



YEAR 2024

**INVITATION TO PRE-REGISTER FOR COMMUNITY SOUND
BROADCASTING SERVICE AND RADIO FREQUENCY
SPECTRUM LICENCES**



Proposed Name of the Radio: **Elim Community Radio Fm (ECR FM)**
Frequency Applied: **96.2 MHz**
Province: **Limpopo, Vhembe District**
Transmitter Name: **Molema**
Year: **2024**

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BACKGROUND OF ECR FM

1. Introduction:

Elim Community Radio Fm (ECR FM) will serve the communities under Makhado Municipality and Collins Chabani Municipality, Vhembe District with sound Broadcasting Service.

2. About ECR FM :

ECR Fm is a NON Profit Organisation Registered with Social Development in the year of 2020 with registration number 145-102NPO

ECR FM Started Broadcasting Online in the 5th of July 2021. It is started small broadcasting one show per day using Facebook on weekdays. With the demand of people in the various communities, the station had to broadcast from 6Am-9pm daily. As we for now, the station has grown and got new studio operating every day.

Therefore ECR FM is responding to the invitation of icasa INVITATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES 2024

3. ECR Fm is applying to the Frequency :

96.2 MHz at Molema Transmitter, Gaba Area Limpopo, and Vhembe District as listed in the Gazette 51727 Dated 10 December 2024

4. Area to be Covered :

Will be covering the communities of Elim Areas, Vhembe District Limpopo

5. The Board of ECR FM :

The Board has appointed Mr INNOCENT MARINGA (Station Manager) With ID NO 9607076034084 to be the one responsible for the Application Process until is Completed.

6. Signal Distribution :

ECR FM has elected the use of sentech as its Signal Distribution Services. Letter of Support From sentech is attached as a proof that it will be our signal distributor.



7. Confidentiality :

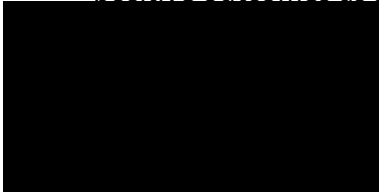
ECR FM Does not consider this application to be treated with confidentiality

8. Documents :

The Memorandum of incorporation of Elim Community Radio FM complies fully with the requirements of form B and it will be ratified with its members in a good standing at its First General Meeting (AGM) of Elim Community Radio FM after the award of sound broadcasting Licence.

9. Conclusion

It is trusted and believed that this application will fully comply with the requirement of the authority and the relevant acts and regulations and with this; we hope for a positive outcomes as a Radio and The communities to be served.





FORM B



FORM B

REGISTRATION FOR A CLASS LICENCE TO PROVIDE A COMMUNITY BROADCASTING
SERVICE

(Regulation 7 (2))

INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA

Note:

- (a) Registrants must refer to the Electronic Communications Act, 2005 (Act No. 36 of 2005) ("the Act") and any regulations published under the Act with regard to the requirements to be fulfilled by registrants. Registrants are referred, in particular, to the Community Sound Broadcasting Regulations, 2019 (published under GN439 in Government Gazette 42323 of 22 March 2019) and the Community Sound Broadcasting Licence: Criteria to Measure Community Support Regulations, 1997 (published under GN R1388 in Government Gazette 18380 of 17 October 1997).
- (b) Information required in terms of this Form which does not fit into the space provided may be included in an appendix attached to the Form. Each appendix must be numbered with reference to the relevant part of the Form.
- (c) Where any information in this Form does not apply to the registrant, the registrant must indicate that the relevant information is not applicable.

1. PARTICULARS OF REGISTRANT	
1.1 Full name of registrant:	ELIM COMMUNITY RADIO FM
1.2 Designated contact persons (maximum of two):	INNOCENT MARINGA



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1.3 Registrant's principal place of business:	<div></div>
1.4 Registrant's postal address:	SAME AS ABOVE
1.5 Registrant's telephone number/ (including mobile numbers):	<div></div>
1.6 Registrant's telefax number/s:	N/A
1.7 Email address of designated contact person (maximum of two):	<div></div>

2. LEGAL FORM OF REGISTRANT	
2.1 Indicate the legal form of the registrant (e.g., Non-Profit company incorporated in terms of the Companies Act, 2008):	NON-PROFIT ORGANISATION (NPO)
2.2 Registration number of the registrant:	<div></div>
2.3 The following documents must be submitted with the registration: the certificate of registration accompanied by an approved memorandum of incorporation, a constitution which has been signed by founding members/ Board. The founding documents must have provisions for the following minimum of 51% quorum for the annual general meeting, provision for membership and an appeals mechanism in case of rejection upon application, and a clear separation of powers between management and board of directors. Should the registrant fail to submit these documents, the registration will not be considered. (Attach as Appendix 2.3.1)	
ATTACHED	



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3. NON-PROFIT STATUS OF REGISTRANT	
Provide details of the registrant's non-profit status. Please provide a certified certificate of registration as a Non-Profit Entity or provide a deed of trust and Letter of Authority from the Master's Office in respect of a Community Trust.	
<div>- CERTIFICATE OF REGISTRATION ATTACHED</div> <div>- CONSTITUTION OF THE ORGANISATION ATTACHED</div> <div>(A) THE QUORUM IS 51%</div> <div>(b) MEMBERSHIP AND APPEALS MECHANISM</div> <div>- POWERS OF BOARD MEMBERS ARE CLEAR</div>	
4. COMMUNITY	
4.1 Indicate whether the community to be served by the proposed broadcasting service is:	
4.1.1 geographically founded community; or	GEOGRAPHICALLY FOUNDED
4.1.2 group of persons or sector of the public with a specific, ascertainable common interest.	N/A WE ARE GEOGRAPHICALLY FOUNDED
4.2 Where the community to be served by the registrant is a geographically founded community, provide details of the community to be served, including: (i) whether the community is urban, peri-urban, or rural (ii) the number of people in the community (iii) gender, language, income, and demographic statistics in relation to the community. (Attach as Appendix 4.2) SEE ATTACHED	
4.3 Where the community to be served by the registrant is a community of common interest, provide details of the community to be served, including: (i) the nature of the common interest; (ii) the size of the community in the geographic area in which the service is proposed to be provided; and (iii) gender, language, income, and demographic statistics in relation to the community. (Attach as Appendix 4.3) SEE ATTACHED AND GEOGRAPHICALLY FOUNDED	
ATTACHED	



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5. NATURE OF SERVICES TO BE LICENSED	
5.1 Provide a description of the service to be provided: (Attach as Appendix 5.1)	
ATTACHED	
5.2 Indicate the geographic area in which the service is to be provided:	
VHEMBE DISTRICT	
5.3 Provide details of the languages in which the broadcasting service is to be provided. Where it is proposed that the service will be provided in more than one language, provide a breakdown of the number of hours of programming which will be broadcast in each language.	
XITSONGA 70% TSHIVENDA 25% OTHER 5% - PROGRAMING WILL BE IN XITSONGA WITH 25% OF TSHIVENDA AND OTHER 5%	
Provide the registrant's proposed programming schedule. Further provide the proposed programming format and content to be provided, and indicate when your peak time will be, the extent to which output would be locally originated and extent to which it will be externally sourced. Further indicate the proposed minutes of news to be broadcast on a daily basis and provide a percentage split in terms of local, national and international news content. Indicate the duration and scheduling of current affairs programme/s and provide the percentage split in terms of local, national and international content and indicate source as well. The ICASA South African Music Content Regulations, 2016 require class community sound broadcast licences to broadcast the prescribed percentage of local music. Indicate your proposed percentage of local music to be broadcast. (Attach as Appendix 5.4) ATTACHED	



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6. SERVING THE COMMUNITY'S INTERESTS	
6.1 Provide proof of how the registrant proposes to serve the community's interests:	
<div><div>- ECR FM WILL PROVIDE A DIFFERENT ISSUES WHICH OTHER BROADCASTERS DID NOT COVER.</div><div>- ECR FM WILL ENCOURAGE LOCAL EMPLOYMENT.</div><div>- ECR FM WILL COMPLY WITH AUTHORITY BY HAVING AGM'S TO REPORT BACK TO THE COMMUNITY MEMBERS WHO RESIDE IN THE COVERAGE AREA.</div><div>- WE WILL BROADCAST PROGRAMING THAT EDUCATES, HEALTH ISSUES, BUSINESSES, LIFE COACHING, CHILDREN, CULTURE, RELIGION, SERVICE DELIVERY AND DEMOCRACY</div></div>	
6.2	Provide proof of how the registrant proposes to encourage members of the community it serves, or persons associated with the promotion of the community's interests, to participate in the selection and production of programming to be provided by the registrant:
	<div><div>- ECR FM WILL HOLD ANNUAL GENERAL MEETINGS WITH THE COMMUNITY ON PROGRAMING POLICIES AND ALL THE STATION AFFAIRS.</div><div>- ECR FM WILL HAVE AN ADVISORY COMITTEE FROM THE COMMUNITY ABOUT THE PROGRAMS.</div><div>- THE STATION SHALL HAVE SUGGESTION BOX, ALSO ALLOW COMMENTS THROUGH OUR SOCIAL MEDIA PAGES.</div><div>- THE STATION SHALL PROVIDE PROOF OF MEETINGS TO THE AUTHORITY</div><div>- WE WILL HAVE PROGRAMS SURVEYS.</div></div>

7. SUPPORT	
Provide proof of support by members of the registrant's community or of persons associated with the registrant's community or of persons who promote the interests of the registrant's community. Kindly submit letters of support from NGOs, business, and so forth and signatures of support from members of the community/prospective listeners, etc. (Attach as Appendix 7)	
SEE ATTACHED	



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8. FINANCES
8.1 Submit commitment of funding, which includes the amount from financial institutions or any other entity for start-up costs, and provide details of the way the proposed service is to be funded (e.g. sponsorship, donations etc.) (Attach as Appendix 8.1)
SEE ATTACHED
8.2 Provide details of the registrant's anticipated: (i) capital expenditure necessary for the commencement of the provision of services; and (ii) operating expenditure during the registrant's first year of operation. (Attach as Appendix 8.2)
SEE ATTACHED
8.3 Provide details of the registrant's business plan: (Attach as Appendix 8.3)
SEE ATTACHED

9. CONTROL AND MANAGEMENT
9.1 Provide details (including name, nationality, identification or passport number, position, and address) of each member of the registrant. Confirm if the individuals below reside within the proposed coverage area (Attach as Appendix 9.1) (i) board of directors or similar body; (ii) senior management; and (iii) attach the proposed organogram.
9.2 Provide details of all ownership interests in the registrant: (Attach as Appendix 9.2) 9.2.1 Provide details of any persons in a position of control of the registrant who is a foreign citizen, or an entity registered or incorporated in any country other than South Africa: Indicate whether any member of the Board of the



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registrant is a foreign citizen or an entity registered or incorporated in any country other than South Africa. Provide details below.
- WE AS ECR FM WE DO NOT HAVE ANY PERSON WHO HOLD A POSITION AT OUR RADIO STATION WHO IS A FOREIGNER CITIZEN, IN CONTROL OF ECR FM - ECR FM IS OWNED BY THE COMMUNITIES WITHIN THE COVERAGE OF OUR SOUND BROADCASTING LISENCE.
9.3 Indicate whether any member of the Board of the registrant is also a member of the Board of another licensee issued in terms of the Act. Please provide details below.
ECR FM DOESNOT HAVE ANY BOARD MEMBER OR MANAGEMENT WHO IS IN CONTROL WITH ANOTHER LICENSEE

10. RADIO FREQUENCY SPECTRUM
Indicate if the registrant has submitted or intends to submit an application for a radio frequency spectrum licence for the provision of the services to which this registration relates. The registrant <u>must</u> complete the RFS application form contained in Schedule I of this ITP-R, indicate, from the frequencies provided by the Authority, which frequency band it seeks to utilise to provide the service.
SUPPLIED

11. GENERAL	
11.1 Indicate whether the registrant is a member of an entity recognised in terms of section 54 and 55 of the Act.	N/A
11.2 Indicate whether the registrant is a party, movement, organisation, body, or alliance which is of a party - political in nature.	WE ARE NOT POLITICALLY AFFILIATED



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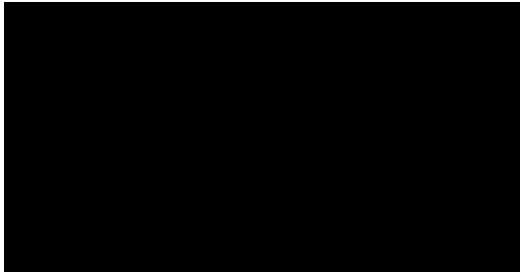
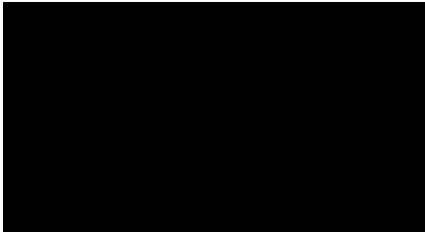
11.3	Indicate whether the registrant has ever been convicted of an offence in terms of the Act or related legislation, as defined in the Act. If so, provide details of such conviction	N/A
11.4	Provide details of other matters or undertakings which, in the registrant's view, the Authority should consider:	
	N/A	
11.5	Attach a resolution authorising the person(s) not more than two signing this registration and liaising with the Authority during the registration process. The resolution <u>must</u> be marked clearly as (Appendix 11.5)	

The person signing the registration on behalf of the registrant must acknowledge as follows:

I acknowledge that the Authority reserves the right to have any licence issued pursuant to this registration set aside should a statement made herein, at any time, be found to be false. Signed
(REGISTRANT)

I certify that this declaration was signed and sworn to before me at
on the ...11... day of ...JUNE... 20...25... by the deponent who acknowledged that he/she:

- 1. knows and understands the contents hereof;
- 2. has no objection to taking the prescribed oath or affirmation; and
- 3. considers this oath or affirmation to be truthful and binding on his/her conscience.





APPENDIX 14

PROOF OF PAYMENT



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One of the Global One money management products or services

Payment Notification



Capitec Bank

10/05/2025
Branch: 198765
Device: 9003



Dear Sir/Madam

Please take note that [redacted] made a payment to your account. The payment details are as follows:

Notification number	[redacted]
Payment date	10/05/2025 07:01
Payment details	
Beneficiary name	Icasa
Bank name	Nedbank
Account number	[redacted]
Branch	[redacted]
Payment type	Regular Payment
Amount	R4 719.00
Payment reference	ECR FM

IMPORTANT NOTES:

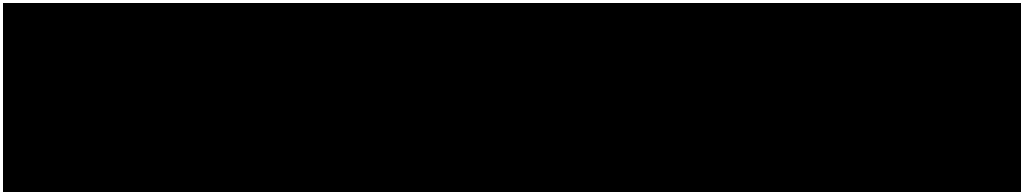
Immediate payments to non-Capitec banking clients and regular payments made to Capitec clients will reflect in the beneficiaries account immediately.

Regular payments made to non-Capitec banking clients BEFORE 02:00 PM Monday to Friday, or BEFORE 09:00 AM on a Saturday should reflect in the beneficiary account the following business (work) day.

Regular payments made to non-Capitec banking clients AFTER 02:00 PM Monday to Friday, or AFTER 09:00 AM on a Saturday, or on a Sunday, or on a public holiday should reflect in the beneficiary account within 2 business (work) days.

This is a notification that we received instruction to effect a payment and not a representation of any kind or guarantee that the amount has in fact been transferred or shall be available in the account. The processing of the payment may be delayed, which may impact on the timing of the availability of the funds.

Remote Banking Services



APPENDIX 20

NPO CERTIFICATE



**CERTIFICATE OF REGISTRATION OF
NONPROFIT ORGANIZATION**

In terms of the Nonprofit Organisation Act, 1997, I am satisfied that

Elim Community Radio FM

.....
(name of the organisation)

meets the requirements for registration.

The organisation's name was entered into the register on **11 May 2020**
(date)

Registration number

Director's signature

Department of Social

Development

SOUTH AFRICAN POLICE SERVICE

WATERVAL SAPS

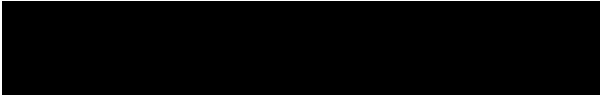
7075 -04- 2 2

PRIVATE BAG X348
0960 ELIM HOSPITAL

SOUTH AFRICAN POLICE SERVICE

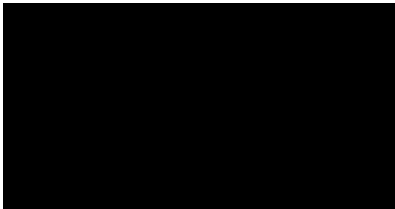


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Enquiries: Directorate Non-Profit Organisations

Reference Number:




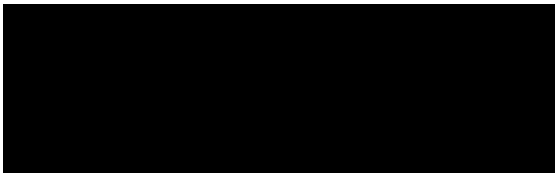
SUBMISSION OF ANNUAL REPORTS IN TERMS OF SECTION 18(1) OF THE NONPROFIT ORGANISATIONS ACT 71 OF 1997: Elim Community Radio FM

We hereby acknowledge receipt of your annual report(s) for financial year Mar 2025.

You are advised that in terms of section 18(2), the director may cause any document or a narrative report, financial or other report that is submitted to the director to be scrutinised, or, by means of a notice, require a registered organisation to submit any information or document reasonably required in order to enable the directorate to determine whether the organisation complies with its obligations in terms of section 17 or any other provision of the NPO Act.

For any further inquiries please contact our office on the provided contact details.

Kindly note that you can submit electronic documentation at 



DIRECTOR, NONPROFIT ORGANISATIONS

DATE : 14/06/2025

APPENDIX 22F

South African Revenue Service

TAX COMPLIANCE STATUS

PIN Issued

Dear Taxpayer

TAX COMPLIANCE STATUS PIN ISSUED

The South African Revenue Service (SARS) has issued your tax compliance status (TCS) PIN as indicated below:

You may authorise a third party to view your TCS by providing them the PIN. The PIN only allows the third party access to your TCS. All your other tax information remains secure.

Your TCS displayed is based on your compliance as at the date and time the PIN is used.

You may cancel this PIN at any time before the expiry date reflected above. Once cancelled, a third party will not be able to verify your TCS.

SARS reserves the right to cancel the TCS application and associated PIN in the event that it was issued in error or provided on the basis of fraud, misrepresentation or non-disclosure of material facts.

More details regarding our channels, office hours, services, tailored information regarding tax as well as a comprehensive FAQ repository are available on the SARS website: www.sars.gov.za.

We value your support and contribution to our country's economy and prosperity. We strive to ensure that you clearly understand what is expected from you, as well as what your rights as a taxpayer are.

Sincerely

ISSUED ON BEHALF OF THE COMMISSIONER FOR THE SOUTH AFRICAN REVENUE SERVICE



APPENDIX 21

COMMUNITY PARTICIPATION, DEVELOPMENT AND EMPOWERMENT

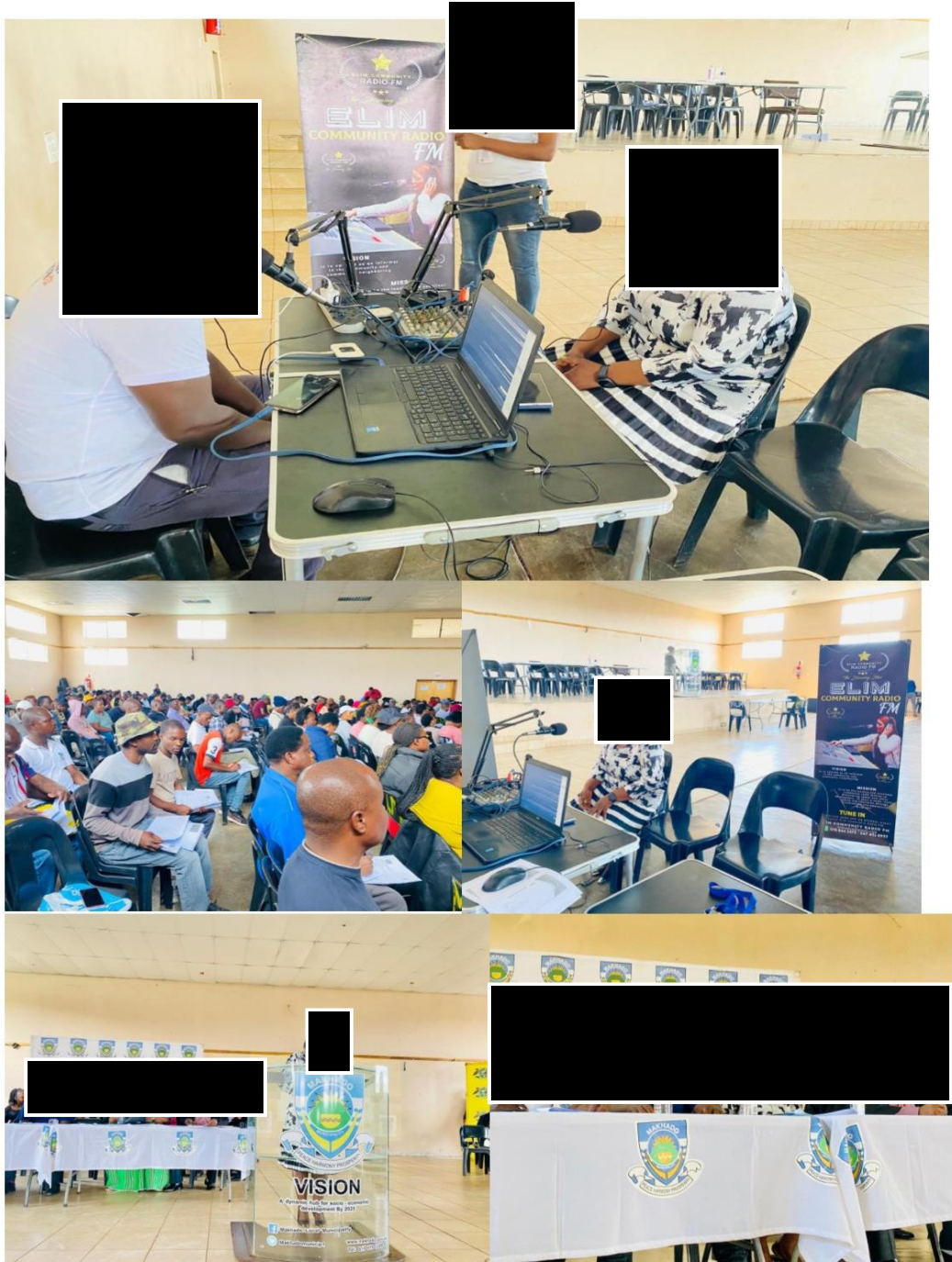


COMMUNITY PARTICIPATION

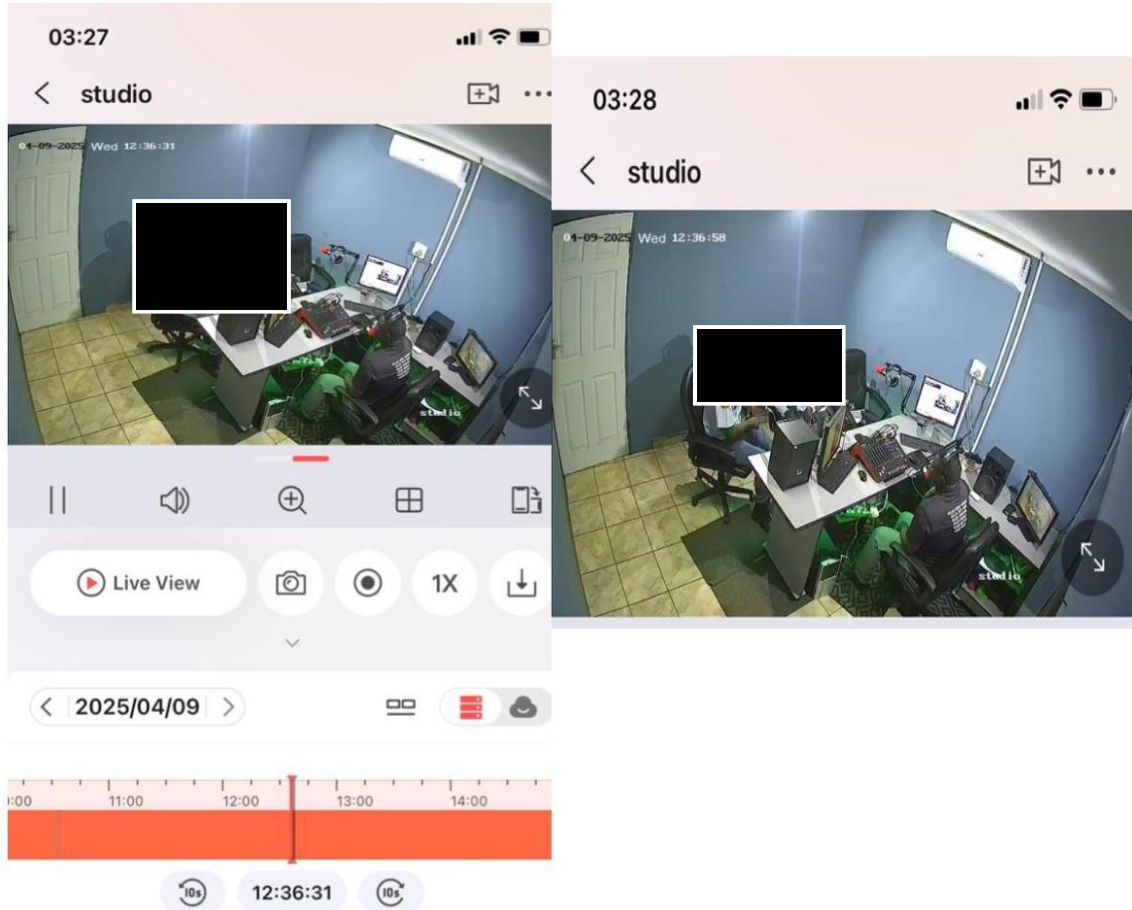
1. ECR FM will provide a daily channel for community participation in many ways, such as
 - Members of the community may participate by means of walking to the studio, calls via phone, sending emails, studio whatsapp , and the studio social media pages.
 - In many shows there will be topics where listeners will be allowed to bring their opinions and views.
 - Members of the community will be allowed to bring their ideas on how the station can improve in certain departments.
 - Members who got a certain profession or knowledge will be given free Air slots to teach and share information to others. E.G, teachers will teach free and coach learners on air.
 - Members will be given chance to share their views and choose the board on themselves on the AGM Meetings.
 - The station will have 2 shows per year with studio management being on air, where listeners will be allowed to talk with management on how they can improve or to ask with the working relation in the studio. This engagement will be done just to allow the community members to have a word.
 - The station will allow Community Announcement to be aired freely since is part of community Participation and enhancement.
 - The Station will continue visiting Community Meetings, schools, churches, organization allowing them to participate in the community projects.
 - The station will partner with every organization in the community that adds community development.
 - ECR FM will partners with organizations of business through live broadcast, outside broadcast, social media page, studio calls
 - We have started with community projects where we visited school, campaigning for back to schools, being there when there are events. **See few demonstrated pictures**



On the IDP of Makhado Municipality that took place earlier April 2025 the station was part of the speech delivery, where the station was broadcasting live and giving the Mayor of Makhado municipality and other members of the community a Free air Comments



CCTV at ECR FM Studio | we have a show called Zwa-Marhamani start 12pm until 13:30pm weekly. Police communication officers o [REDACTED] ome every Wednesday and teach, talk, make awareness of the current crimes scenes to the community





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We visited so many churches in the surrounding communities, trying to make sure that we engage with the community. We made a station to have a strong relationship with local organizations.



Tomorrow, Elim Community Radio will be broadcasting *LIVE* ✨ @Fountain of Life Mbokota.

Join us and be a part of Revival this Sunday ❤️🙏
Stay tuned to our Facebook page, and the Elim Community Radio Page for the broadcast

See you there
#mivakahinanwina ✨



On this day February 2025 the station partnered and worked together with the funder Mr Marimi who bought 100 Pairs of school shoes. The station played a big role by giving those interviews, live broadcast and spreading the good news that a community member made. The MEC of Limpopo Education was interviewed live by the station of ECR FM just to make sure that the community listen to the MEC.



2024 we broadcasted live in mall for the 3 Months trying to reach the community in abundance. We gave them interviews asking about the challenges they face in their communities, we interviews relevant departments on failure of service delivery. The community members also encouraged the station to work until they are awarded with licence.



This Picture demonstrate how we interact and allow the community to participate in every programs. The little girl was interviewed since she was in top 5 of Miss Limpopo. There is also an assistance coach of baroka football Mr amukelani Hlungwani who was in studio for sports interviews. The other Picture is the community structure that brought a certain matter that needed residents to know about it.



For more pictures and video can be checked on our facebook page ECR FM

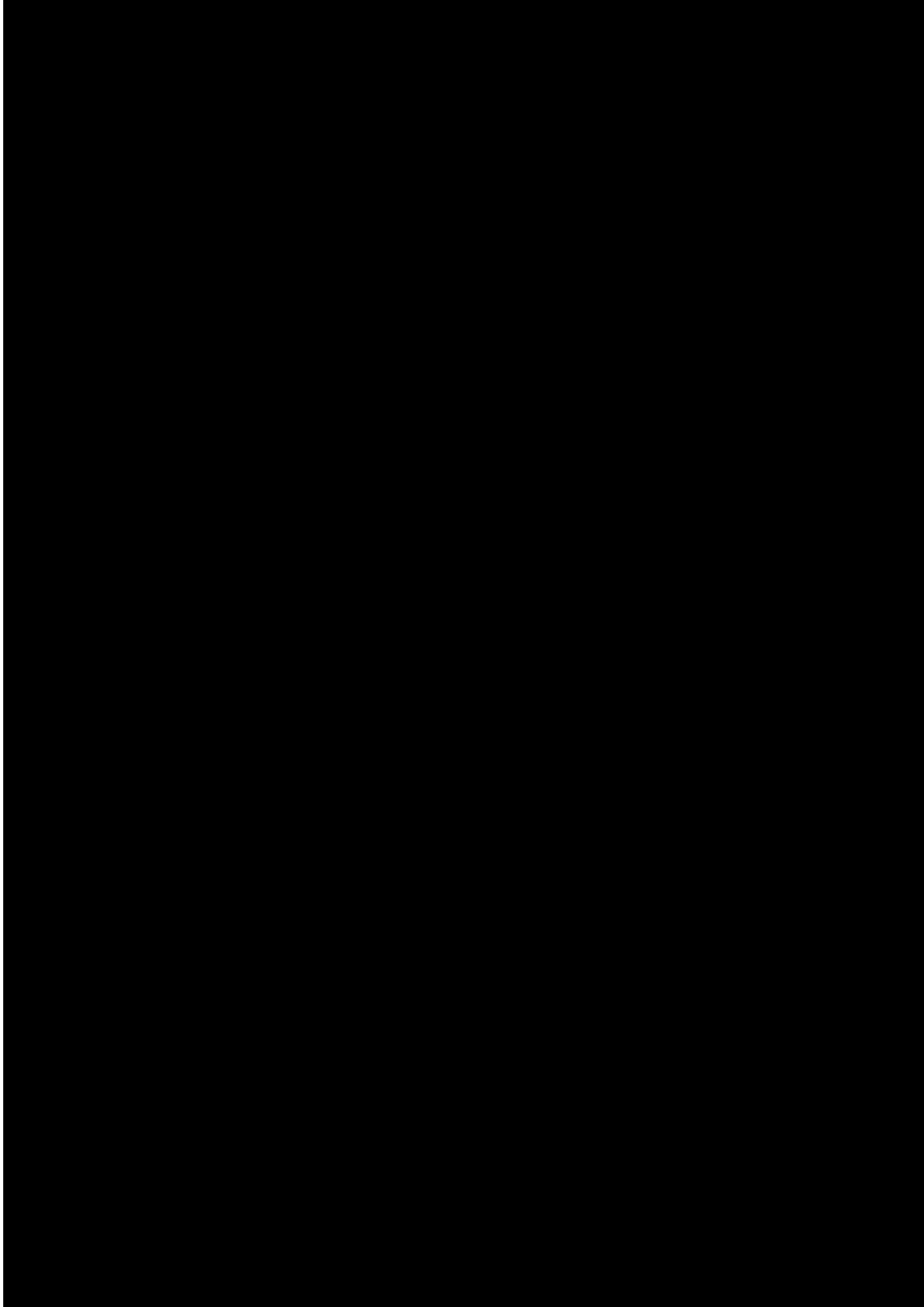


COMMUNITY DEVELOPMENT

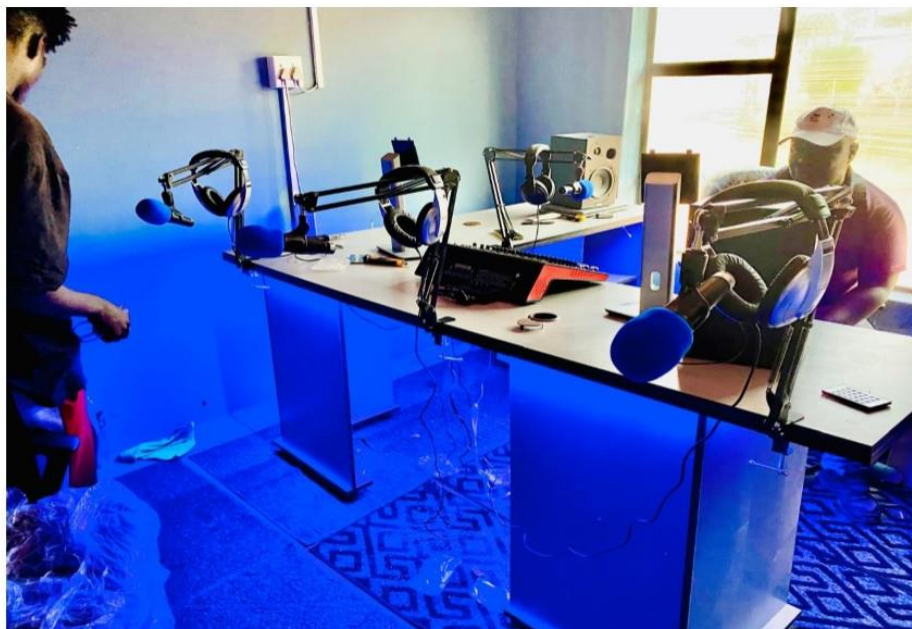
- Radio will develop as it operate as an informer in the community and community neighbouring
And to act as an massager between community/(listeners) and government/(municipality).
“As an online radio we have already done it but with the frequency it will be more of it”
- It will promote education through radio teachings.
- To alert community members and the surrounding areas about any news taking place in the community and the country as whole.
- ECR FM will Contribute to nation building by its focus on developing youth
- ECR FM will develop young people who want to grow in media field.
- ECR FM will raise and give business people to establish their businesses.
- ECR FM will also create job opportunities to every talented radio personnel.
- Local musician will have an opportunity to submit their song and get interviewed.
- The talents such as drama will be able to be discovered and played on air.
- Young people will never travel far to visit stations like before. The station will be right there in their near communities.
- Many young individuals will be enabled and will reach new levels of maturity by working at ECR FM
- **ECR FM will train people in the following areas;** News, Presenter, Sound Engineering, Public Relation, Media, Technical Operation, Production and script writing.
- The Station is already in on process of being accredited by Mict Seta, so that the station can run skills development courses.
- The Staff at ECR FM will always conduct workshops in relation to their departments.
- The Station Got a Bakery in the same building, the aim is to open this bakery just to sustain the station and make development in the community (**see the pictures bellow of how there is development by this studio**)



This pictures show the Machines of the baking ovens, stove and mixers. ECR FM own this Machines and soon we will start baking bread. This project is strictly owned by the Station and we believe it will bring development in the community through jobs creation and it will also assist in sustaining the Radio.



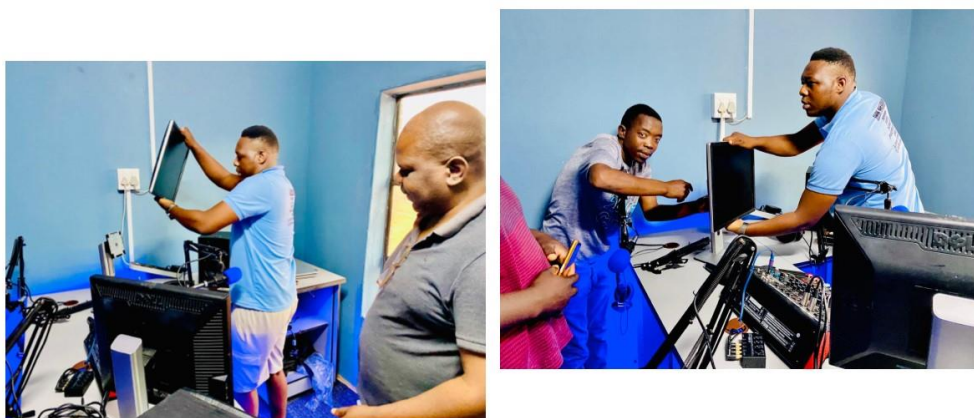
This Picture clearly show that the staff members are learning more of handling Studio Equipment's. This is a Development in the community, where staff learn and master.



On this day 2024 September, The Presenters, Heads of departments engaged in the workshop where they have learnt a lot, this is a huge development to the community. They have learnt about many things in related to studio broadcasting,



The Technical department learnt more of cabling, Broadcasting software, studio arrangement, studio packaging, and Microphones arrangement, Etc. They got developed as well.



In addition: The Technical office learnt more on CCTV, Cabling and studio equipment's systems



The Community is developed having a station



COMMUNITY EMPOWERMENT

Encouraging Their Self-Confidence

(E.g.) a teen may be too young to vote, but that doesn't mean they should be discouraged from getting involved in an upcoming election. Discuss the issues and candidates with them, and allow them to express their views freely. Encourage them to actively support a candidate or cause if they want to.

ECR FM is first and foremost a youth-centred community radio station, we believe that investment in youth of now-days will produce the strong leaders for tomorrow that our country needs.

Encourage opportunities to go beyond their comfort zone

Part of empowerment is experiencing the wider world and recognizing both similarities and differences among people and places. If a young musical talents we believe that radio will empower them when they get interviewed.

Provide skills/ leadership training and job network to youth

Skills and leadership development is an important component of youth employment and poverty reduction. Youth leadership development can contribute to lifting individuals out of poverty by improving access to work, increasing productivity, and fostering sustainable economic growth therefore the station will provide such skills and leadership trainings.



APPENDIX 22 A

CONSTITUTION



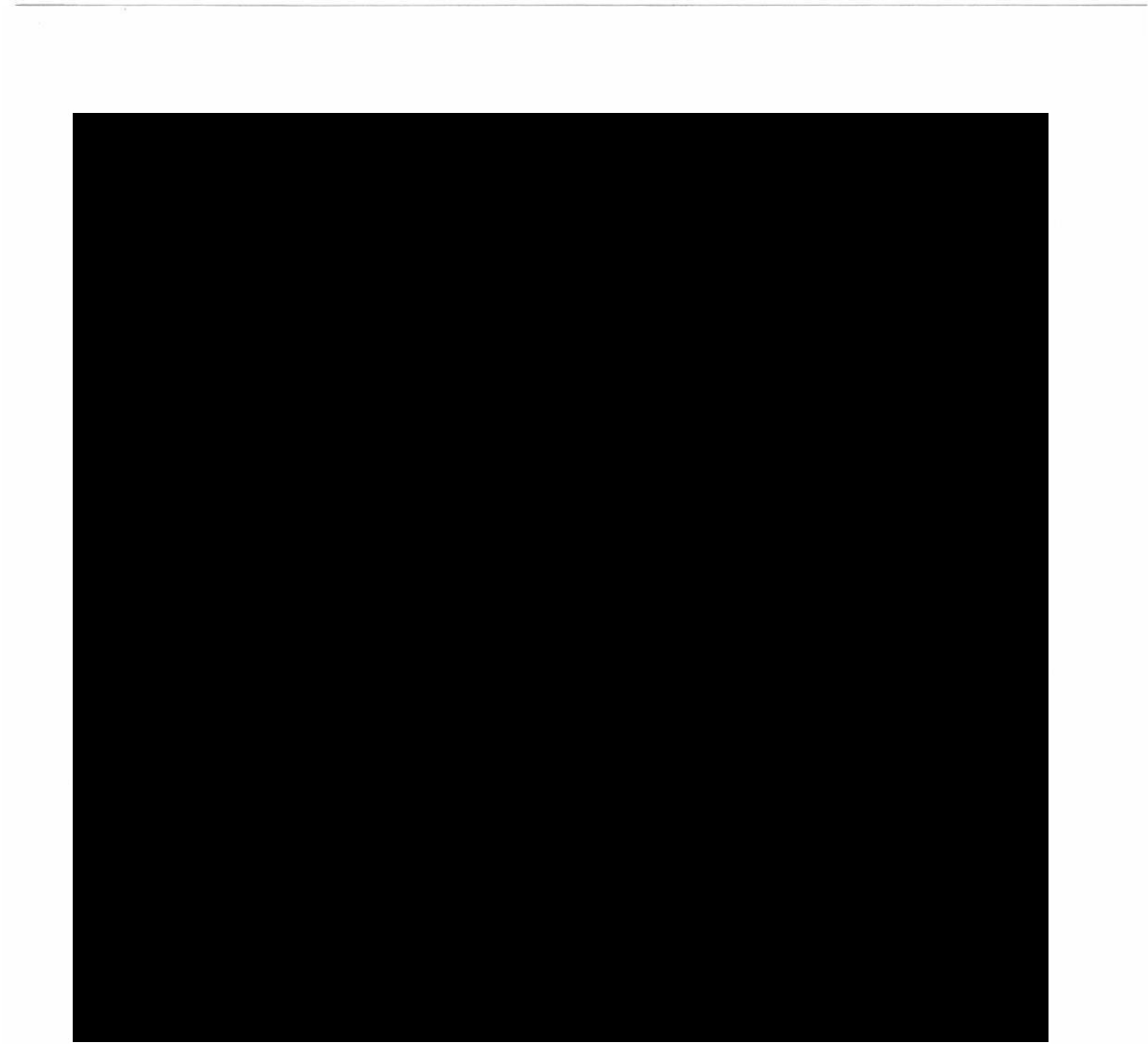
MODEL CONSTITUTION

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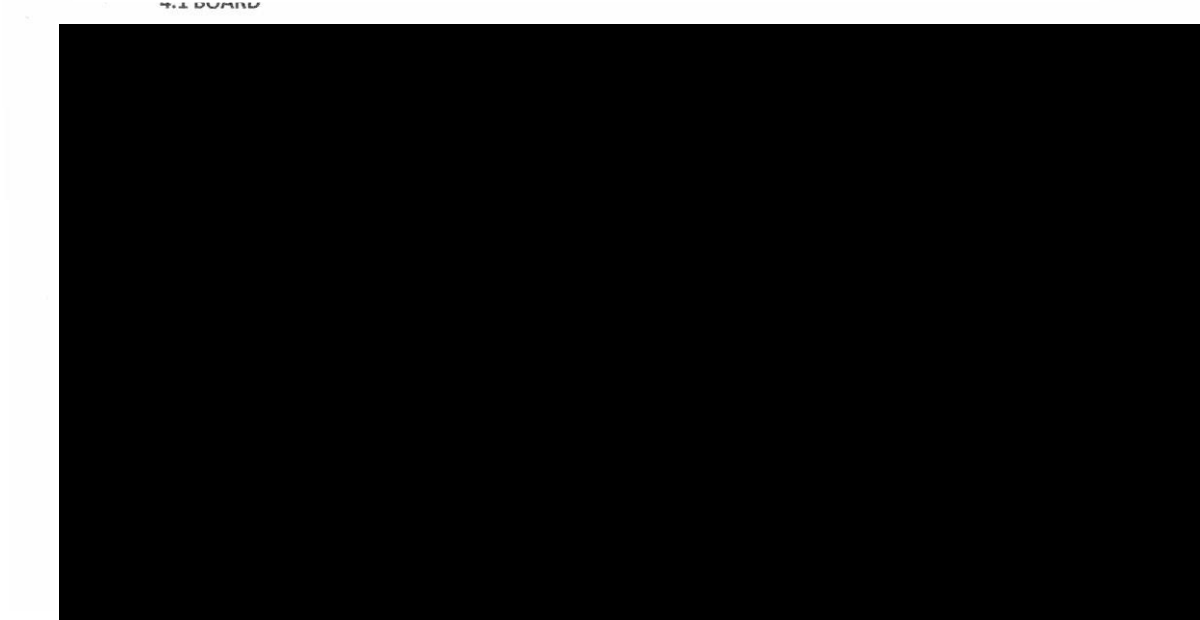
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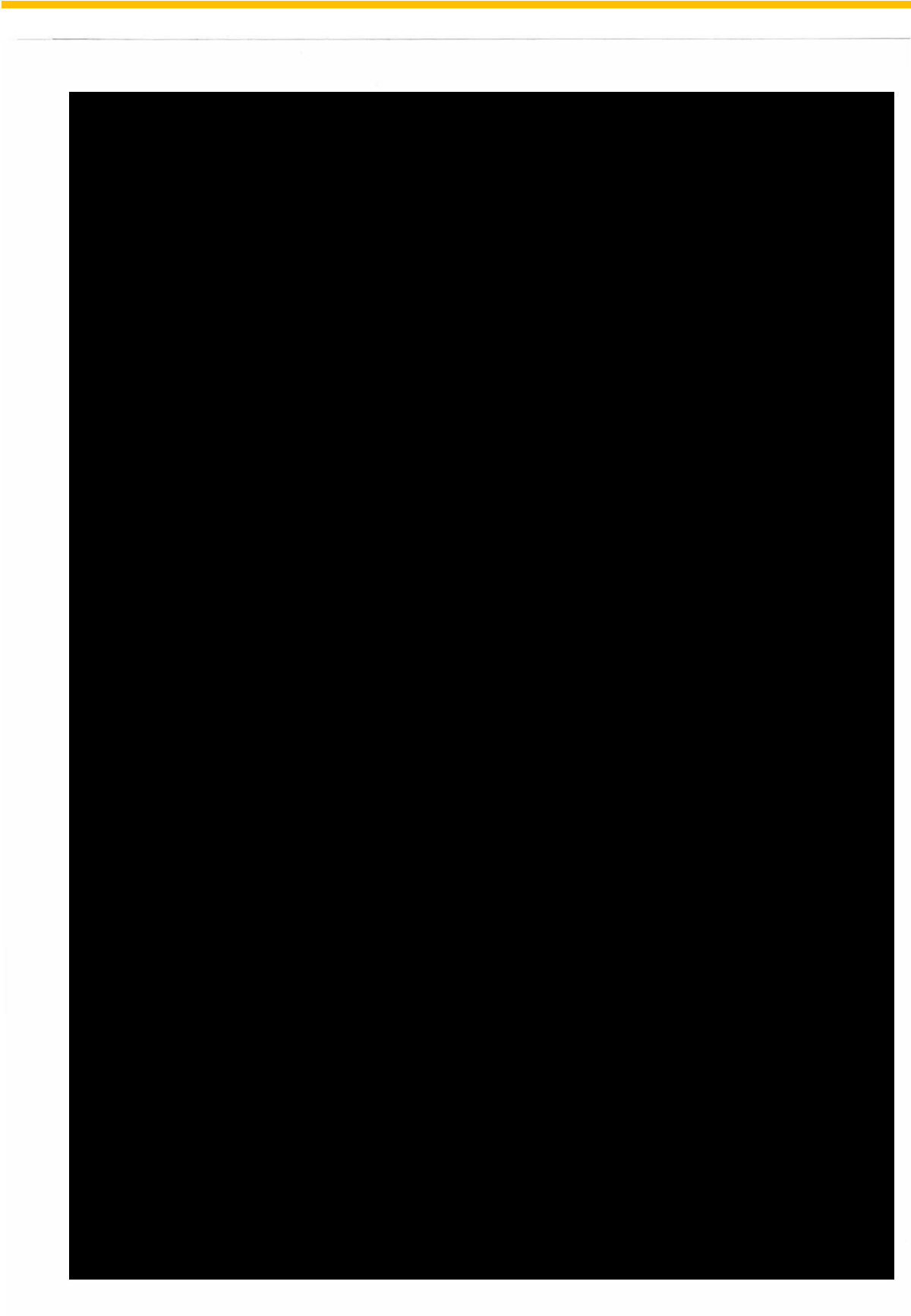


