and also designing posters.

Some of the volunteers are not residents of Kariba. They send their programs using gmail or Whatsapp. These programs are send as raw audio clips, recorded using a mobile phones and then sent to the programs officer or programs officer intern. The audio is then edited and sent to Channel Zim and mixlr. One of the volunteers out of Kariba said,

*“I have been working with Patsaka Nyaminyami Community Radio station for more than four years. The beauty of working with them is that I can record my programs using my phone and send them the program. This arrangement does not inconvenience me as I have other commitments.”*

Volunteering at PNCR is not limited to geographical location. New technology is making it possible for people who are passionate about radio participate in the production of content despite location.

However PNCR trains the volunteers so that they can be fully equipped on how content is generated, produced and disseminated. In 2017 there was a radio training program held at Patsaka Trust offices. The training was facilitated by Sweden institution. Most of the volunteers attended the program that equipped them with skills on how to operate the equipment and other duties performed and PNCR. The volunteers acquire certificates after the end of the training. One of the interviewed employee said,



*“We are community radio and we do not make much profits like commercial radio stations do and that explains the size of our employees. We do have a team of volunteers that we work with and we also have some that were offered jobs at other media organizations like Nyaminyami FM and ZBC.”*

The volunteers acquire experience from working at PNCR. Some volunteers received jobs at big media entities like Zimbabwe Broadcasting Corporate (ZBC) and PNCR had nurtured their talent. PNCR might not offer money to the volunteers but offers experience which increases the quality of their curriculum vital.

### **5.7.1 DISCUSSION**

Volunteering is a strategy that creates an opportunity for the residents to be actively involved in the day-to-day production of Patsaka Nyaminyami Community Radio. Burns and Taylor (2000) argues that community participation is based on the idea that residents, as the key stakeholders of the community media can have an impact on the issues affecting them. Volunteers at PNCR can give more detail on the issues occurring in Kariba as they are witnessing the events in their community. Semujju (2011) argues that participation is one of the most vital ingredients in community media.

Community media organizations in Zimbabwe heavily depend on volunteering as an economic survival strategy or tactic. Alumuku (2006) argues that community radio stations in Africa largely depend on volunteers. PNCR has twenty volunteers and four employees thus the pirate community radio station has more volunteers than employees.

Lyton (2001) argues that community media reliance on volunteers, is a distinctive characteristic of third sector of the media. Legalized media entities are fighting for the same audience PNCR seeks to serve thus there is competition. Based on the adjustments that PNCR has made, it is difficult to survive and also increase the number of listeners. Zimpapers is the owner of Nyaminyami FM, a local commercial radio station that operates in Kariba. Zimpapers owns a vast majority of newspapers in Zimbabwe and they also own the leading sells newspaper in the country; The Herald. Zimpapers has the financial muscle to back the programming of Nyaminyami FM. Nyaminyami FM is competing with PNCR as they produce content for the same audience. Heraty and Morley (1998) argue that the success or failure of an organization is determined by the type of people employed. Nyaminyami FM can afford to employ qualified presenters and employees unlike PNCR and this has an effect on quality, a factor which draws audiences to a particular program or radio station.

## **5.8 OVERALL DISCUSSION**

PNCR is a non-profit making local radio station that seeks to serve the community it is operating within. However it is merely impossible for the radio station to operate without incurring production costs. These expenses need to be paid for thus the radio station has developed or rather created economic survival strategies and tactics that ensure the financial stability. Financial stability ensure the sustainability of the radio station. In the efforts of trying to create a financially stable environment that is conducive for the operations of PNCR, the radio station has not been successful in establishing reliable sources of revenue. Lyton (2001) argues that community media has a complexity in revenue generation. The complexity in the generation of revenue forces PNCR to constantly come up with new innovative ideas that can cater for their financial position. Donor funding is not a reliable source of revenue as funds can be withdrawn anytime. MISA (2015) use the economic challenges that were faced by community media in South Africa when donors withdrew their funding to highlight the dangers in heavily depending on donor funding for economic survival.

Lack of radio frequency has been increasing the operational costs for PNCR. The modification of advertising is a long process that is meant to improvise on the lack of frequency. PNCR uses internet services to upload their adverts online, this increases production costs. Holcomb and Mitchell (2014) stipulates that radio generates more revenue from advertising. Advertising is a major source of revenue for media entities but PNCR is failing to generate sums of money from the source as their dissemination methods are more costly for the audiences to access. PNCR does not open office during weekends and one of reasons is the lack of frequency.