4.1 BOARD



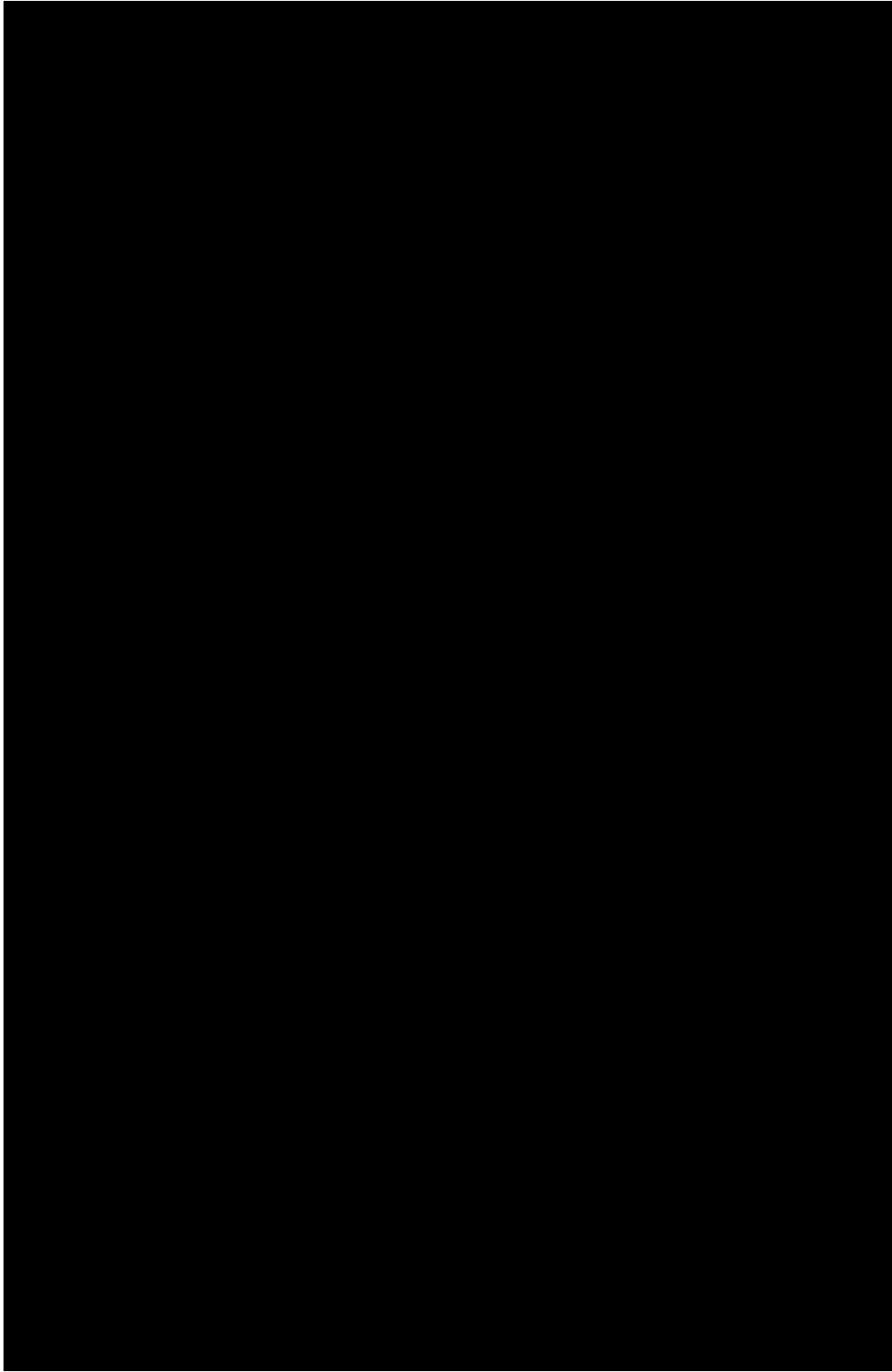


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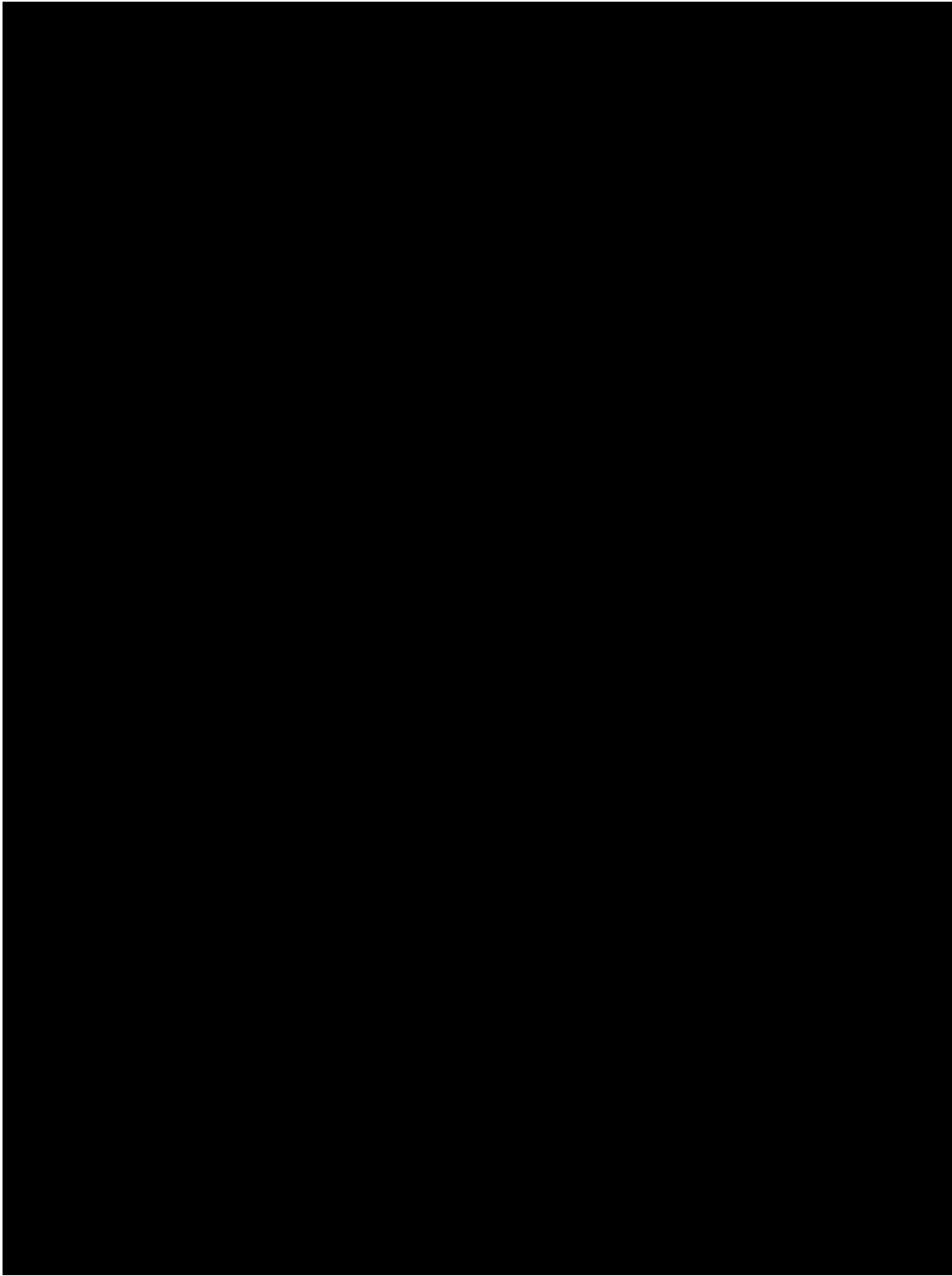


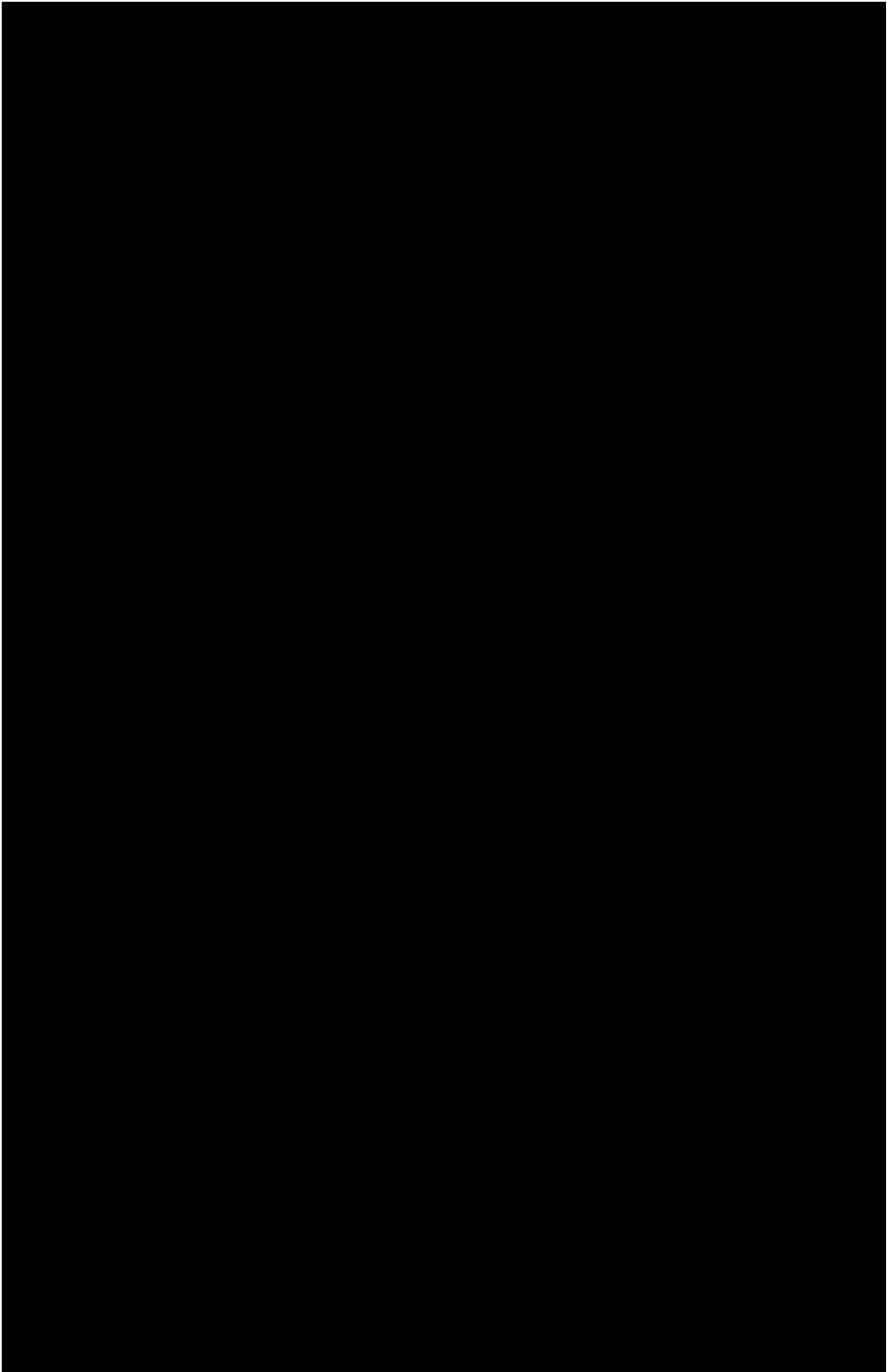
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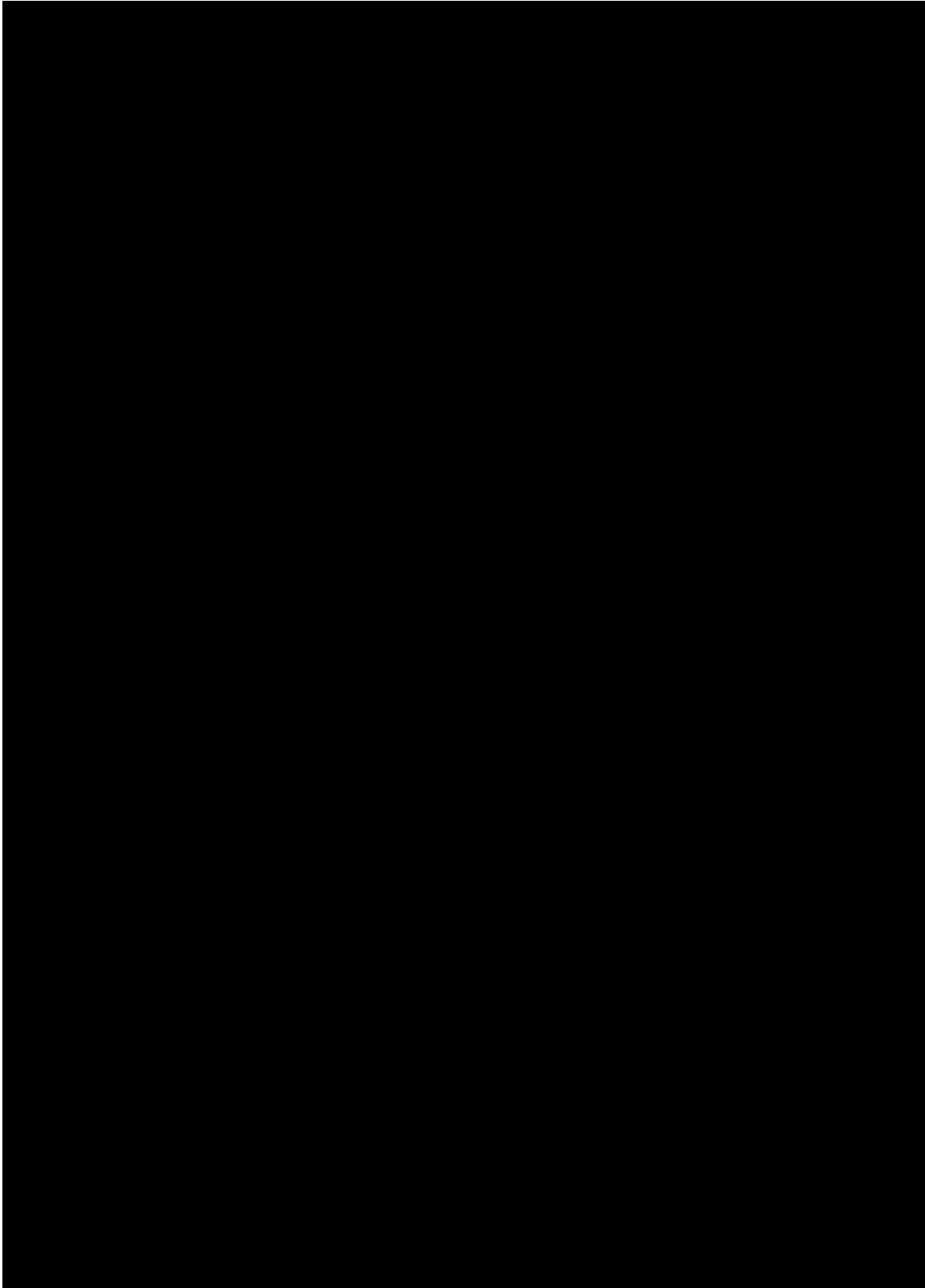
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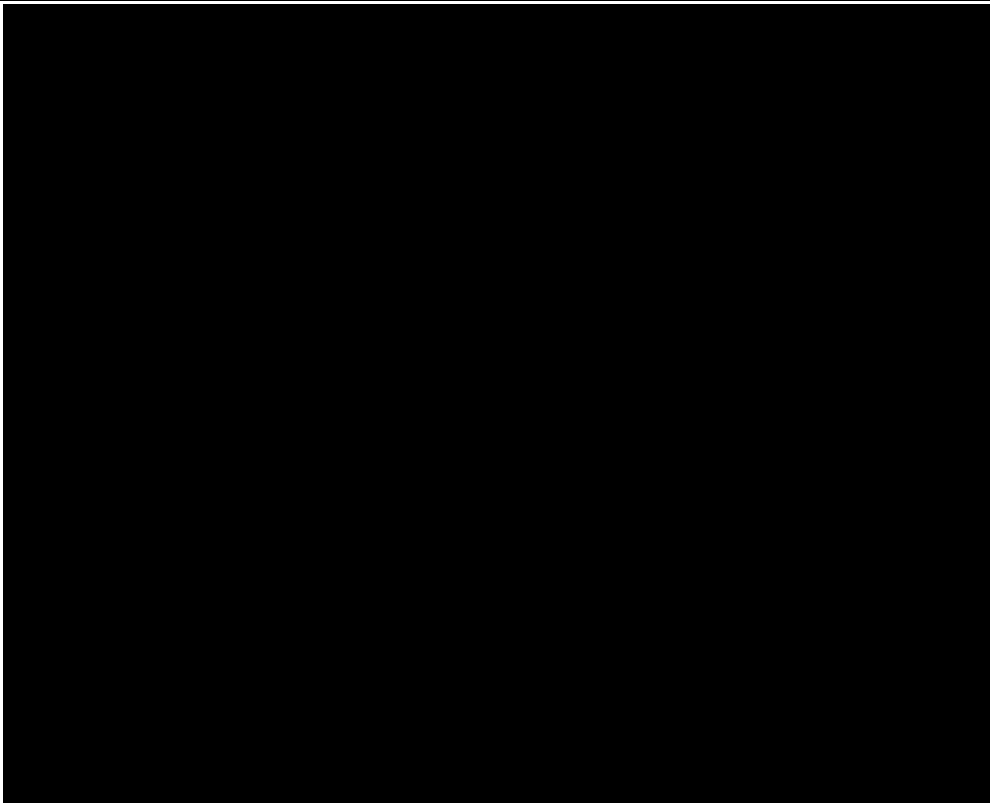
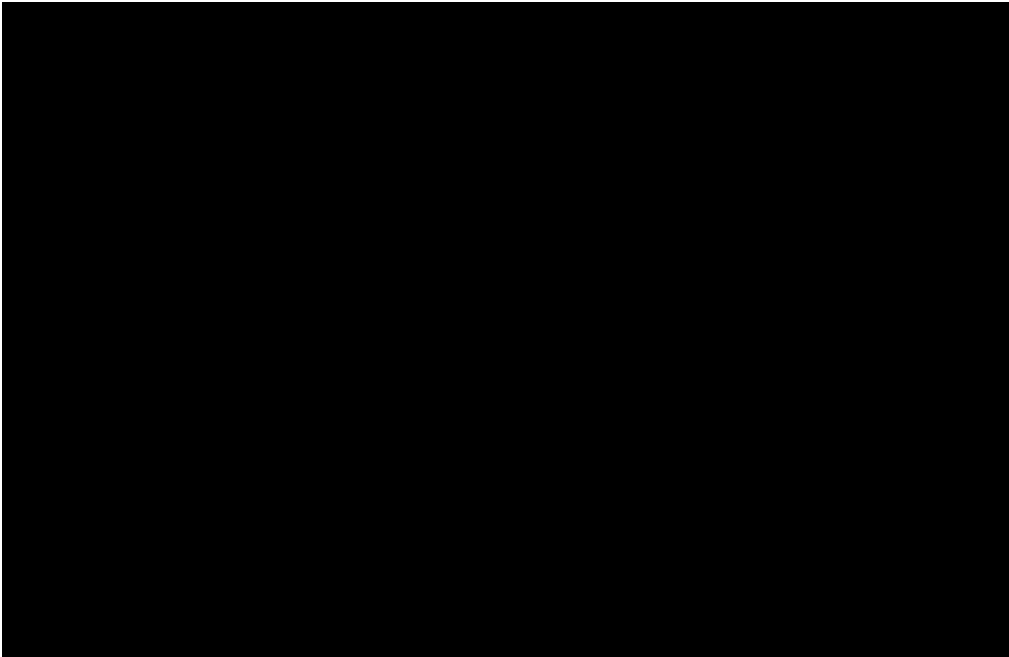


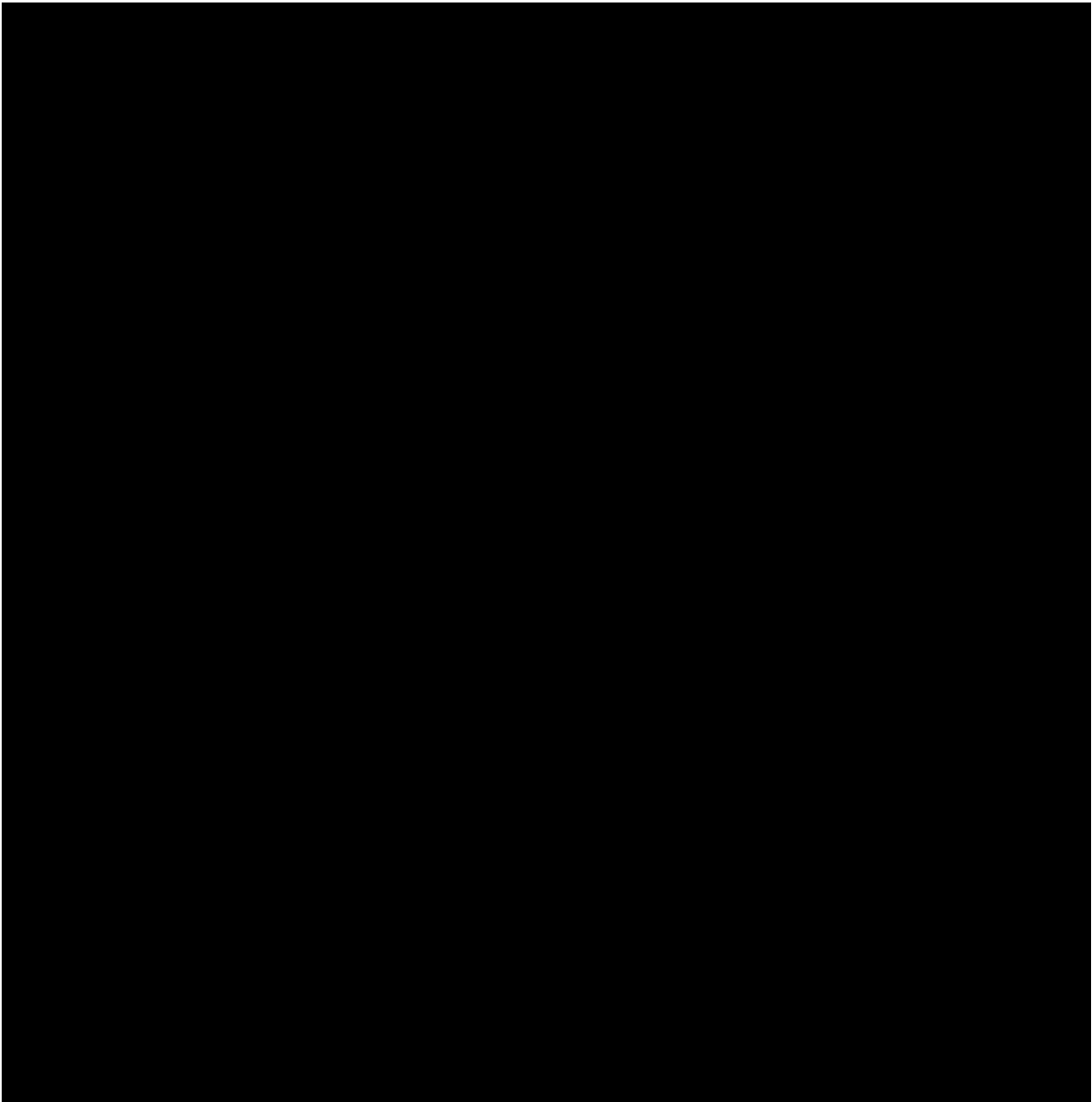




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APPENDIX 22 B

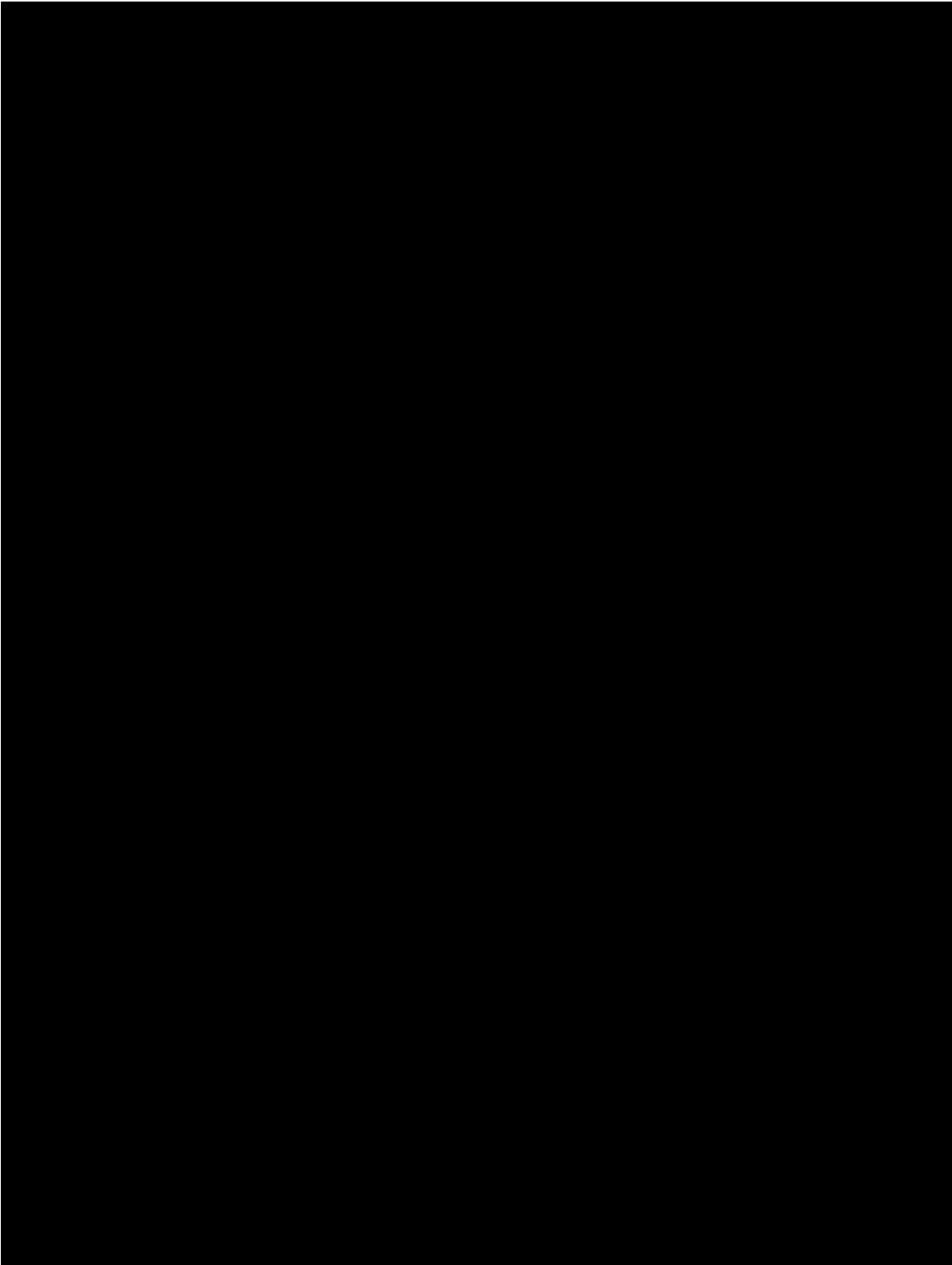
CURRICULUM VITAE OF BOARD MEMBERS



CV NO 1 | STEVEN DUMISANI BALOYI
(CHAIRPERSON)

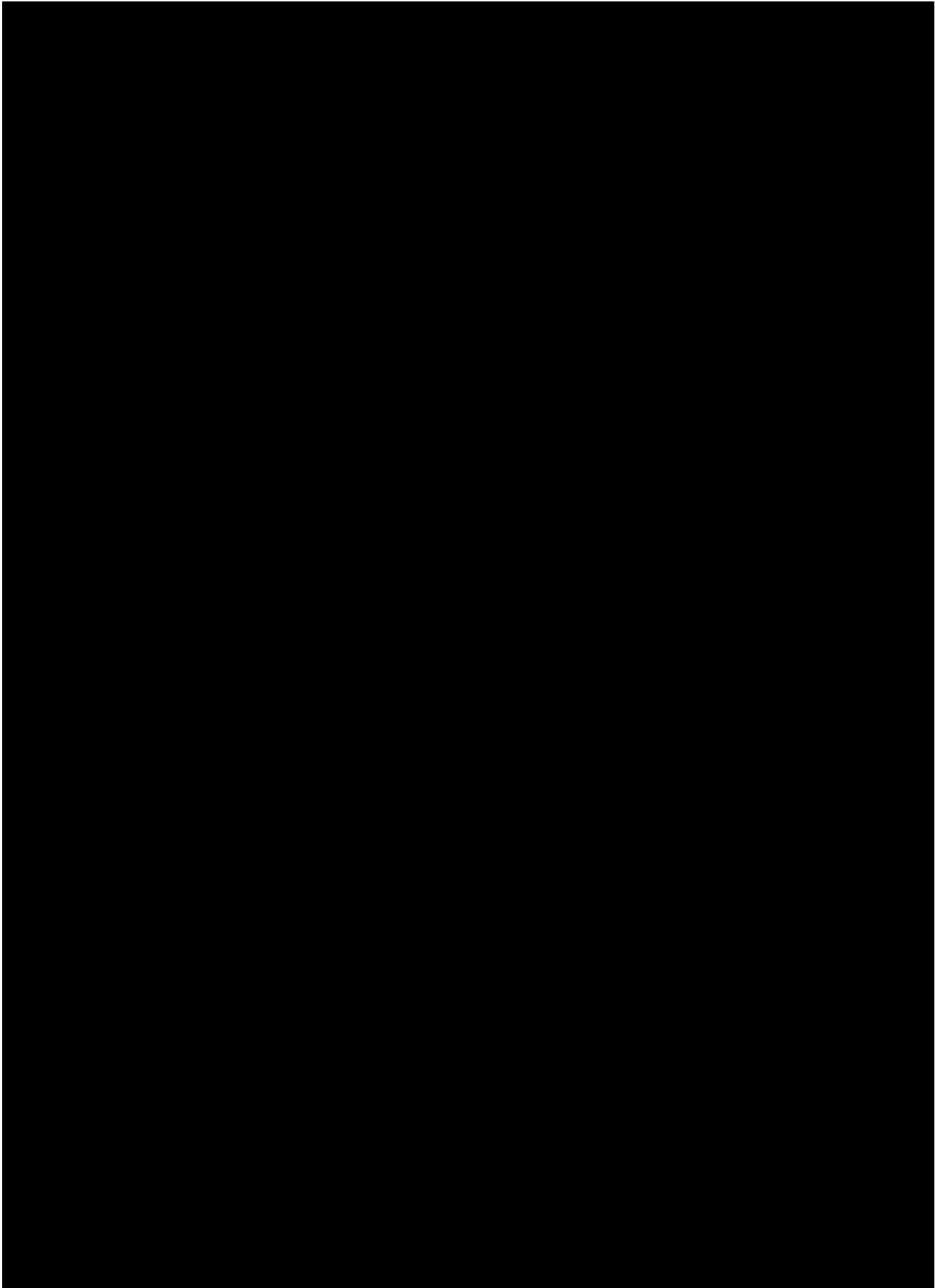


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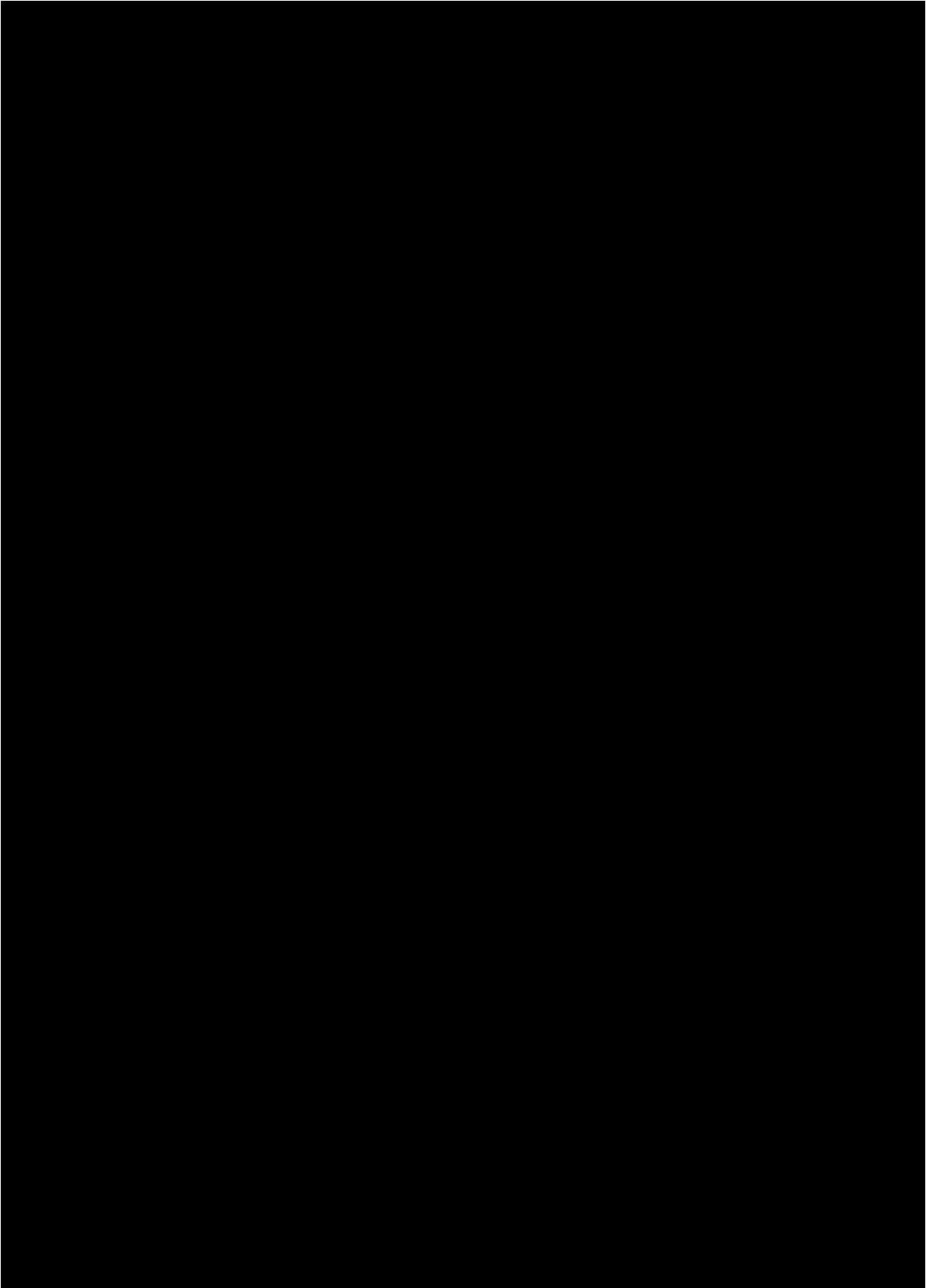


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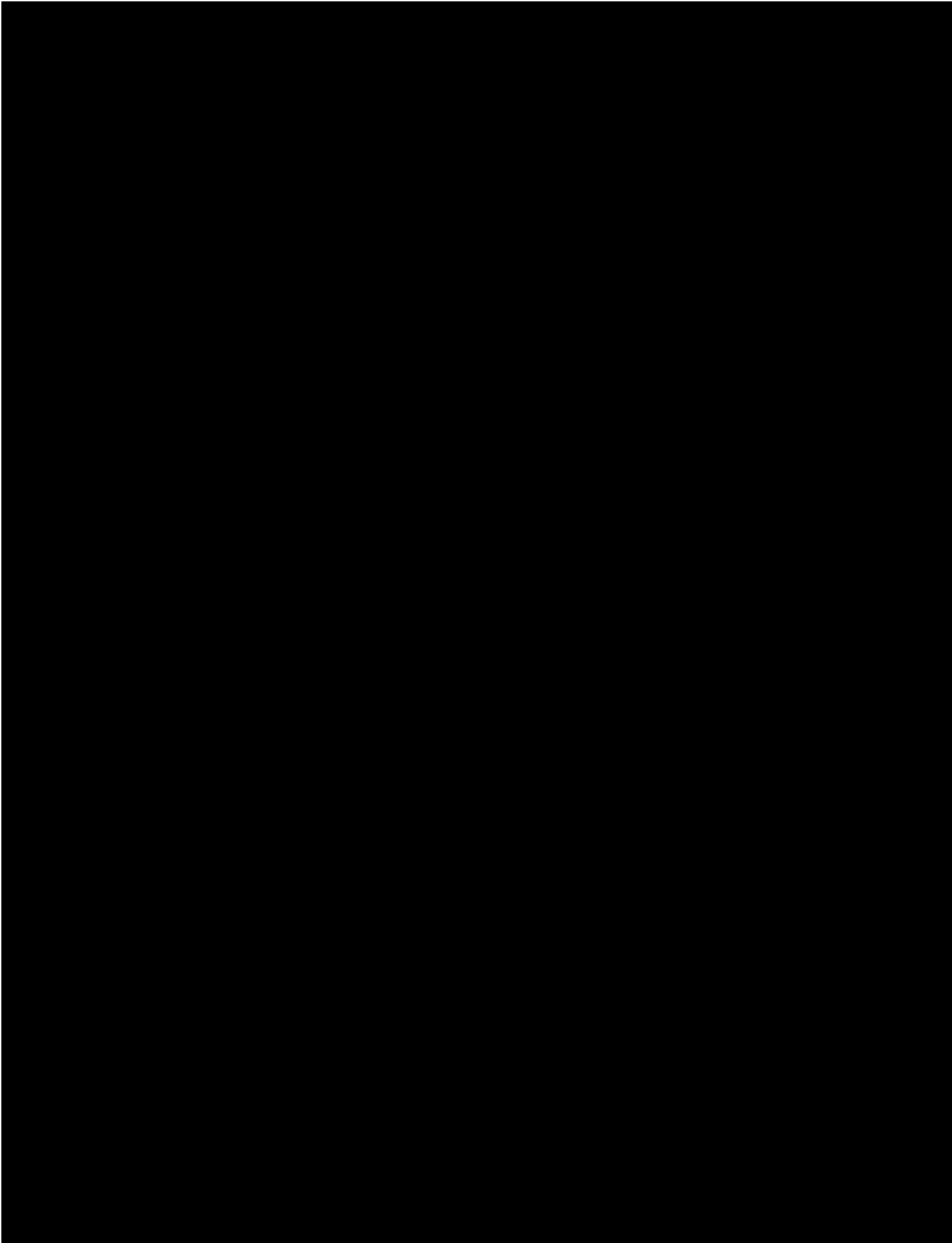


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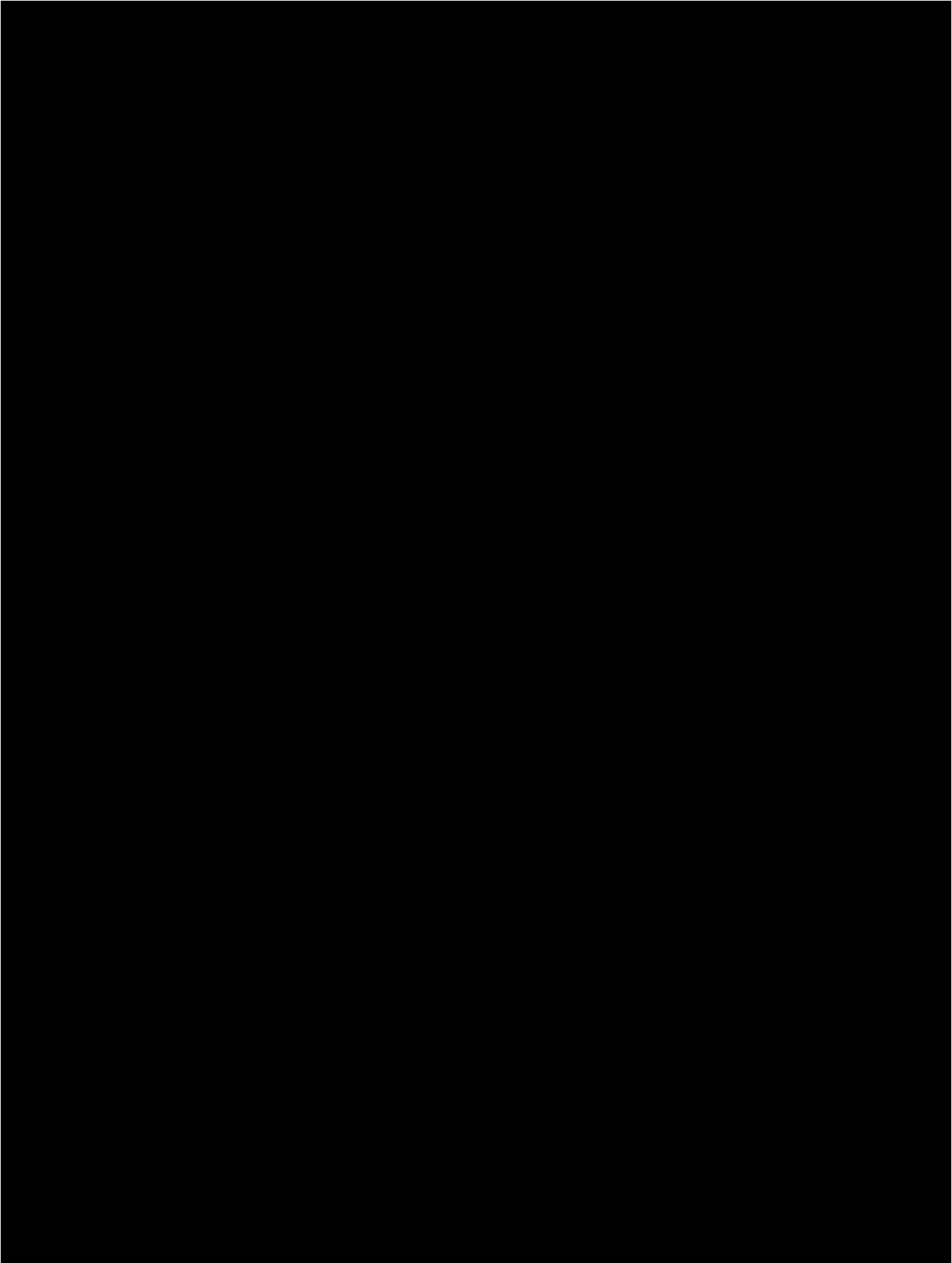