## **5.9 CONCLUSION**

This chapter presented the data that was collected and analysed by the researcher. The researcher observed that pirate radio stations do not have a stable or reliable source of revenue. Not having a licences and a frequency is directly affecting their economic survival. The study also found out that PNCR is seeking legal ways of raising funds that can cater for its operational expenses. PNCR documented subscriptions as a form of funding but the community has not been forth coming in assisting the radio station with financial support.

## **CHAPTER 6**

### **6.1 INTRODUCTION**

This chapter concludes the discussion on the economic survival strategies and tactics being used by PNCR. This chapter gives recommendations on how PNCR can improve their economic survival strategies.

### **6.2 EVALUATION AND CONCLUSION**

The research focused on the economic survival strategies and tactics being used by pirate community radio station in Zimbabwe, using PNCR as a case study. PNCR largely gets its funding from donors from within and outside Zimbabwe. The funding from donors aid covering a vast of the production cost. The researcher observed that most of the donors are advocating for issues that are similar with the aims and objectives of PNCR, this makes PNCR more attractive as a medium to be used in sponsored programs and grant approvals.

Pirate community radio stations in Zimbabwe are facing more hardships than licensed broadcasters as they are operating without frequency, a key factor which attracts advertisers to the medium. Frequency makes accessibility to the medium easy and this has an effect of reaching a wider audience. Due to the lack of frequency, PNCR has resorted to using online as a distribution channel. Online programming requires internet connections, lack of frequency is increasing the expenses for the pirate community radio station as they have to pay for the internet services. Lack of frequency has been affecting the economic survival strategies and tactics being used by PNCR.

This study found out as stated by the cost leadership strategy under competitive advantage; PNCR's strategy of minimizing cost is an effective economic survival strategy. The strategy gives room to develop the radio station as it assures the return of profits.

### **6.3 RECOMMENDATIONS FOR FURTHER STUDY**

This study used qualitative research method only. However there is also need to collect data on the period the economic survival strategies can sustain the pirate community radio station's production expenses. Such statistical information can only be gathered using quantitative research methods. The successes of the economic survival strategies and tactics that have been employed by PNCR can be measured using the quantitative research method.

Further research needs to be explored on the effects of the economic survival strategies and tactics used by PNCR on the set standard performance of a community media.

#### **6.4 CONCLUSION**

This chapter highlighted the conclusions that were arrived at from this research. Recommendations for further research were also addressed and this concluded the end of the study. The study met all objectives.

## REFERENCE LIST

- Alumuku, P. (2006). *Community Radio for Development: the World and Africa*, Nairobi: Paulines Publications Africa.
- Arnould, E.J. and Wallendorf, M., 1994. Market-oriented ethnography: interpretation building and marketing strategy formulation. *Journal of marketing research*, pp.484-504.
- Baran, S.J. and Davis, D.K., (2000). *Theories of media, culture, and society. Mass Communication Theory: Foundations, Ferment, and Future.*(2<sup>nd</sup> ed. pp. 291-296). Belmont, CA: Wadsworth Publishing Company.
- Baron, M., (1975) *Independent Radio: The Story of Commercial Radio in the United Kingdom. Lavenham, England: Terence Dalton.*
- Barney, J. B. (1991), "Firm resources and sustained competitive advantage", *Journal of Management*, 17(1), pp. 99-121
- Bell, J. Masoka, J and Zimmerman, S. (2010). *Nonprofit Sustainability: Making Strategic Decisions for Financial Viability*, San Francisco: Jossey-Bass.
- Benson, R. (2016). "Institutional Forms of Media Ownership and Their Modes of Power." In *Journalism Re-examined*, ed. Eide, Martin, Sjøvaag, Helle, Larsen, and Leif. Bristol: Intellect. 29-47
- Berrigan, F.J., (1977). *Access: some Western models of community media*. Bernan Press (PA).
- Bourdieu, P., 1998. *The state nobility: Elite schools in the field of power*. Stanford University Press.
- Broadcasting Services Act (2001) Harare, Government of Zimbabwe.
- Burns, N. and Grove, S.K. (2003). *Understanding nursing research*. 3rd ed. Philadelphia: Saunders Company.
- Carpentier, N., Lie, R. and Servaes, J. (2003). Community media: Muting the democratic media discourse?. *Continuum*, 17(1), pp.51-68.