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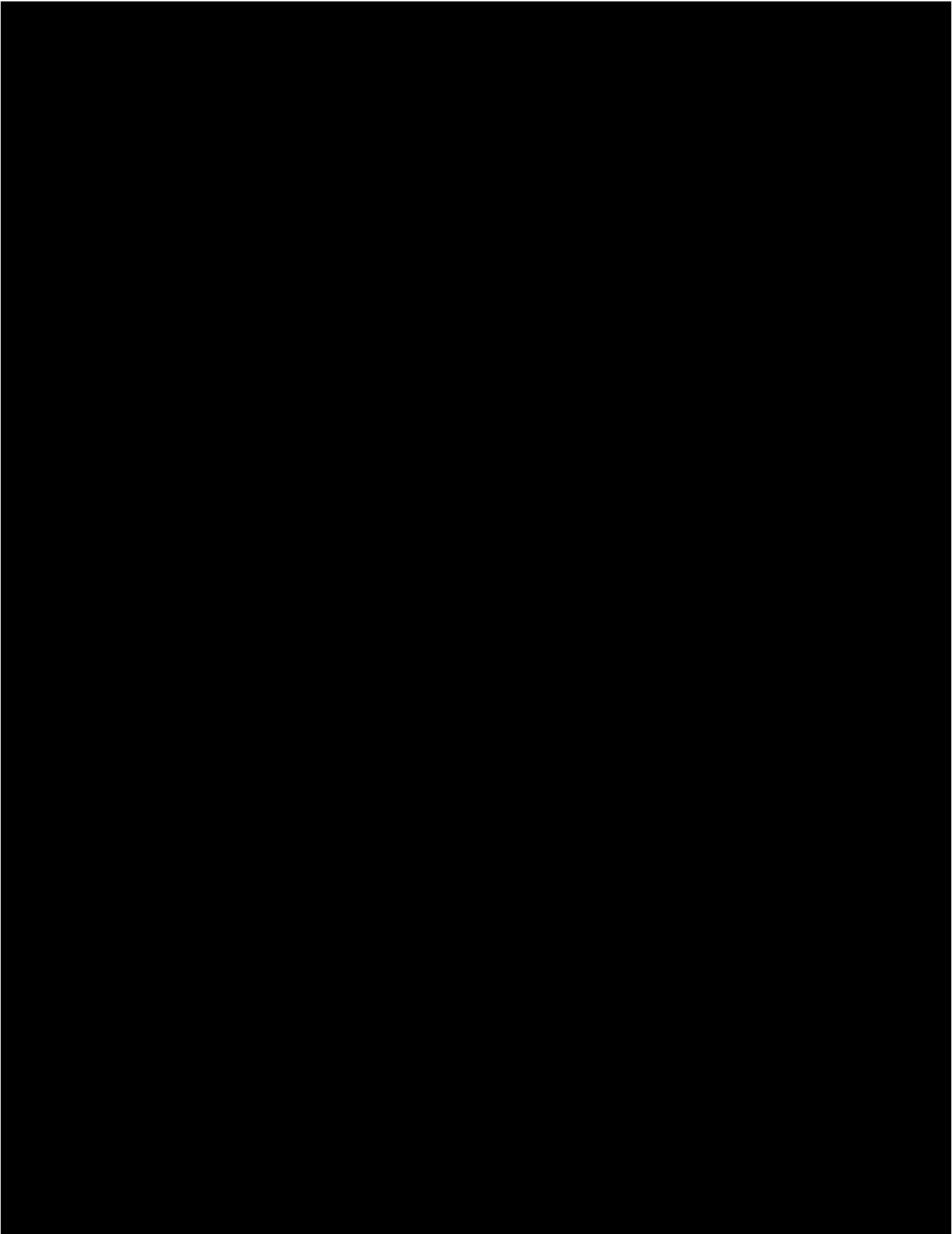
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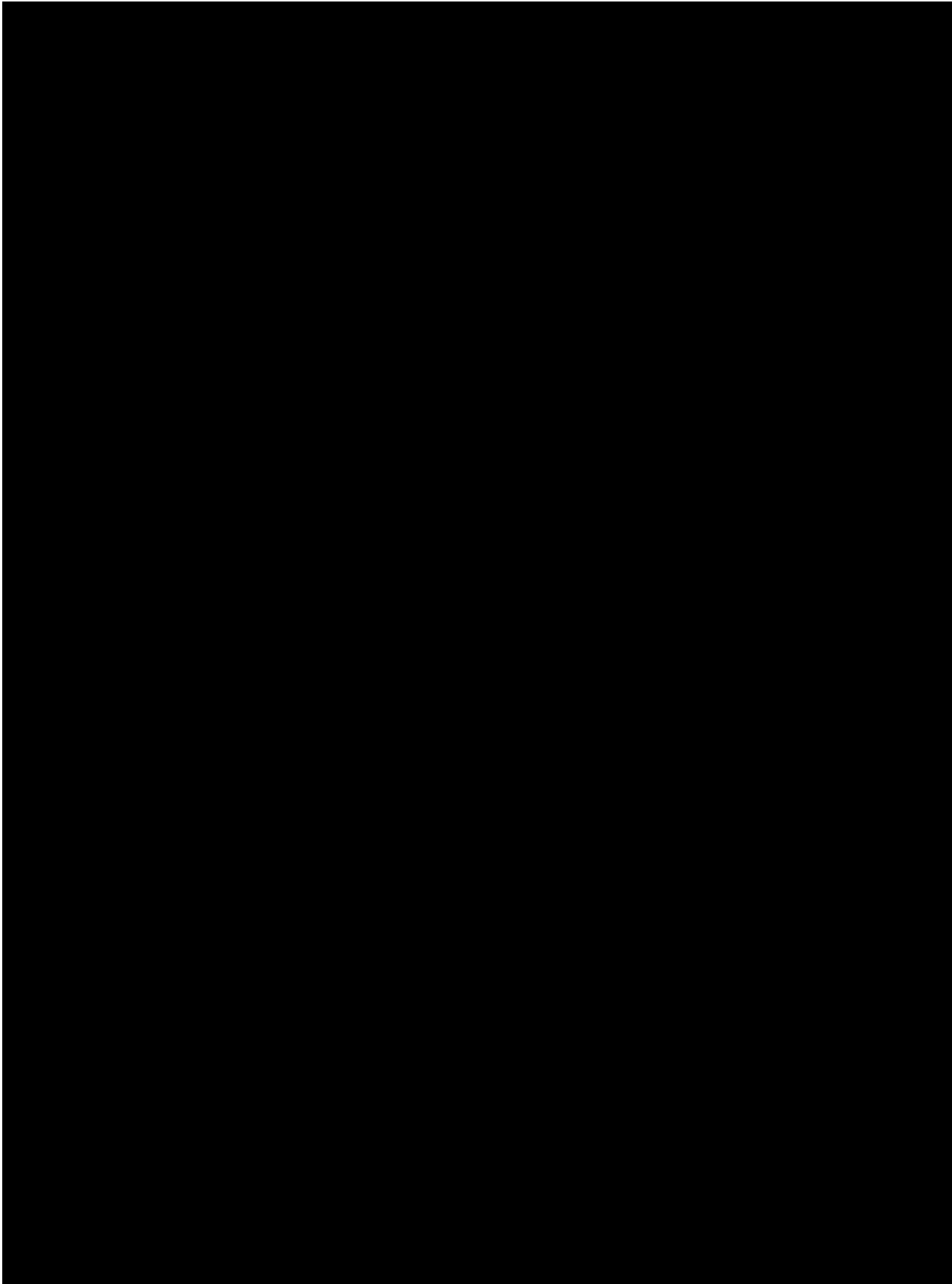
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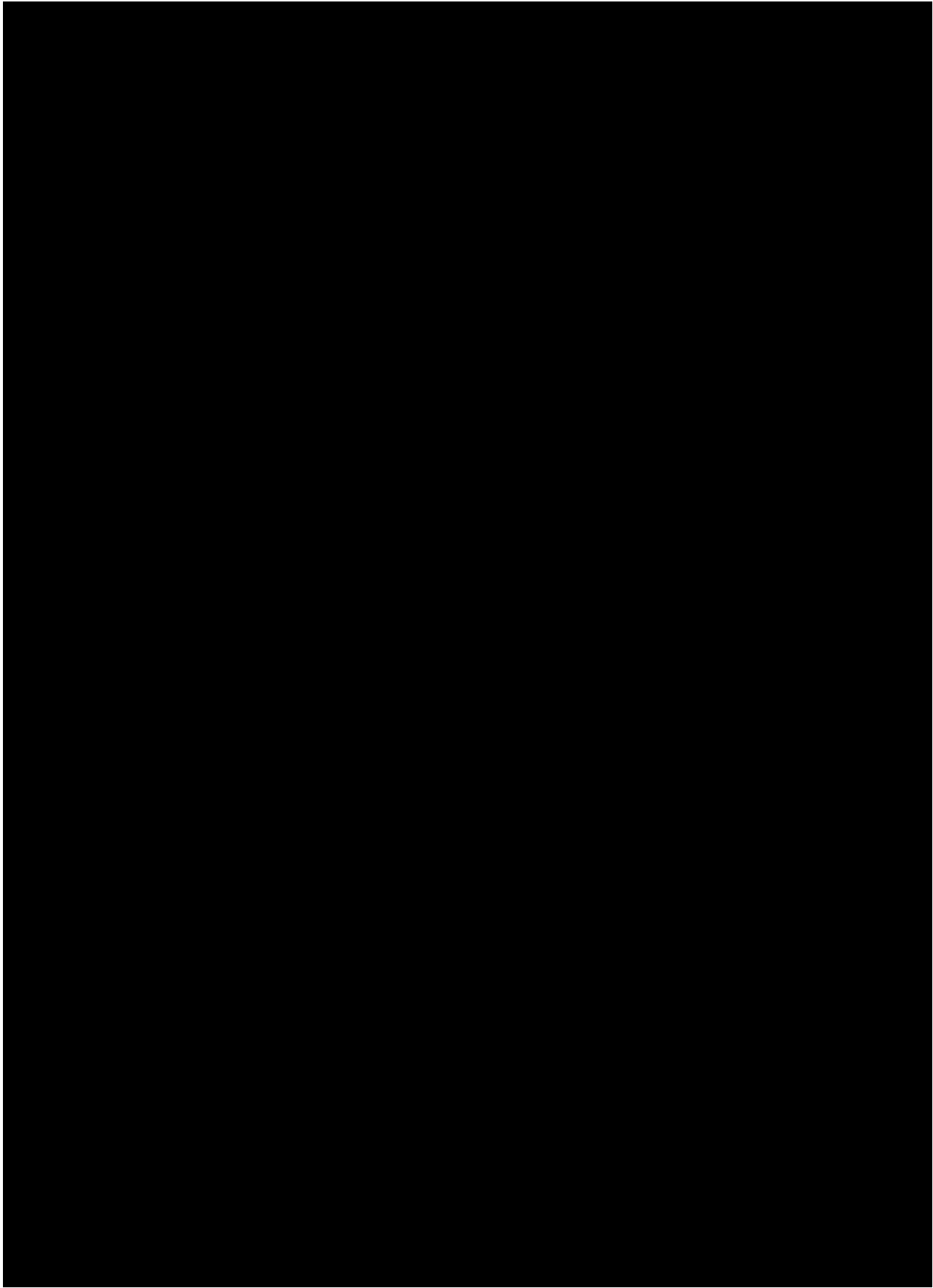


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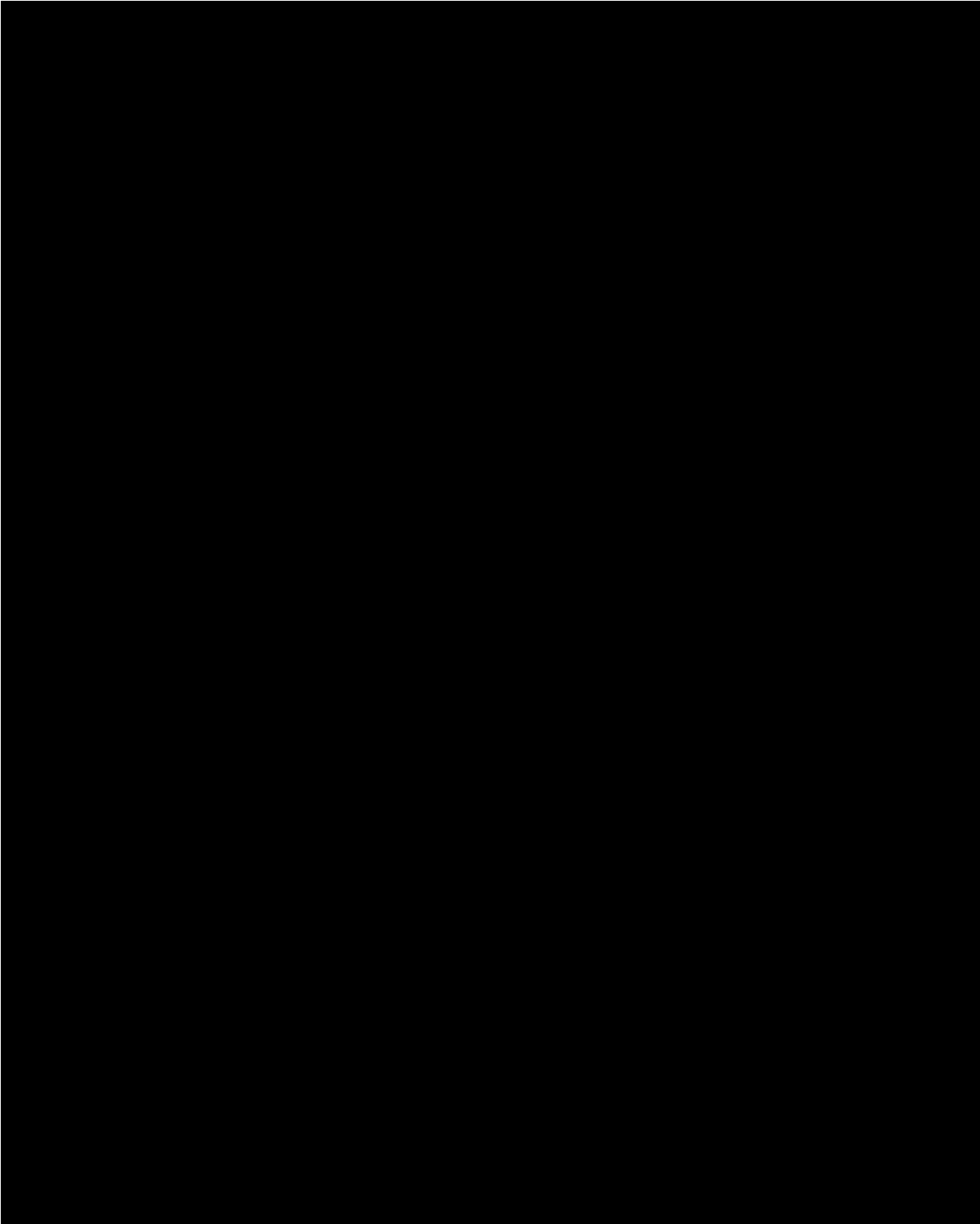


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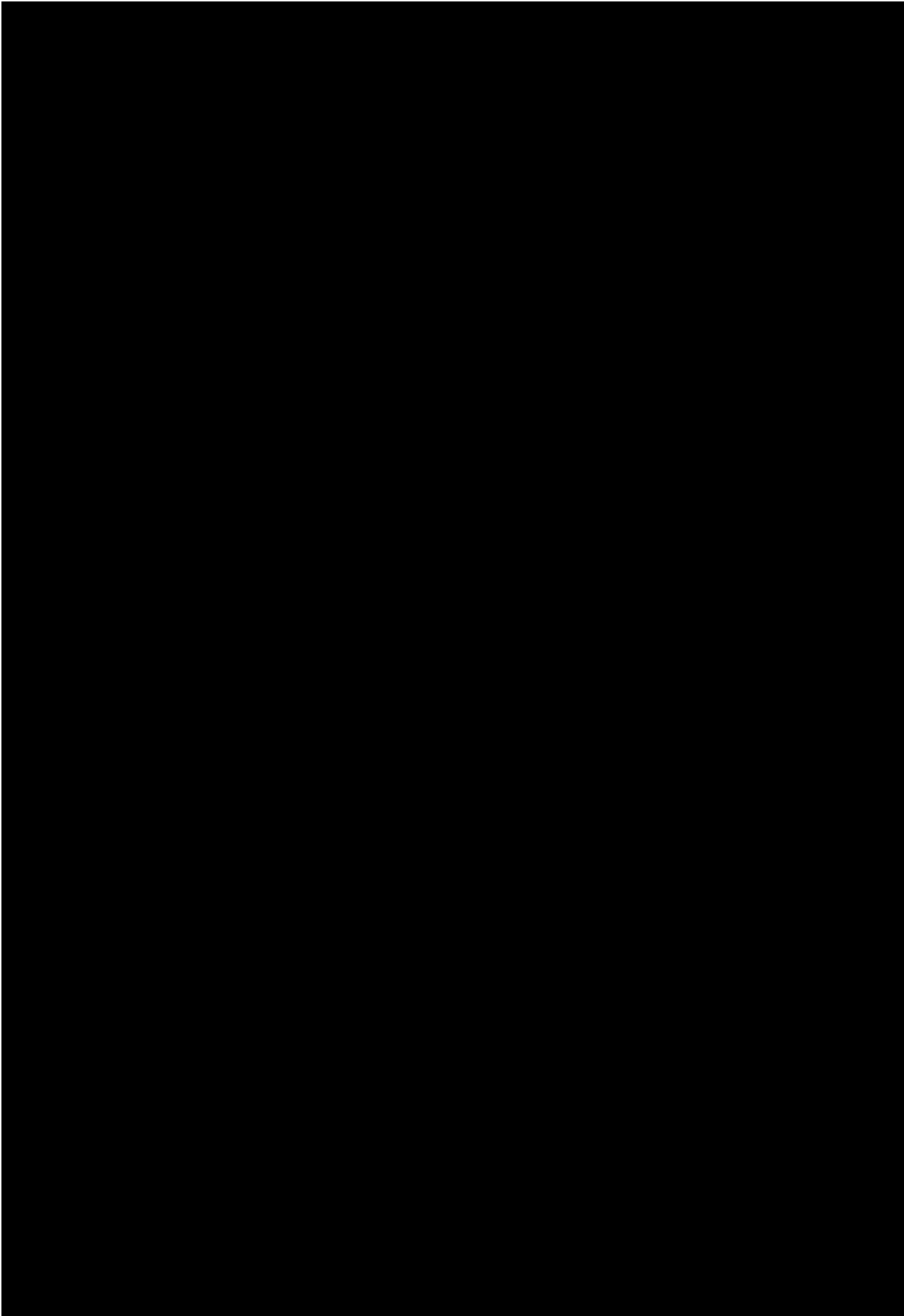
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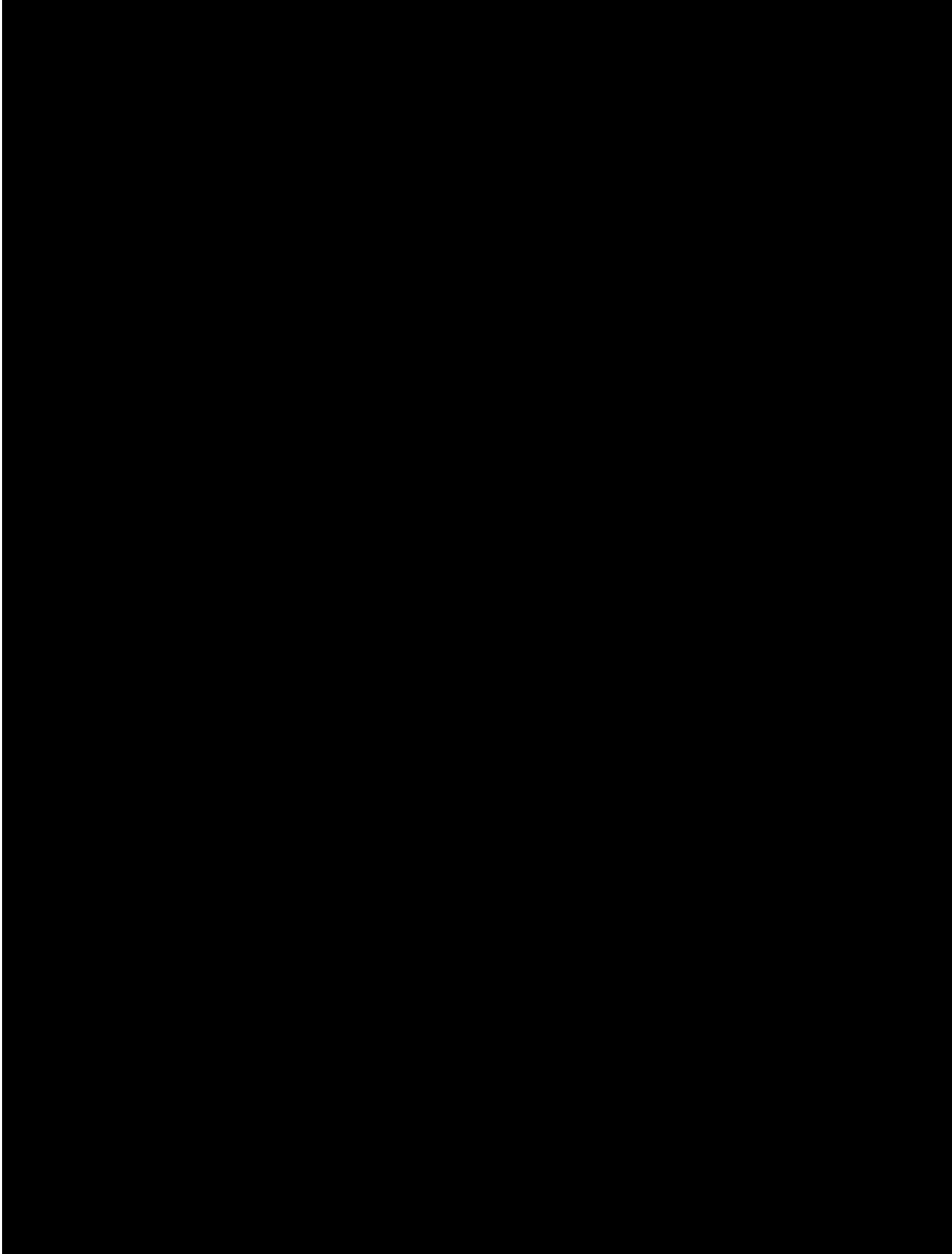
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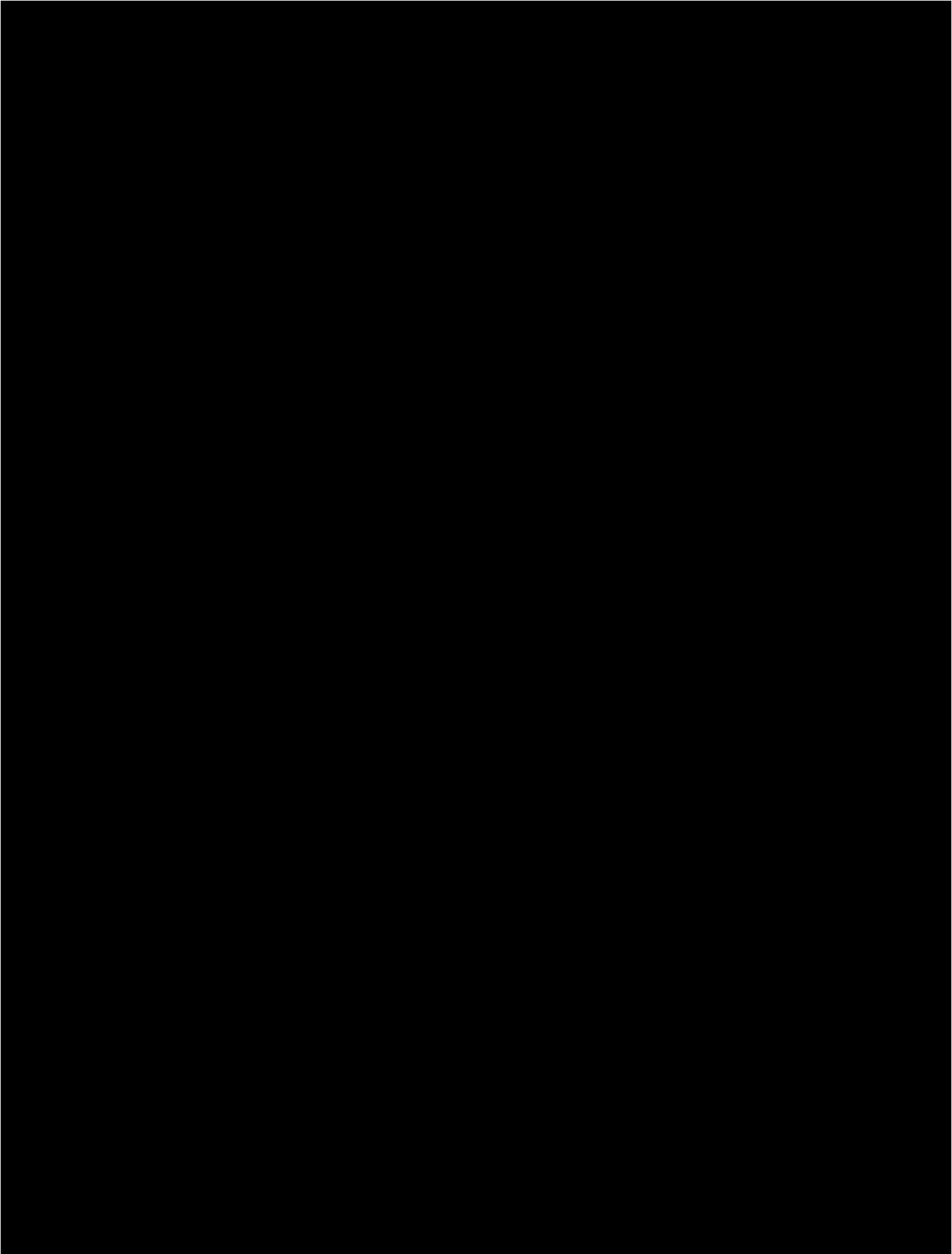
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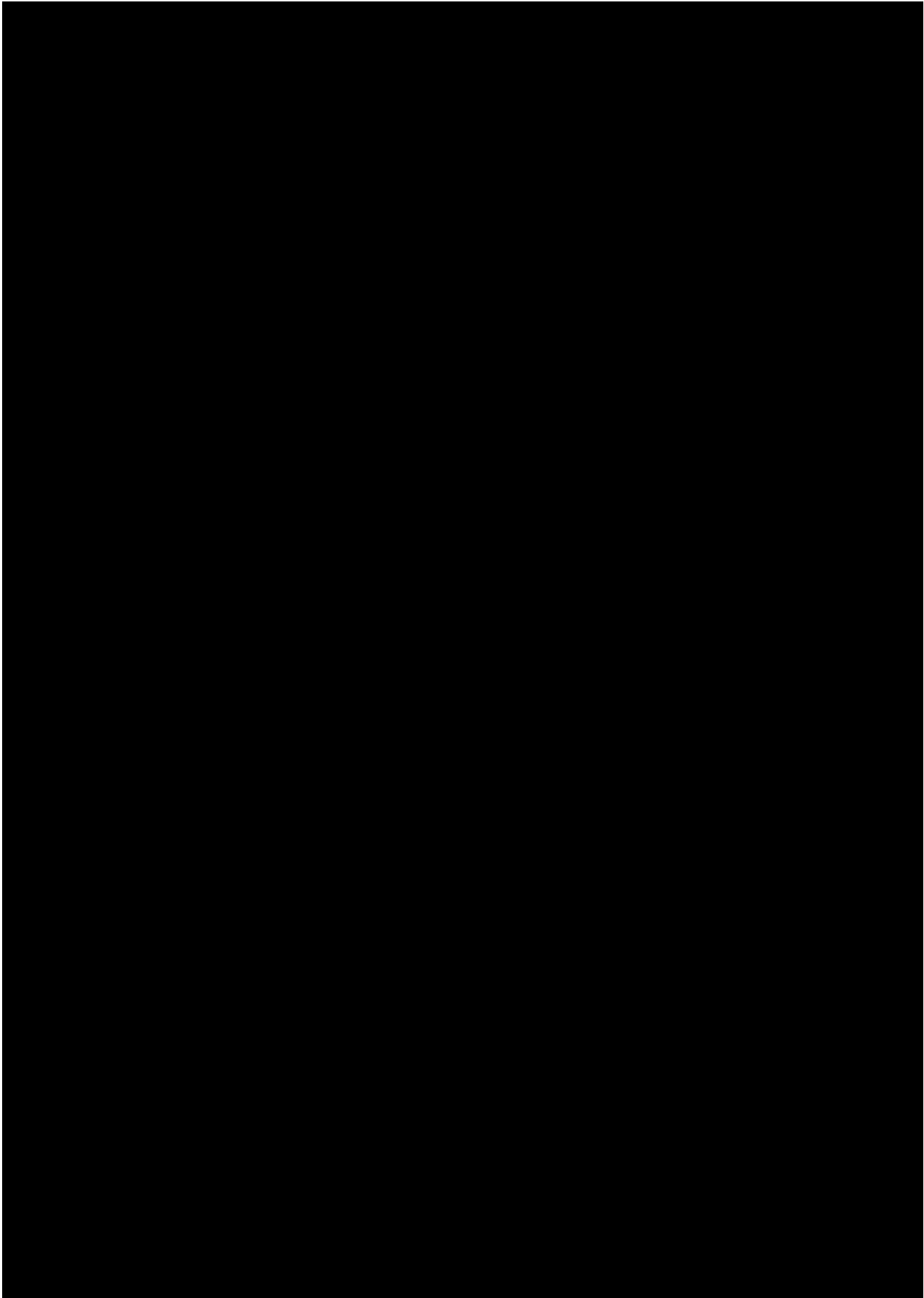
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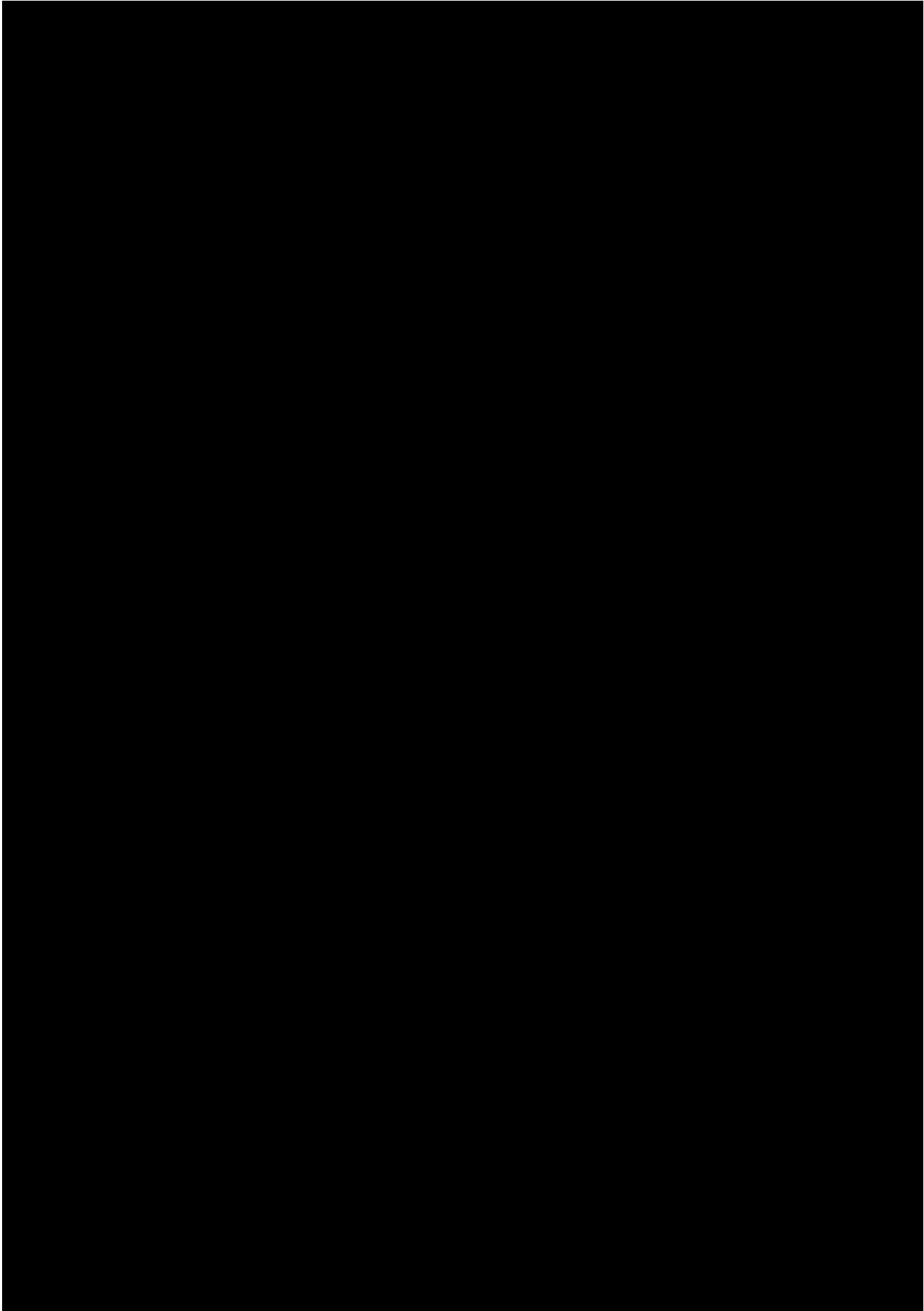


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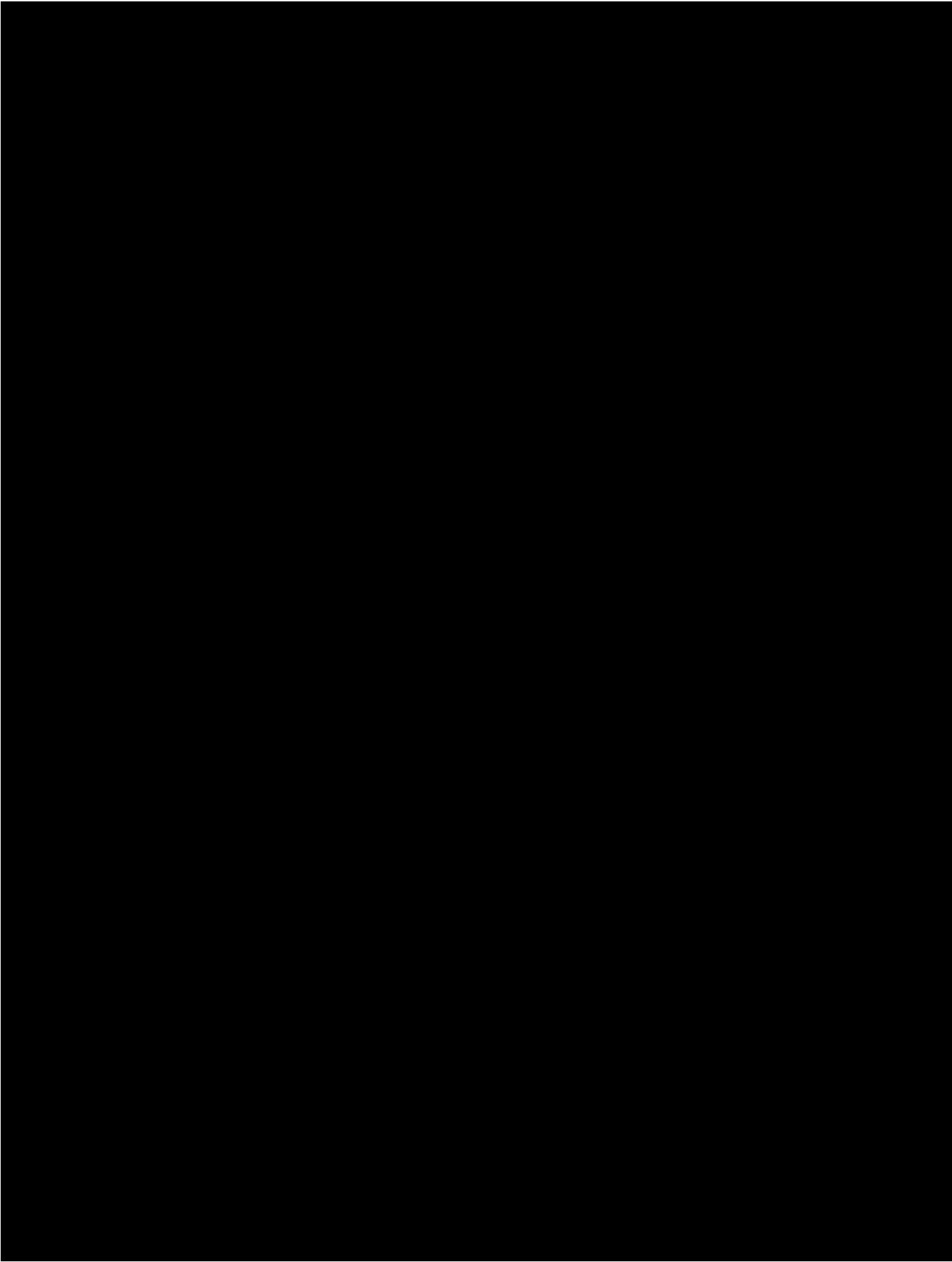


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CV NO 2 | PINKY MASHELE
(SECRETARY)

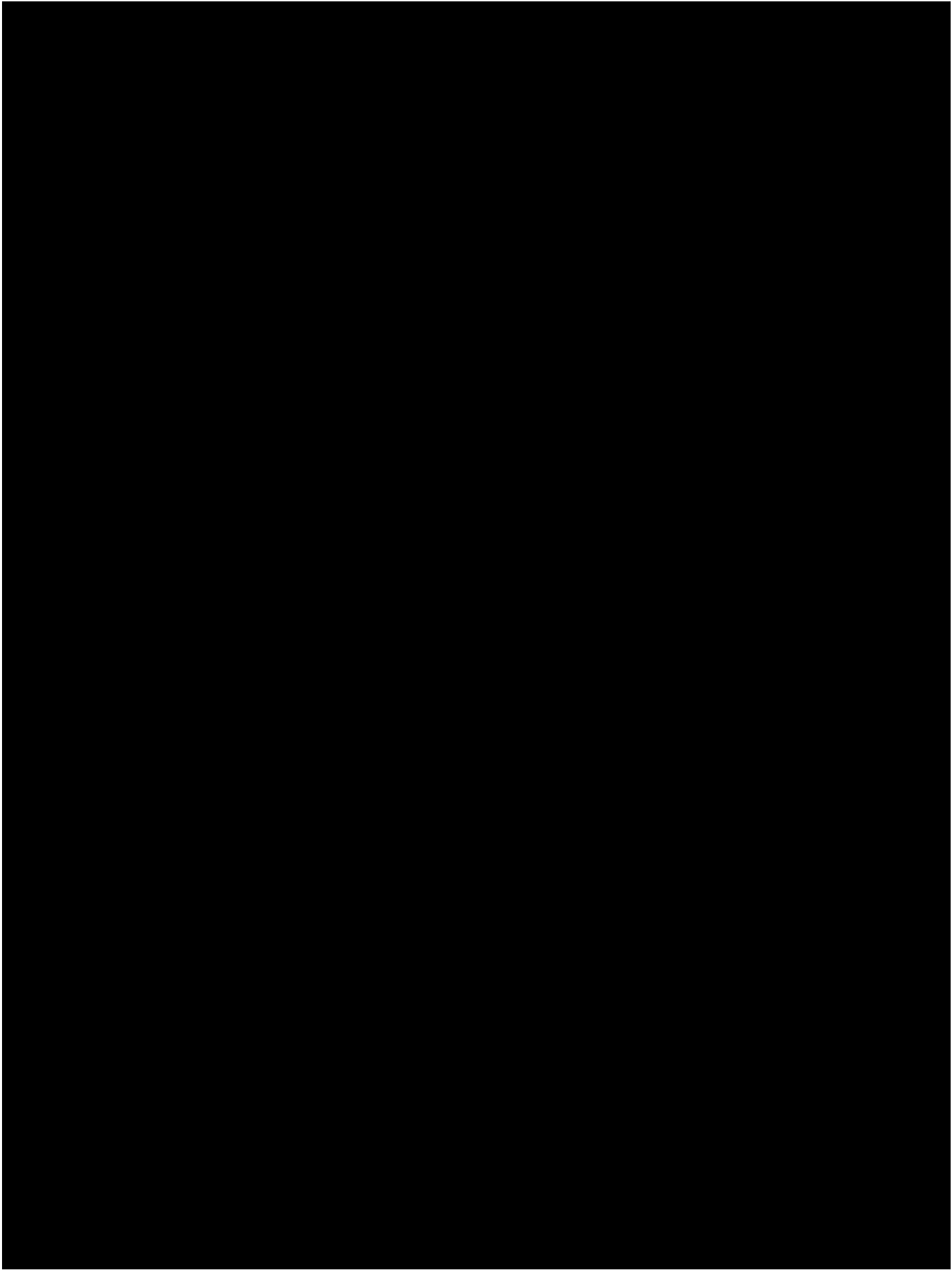


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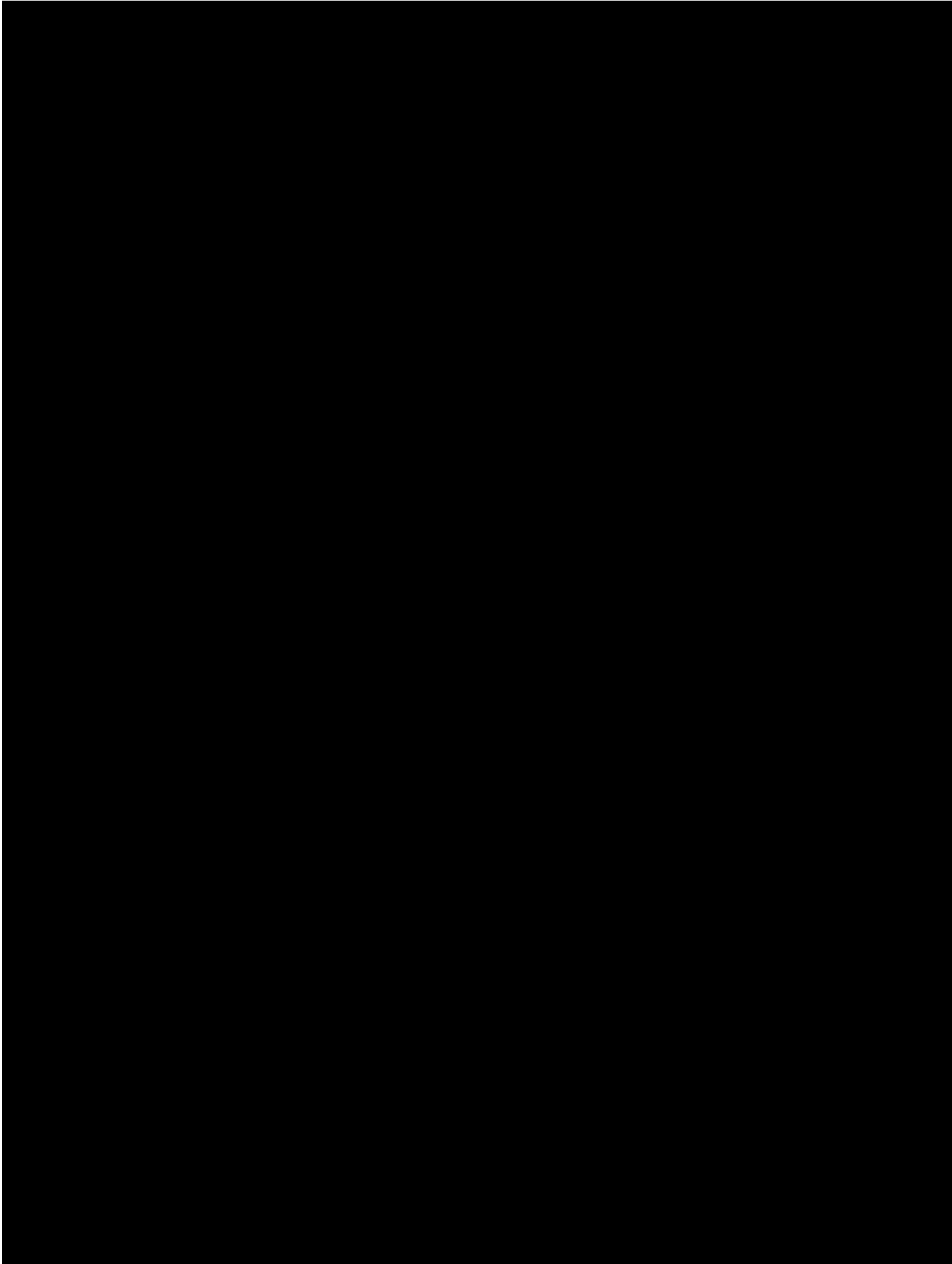