- Carr, E.C. and Worth, A., (2001). The use of the telephone interview for research. *NT research*, 6(1), pp.511-524.
- Chapple, A. (1999). The use of telephone interviewing for qualitative research. *Nurse Researcher (through 2013)*, 6(3), p.85.
- Cho, C.-H. and Cheon, H.J. (2004) Why Do People Avoid Advertising on the Internet? *Journal of Advertising*, 33, 89-97
- Clark, K. M, (2007). Community Radio: Its Impact and Challenges to its Development. *Center for International Media Assistance. Workgroup Report*.
- Constitution of Zimbabwe 2013 Section 61, Harare, Government of Zimbabwe.
- Cooper, D. and Schindler, P. (2008). *Business Research Methods*. NY: McGraw-Hill Companies, Inc. New York.
- Creswell, J. (2003). *Research design: Qualitative, quantitative and mixed methods approaches* (2nd ed.). Thousand Oaks, CA: SAGE Publications.
- Croteau, D., Hoynes, W. and Hoynes, W.D. (2006). *The business of media: Corporate media and the public interest*. Pine forge press.
- Curran, J. and Gurevitch, M (2000) *Mass Media and Society*; London: Arnold
- Du Plooy, G.M. (2001). *Communication Research Techniques; Methods and Applications*, Lansdowne: Juta
- England: Person Education Limited.
- Erlandson, D. A., Harris, E. L., Skipper, B and Allen, S. D. (1993). *Doing naturalistic inquiry: A guide to methods*. Newbury Park, CA: Sage Publications
- European Parliament (2008) 'Report on Community Media in Europe', 2008/2011(INI), approved 25/09.
- Fardon, R. and Furniss, G., 2000. *African broadcast cultures: Radio in transition*. J. Currey.
- Fraser, C. and Estrada, S.R., (2001). *Community radio handbook* (pp. 13-23). Paris: Unesco.
- Fuller, L.K., (2007). *Community media: International perspectives*. Springer.
- Germano, F., (2008). On commercial media bias.

- Girard, G.D., ESN LLC, (2007). *Distributed edge switching system for voice-over-packet multiservice network*. U.S. Patent 7,283,519.
- Grant, R.M. (1991). Porter's 'competitive advantage of nations': an assessment. *Strategic management journal*, 12(7), pp.535-548.
- Guest, G., Bunce, A. and Johnson, L., 2006. How many interviews are enough? An experiment with data saturation and variability. *Field methods*, 18(1), pp.59-82.
- Heaton, J., 2004. *Reworking qualitative data*. Sage.
- Heraty, N. and Morley, M., 1998. In search of good fit: policy and practice in recruitment and selection in Ireland. *Journal of Management Development*, 17(9), pp.662-685.
- Hicks, T. and Perrin, D. (2014). 13 Beyond single modes and media: Writing as an ongoing multimodal text production. *Handbook of writing and text production*, 10, p.231.
- Hind, J. and Mosco, S. (1985) *Rebel radio: the full story of British pirate radio*. Pluto Press.
- Hochheimer, J.L. (1999). Issues in Flamming. *Communications*, 24(4), p.443.
- Holcomb, J. and Mitchell, A., 2014. Revenue Sources: A Heavy Dependence on Advertising. *State of the News Media*.
- Hussey, J. and Hussey, R. (1997) *Business Research, A Practical Guide for Undergraduate and Postgraduate Students*, London: Macmillan Business
- IMPI Report (2014), Harare, Ministry of Media, Information and Broadcasting Services.
- Johnson, M.P. (2006). Decision models for the location of community corrections centers. *Environment and Planning B-Planning and Design* 33 (3): 393-412.
- Kvale, S. (1996) *Interviews An Introduction to Qualitative Research Interviewing*, London: Sage Publications
- Leedy, P. and Ormrod, J. (2001). *Practical research: Planning and design* (7th ed.). Upper Saddle River, NJ: Merrill Prentice Hall. Thousand Oaks: SAGE Publications.
- Lewis, P.M. and Booth, J., (1989). *The invisible medium: Public, commercial and community radio*. London: Macmillan.