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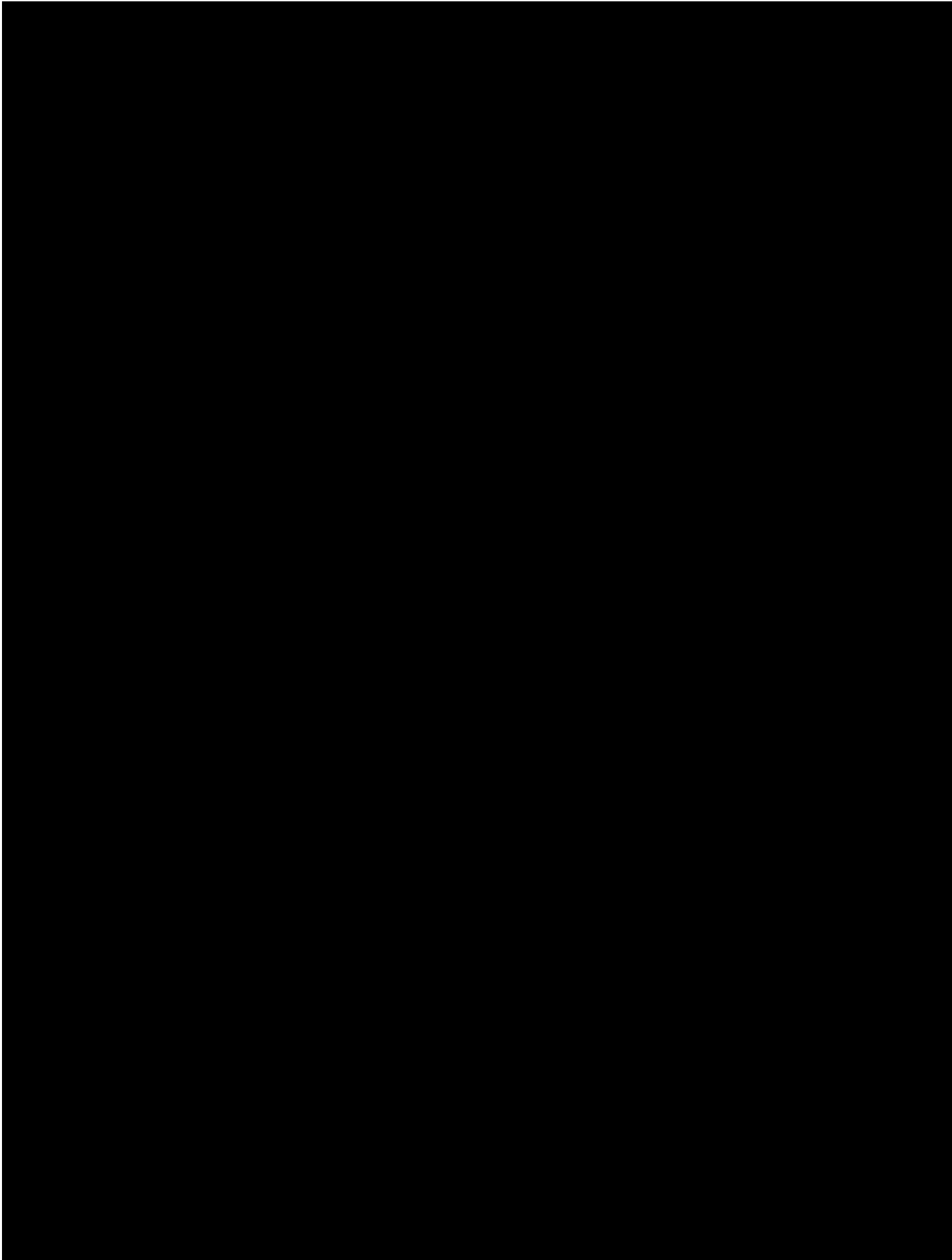


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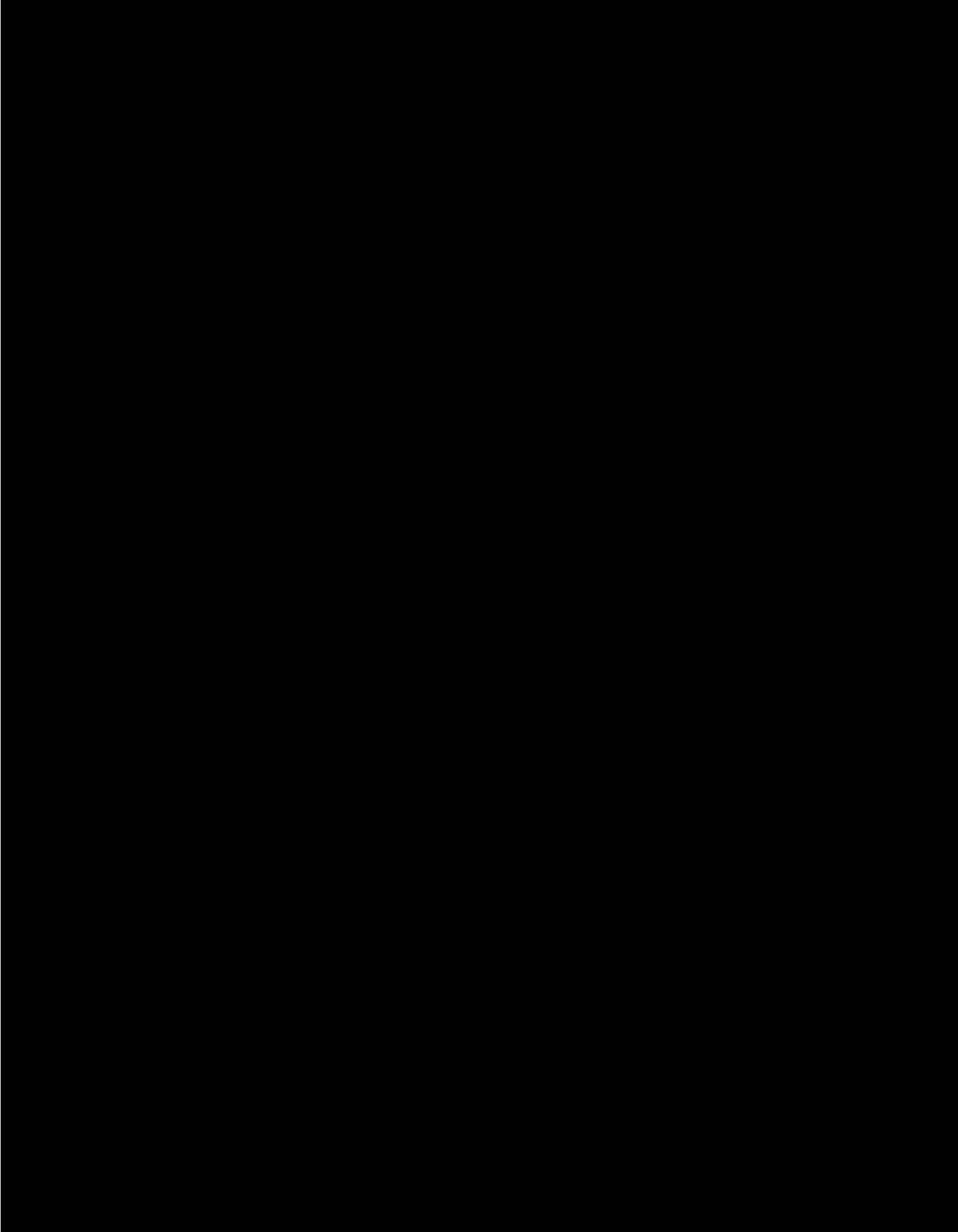


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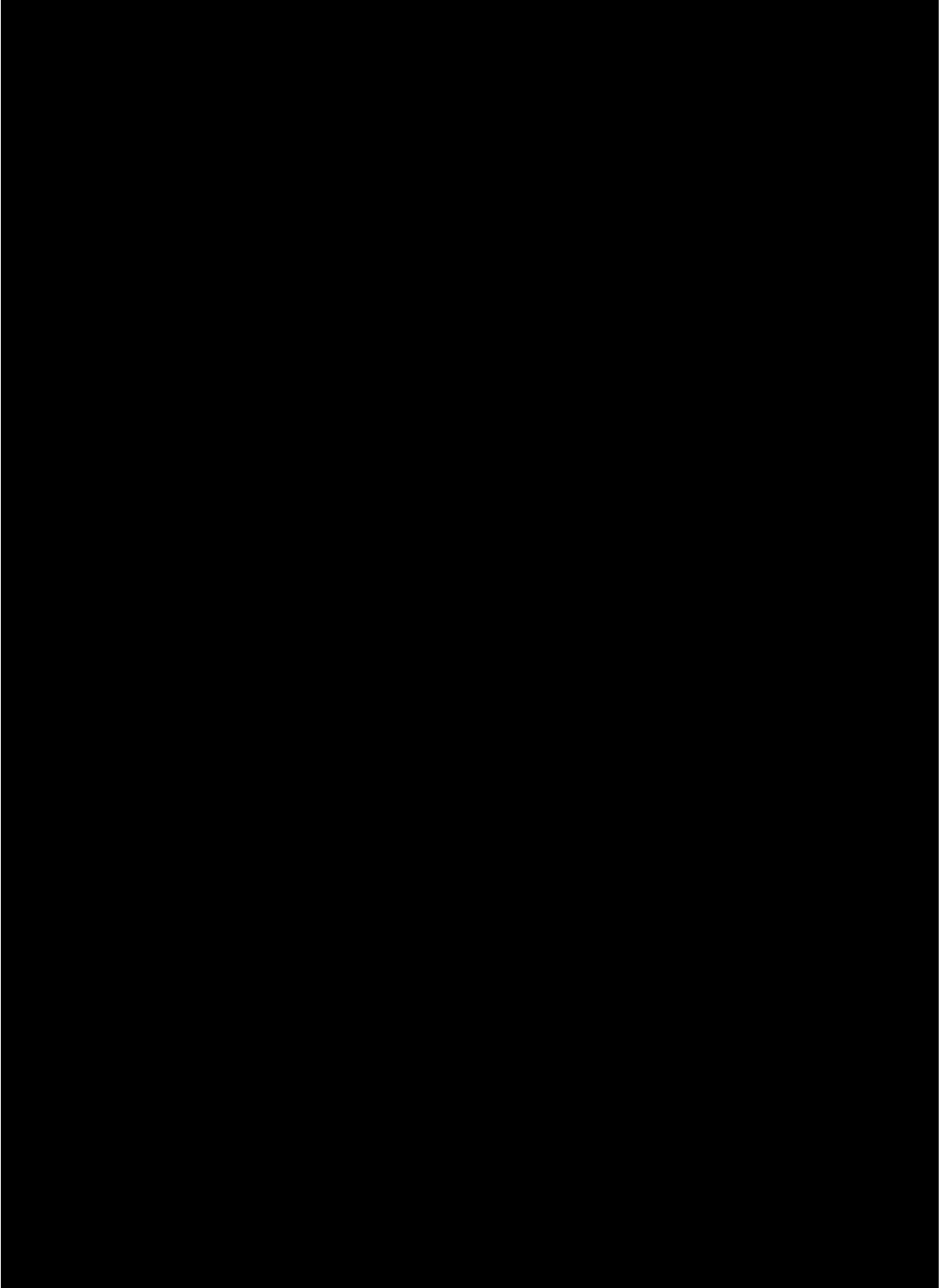
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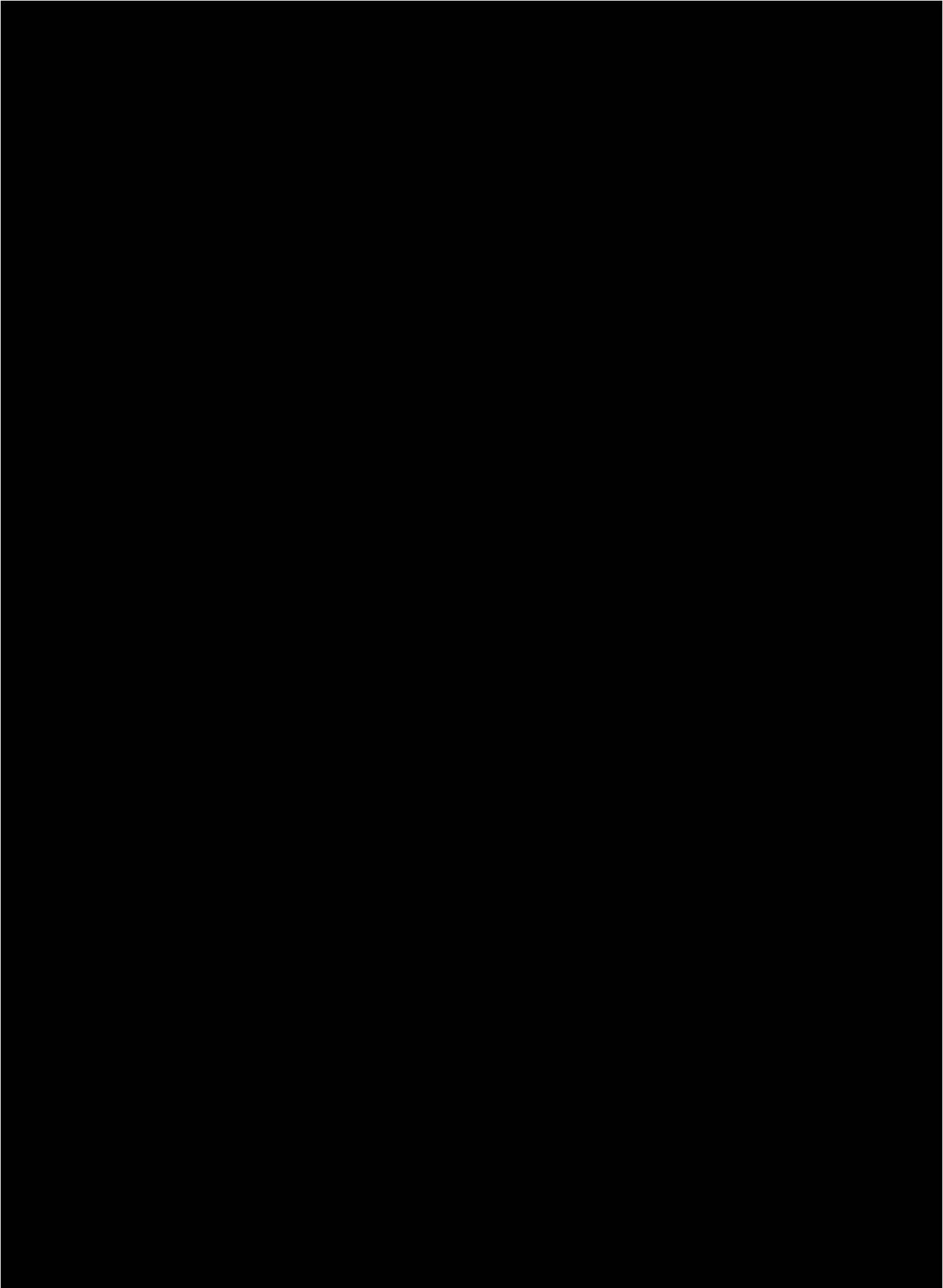
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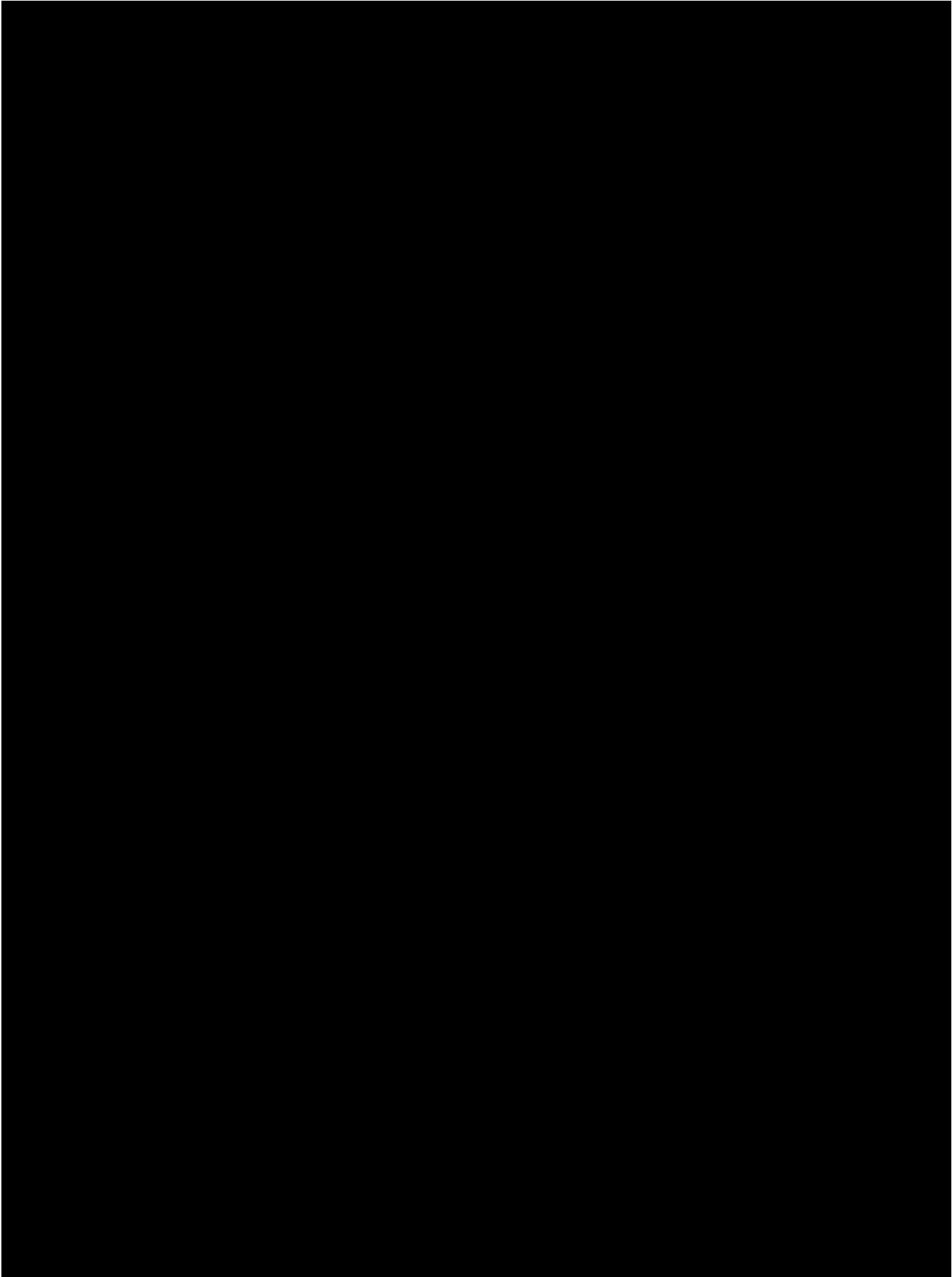


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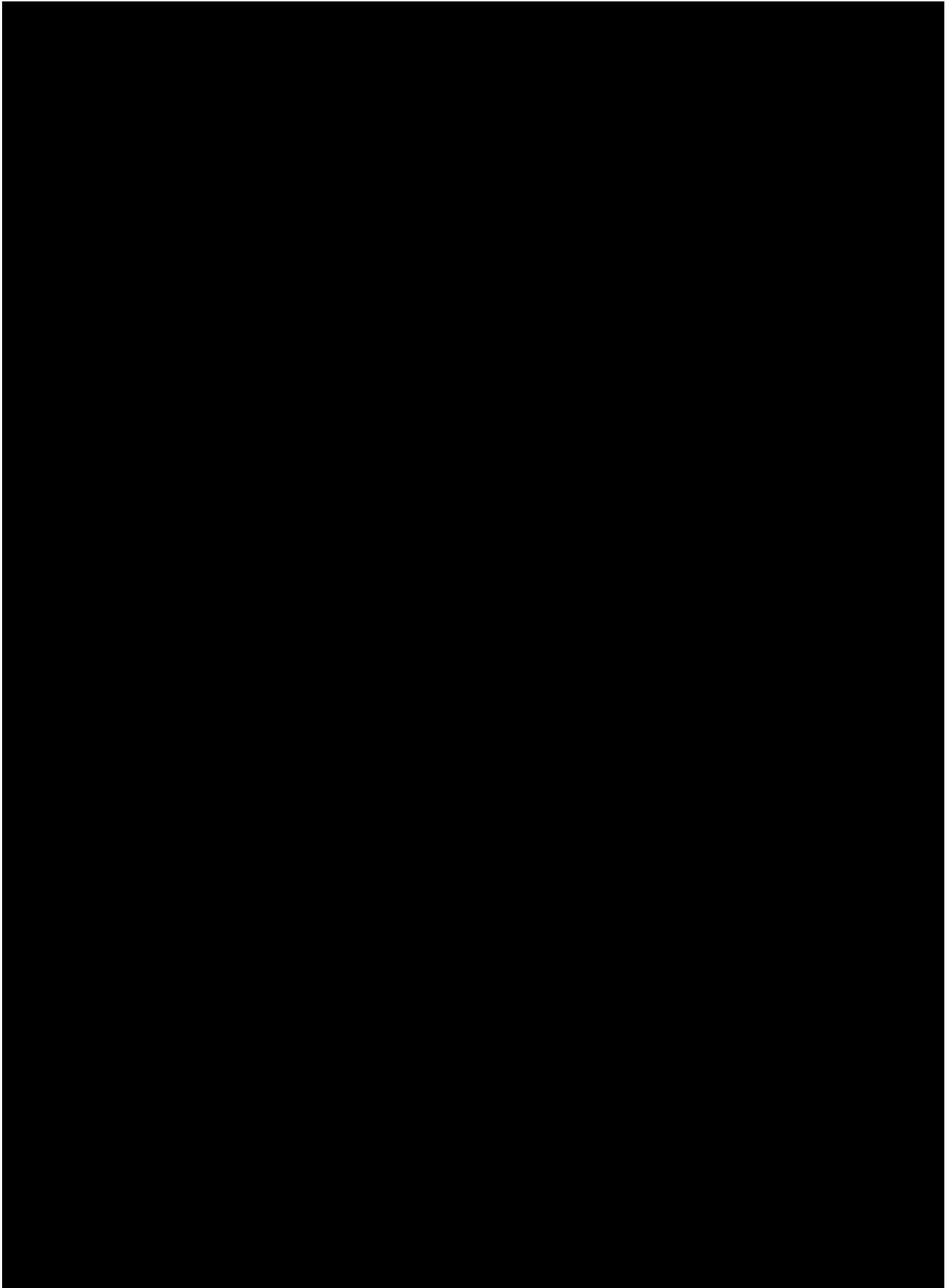


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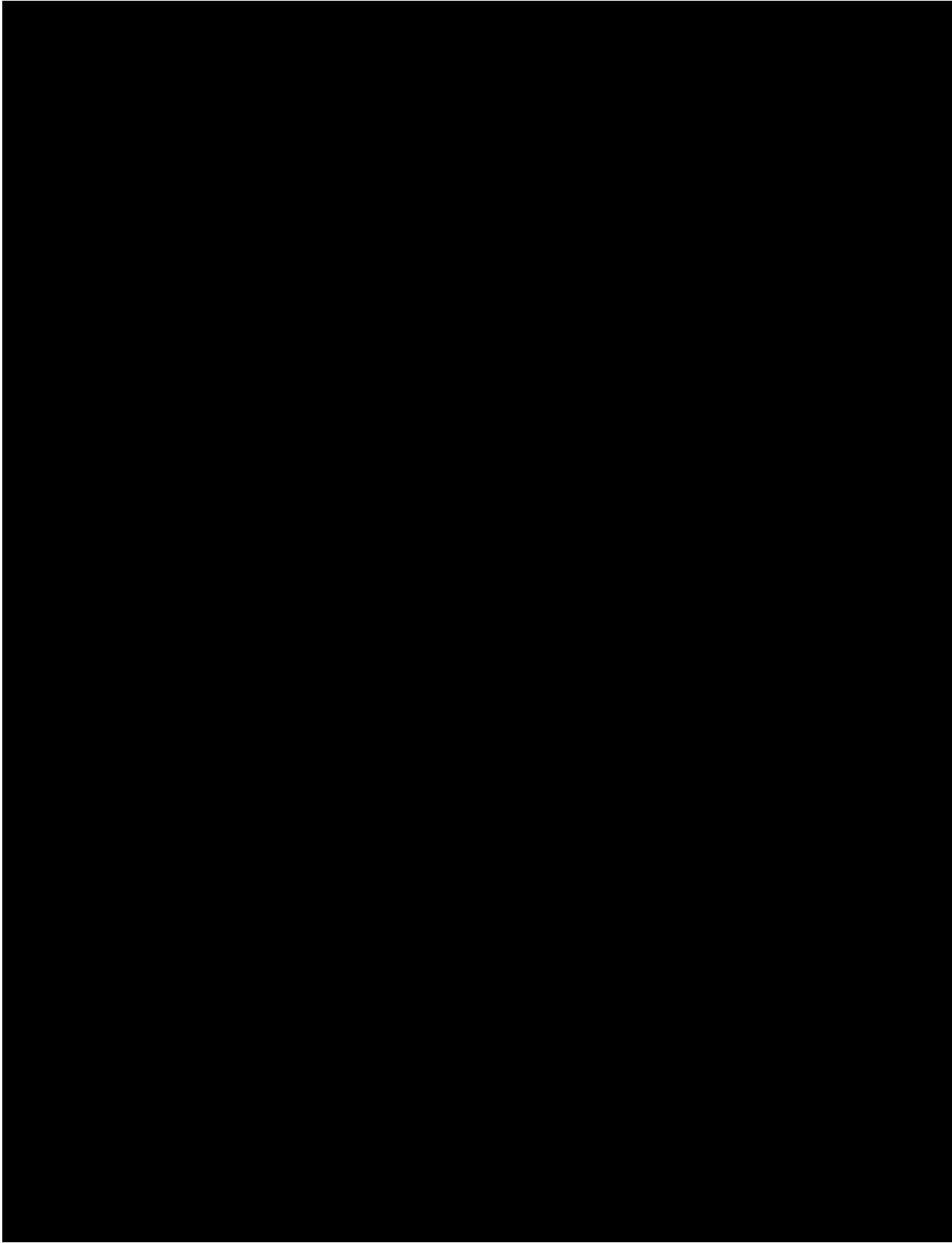


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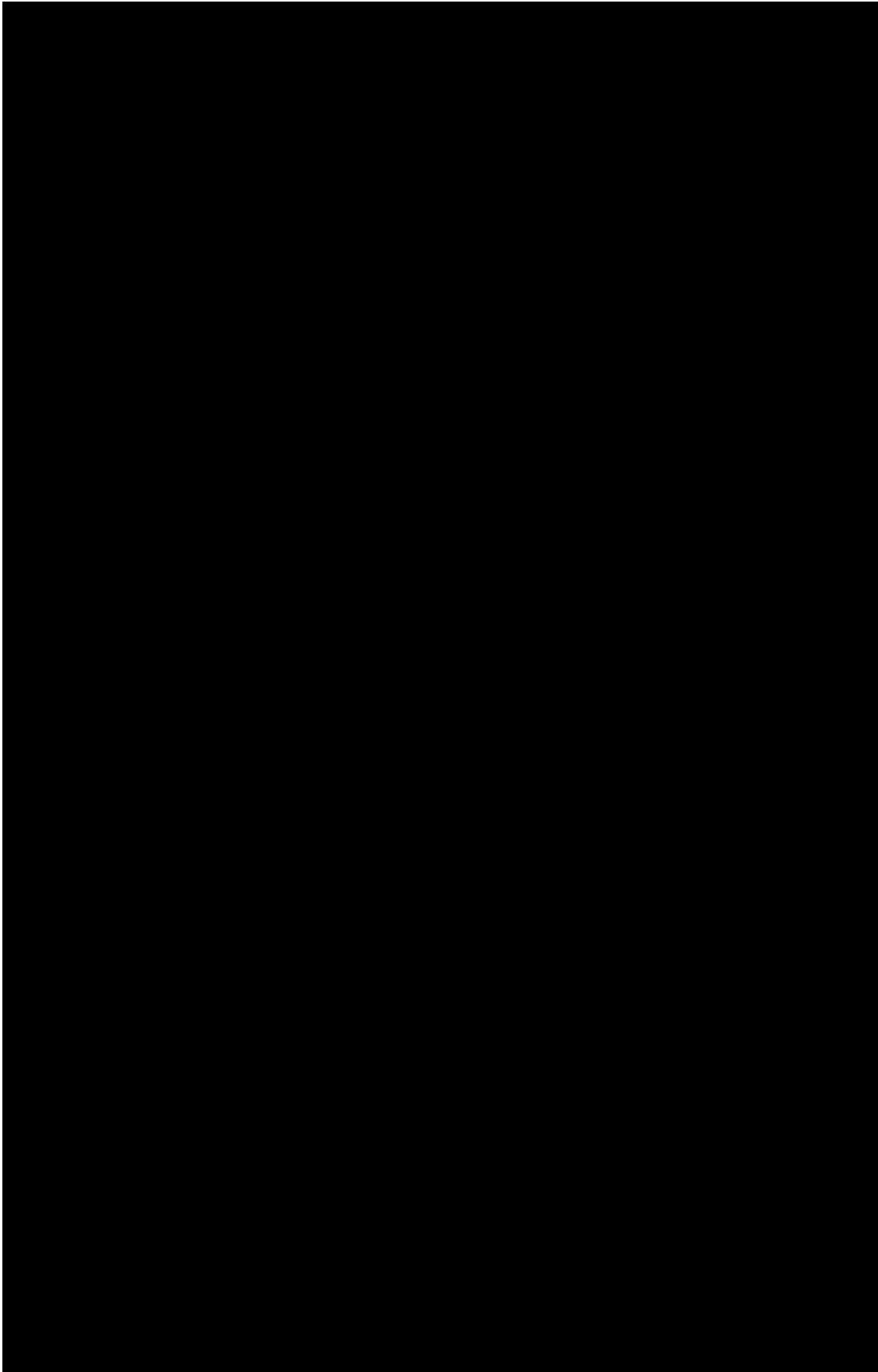
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CV NO 3 | LIVHUWANI NANVY MASONDO
(TREASURER)

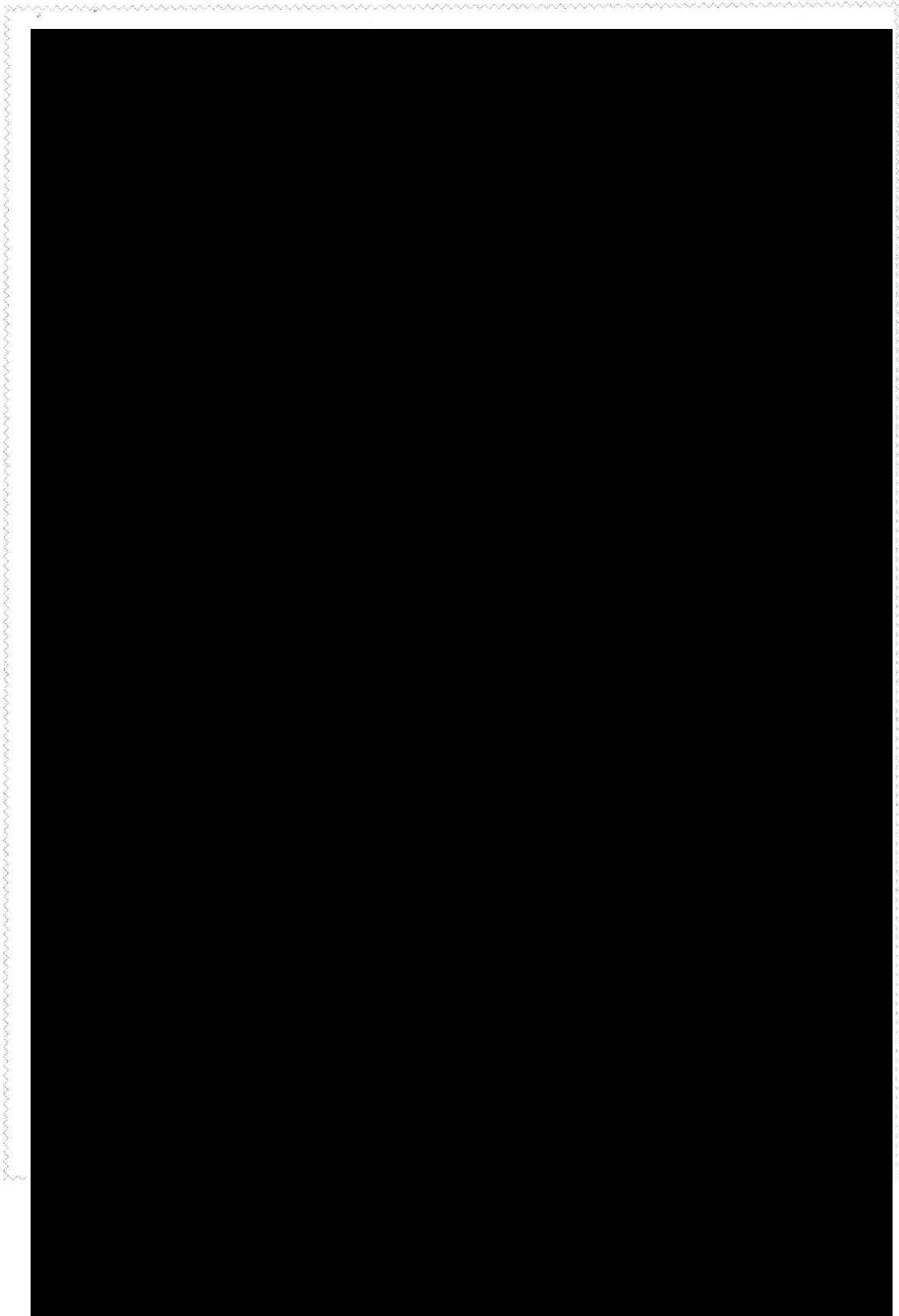


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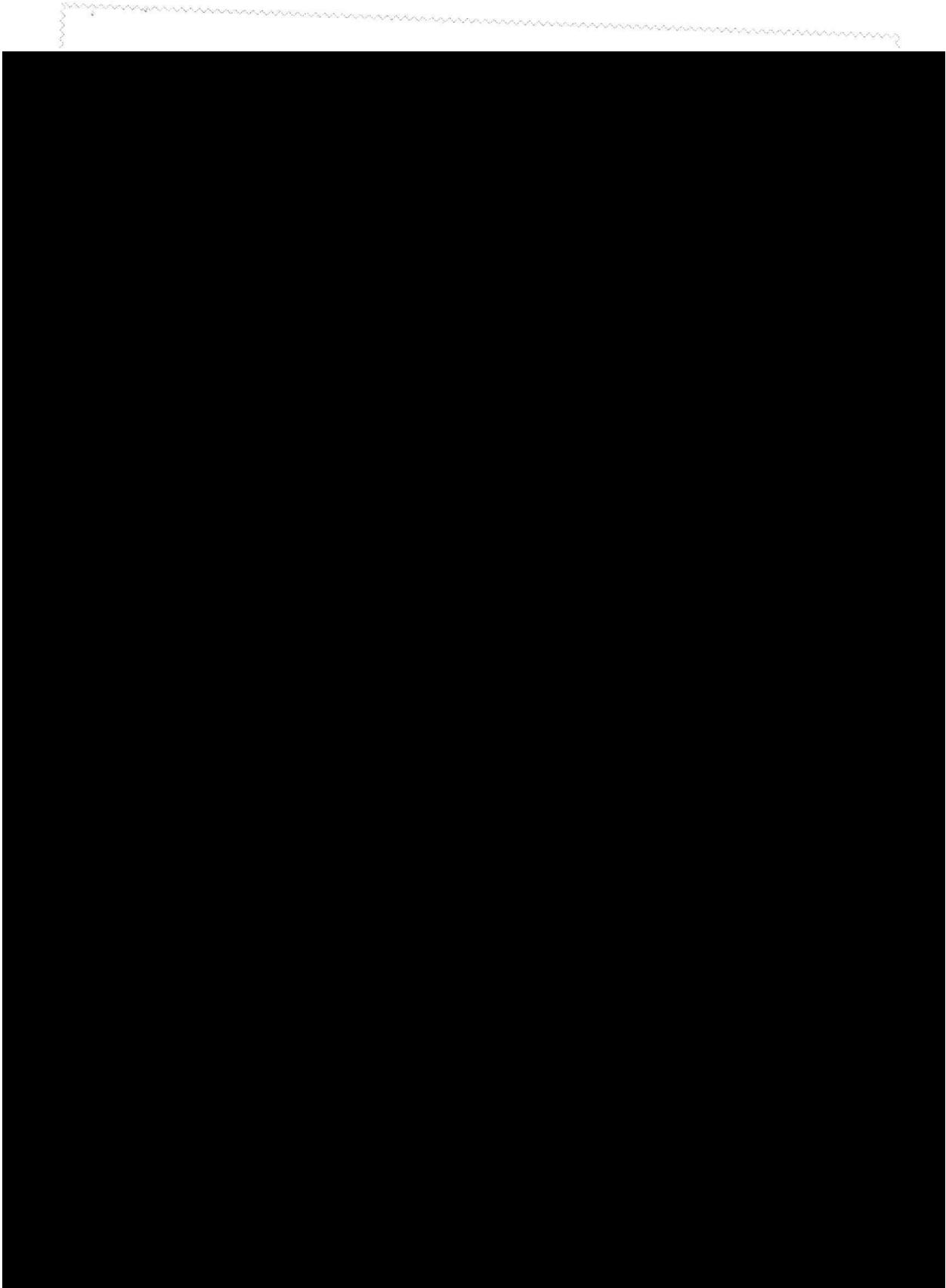


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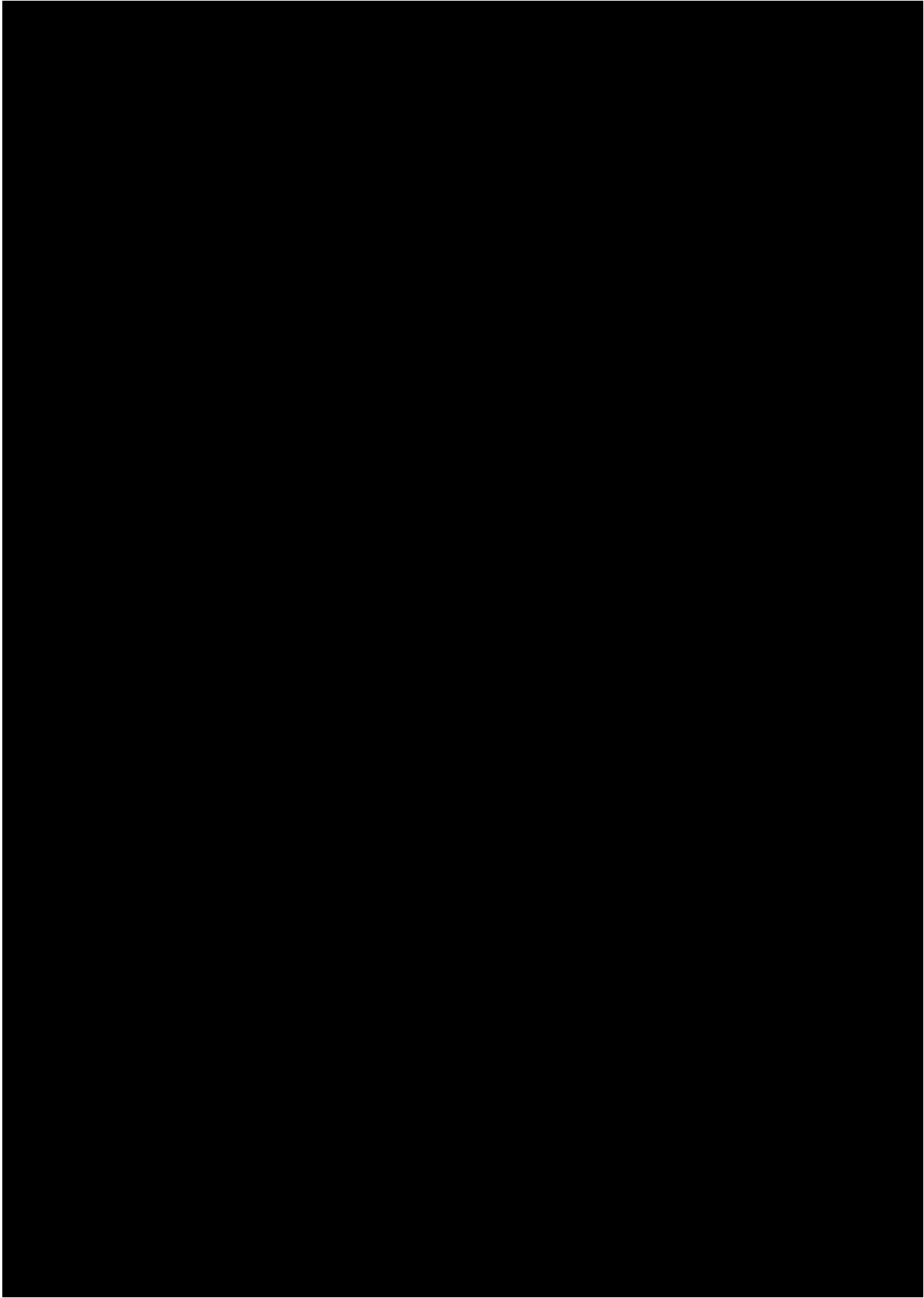


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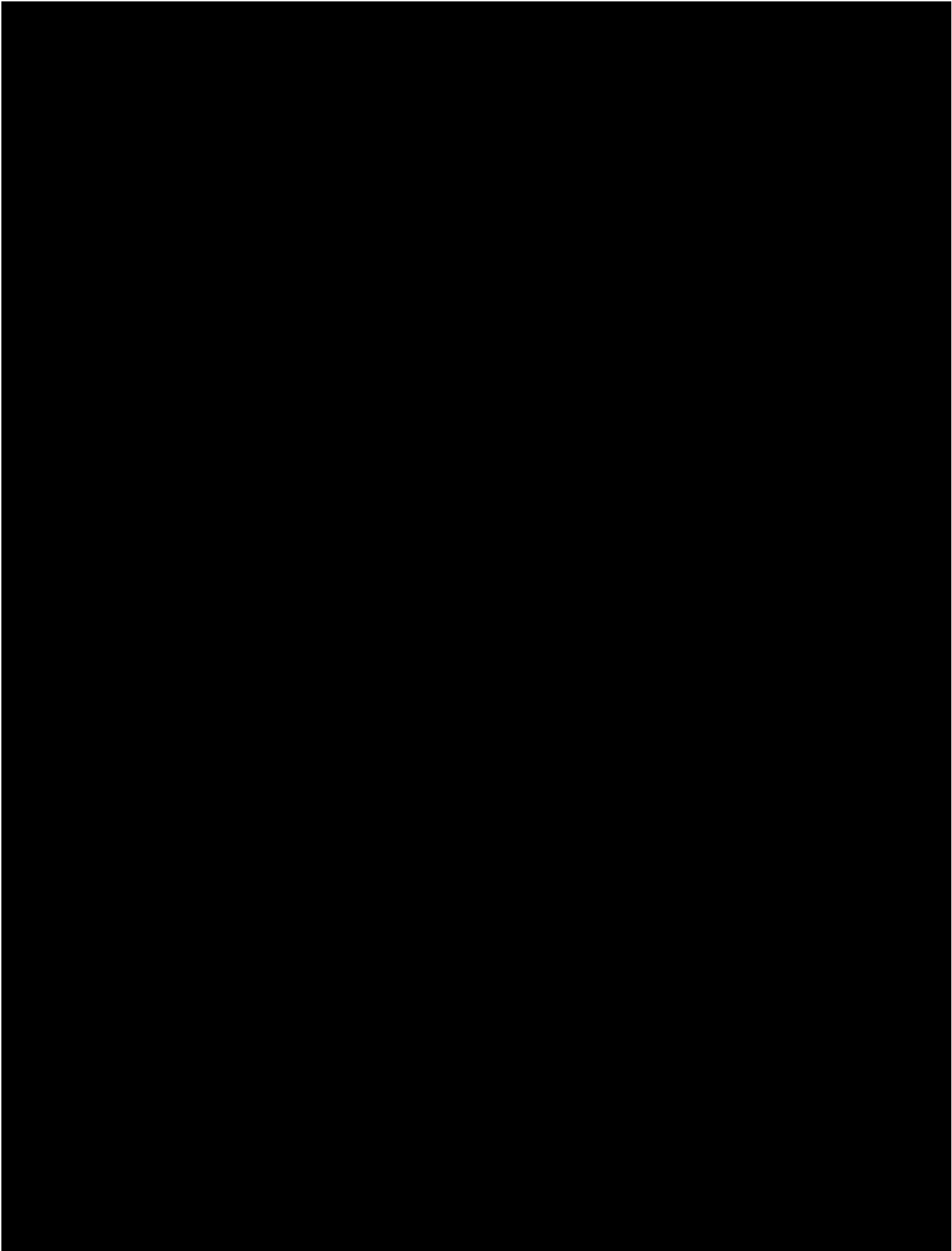


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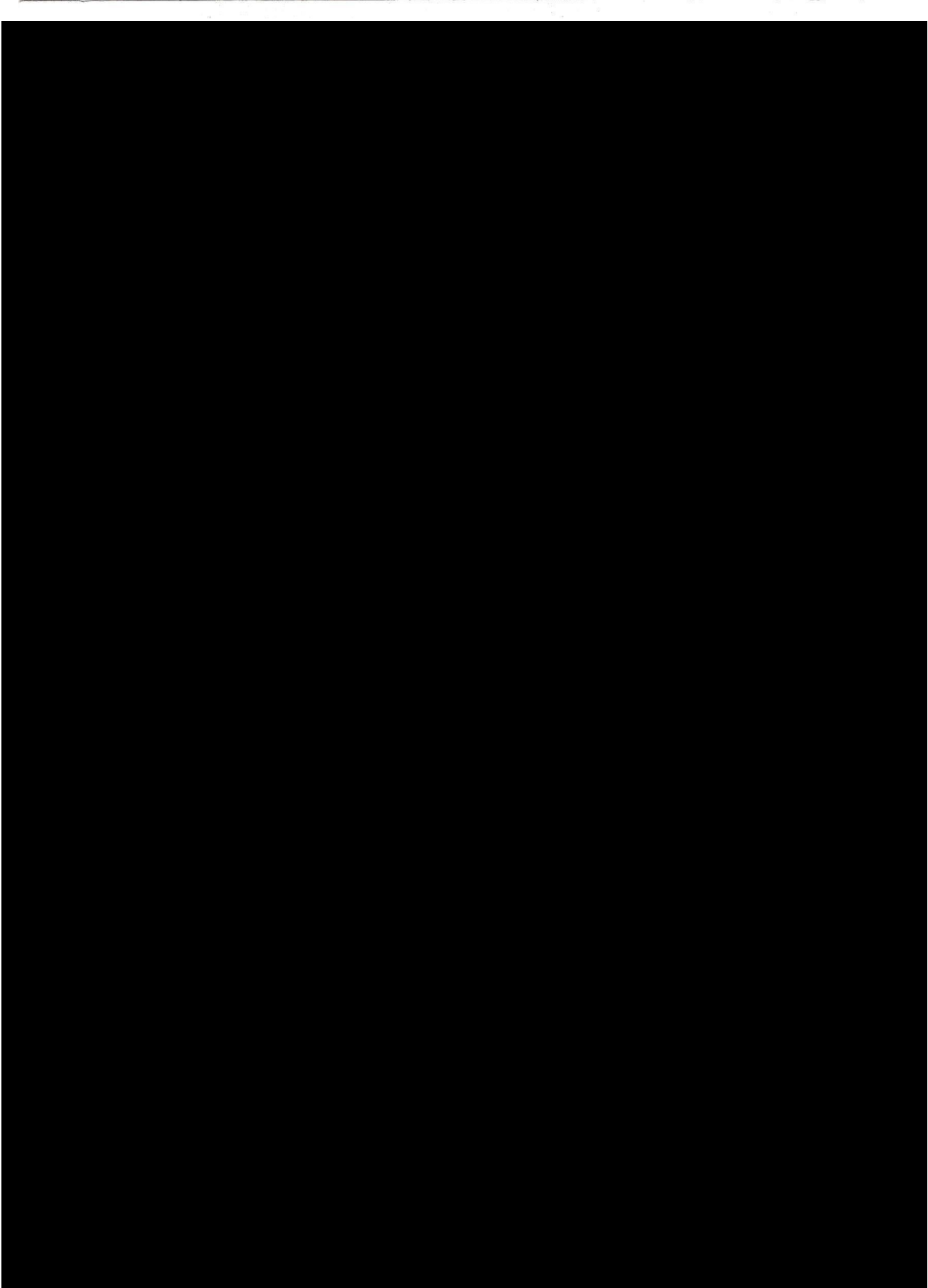


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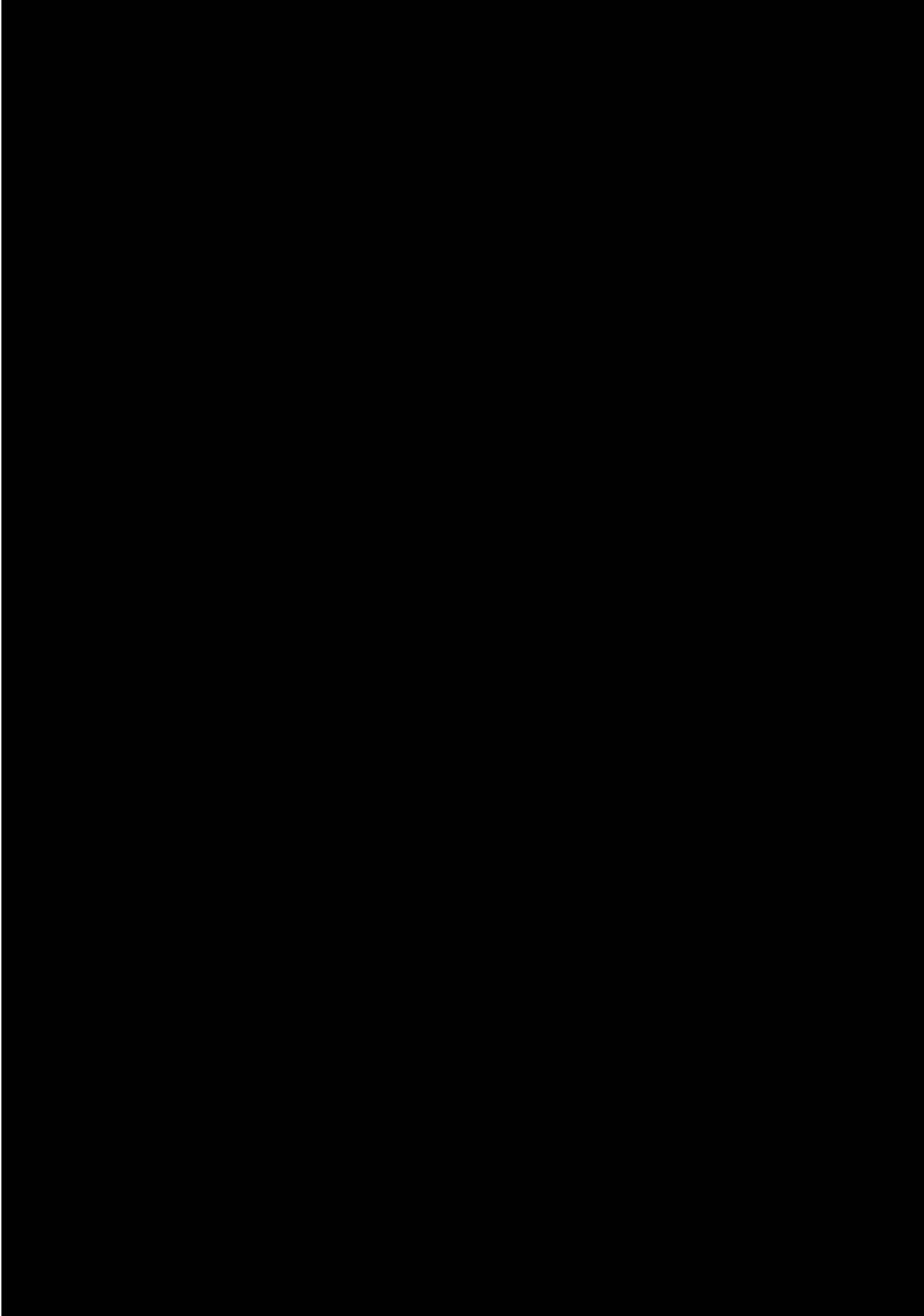


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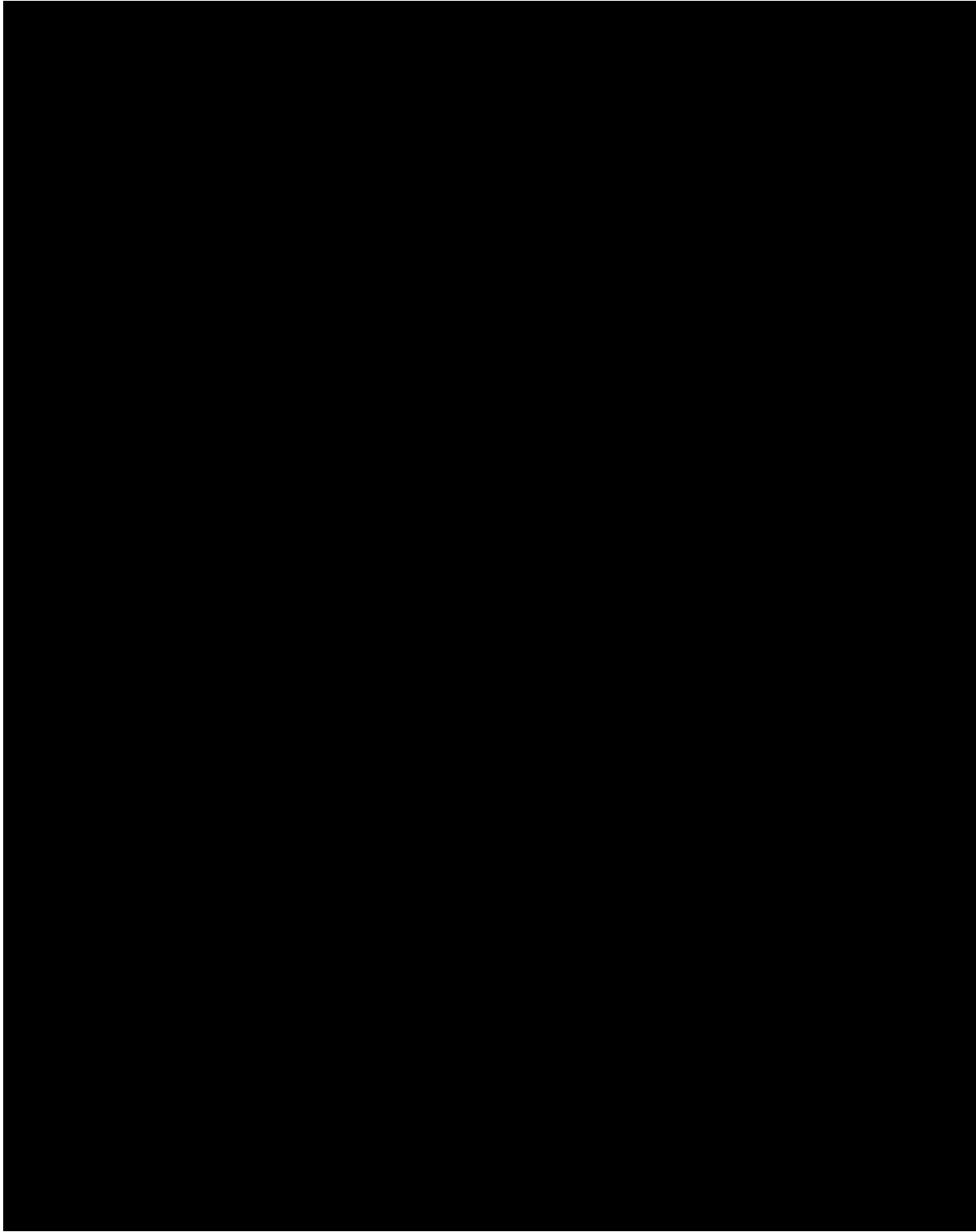


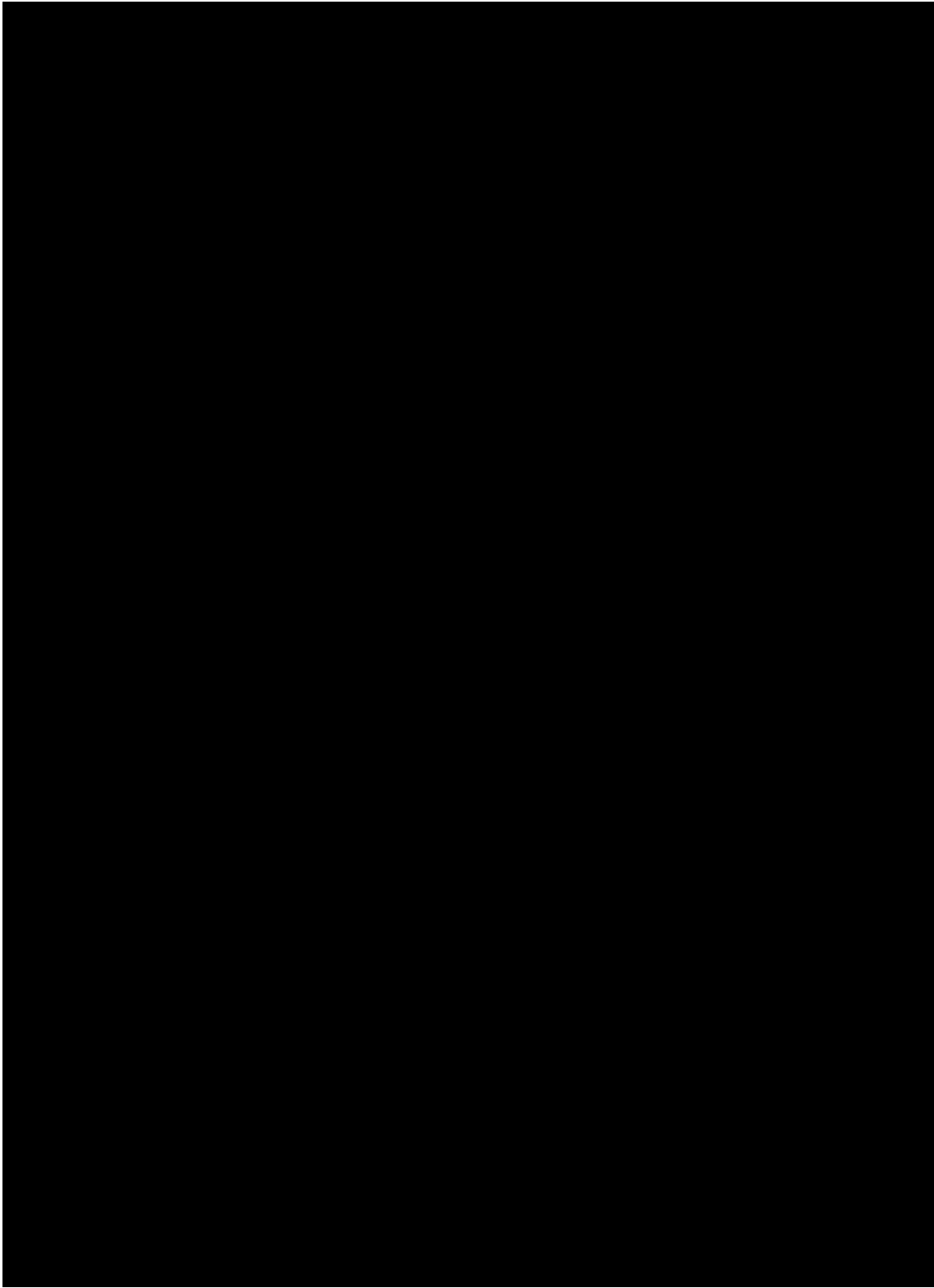
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CV NO 4 | LORRAINE MANGANYI
(DEPUTY CHAIRPERSON)



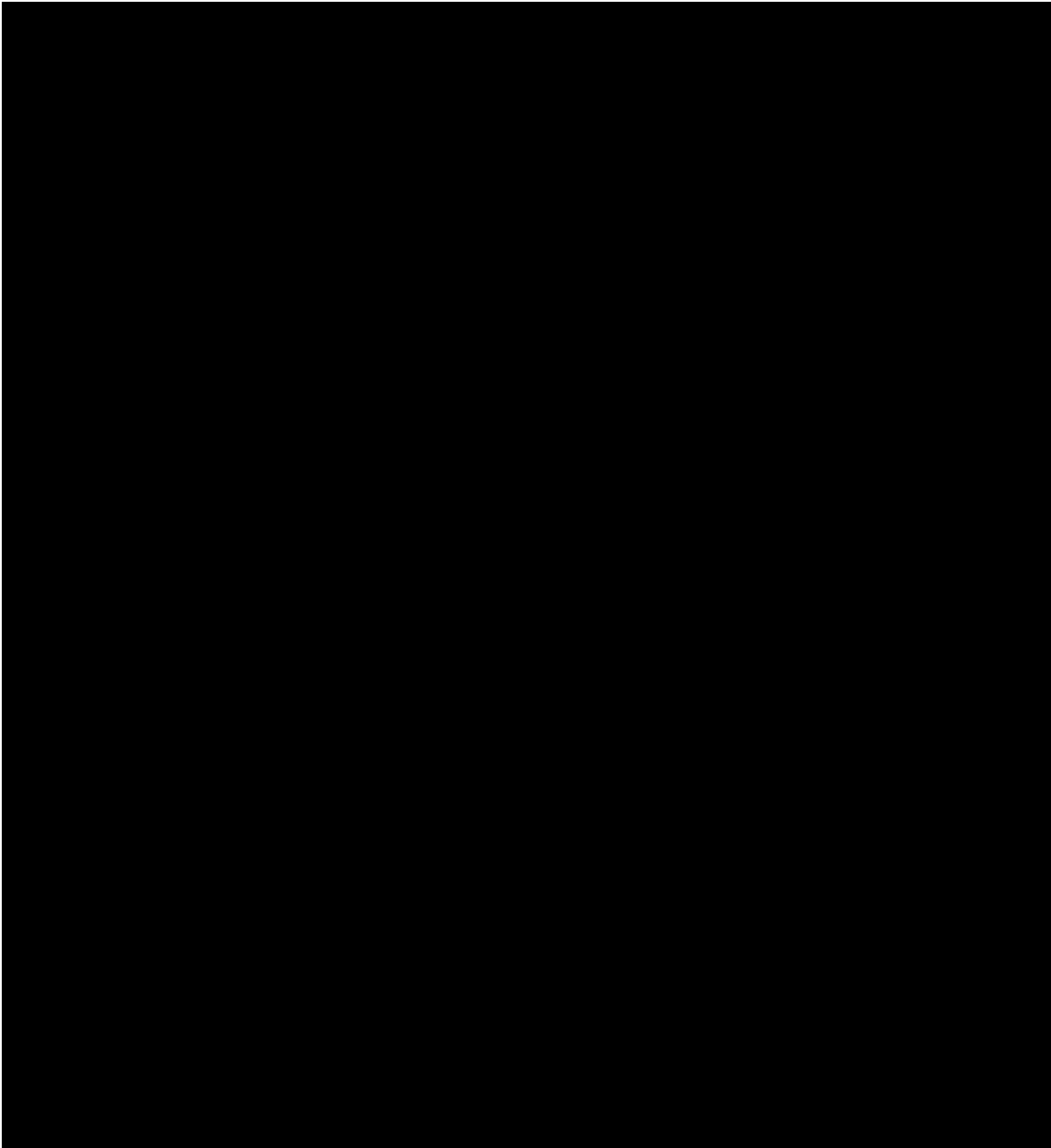
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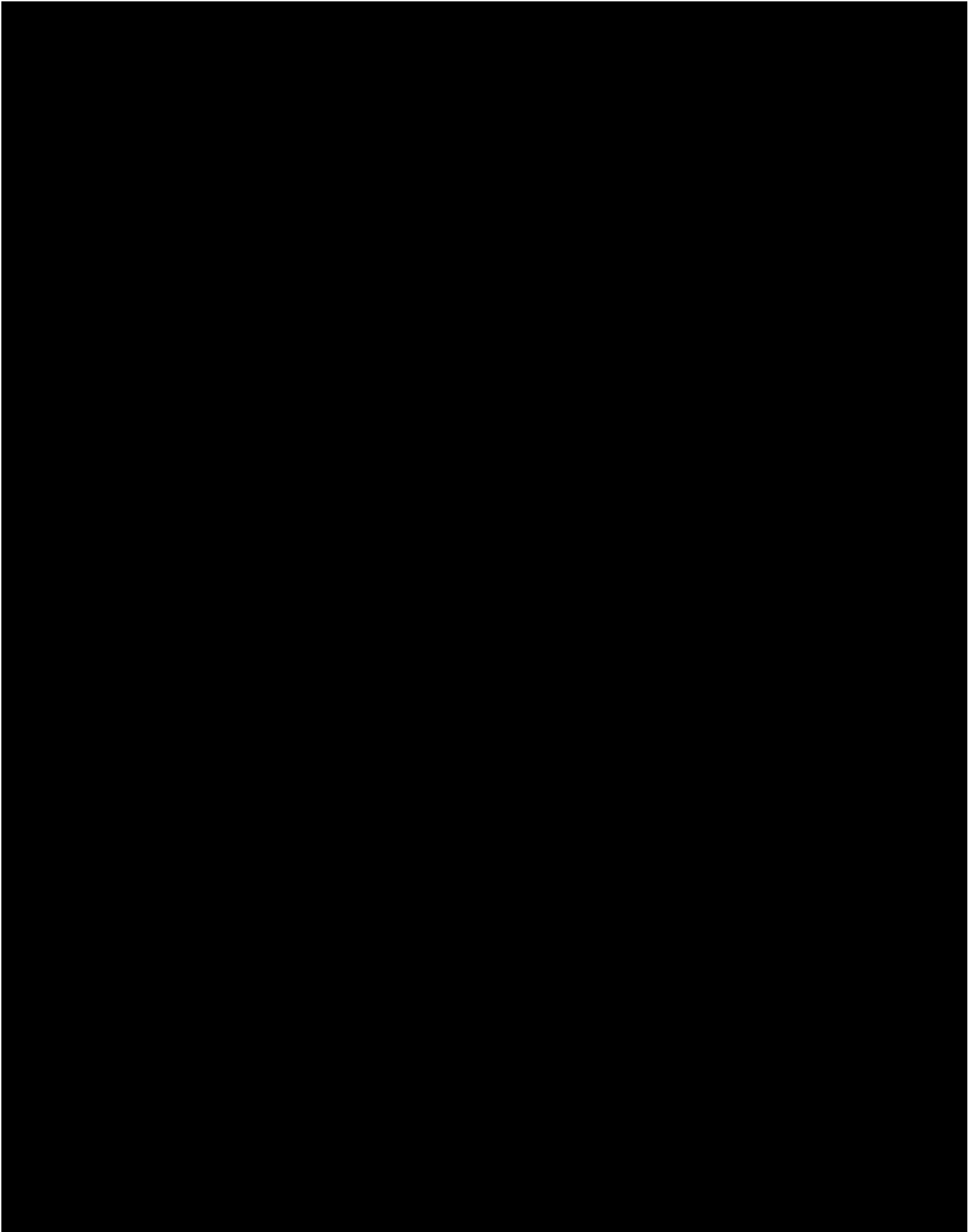


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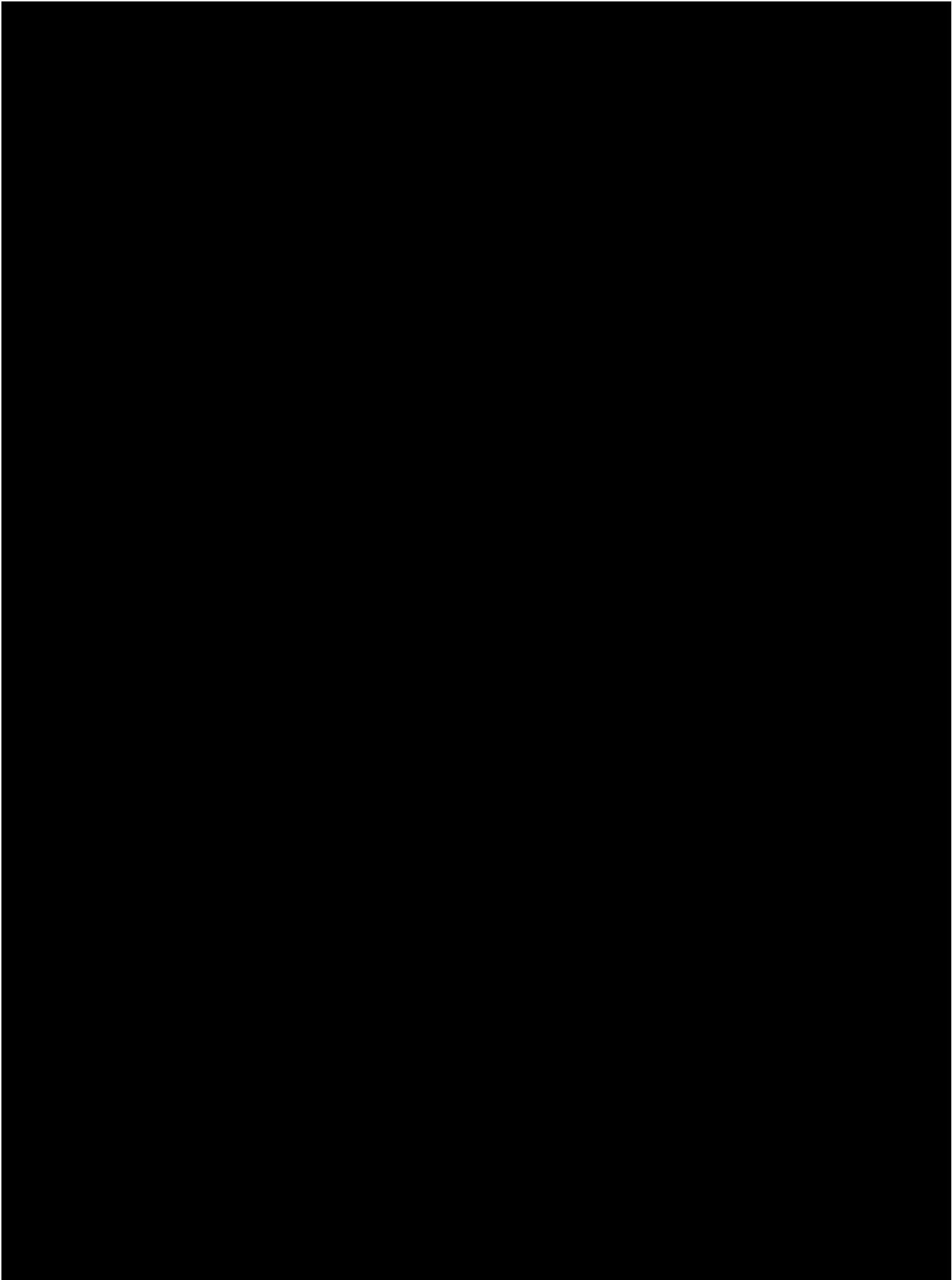


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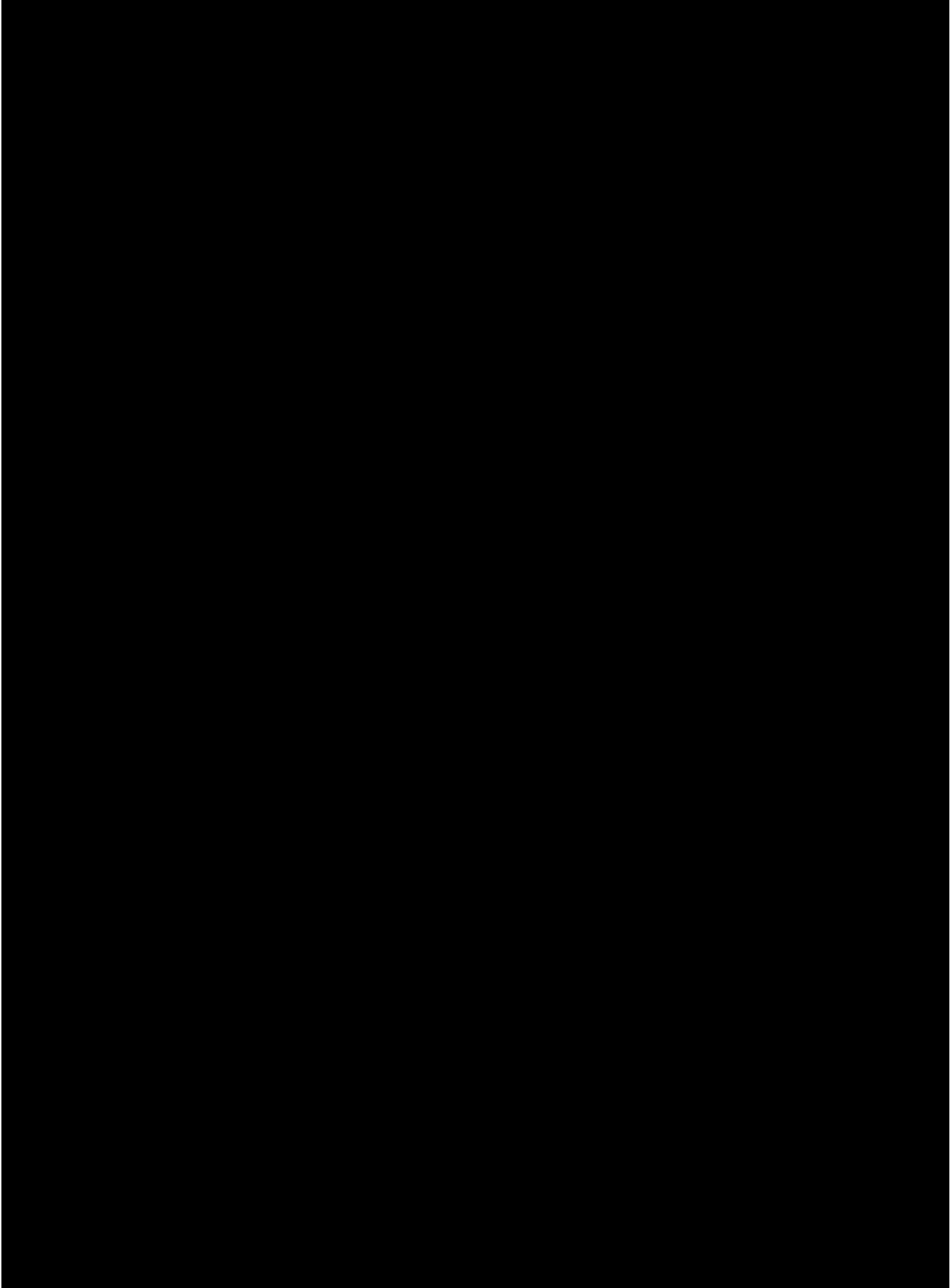


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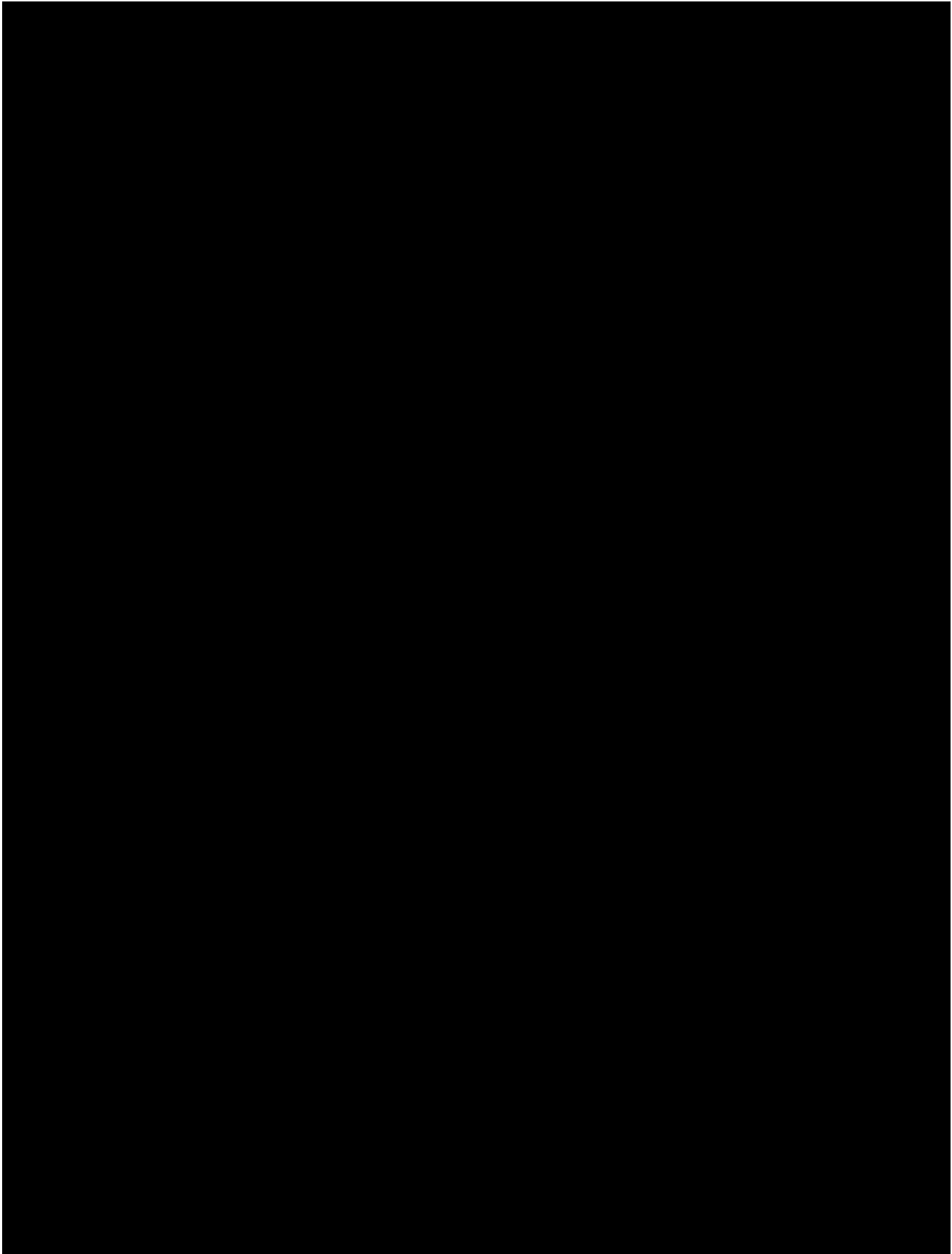


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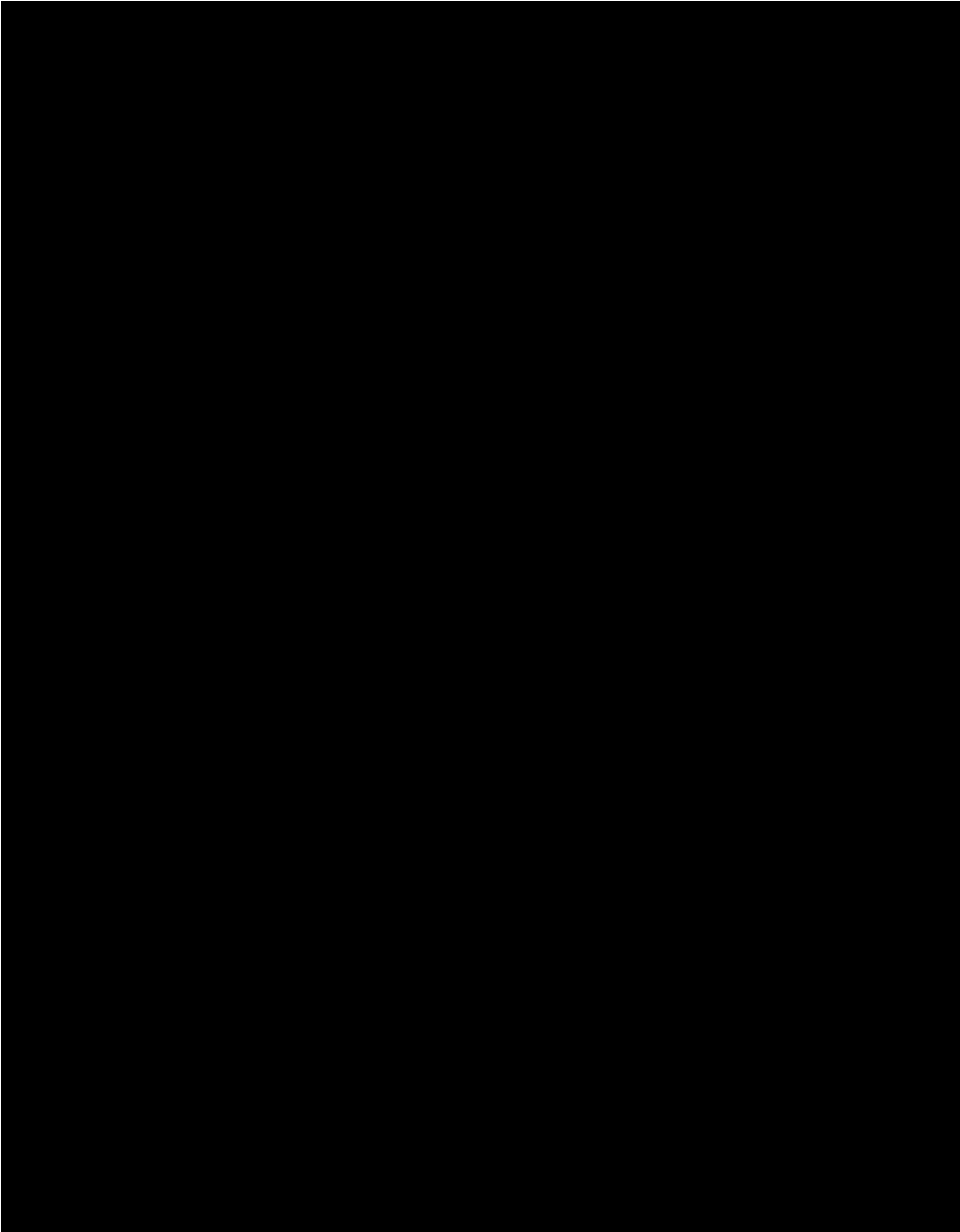


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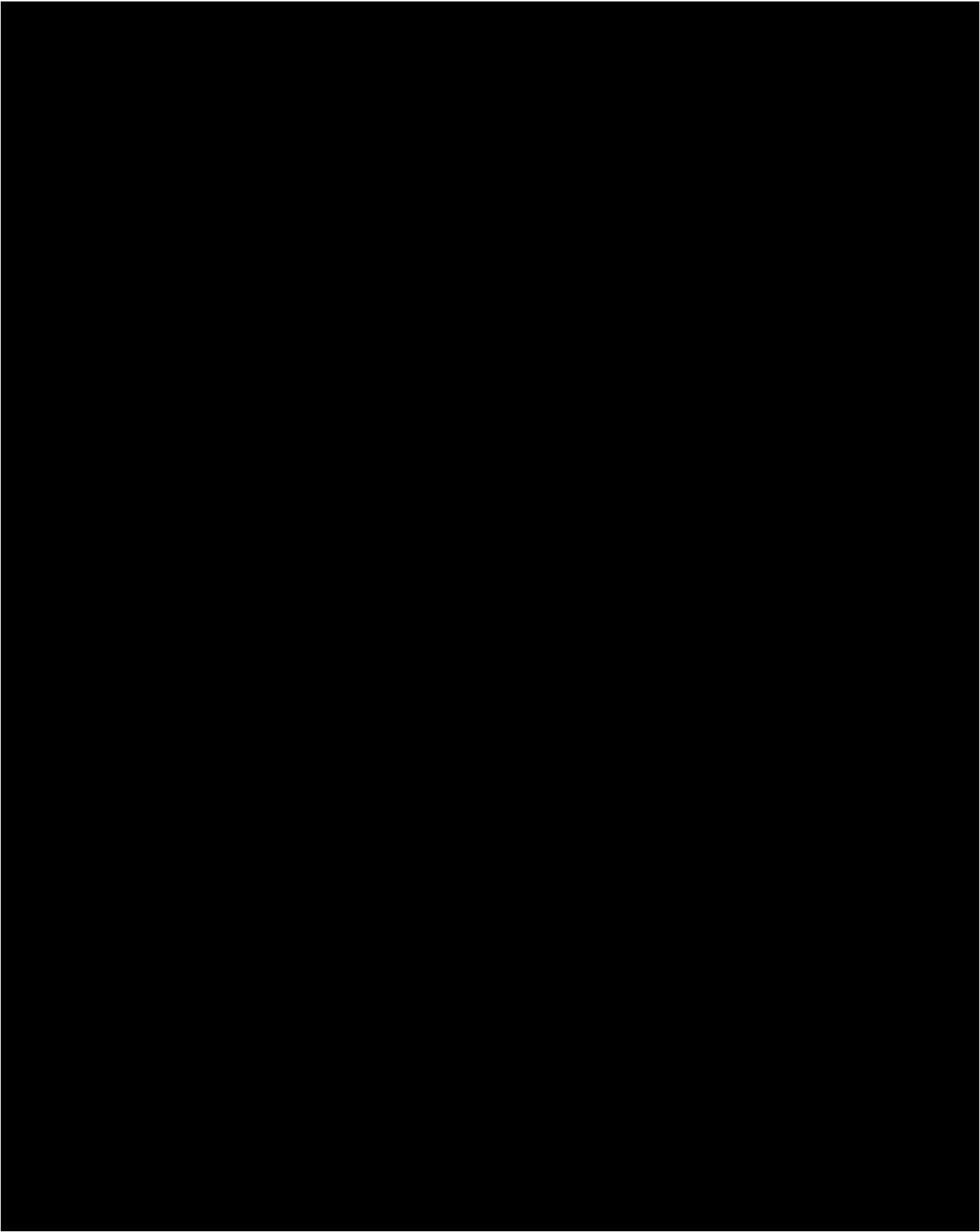


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1. The applicant is a community radio station established in 2018 and is currently operating on a temporary frequency allocation. The station has a strong commitment to providing local news, entertainment, and community information to the residents of the Elim community. The station's programming is diverse and includes a mix of local and national content. The station is currently operating on a temporary frequency allocation and is seeking a permanent frequency allocation for its community sound broadcasting service.