- Lyons, M. 2001. *Third Sector: The contribution of nonprofit and cooperative enterprises in Australia*, Sydney: Allen and Unwin
- McQuail, D., (1987). *Functions of communication: A nonfunctionalist overview*.
- McQuail, D. (1983). *Mass Communication Theory*. SAGE: London
- Mhagama, P.M. (2004). *The Role of Community Media in Development: A Case Study of the Cato Manor Development Project. Unpublished Master's Thesis. University of KwaZulu-Natal, Durban, South Africa*.
- Moyo, L. (2012) *Participation, Citizenship, and Pirate Radio as Empowerment: The Case of Radio Dialogue in Zimbabwe*, In *International Journal of Communication* 6 (2012), pp484–500.
- Mtimde, L. (1998). *What is community radio?: A resource guide*. AMARC Africa.
- Mtimde, L., (2000). *Radio broadcasting in South Africa: an overview. International journal of cultural studies*, 3(2), pp.173-179.
- Navarro , J. and Kartins , M . (2008). *What everybody is saying: An ex-FBI agent's guide to speed - reading people*. Tampa, florida .William morrow
- Ndawana, T., 2015. *The Broadcasting Services Act (2001): an instrument for the development of community broadcasting in Zimbabwe?: Paper presented at SACOMM conference held from 28 to 30 September 2015 at AFDA Cape Town Campus*.
- Ondobo, C., (2001). *Community Radio HandBook*.
- Opubor, A.E., (2000). *If community media is the answer, what is the question? Promoting community media in Africa*, pp.11-24.
- Porter, M.E. (1985). *Competitive Advantage*. New York, M.E. (ed.)
- Porter, M.E. and Millar, V.E. (1985). *How information gives you competitive advantage*.
- Porter, M.E., (1990). *The competitive advantage of nations. Competitive Intelligence Review*, 1(1), pp.14-14.



- Robertson, H.B. (1982). The suppression of pirate radio broadcasting: A test case of the international system for control of activities outside national territory. *Law and contemporary problems*, 45(1), pp.71-101.
- Robson, W. (1997) Strategic management & information systems. Second edition.
- Schlosberg, J. (2011). Transmit/disrupt: Why does illegal broadcasting continue to thrive in the age of spectrum liberalization?. *Radio Journal: International Studies in Broadcast & Audio Media*, 9(1), pp.7-24.
- Semuju, B., 2014. Participatory media for a non-participating community: Western media for Southern communities. *International Communication Gazette*, 76(2), pp.197-208.
- Soley, L. (1999). Free radio: Electronic civil disobedience.
- Soley, L. and Nichols, J.S., (1987). Clandestine radio broadcasting: A study of revolutionary and counterrevolutionary electronic communication.
- Spence, M. and Owen, B., 1977. Television programming, monopolistic competition, and welfare. *The Quarterly Journal of Economics*, pp.103-126.
- Stewart, D.W. and Pavlou, P.A., (2002). From consumer response to active consumer: Measuring the effectiveness of interactive media. *Journal of the Academy of Marketing Science*, 30(4), pp.376-396.
- Tanwar, R. (2013). Porter's generic competitive strategies. *Journal of business and management*, 15(1), pp.11-17.
- Trochim, W.M., 2000. The research methods knowledge base, Retrieved July 11, 2001.
- Ulrich, D. and Yeung, A. (1989). A shared mindset. *Personnel Administrator*, 34(3), pp.38-45.
- Wang, W.C., Lin, C.H. and Chu, Y.C., (2011). Types of competitive advantage and analysis. *International Journal of Business and Management*, 6(5), p.100.
- Wanyeki, L.M. (2000). The development of community media in East and Southern Africa. *Promoting community media in Africa*, pp.25-43.

Yusuf, T.O. and Dansu, F.S. (2013). SMEs, business risks and sustainability in Nigeria. *European Journal of Business and Social Sciences*, 2(9), pp.76-94.

Zimbabwe Association of Community Radio Stations (leaflet).

## **APPENDIX 1**

### **Interview Guide**

I am a student currently in level 4:2, studying for a BSC in Media and Society Studies Honours Degree at Midlands State University. Am currently conducting an academic research on the topic which reads as follows; economic survival strategies and tactics used by pirate community radio station in Zimbabwe. The researcher is using *Patsaka Nyaminyami Community Radio* as the case study. I would like you to assist me in my research by answering the questions listed below. Your identity and responses are strictly confidential and are only meant for educational purpose.

1. How did you finance the establishment of *Patsaka Nyaminyami Community Radio*?
2. How do you acquire funding for your radio station?
3. How effective are the funding mechanisms in aiding in the programming of *Patsaka Nyaminyami Community Radio*?
4. Like other radio stations, are you using advertising as a source of revenue?
5. Besides funding mechanisms, are there any other strategies you have been implementing to ensure the financial stability of *Patsaka Nyaminyami Community Radio*?
6. How reliable are your sources of revenue?