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**CV NO 5 | NENGWENDZA OSCAR
RAMABULANA
(DEPUTY SECRETARY)**

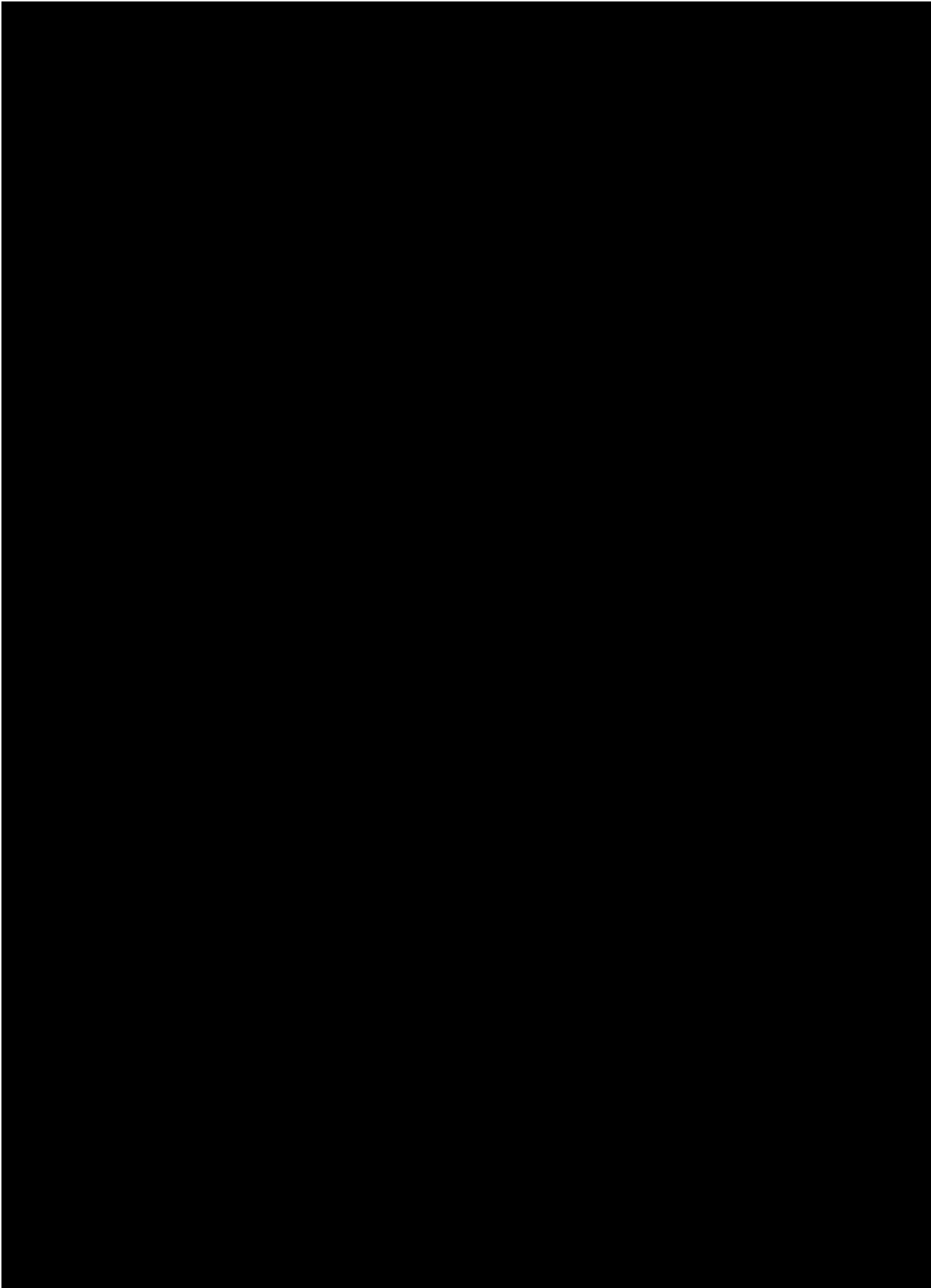


CURRICULUM VITAE OF MANAGEMENT

CV NO 1 | INNOCENT MARINGA
(STATION MANAGER)

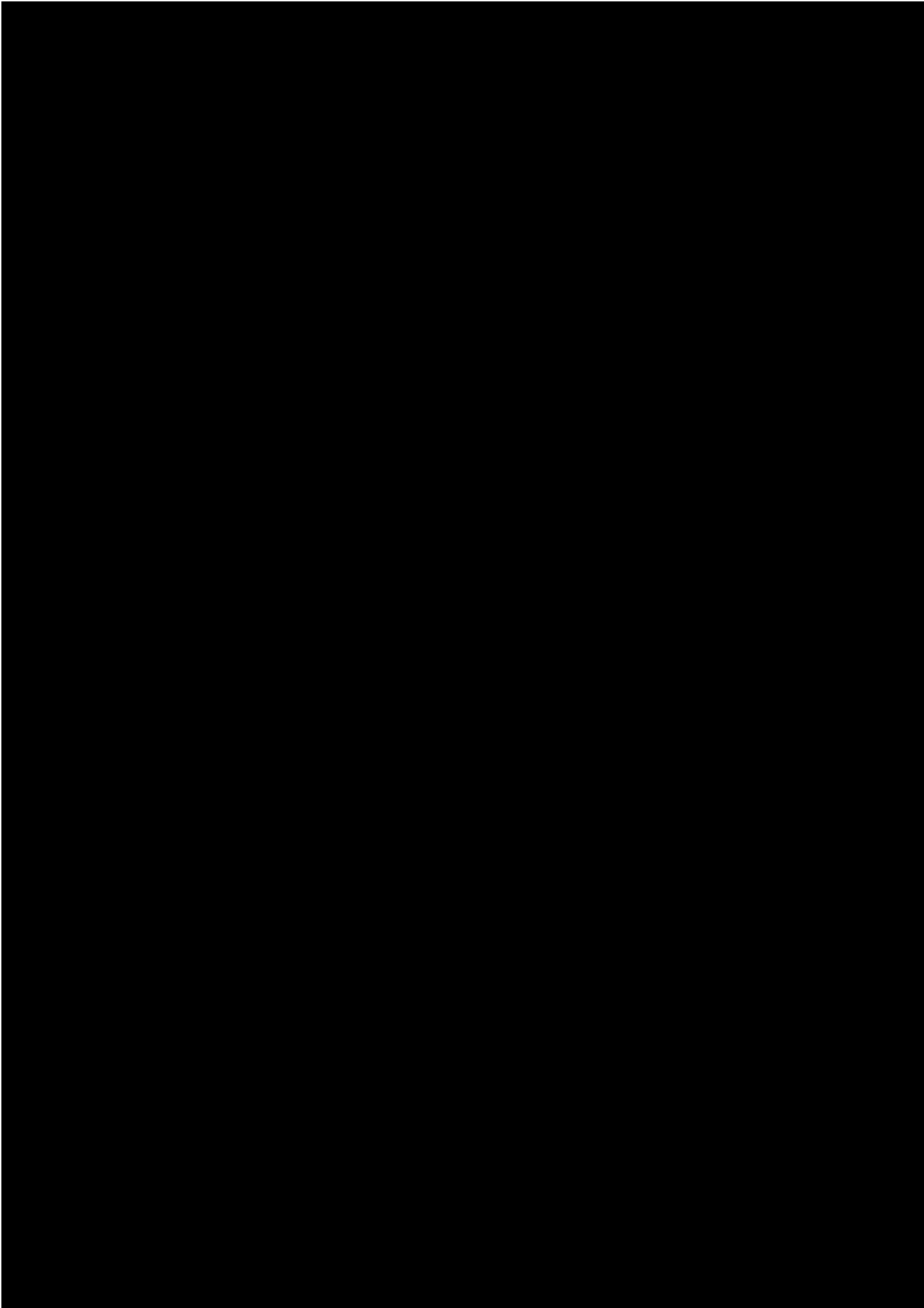


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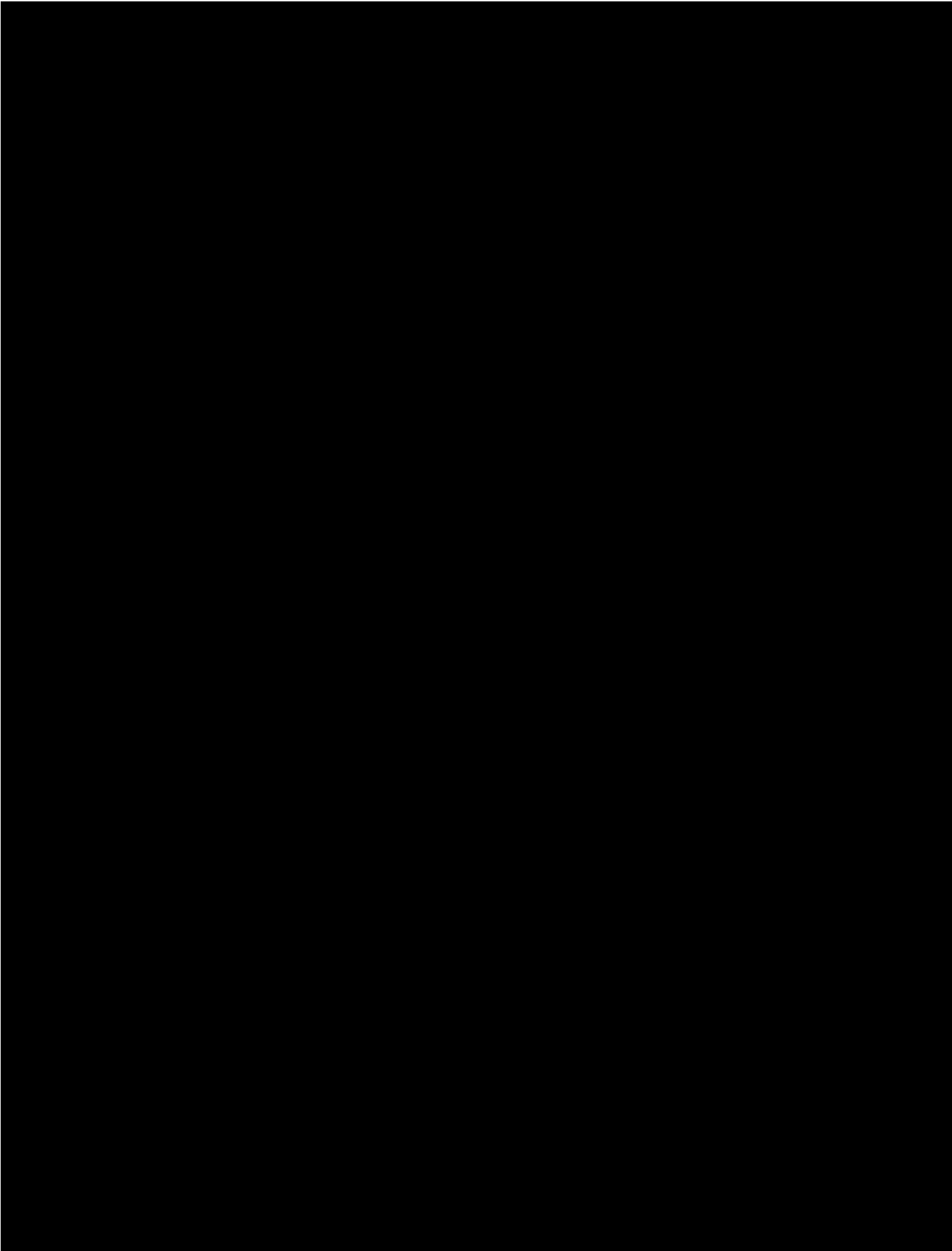


ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024



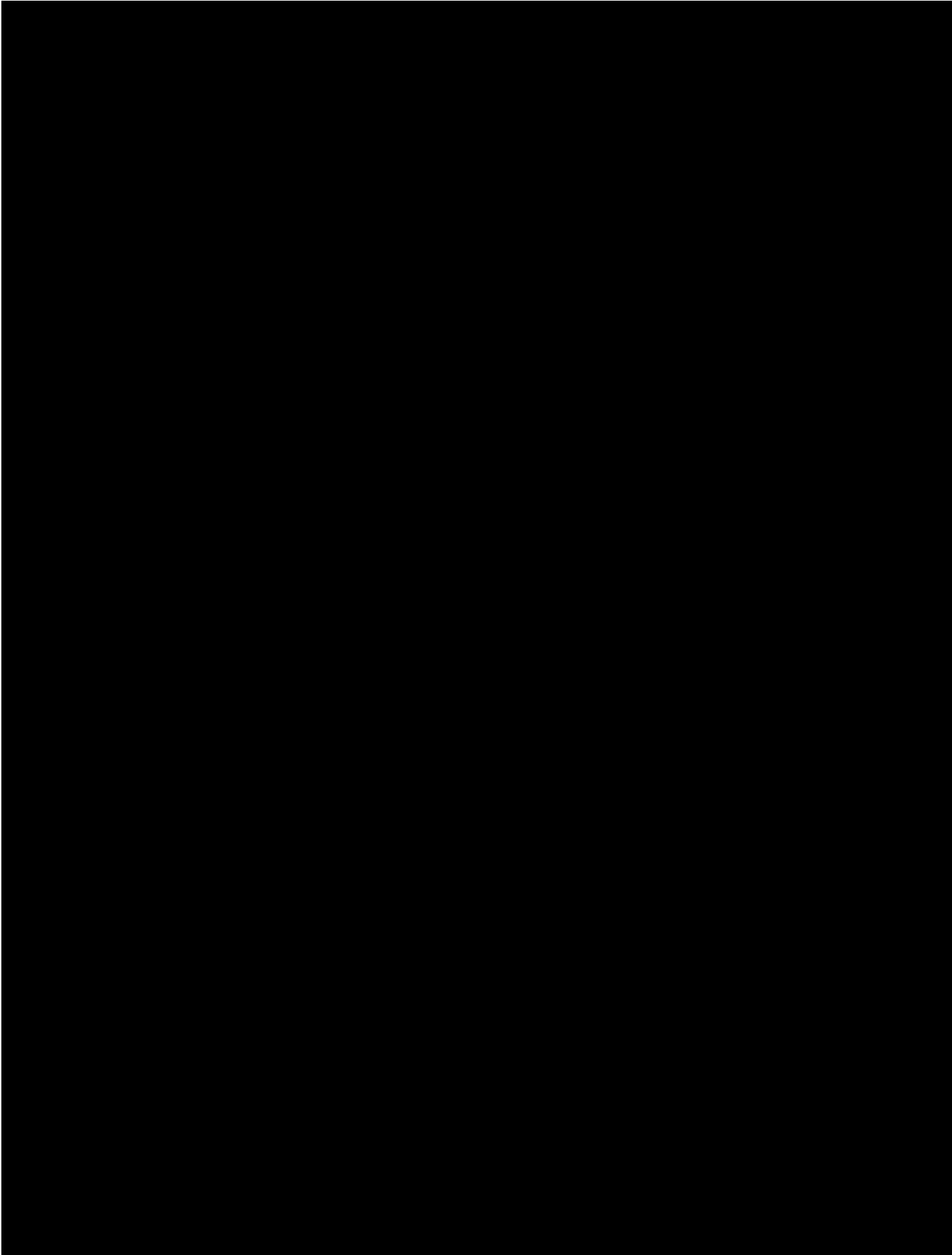


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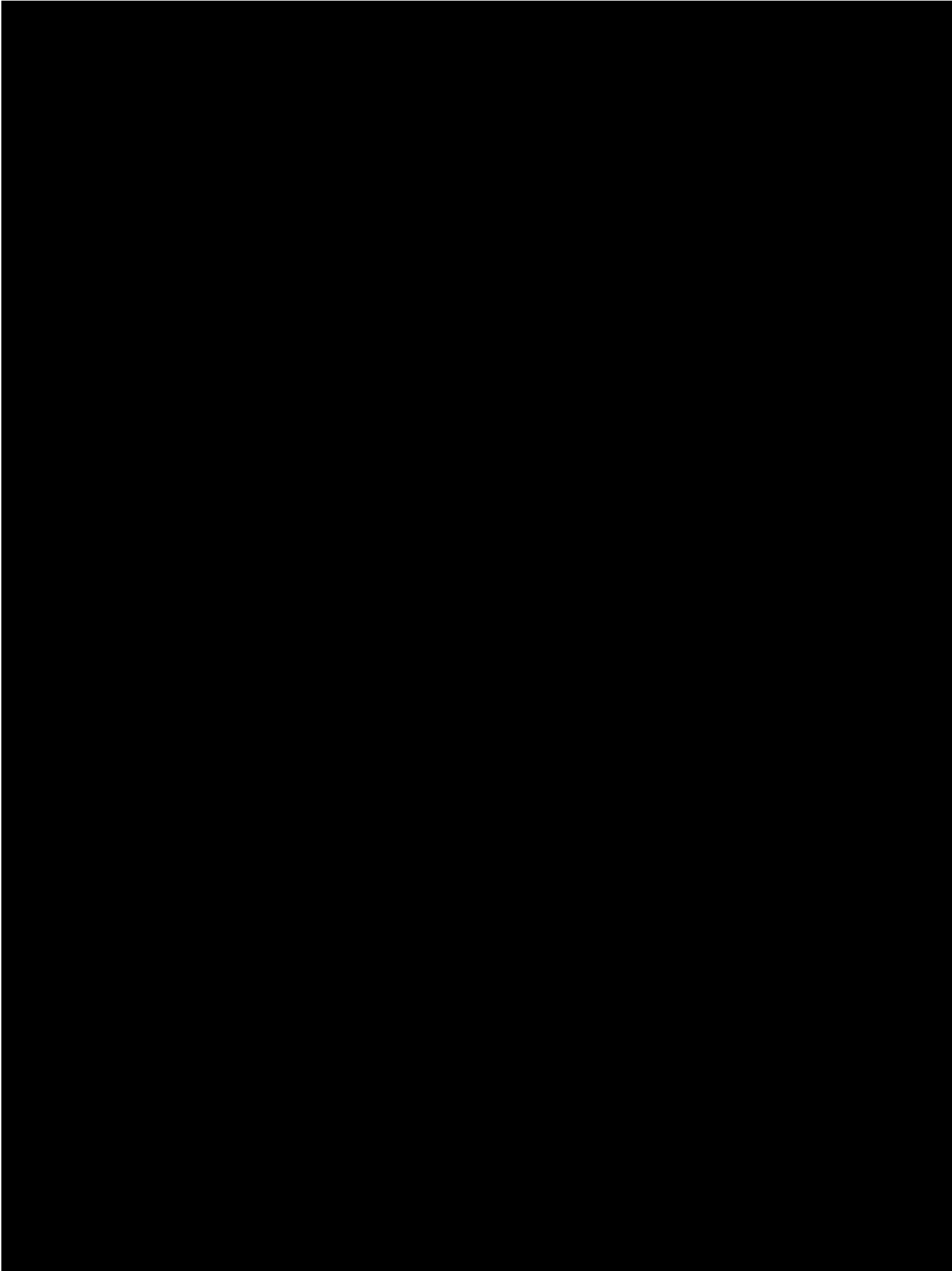


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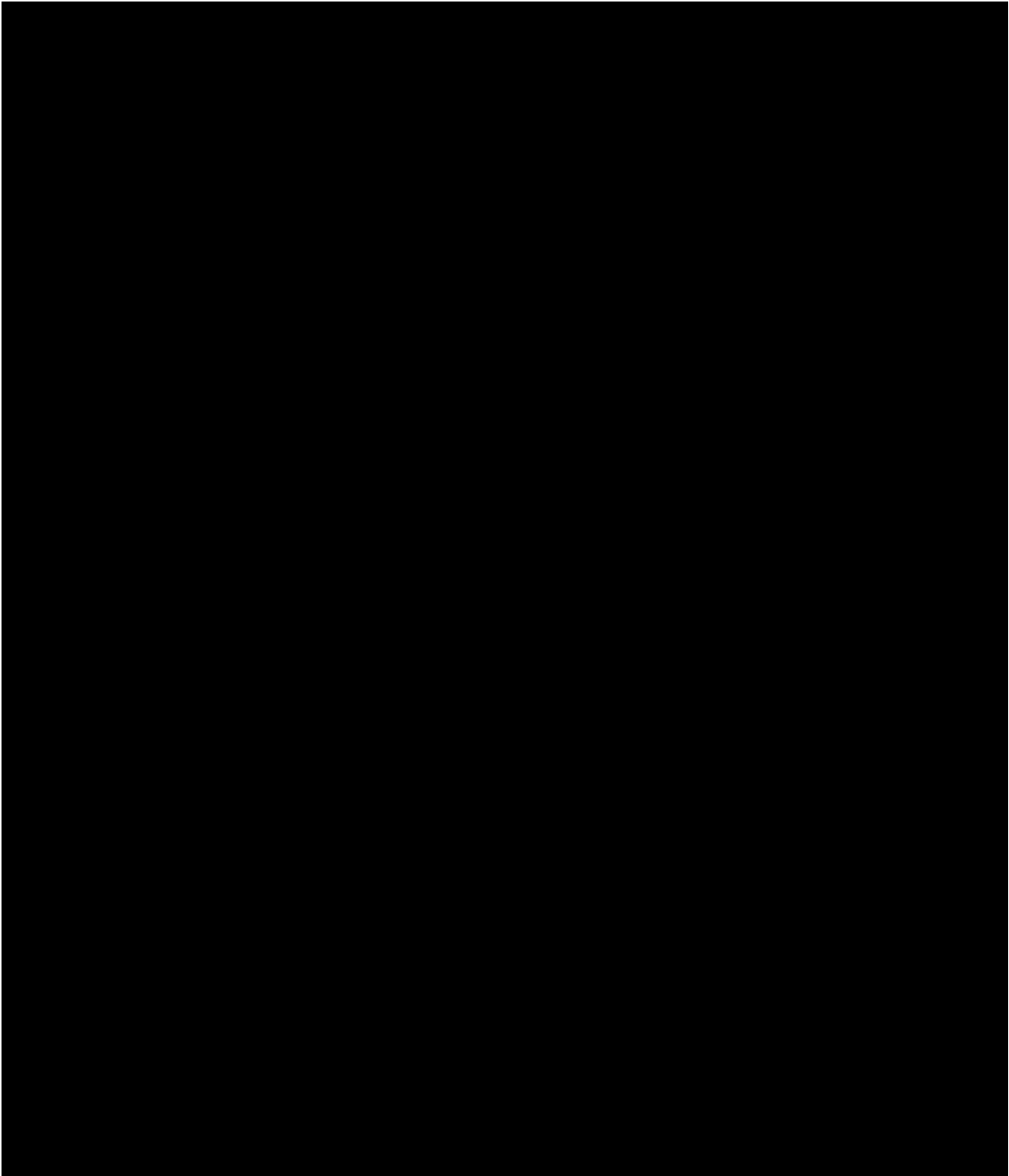


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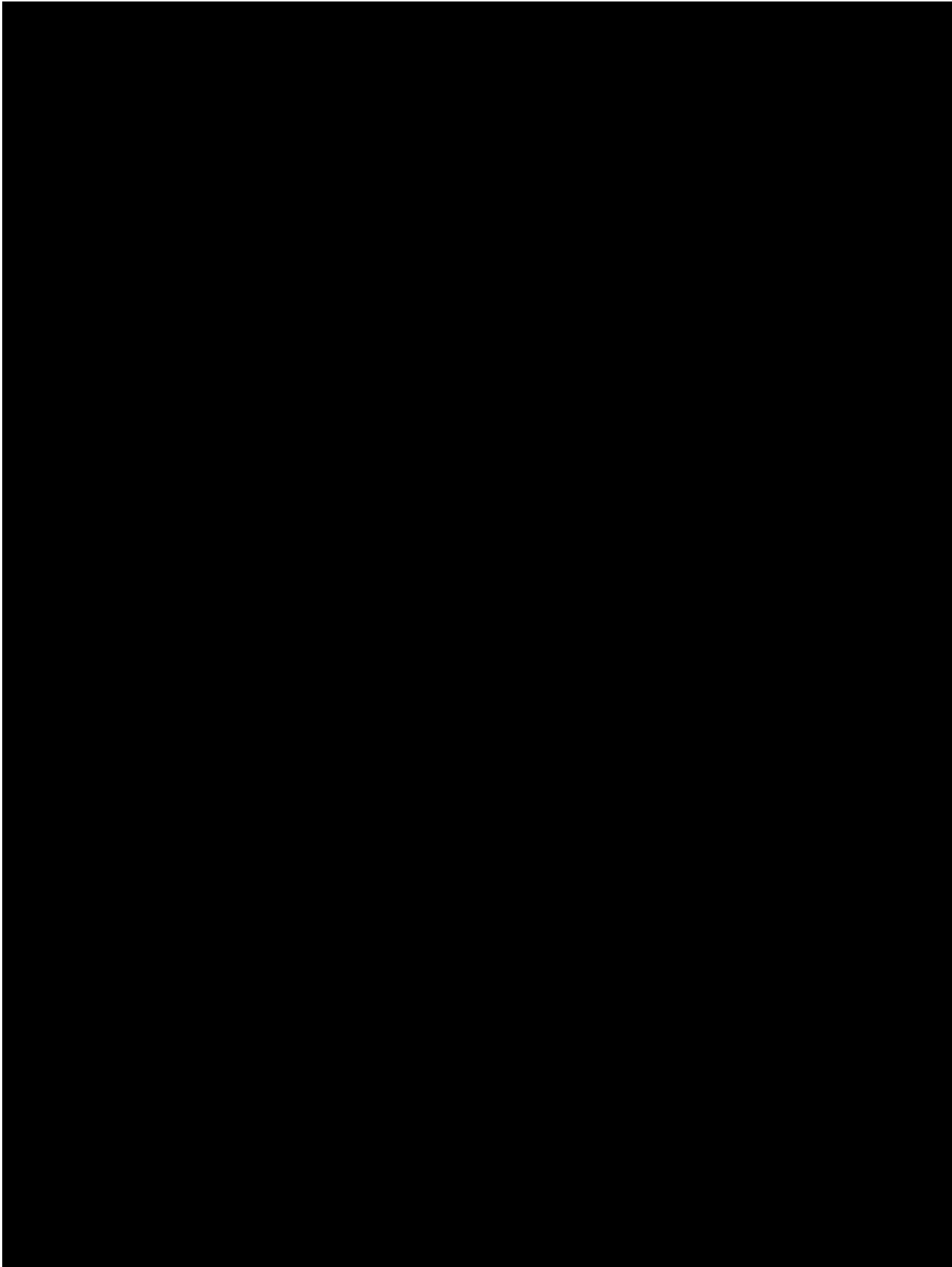




CV NO 2 | MIHLOLO EITIEN MASONDO
(PROGRAMS MANAGER)

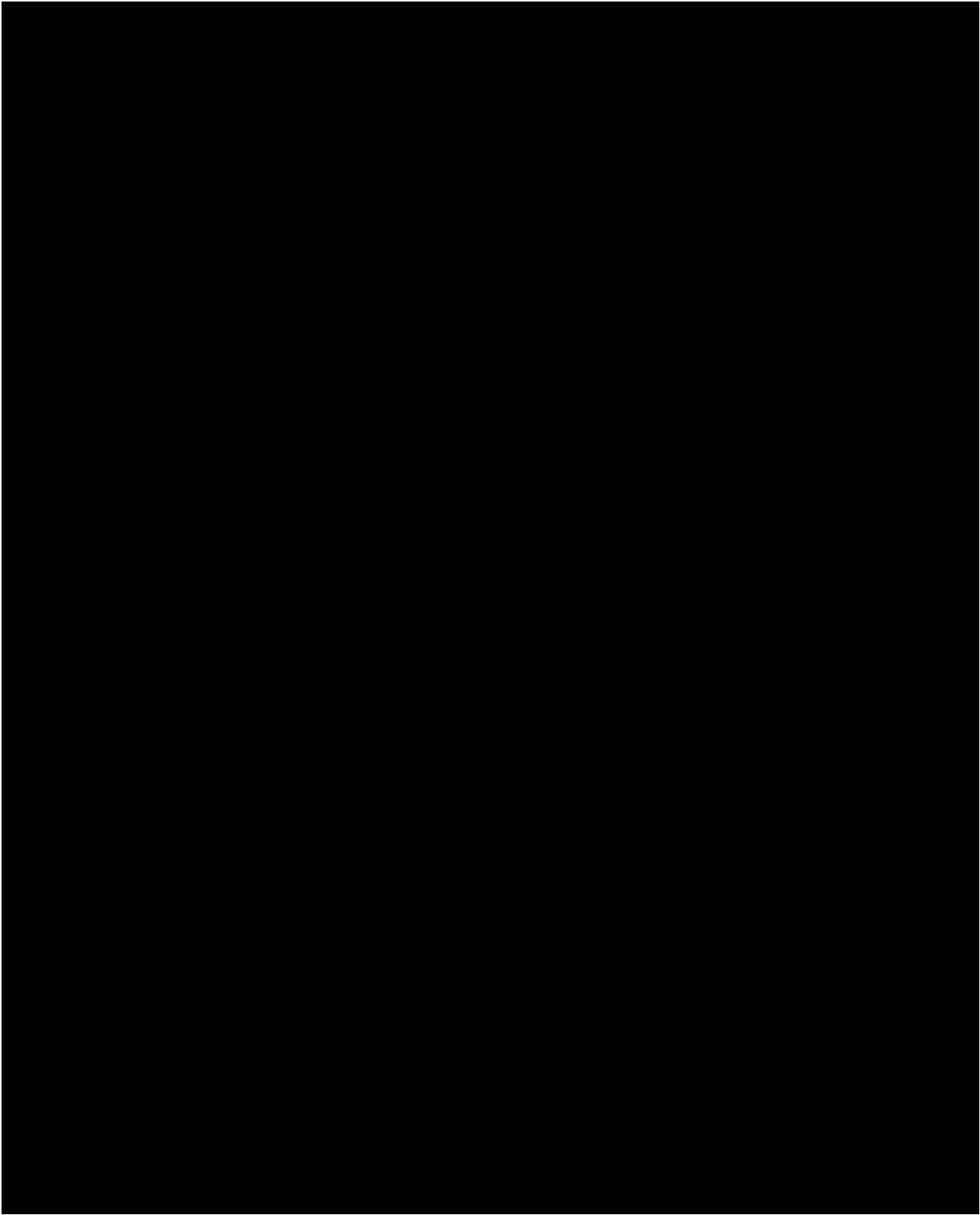


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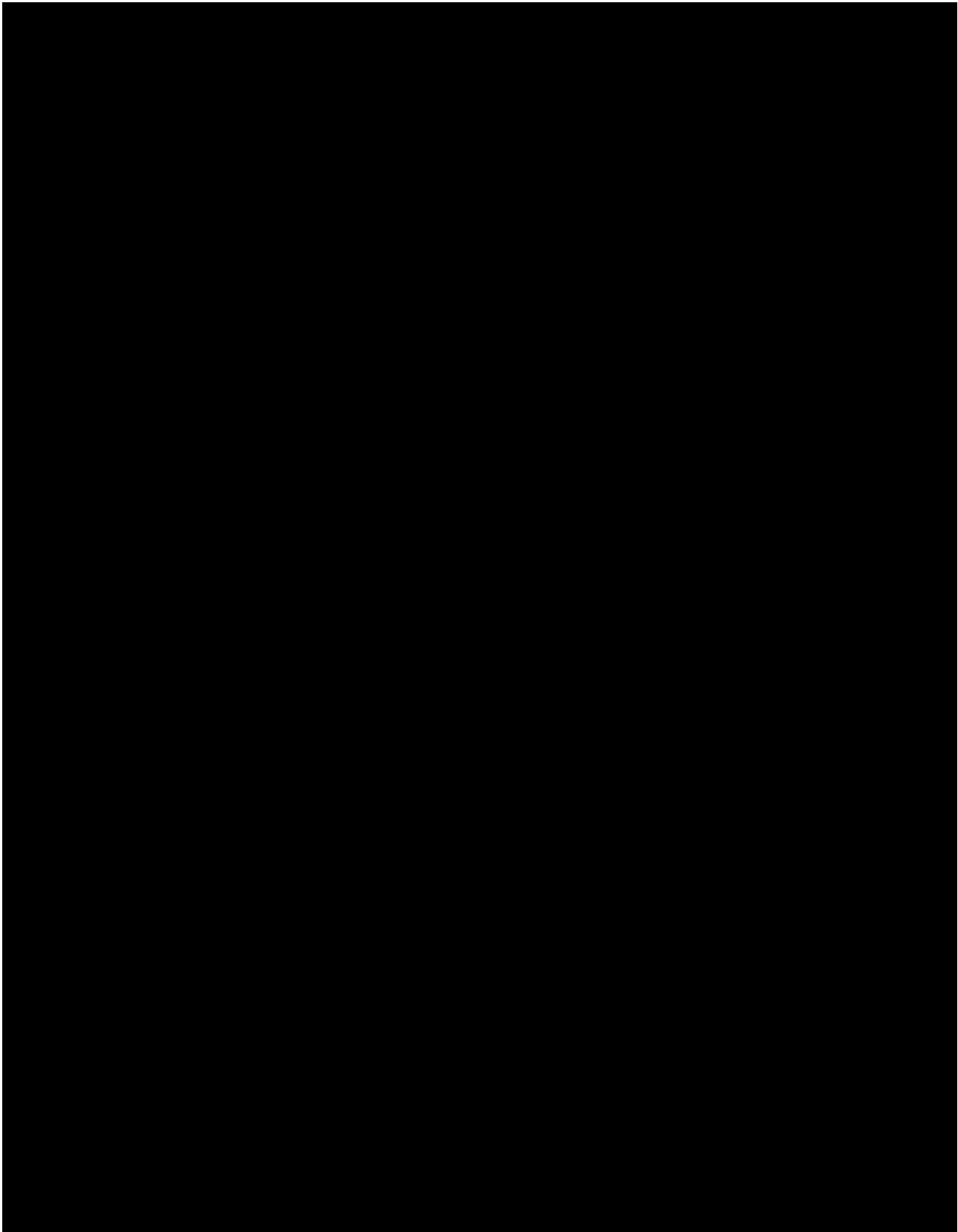


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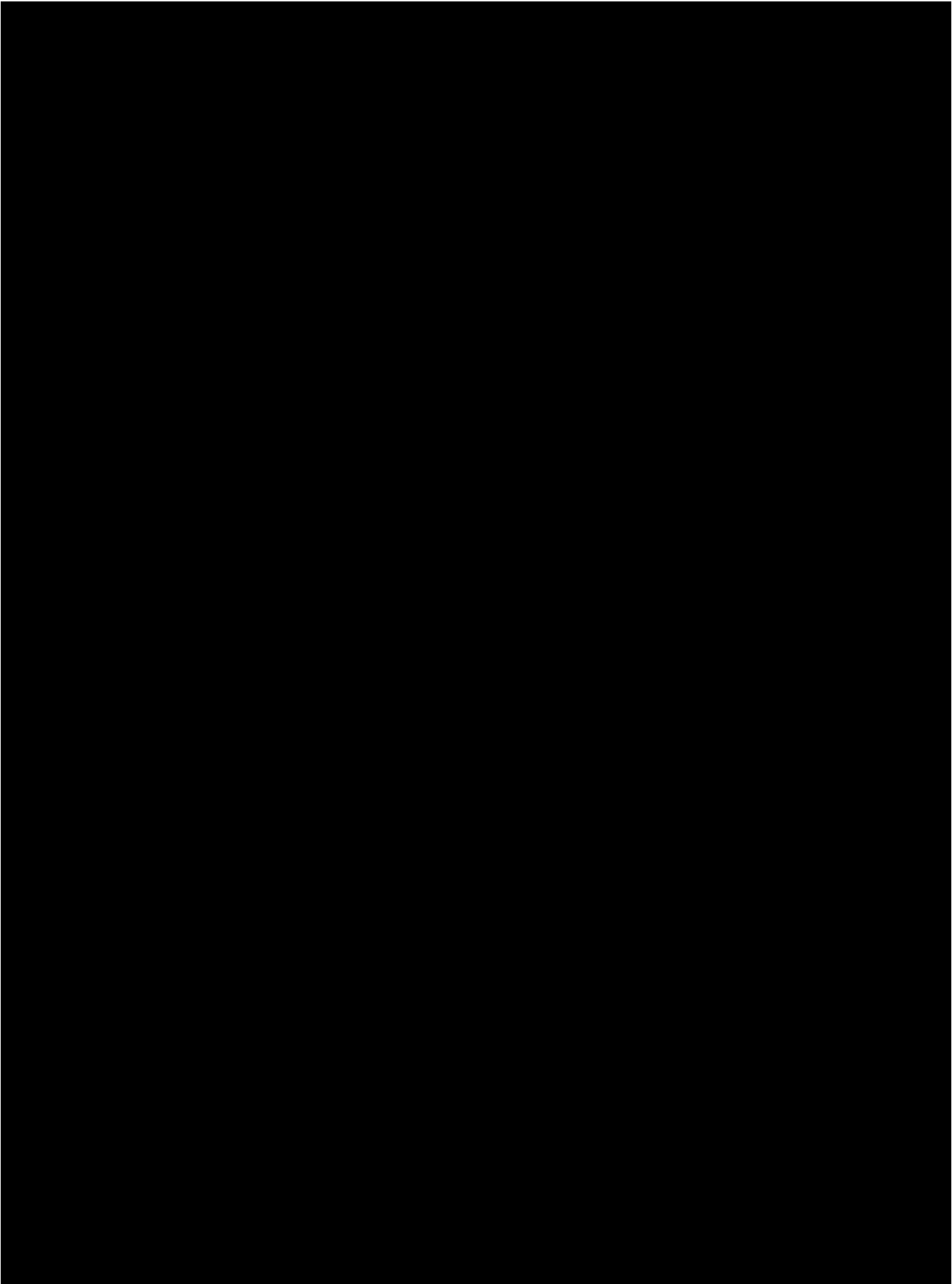


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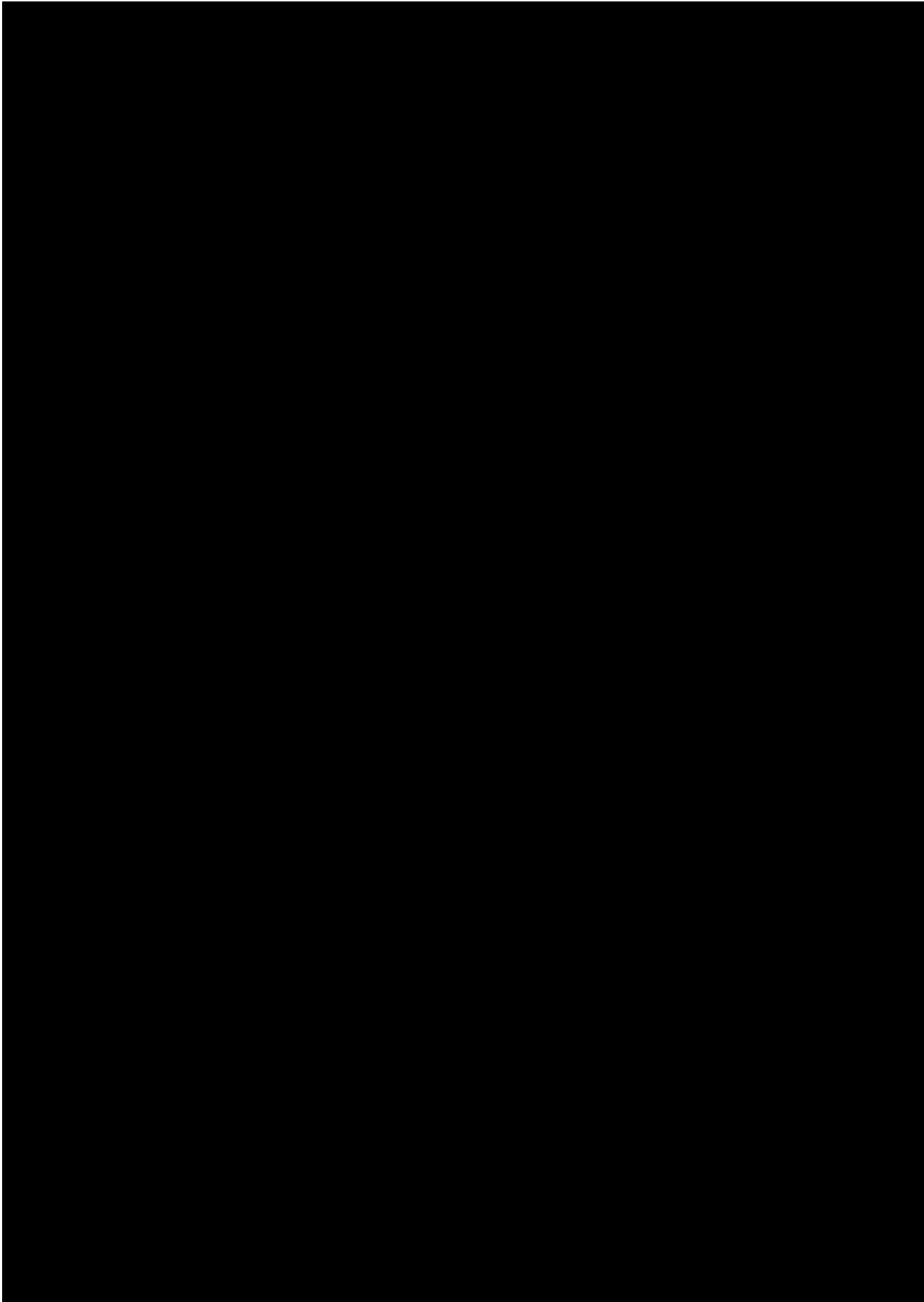


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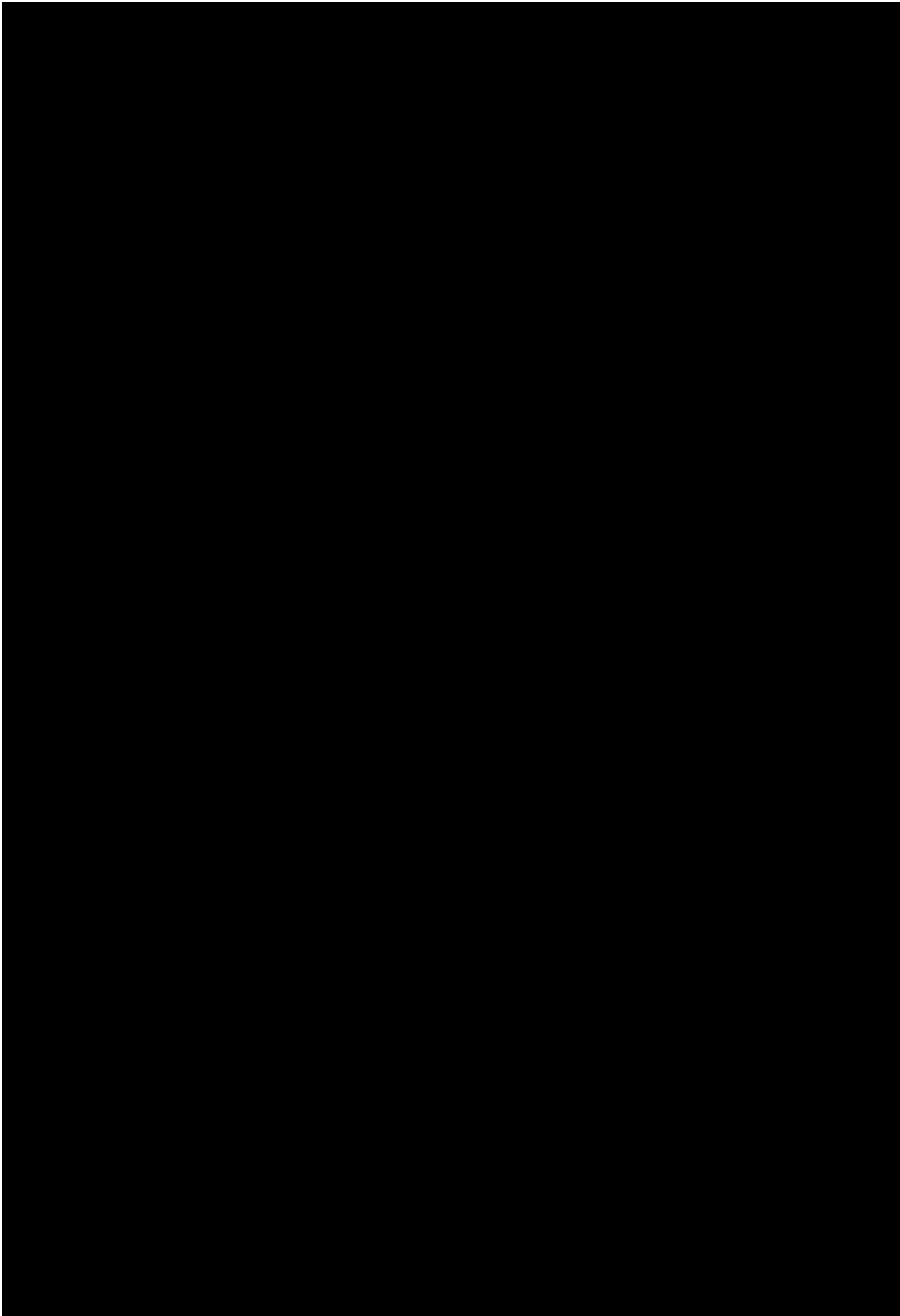


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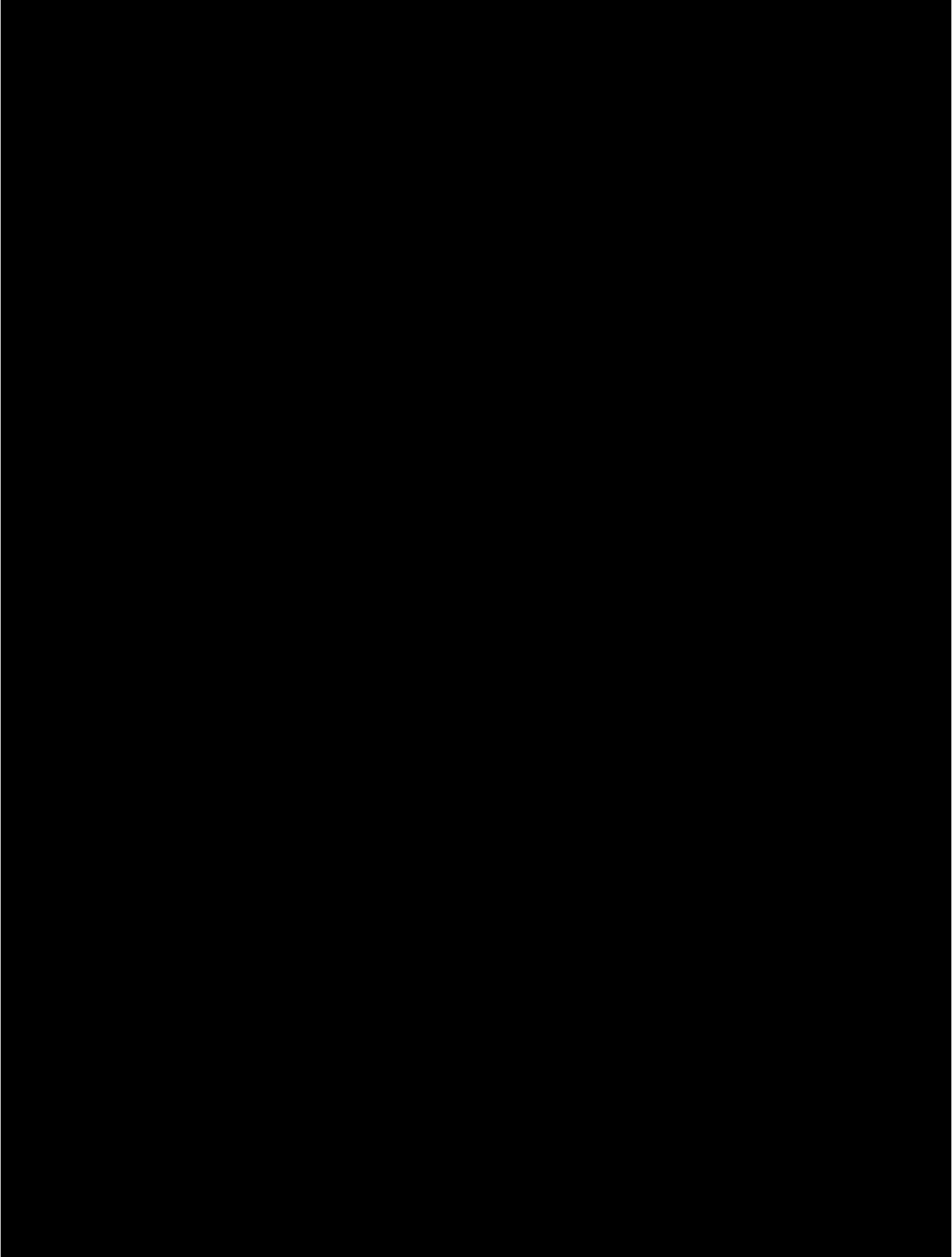


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CV NO 3 | KHANGWENI ELVIS SIVHE
(HEAD OF NEWS)



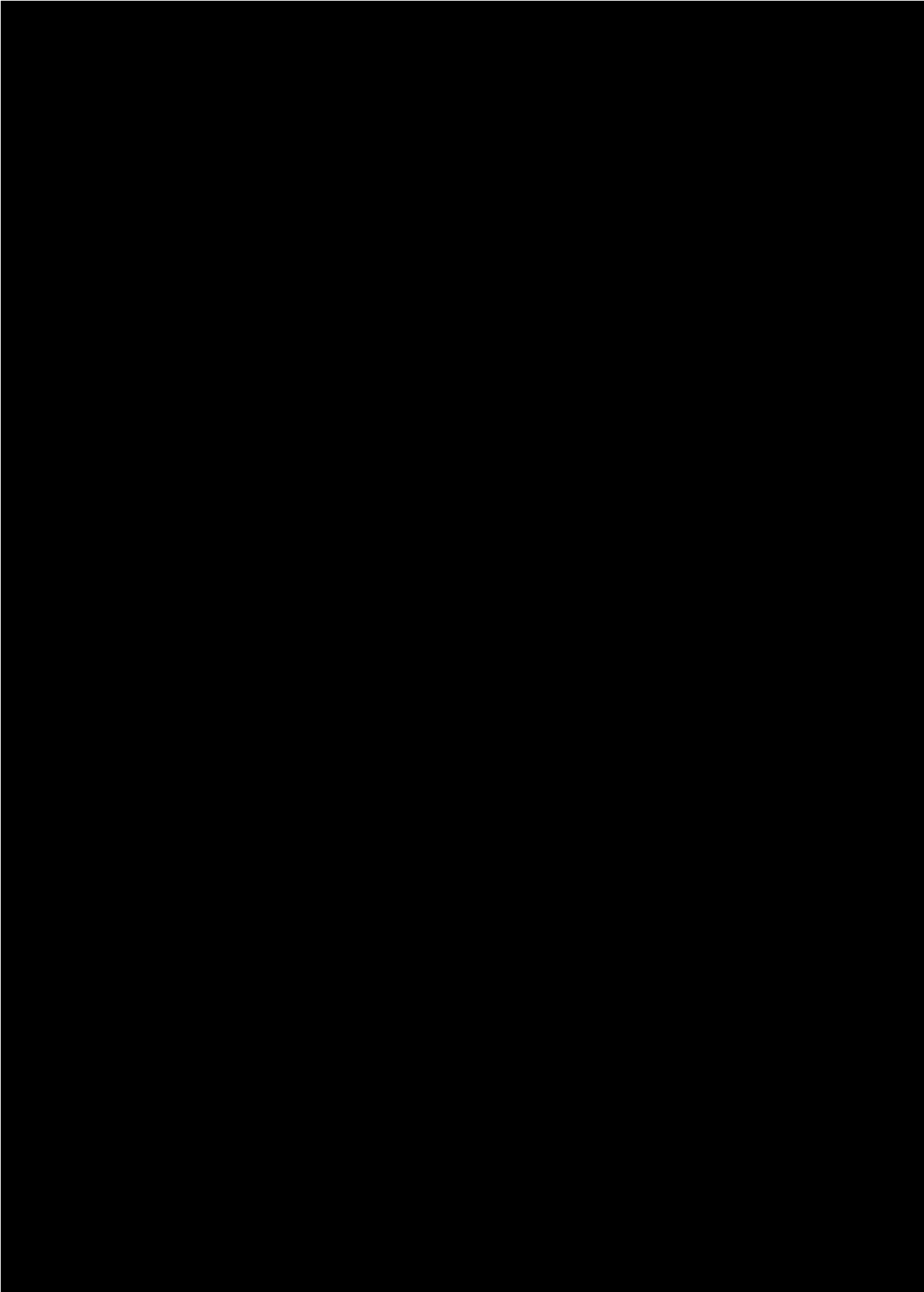
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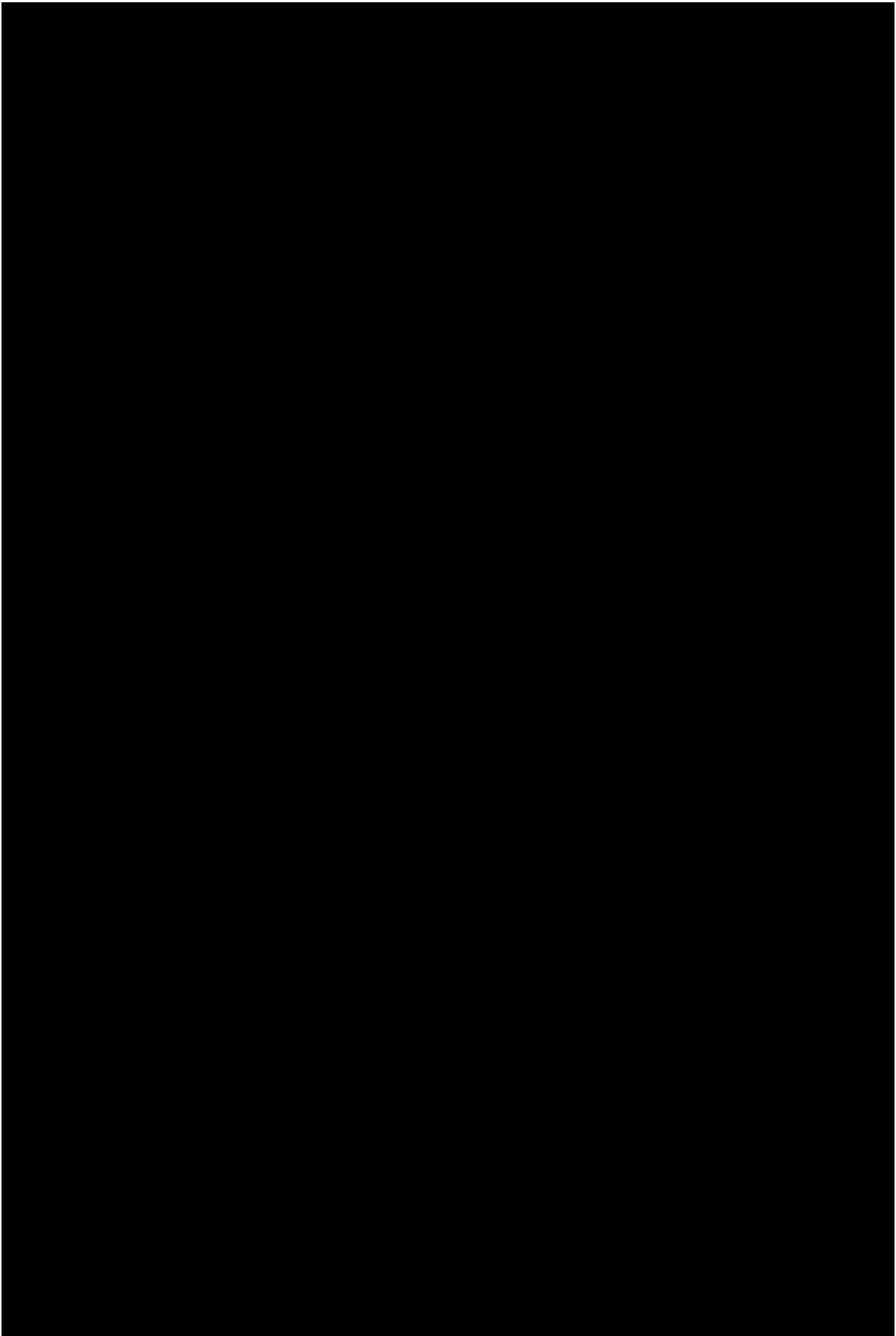
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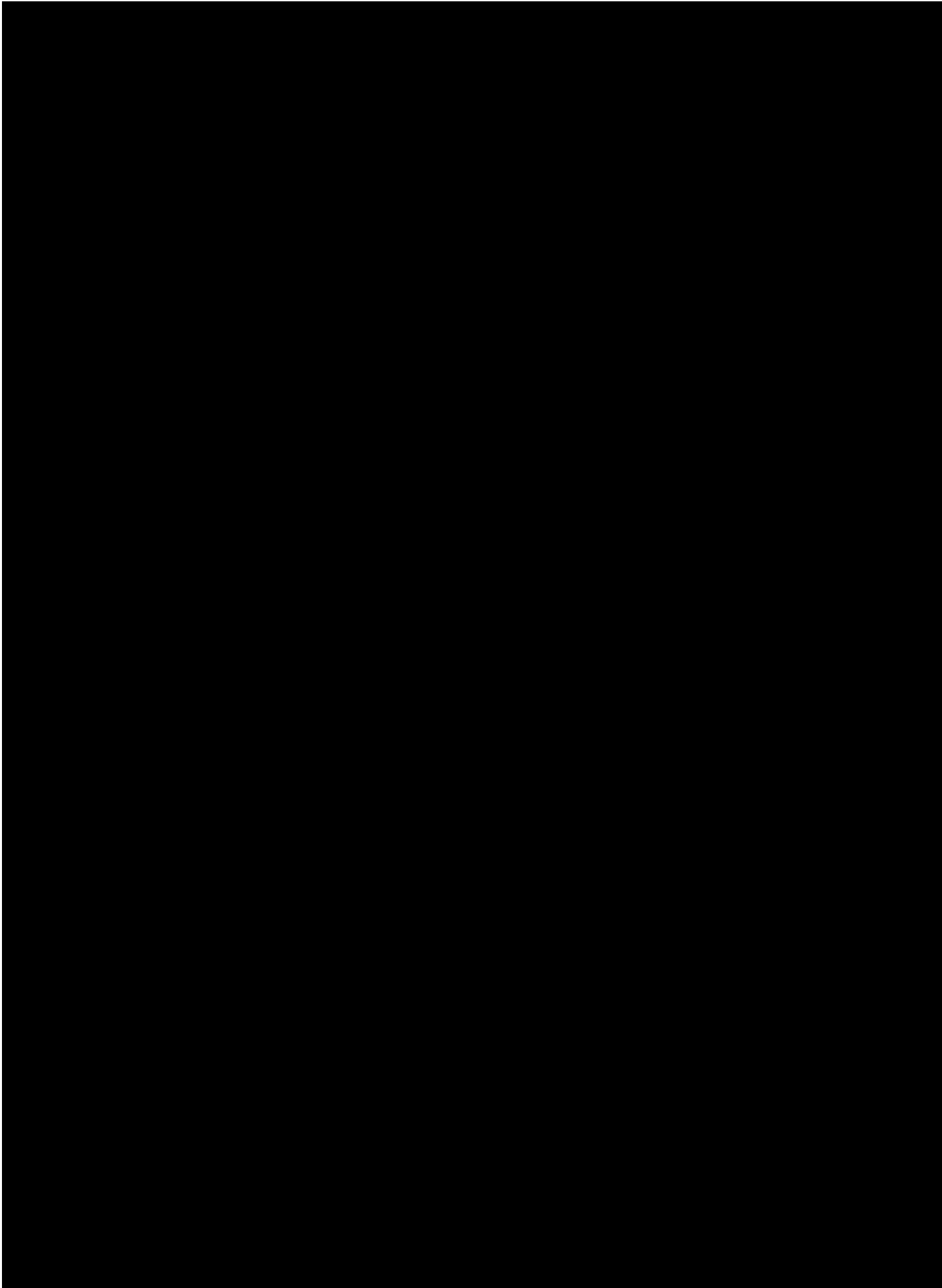


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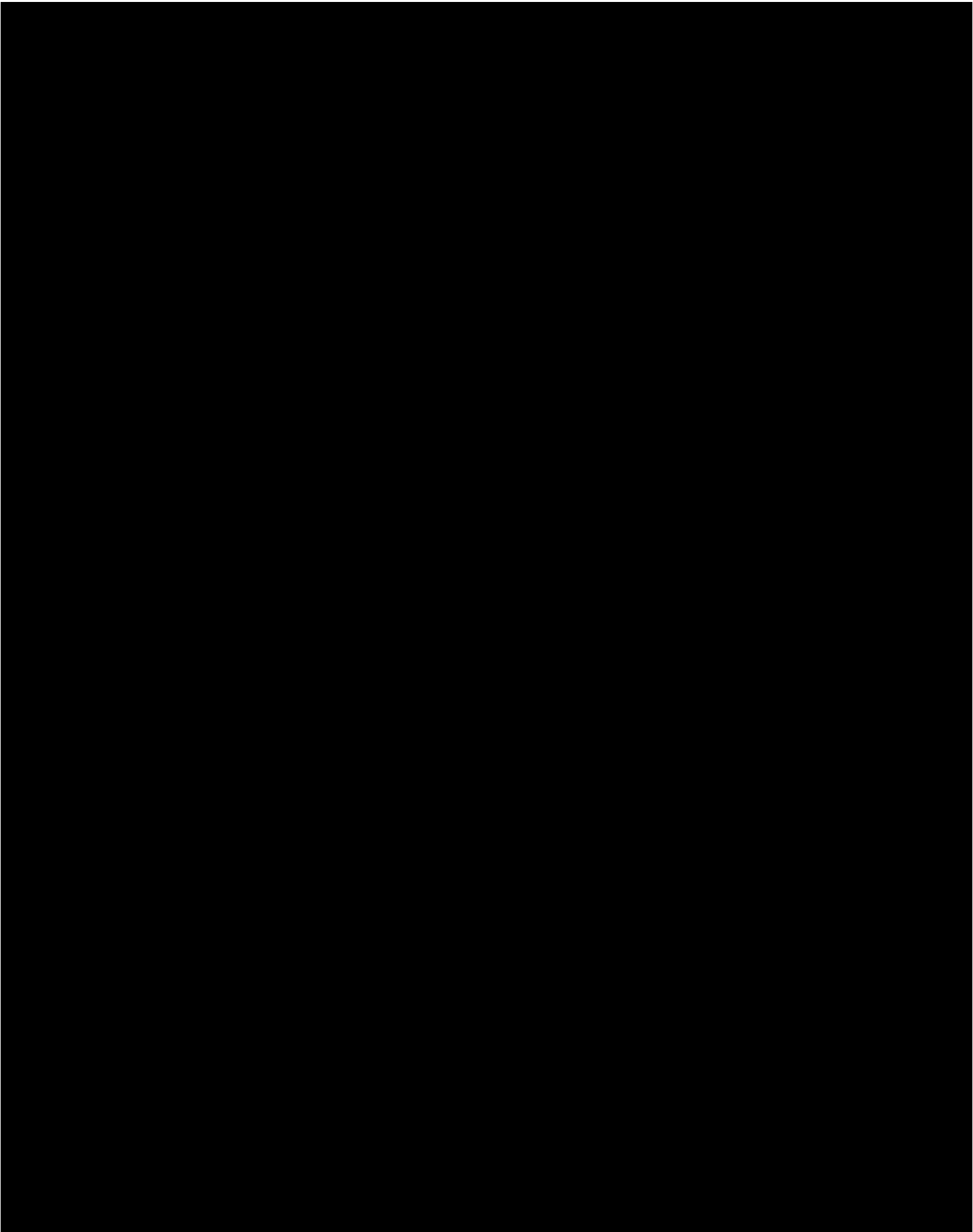


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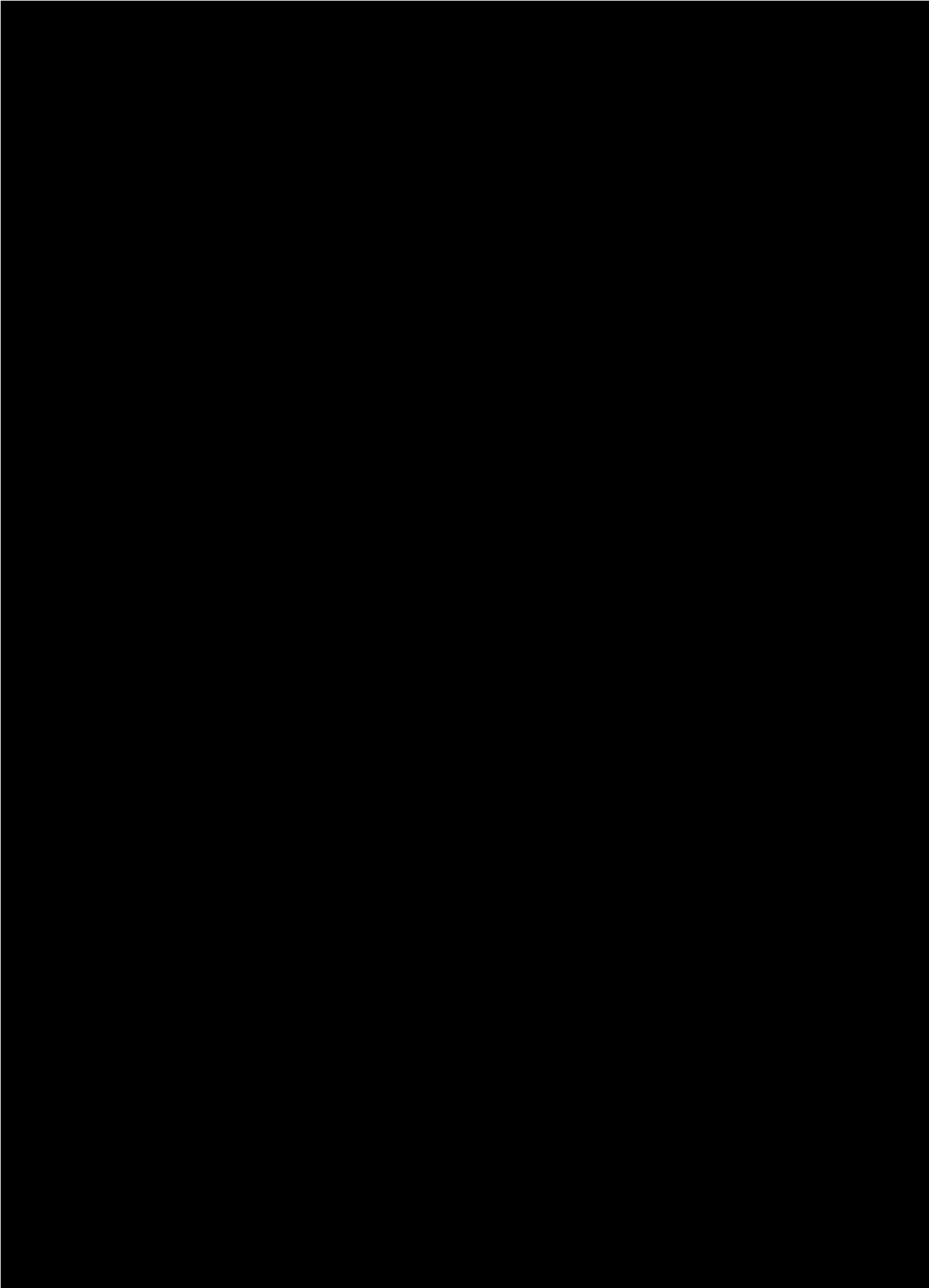
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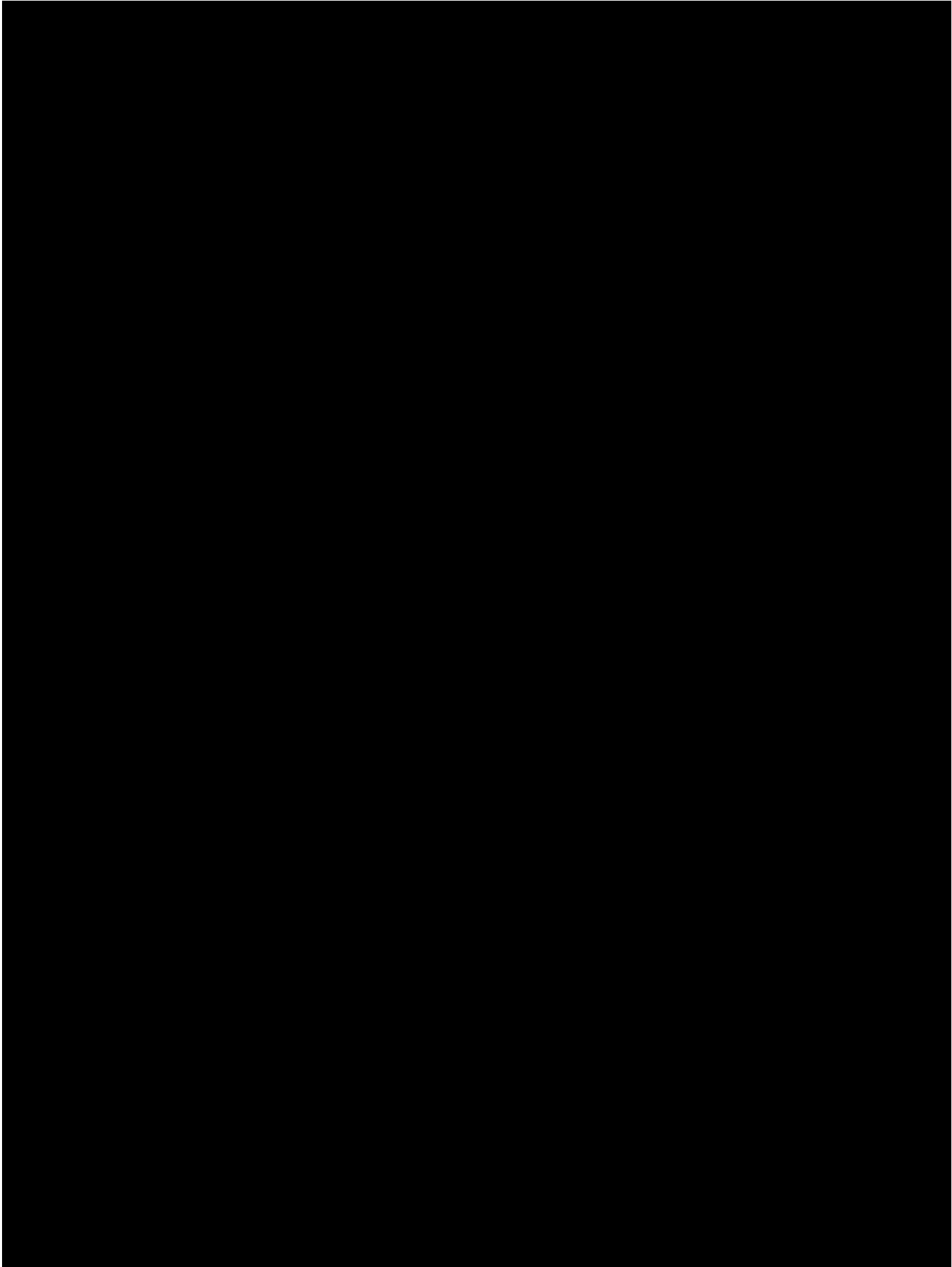


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SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024

CV NO 4 | MOOSA MULAUDZI
(HEAD OF TEACHNICAL)

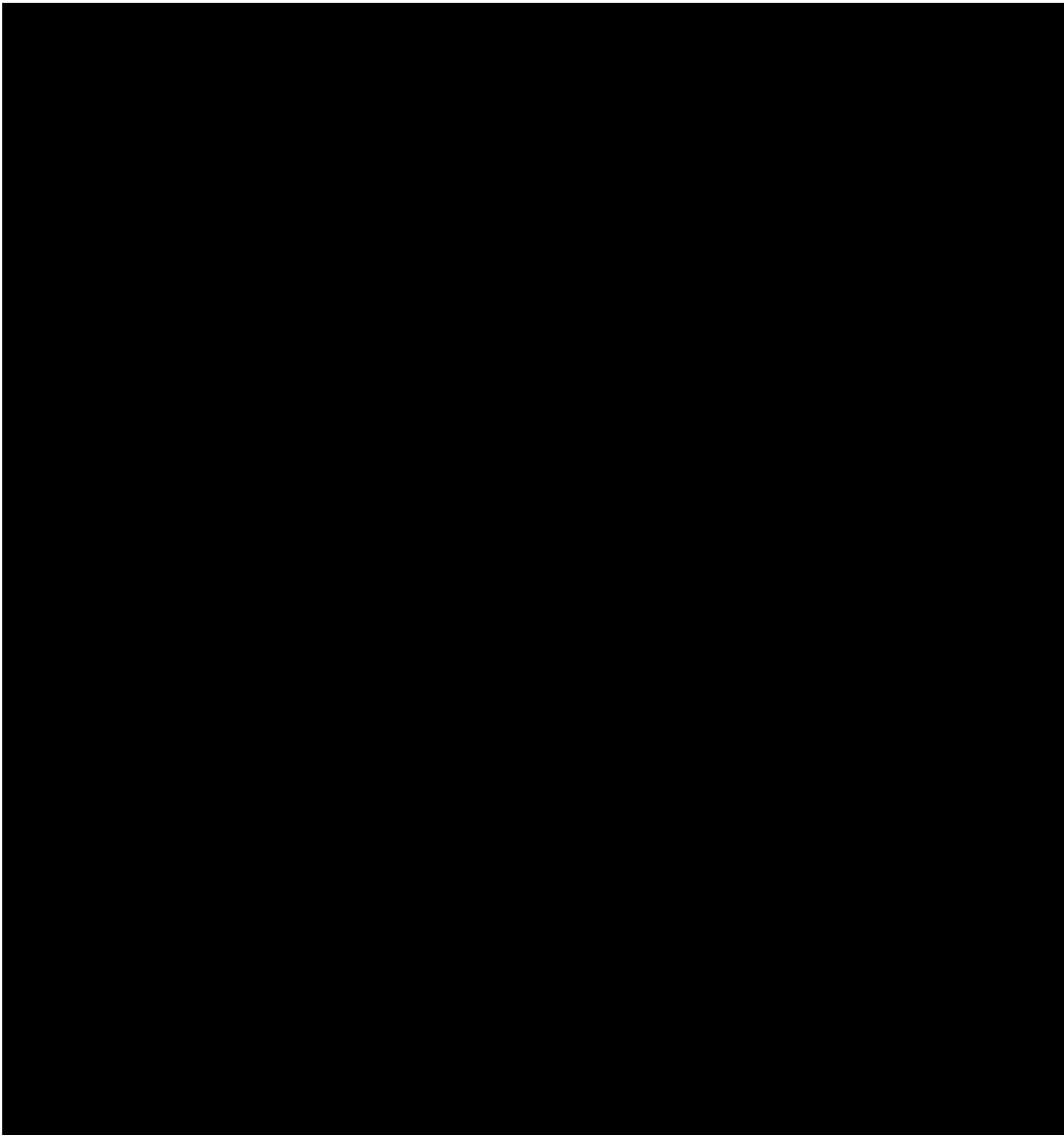


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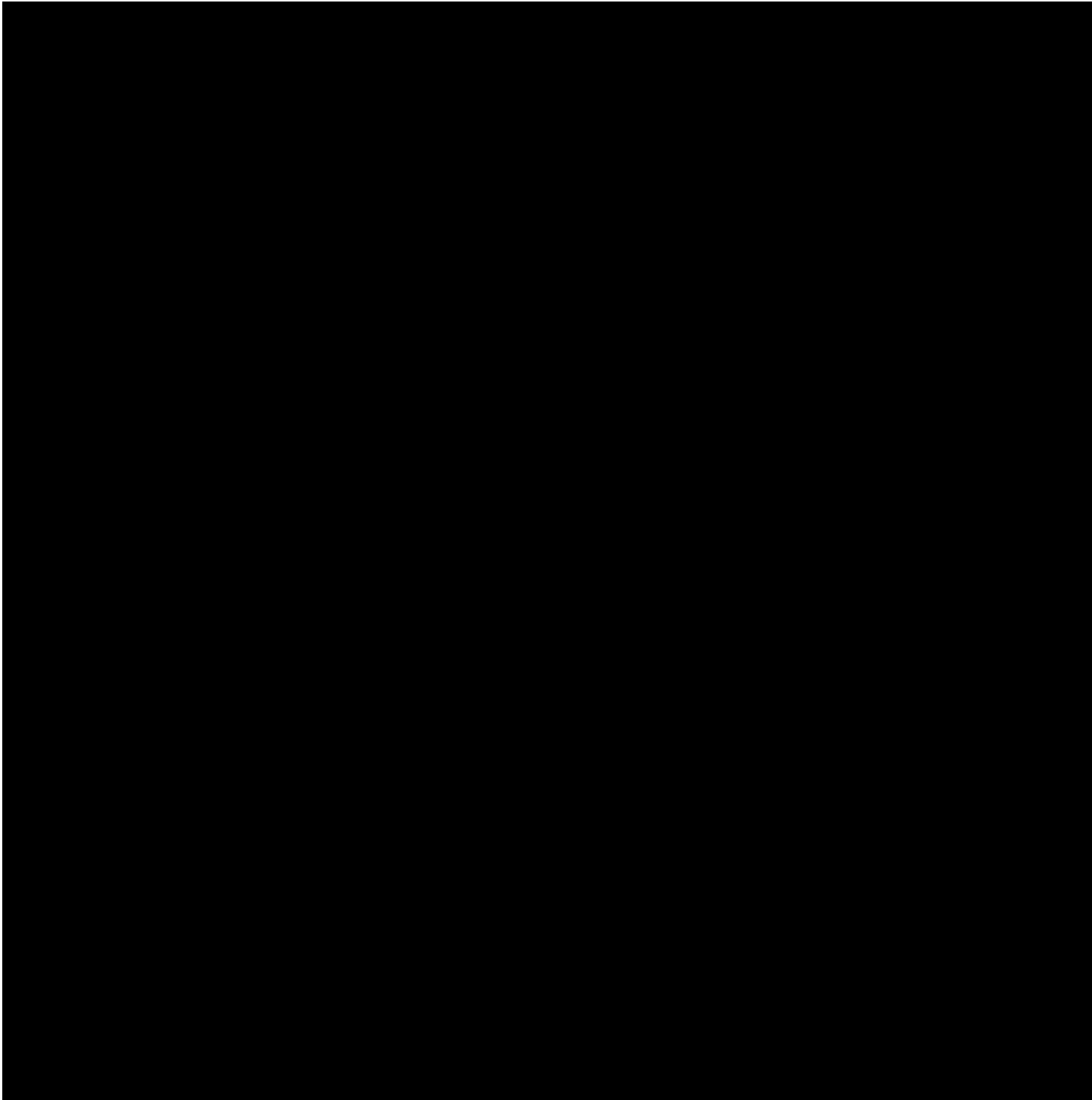


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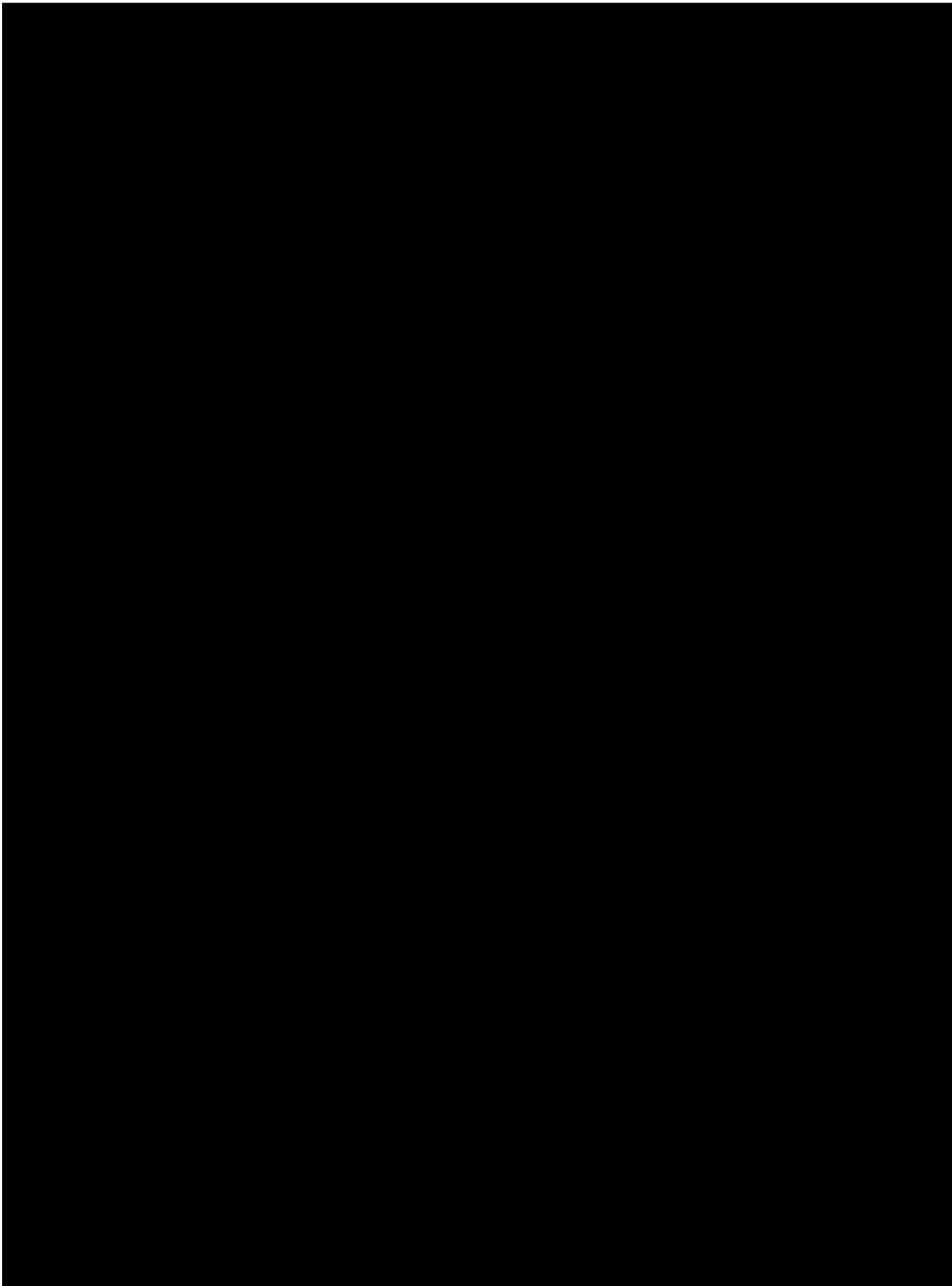


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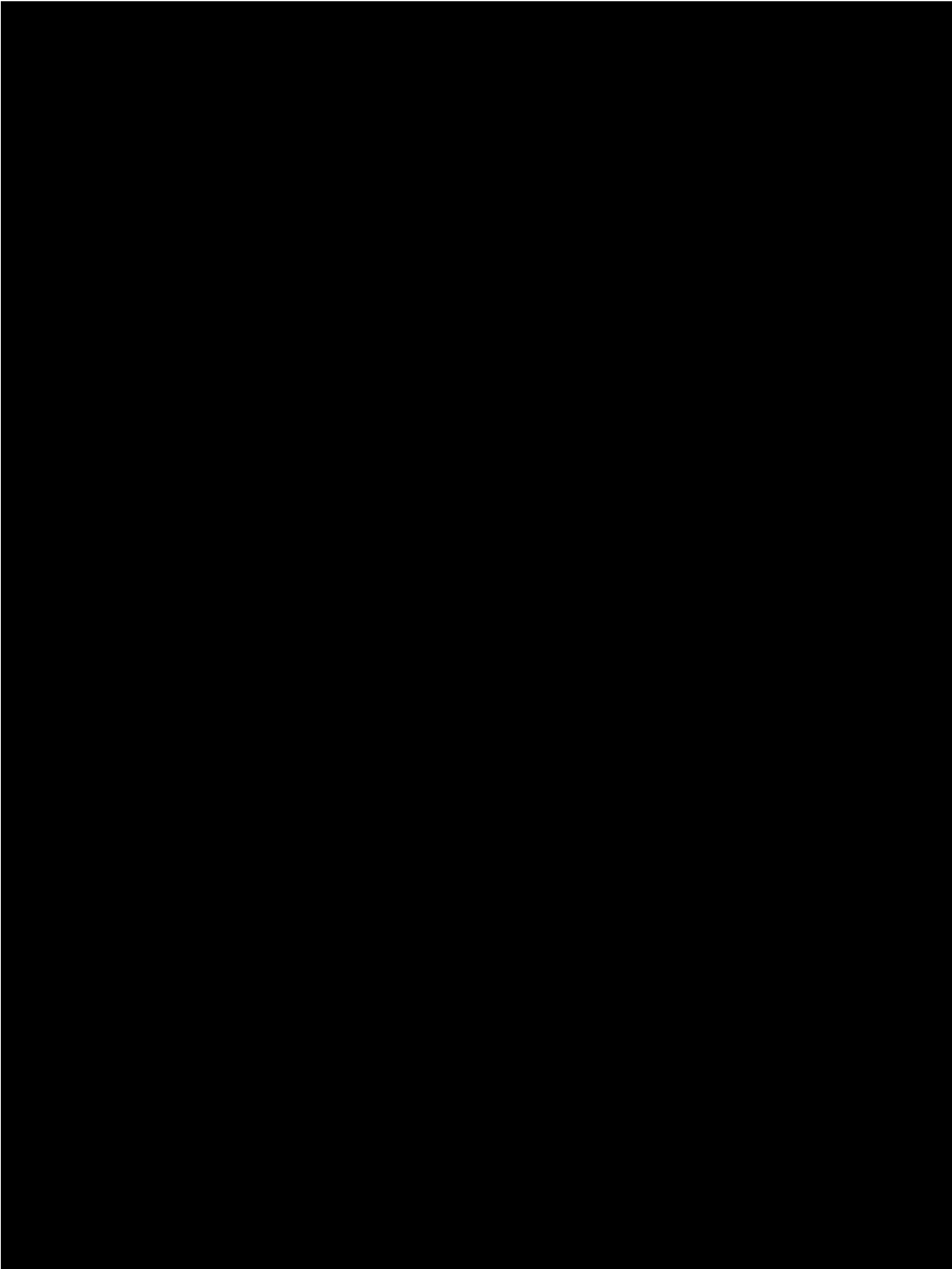


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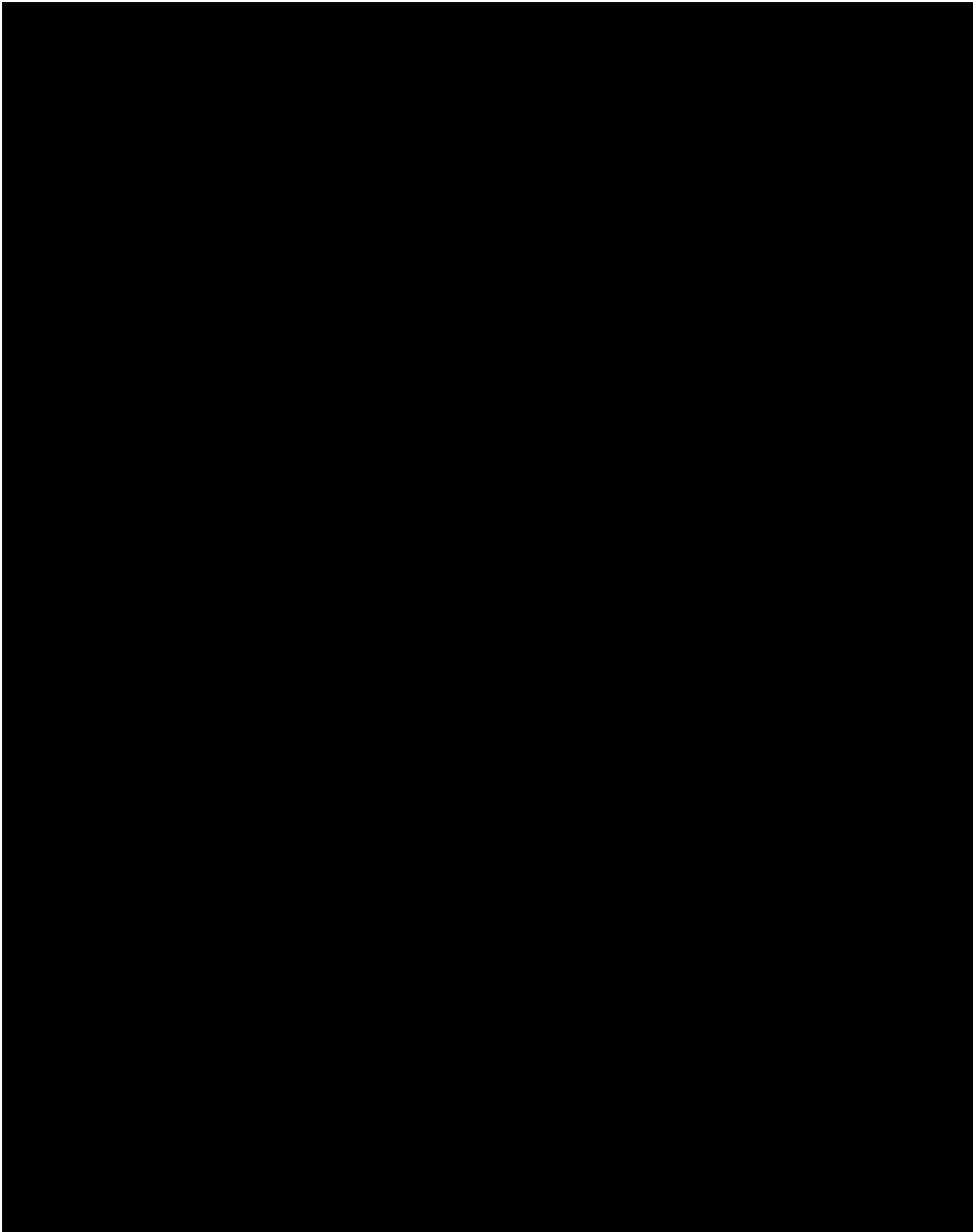


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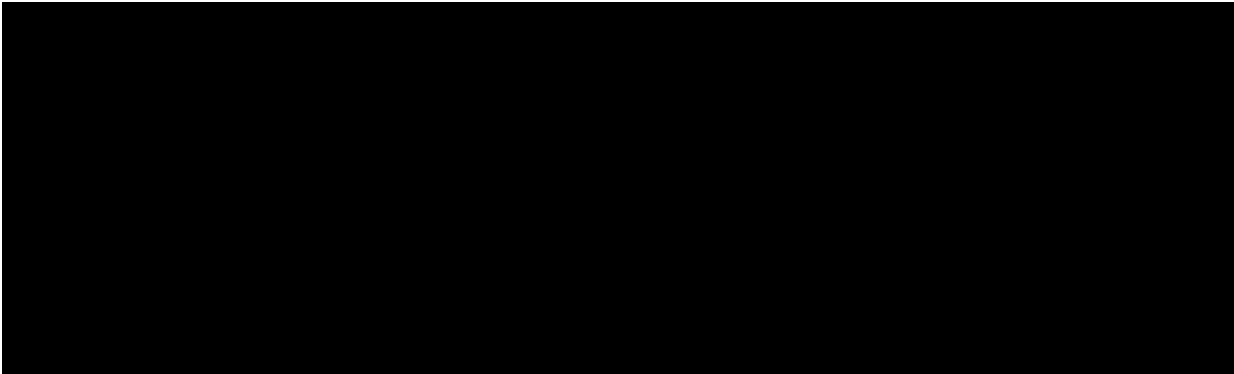


APPENDIX 22 C

DISCLOSURE OF INTEREST OF BOARD AND MANAGEMENT MEMBERS

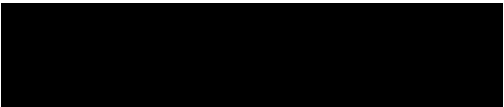


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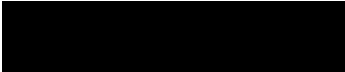


TO WHOM IT MAY CONCERN

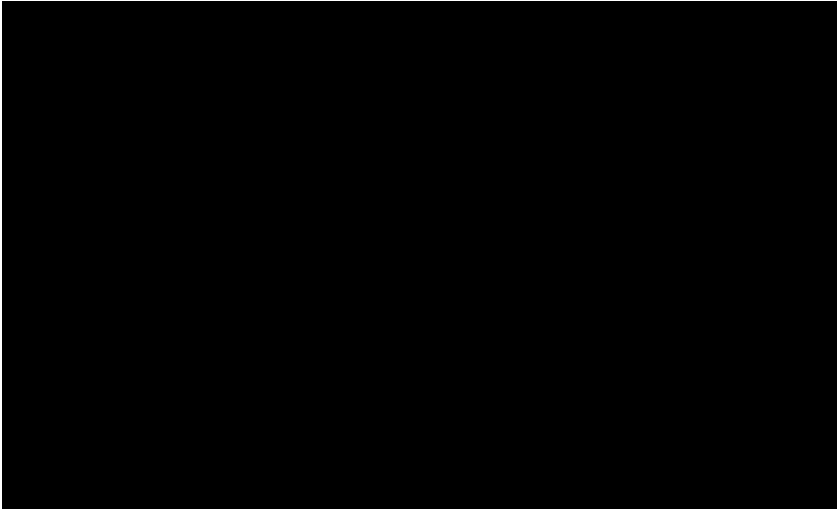
RE: SENIOR MANAGEMENT: CONFLICT OF INTEREST



with the ID N



do hereby declare that the information contained herein fall with my personal knowledge and are to the best of my knowledge complete, true and correct. Further declare as a Senior Manager of Elim community Radio FM wish to disclose that there are no conflicts of interest that might arise in the future with the position I have on the organization and





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TO WHOM IT MAY CONCERN

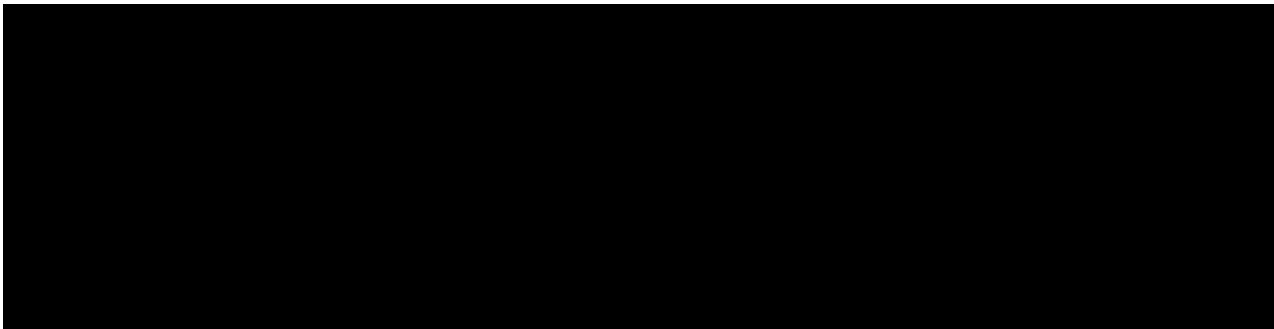
RE: SENIOR MANAGEMENT: CONFLICT OF INTEREST

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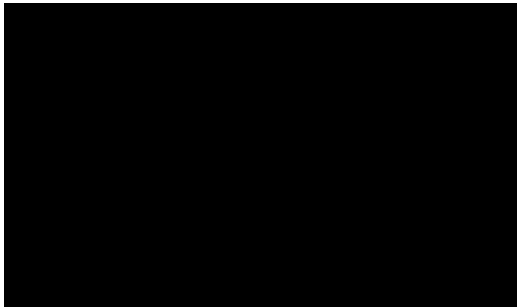
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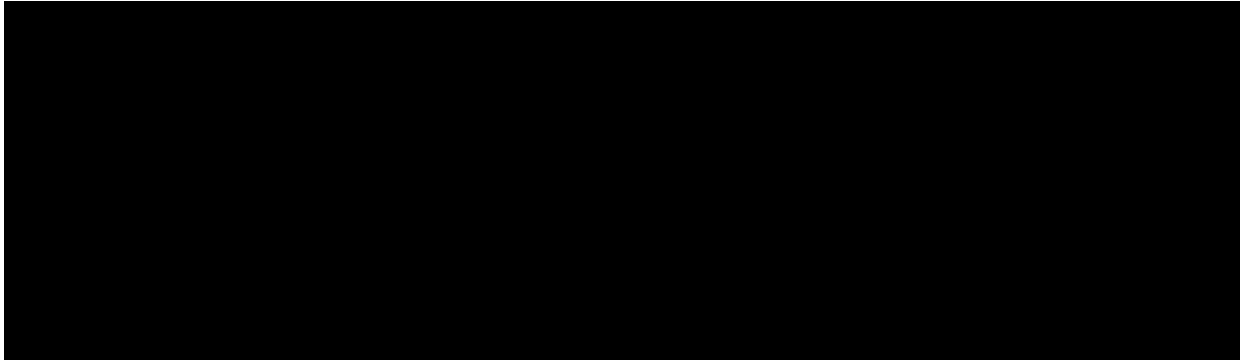
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[Redacted] with the ID No. [Redacted]
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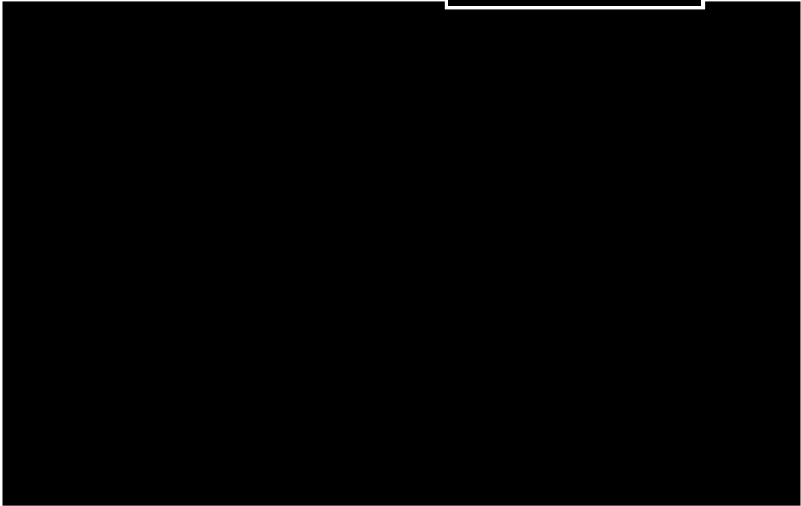


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RE: SENIOR MANAGEMENT: CONFLICT OF INTEREST

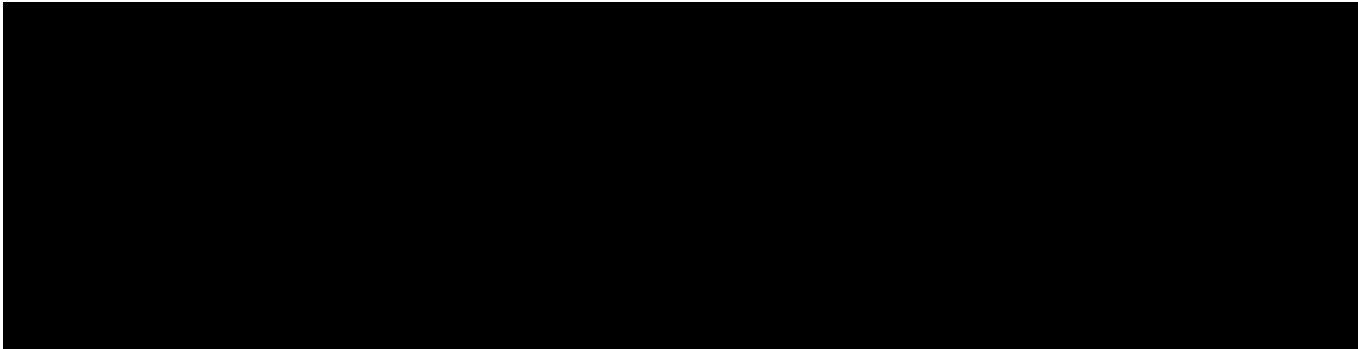
[Redacted] .. with the ID [Redacted]

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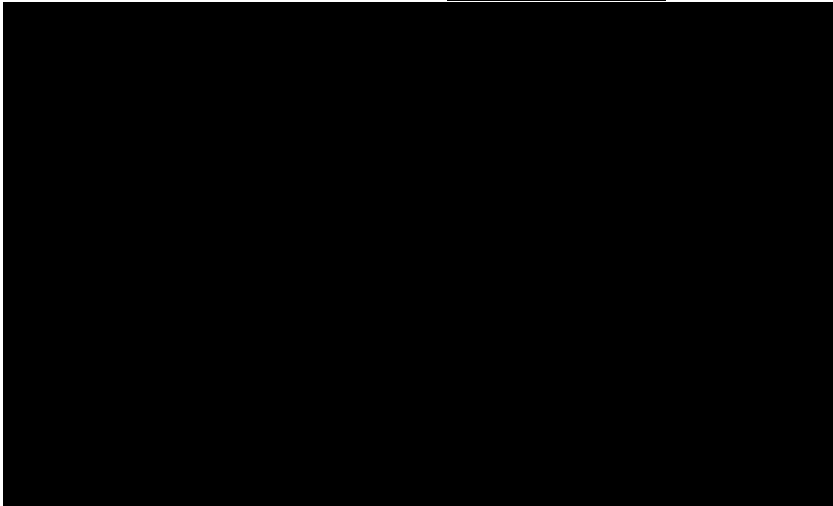


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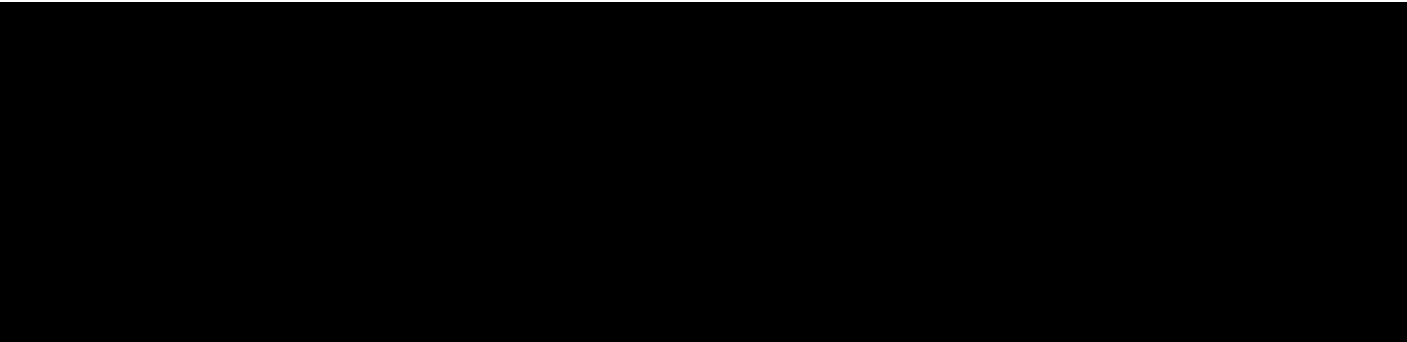
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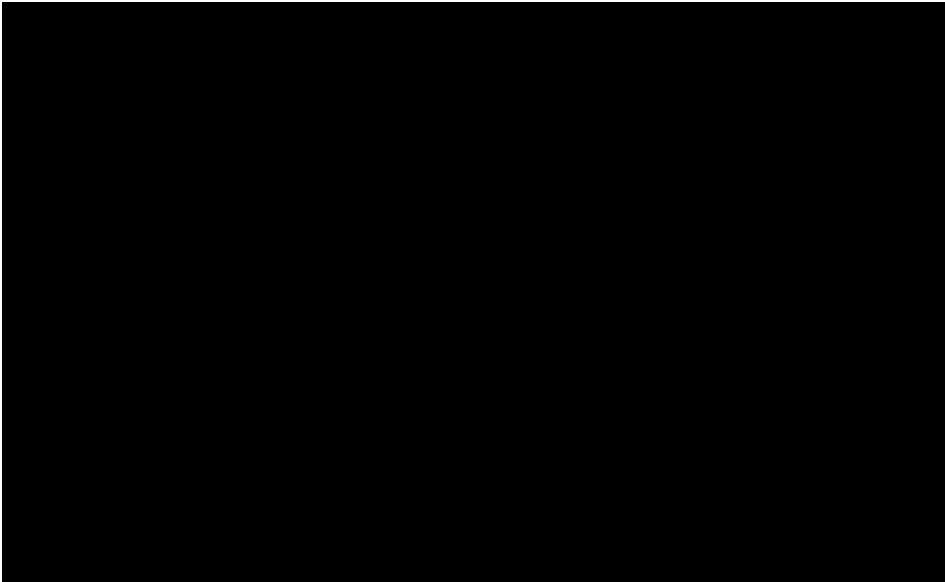


TO WHOM IT MAY CONCERN

RE: BOARD OF DIRECTORS: CONFLICT OF INTEREST

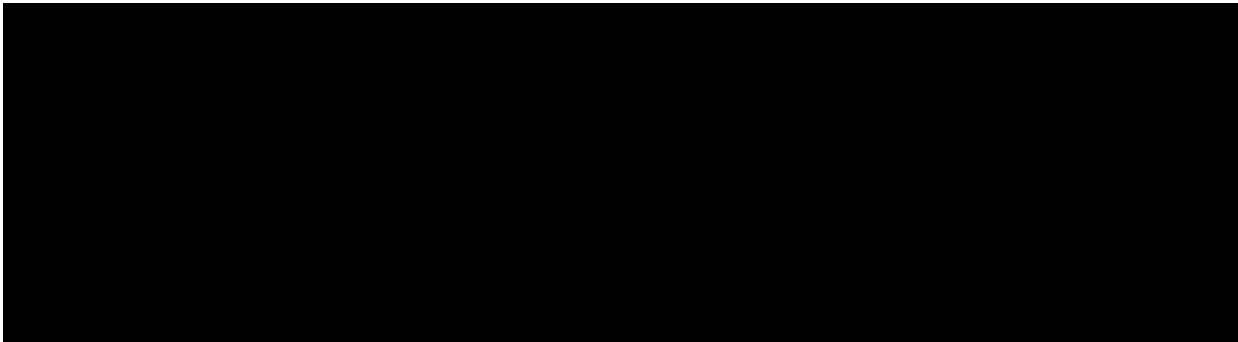
[Redacted] ... with the ID No [Redacted]

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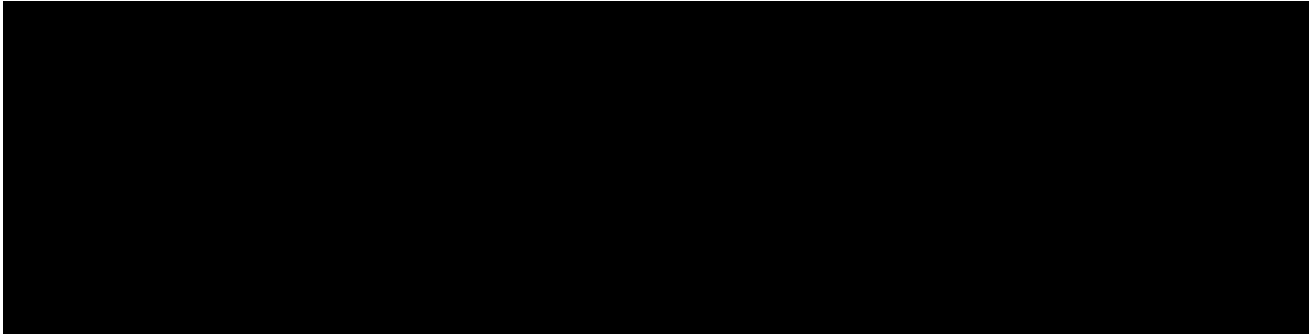
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[Redacted] with the ID No.. [Redacted]
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member of board of directors of Elim community Radio FM wish to disclose that there are
no conflicts of interest that might arise in the future with the position I have on the
organization and the position which I have at ... [Redacted]





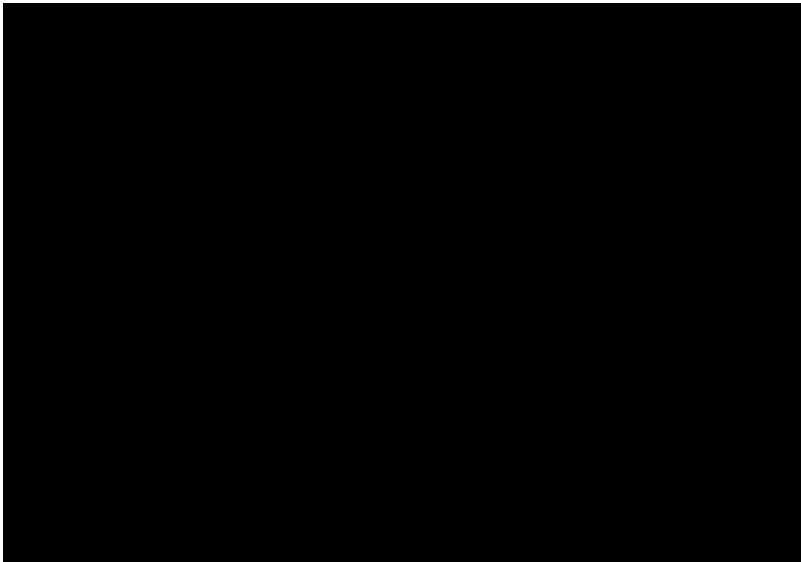
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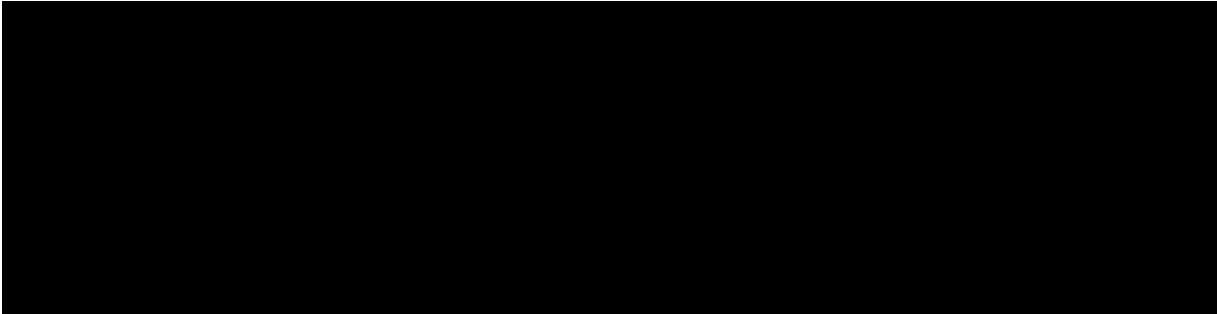
RE: BOARD OF DIRECTORS: CONFLICT OF INTEREST

[Redacted]
[Redacted] with the ID No [Redacted]
do hereby declare that the information contained herein fall with my personal knowledge and are to the best of my knowledge complete, true and correct. Further declare as a member of board of directors of Elim community Radio FM wish to disclose that there are no conflicts of interest that might arise in the future in relation to the [Redacted] organization and the position which I have at [Redacted]





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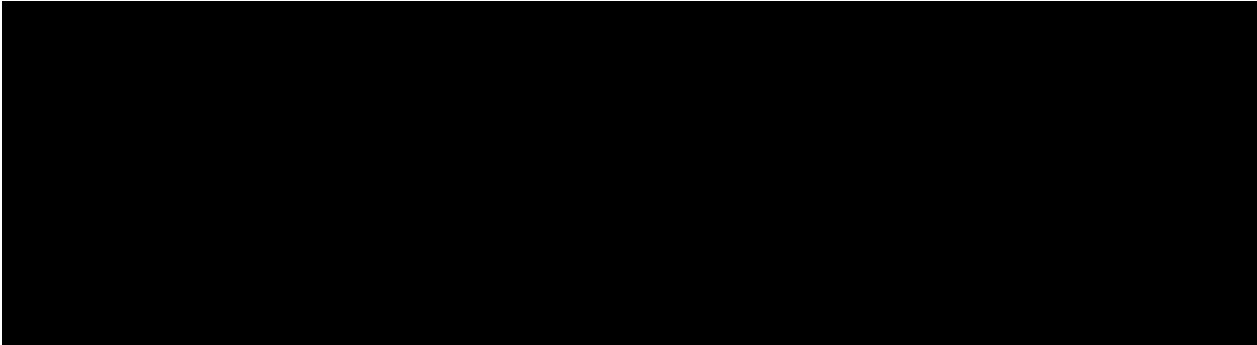
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no conflicts of interest that might arise in the future with the position I have on the
organization and the position which I have at [Redacted]
[Redacted]

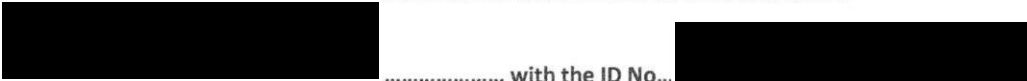


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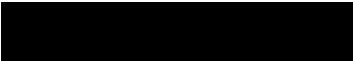


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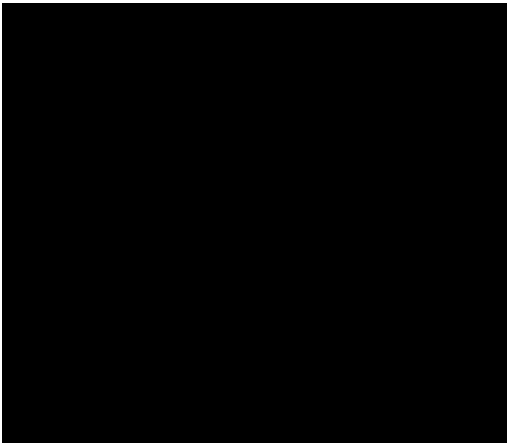
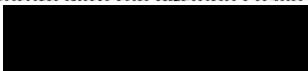
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APPENDIX 4.2 FORM B

DEMOGRAPHICS



PROFILE DEMOGRAPHIC INFORMATION

The total population of Makhado has decrease from 516 031 in 2011 (Based on the 2011 census outcome) to 416 728 and with 502 397 population, 2022 statistics from census due to the new demarcation of the municipal boundries. The number of households have also decrease from 134 889 households (Census 2011) to 116 371 with about (145 147) registered voters. The Municipality is made up of 4 formal towns namely, Louis Trichardt, Vleifontein, Waterval and Dzanani with more than 200 villages.

LANGUAGES

- **Tshivenda:** Spoken by approximately 50% of the population as their primary language.
- **Xitsonga:** Spoken by around %40 of the population.
- **Sepedi:** Spoken by about 5% of the population.
- **Afrikaans:** Spoken by approximately 1% of the population.
- **Other languages:** A small percentage of the population speaks languages like English, and other languages. %4

The main administrative office is situated in Louis Trichardt town with two supporting regional administrative offices in Dzanani, and Waterval. The municipality has 38 ward councillors and 37 proportional councillors .There are 14 traditional leaders who are ex-officio members of the municipal council and 10 councillors who are members of the executive committee. The Municipality also has 38 established and fully functional ward committees.

	2022	2016	2011
Population	502 397	416 728	411 353
Age Structure			
Population under 15	31.3%	33.9%	34.2%
Population 15 to 64	61.6%	60.7%	58.9%
Population over 65	7.1%	5.4%	6.9%



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	2022	2016	2011
Dependency Ratio			
Per 100 (15-64)	62.3	64.8	69.8
Sex Ratio			
Males per 100 females	88.7	88.0	86.3
Population Growth			
Per annum	1.94%	0.85%	n/a
Labour Market			
Unemployment rate (official)	70%	65%	64%
Youth unemployment rate (official) 15-34	60%	70%	50%
Education (aged 20 +)			
No schooling	16.2%	17.9%	18.2%
Matric	28%	24.7%	22.2%
Higher education	10.1%	9.0%	9.2%
Household Dynamics			
Households	140 338	116 371	107 733
Average household size	3.6	3.6	3.8
Female headed households	n/a	49.0%	50.7%



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	2022	2016	2011
Formal dwellings	94.7%	87.1%	92.5%
Housing owned	n/a	76.0%	63.2%
Household Services			
Flush toilet connected to sewerage	29.7%	12.7%	15.5%
Weekly refuse removal	20.7%	10.2%	11.3%
Piped water inside dwelling	26.0%	7.3%	17.2%
Electricity for lighting	95.7%	95.6%	89.4%

Mortality and Fertility

The information provided in this section is based on the information as recorded and provided by Department of Health. The table below reflects that 8335 children were born in 2011 and 1798 people died during the same year, this figures do not however reflect unrecorded incidences. The figures provided reflect the number of deaths and birth as recorded per Hospital within Makhado Municipality.

At best, the figures provide an indication of the correlation between mortality and birth. Therefore based on the provided figures it can be deduced that the ratio of deaths to births recorded is approximately 1:4. Another limitation to this information is that the Hospitals indicated below provide a District service and the recorded information might be inclusive of the mortality and birth statistics of people coming from elsewhere.(Refer to the Table Below)

Institution	Birth		Death	
	Male	Female	Male	Female
Louis Trichardt Memorial Hospital	807	726	145	106
Elim Hospital	1897	1803	452	460
Silaom Hospital	1404	1698	307	328

Information provided by Department of Health, 2019

Age Structure and Sex

Makhado Municipality is composed of 279 236 female and 236 795 male persons (Information source: Census 2011). The population has a youthful age structure and the immediate significance of this young age structure is that the population will grow rapidly in future and this implies a future high growth rate in the labour force. At present, the local economy is unable to provide sufficient employment opportunities to meet the needs of the economically active population. A youthful population structure also implies a relatively higher dependency ratio. From a socio-economic perspective, the main elements of the population can be summarised as follows:

Population Element	Percentage (%)
Economically active	46 %
Economically inactive	54%
Total	100%

The figures above clearly show the high percentage of the population that is economically inactive. This figure can be attributed to the high percentage of the population being under the age of 15, which per definition renders them economically inactive. The largest percentage of the rural black population between the ages of 15 – 65 years comprises women. This can be attributed to the migration of men for employment opportunities elsewhere. The high level of male absenteeism implies that women are predominantly the key decision makers at home. The table below provides more details on age structure and sex.

Dwelling Types

The following table reflects the main dwelling types found in Makhado Municipality. Traditional residential areas account for 87% percent of the total households followed by formal residential areas presumably those found in Makhado Town and the R293 Townships.

Emuneration Area	Households
Formal residential	9 336
Informal residential	97
Traditional residential	117 428
Farms	6 960
Parks and recreation	11
Collective living quarters	122
Industrial	205
Small holdings	0
Vacant	633
Commercial	97
Total	134 889

Makhado Household Trends

According to the recent Census findings (Census 2011) the number of households in Makhado Municipality have risen by about 24% from 108 978 in 2001 to 134 889 in 2011.

Census 2001	Census 2011	Increase	Percentage Increase
108 978	134 889	25 911	24%

Table 6: Census 2011, Number of household

Source: Stats SA 2011 National Census, www.statsa.co.za

Census 2011	Census 2016	decrease	Percentage decrease
134 889	116 371	18 518	13.7%

Source: Community survey 2016, Number of household

Source: Stats SA 2016 Community survey, www.statsa.co.za

The table below reflects the types of main dwelling present in Makhado Municipality. A total of 121 461 households in the Municipality are brick/concrete block structure on a separate stand or yard or on a farm.

Type of dwelling	Households
House or brick/concrete block structure on a separate stand or yard or on a farm	121 461
Traditional dwelling/hut/structure made of traditional materials	6 749
Flat or apartment in a block of flats	655
Cluster house in complex	215
Townhouse (semi-detached house in a complex)	168
Semi-detached house	432
House/flat/room in backyard	682
Informal dwelling (shack; in backyard)	1 737
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1 736
Room/flat let on a property or larger dwelling/servants quarters/granny flat	337
Caravan/tent	139
Other	578

The demographics above was found at <https://municipalities.co.za/demographic/1132/makhado-local-municipality>



APPENDIX 5.1

DESCRIPTION OF SERVICE



Elim Community Radio Station's main objective is to provide quality broadcasting services on a sustainable basis to Elim community and the surroundings by producing several radio programs in aggregation with the community it's serve with the objectives of educating, informing and entertaining the youth and the community at large.

ELIM FM will provide a full programming content for its targeted community. The station will be a youth driven radio station but with a combination of knowledgeable management in key positions with the focus to the entire community.

Plan:

- 60% - Talk

- 40% - Music

- Peak time: 06:00 - 09:00 AND 16:00-19:00

Language:

XITSONGA - 70%

TSHIVENDA - 20%

ENGLISH – 10% IT will be used more to spicy the shows and in news Bulletins

AGE TARGERTS

10 – 35 YEARS AS A PRIMARY MARKET

35 – 50 YEARS AS A SECONDARY MARKET

50 YEARS AND ABOVE WITH OTHER MARKETS

News and Information: ECR FM will broadcast 30 Minutes of Current affairs a Day and 10 bulletins per day, means 4minutes per Bulletin of which:

55% shall be local

30% shall be regional



20% national

5% international.

Total of 70 News Coverage per day

South African Music Content: 85% and which 30% will be music Produced in the coverage proposed

International Music Content: 15%

The projected outcomes of the services rendered by Elim Community Radio station to the community of Elim and surroundings contains such as:

- Fighting crime
- Promotion of social happiness
- Skills development
- Communication platform with government
- Job making
- Profitable development
- Edutainment
- Elevation of tourism
- Preferment of religion, arts and culture

Studio Location:

Elim Fm Studio is located at Chavani, Elim Village under Makhado Municipality. The Station is 10km away from the Transmitter applied to, which Molema transmitter 96.2 MHz in the Gaba Area. Sentech conducted a technical study and found that there won't be any interference with other frequencies.



APPENDIX 5.4 OF FORM B



ECR FM SHOWS PROGRAM

	Time	Name	Type	Broadcasting hours Days	Number of show Presenter	Number Producer
1	06-09am	The Morning experience	Breakfast show, Traffics, Weather, Financial indicators, Celebrity Gossips. Sports Updates Taxi talk, Mechanic Talk Word of the Day	3hours Mon-Fri	2	1
3	09-12PM	Rivoningo	Mid-Morning talk show, kitchens Talks, Birthdays wishes, Community Announcements. Childhood Life, Educational Talks	3 Mon-Fri	1	1
4	12-13:30pm	Xihlovo xa Vutivi	Current affairs & Educational Show -education, Health , politics, technology, business	1Hour 30 Min	1	1
5	13:30-15hoo	Tawelana	Music show All kind of music to be played - House genre, Xitsonga genre, kwaito, afro pop, RNB, Soul Music. - Allowing Listeners to call	1H 30Min	1	
6	15-18pm	Mnandi Nandi Afternoon Drive	Afternoon drive Weather, Celebrity Gossips, Quiz, Flops one once made.	3hours Mon-Fri	2	1
7	18-19Pm	ECR Sports view	Sports Updates Local and National Sports News	1Hour Mon & Friday	1	1
8	18-19pm	Muntshwa na Xivono	youth talk, educational, Motivations Teenage Life style, Social Happiness,	1hour Tues-Wed	1	1

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10	19-21pm	Swivilelo swa va aki	Comedy, Jokes Show. Community talk show, Raising concerns of the community. Solving community issues	Thursday 2Hours Mon- Wed	1	1
11	19-21pm	Exidziveni xa Rirhandzu	Relationships Discussions Show - Solutions to the depressed - Impact of divorces in the marriage - Exploring in relationship contents	2Hours Thurs-Friday	1	1
12	21-00Am	ECR FM Chill out	Music Show Taking Calls From listeners. Voice notes	2Hours Mon-Friday	1	1
13	00-03am	Boxa unga Naxo	Mid night talk show Focusing in Families Issues, Life Challenges Difficulties in Marriages	Mon-Friday	1	1
14	03-06am	Xitimela xa mixo	Morning talk show, Dreams Revelations, plans of the day Music	Mon-Saturday 3Hours	1	1
		WEEKEND (SATURDAY)				
15	06-09am	ECR FM Weekend Breakfast	Talk Show, birthday wishes, sport updates, traffic, weather updates.	Saturday 3hours	1	1
16	09-12am	Reggae Vibes	Music show, Reggae music, history of reggae music Artist Profiles.	Saturday 3hours	1	1

ELIM COMMUNITY RADIO FM
 APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
 SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
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17	12-14pm	Timbila Ta Africa	Music show African music, The music that is produced live recorded with a touch up of Manyalo Genre	Saturday 2hours	1	1
18	14-15pm	ECR FM Sport view	Sports show Current affairs about sports	Saturday 1hour	1	1
19	15-18pm	Vulombe Bya Xigaza	Music show Strictly for Xitsonga Genre Music Olden Music Xigaza xa Ma 2k Stylists Interviews	Saturday 3hours	1	1
20	18-21pm	Vuchikiri-chikiri	Talk Show with Music Listeners talks about their day What they achieved in the day What made them enjoy their day What encouraged them	Saturday 3hours	1	1
21	21-00pm	Local is lekker	Music show Local Music New releases of local Music Profile of New Comers	Saturday 3hours	1	1
		(Sunday)				
22	00-03am	The Revival	Show of Prayers, Testimonies, Encouragement, Worship Songs.	Sunday 3hours	1	1
23	03:06am	Vhangeli	Old Gospel Music Reasoning in the scriptures Old testaments and new testaments	Sunday 3hours	1	1

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24	06-09am	Glorious Encounter	Religious Music with Different genres Such as Apostle songs, Zion, Worships Songs Praise songs. Interviews of Gospel Genres	Sunday 3hours	1	1
25	09-12pm	Church O'clock	Religious Talk Motivation of Word of God Worship Songs Bible Verses Revelations	Sunday 3hours	1	1
26	12-15pm	Jazz Zone	Music show, Focusing on Jazz Music such as Blues, Afro Jazz etc	Sunday 3hours	1	1
27	15-18pm	ECR FM Chillias	Music Show Sport updates Cool Music(such as RNB and Afro Pop Music)	Sunday 3hours	1	1
28	18-21pm	Worship Night	Religious Talk Preaching The word, Scriptures	Sunday 3hours	1	1
29	21-00Am	Zwa Marhamani	Talk show Cultural believes Cultural Activities	Sunday 3hours	1	1



ELIM COMMUNITY RADIO FM

- News and Music Breakdown-

Monday - Friday: News Bulletin (7:00am - 19:00pm) - 12 Hours

= Each bulletin @ 4 Minutes x 10 bulletins - 40 Minutes of News Bulletins

Current Affairs

= 30 Minutes Current Affairs

(4 Mins x 10 = 40 minutes) + 30 Current affairs minutes

Total News Output per day (Monday - Friday): 70 Minutes news per day

N:B No News Provision by weekends

News Split Percentage

Local News Stories - 60%

National News - 30%

Continental and the world - 10%

Music Percentage

Elim Community Radio FM will broadcast 85% local music and 15% International music

85% and which 30% will be music Produced in the coverage proposed



APPENDIX 7 OF FORM B

ECR FM SUPPORTING REGISTER

[illegible]

[illegible]

ECR FM SUPPORTING REGISTER

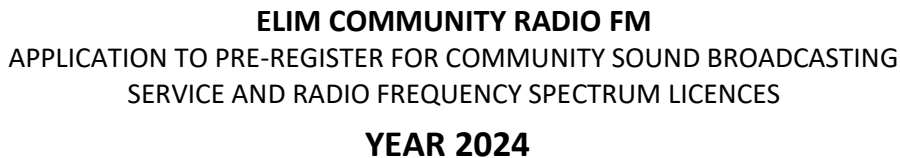
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ECR FM SUPPORTING REGISTER

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ECR FM SUPPORTING REGISTER

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Surich School
30-03-2025

ECR FM SUPPORTING REGISTER

Date
30/03/25
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30/03/25

ECR FM SUPPORTING REGISTER

[illegible]

ECR FM SUPPORTING REGISTER

[illegible]

ECR FM SUPPORTING REGISTER

[illegible]

Abstract—The purpose of this study was to determine whether the use of a video screen during a simulated driving task would affect the ability to detect and respond to critical events.

[illegible]

YEAR 2024

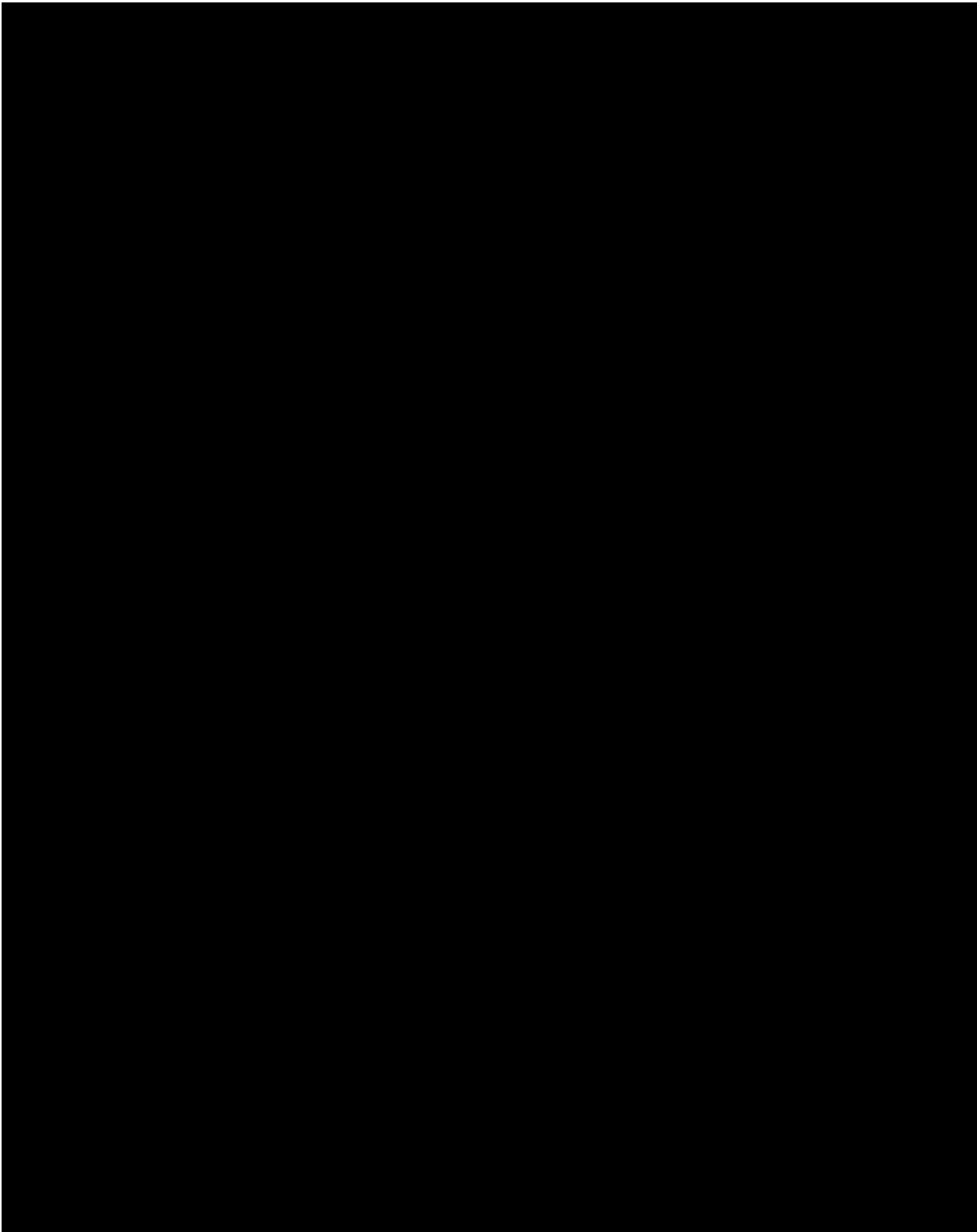
ECR FM SUPPORTING REGISTER

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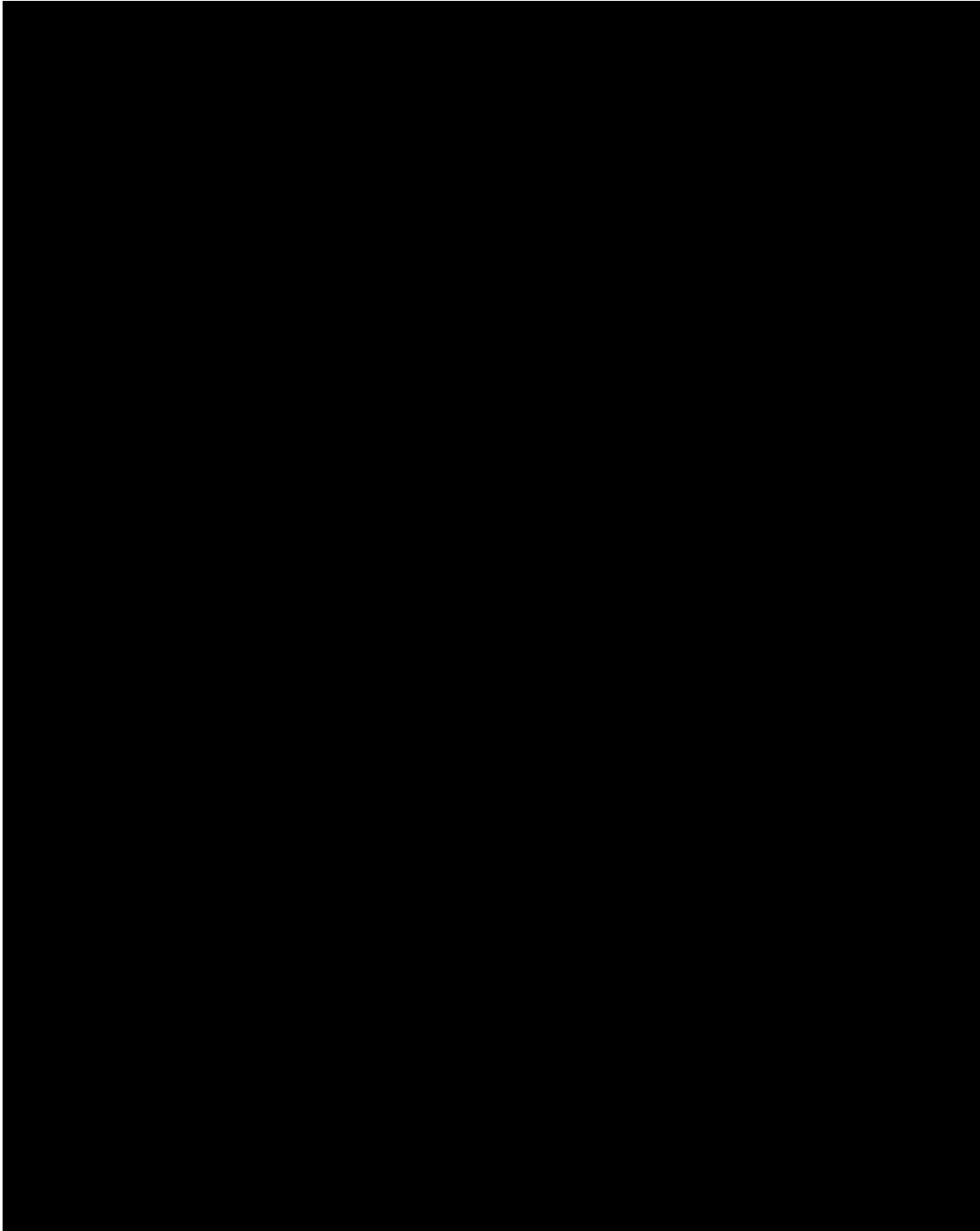


Minutest taken at Nwaxinyamani Khoros





ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024



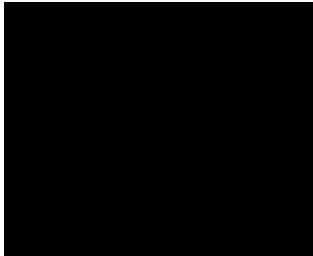
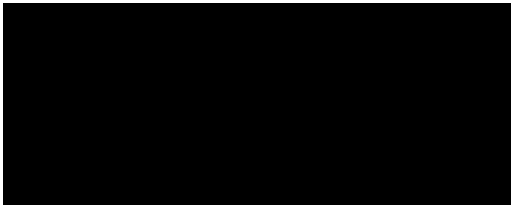


Letter of Supports



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

NKHENSANI TRADITIONAL COUNCIL

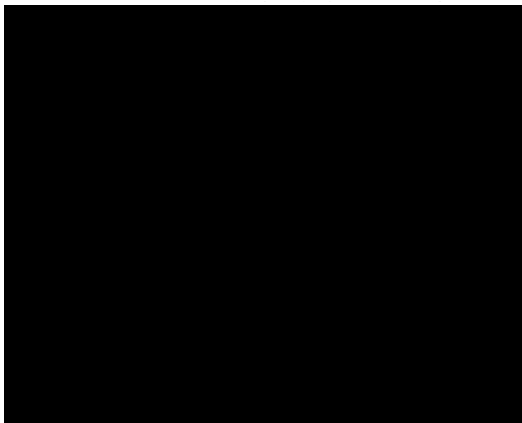


TO WHOM IT MAY CONCERN

**REGARDING: APPLICATION FOR ELIM COMMUNITY RADIO
STATION (ECRFM) BROADCASTING SERVICE LICENSE**

This letter is submitted to your bureau as an indication of our support of the
proposed Elim Community Radio Station (Ecr fm). We wish that they be
given a license to conduct business.

Elim Community Radio Station (Ecr fm) will make another influence to the
integrated circuit technology communications industry in our region. It will
also improve our human space by identifying and using the talents of our
people.





ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
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Date : 3 March 2024

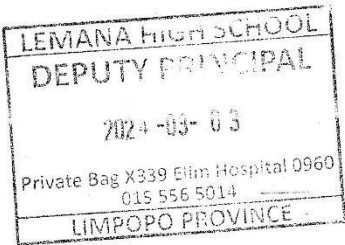
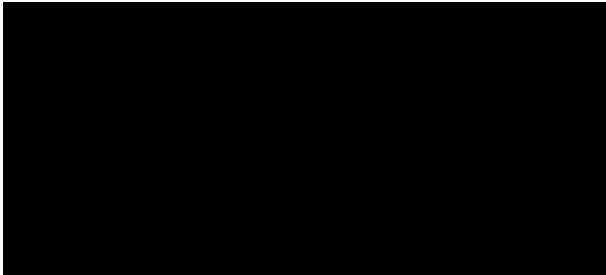
TO WHOM IT MAY CONCERN

REGARDING: APPLICATION FOR ELIM COMMUNITY RADIO BROADCASTING SERVICE
LICENSE

With regard to the matter stated above, we humbly submit our firm interest in and support for the granting of a license to broadcast program of Elim community Radio.

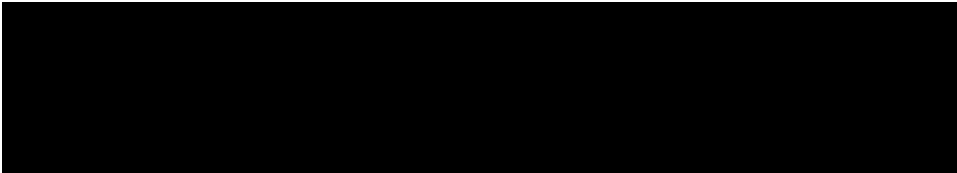
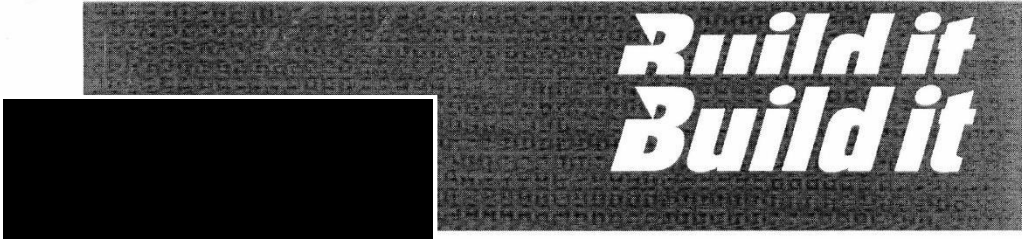
We are of the conviction that a channel of this nature needs the patronage of all well-intentioned South Africans.

Yours sincerely





ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024



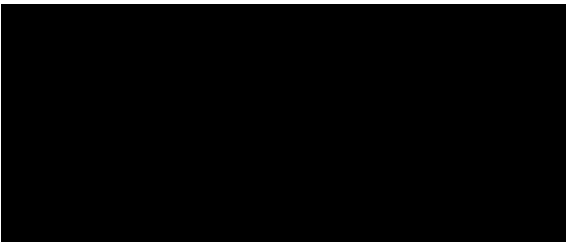
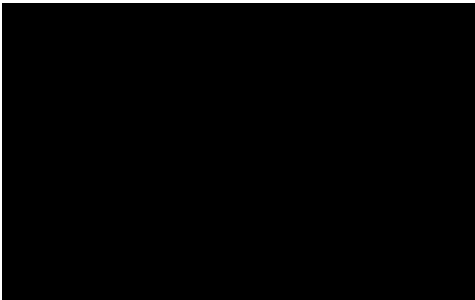
TO WHOM IT MAY CONCERN

REGARDING: APPLICATION FOR ELIM COMMUNITY RADIO BROADCASTING SERVICE LICENCE

With regards to the matter stated above, we humbly submit our firm interest in and support for the granting of a license to broadcast program of Elim Community Radio.

We are of the conviction that a channel of this nature needs the patronage of all well-intentioned South Africans

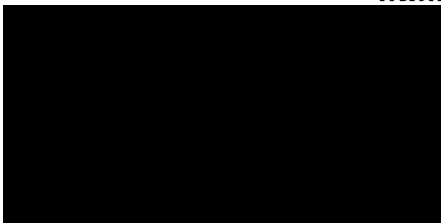
Yours faithfully





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PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

Department of Health
Vhembe District

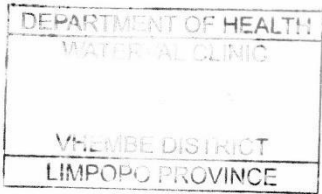
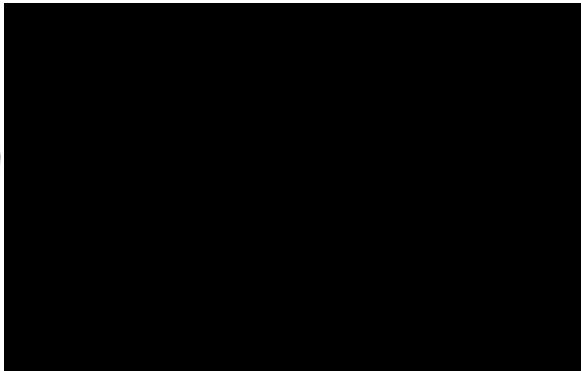


Dear Sir/Madam

**RE: APPLICATION FOR ELIM COMMUNITY RADIO FM
(ECR FM) BROADCASTING SERVICE LISENCE**

This letter is submitted to your bureau as an indication of our support of proposed Elim Community Radio Fm (ECR FM) we wish that they can be given a licence to conduct business.

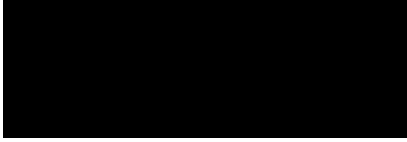
We as Waterval Clinic we see a good platform that will inform and make awareness to the community through Elim Community Radio Fm. We humbly wish ECR FM to be given a broadcasting licence.





YEAR 2024

MAKHADO MUNICIPALITY WATERVAL REGION



Dear Sir/ Madam

RE: APPLICATION FOR ELIM COMMUNITY RADIO FM (ECR FM) BROADCASTING SERVICE LISENCE

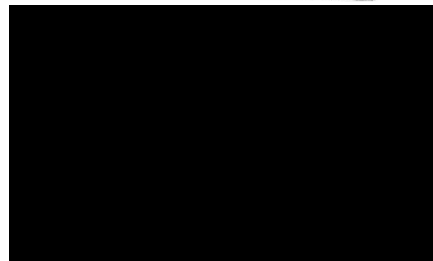
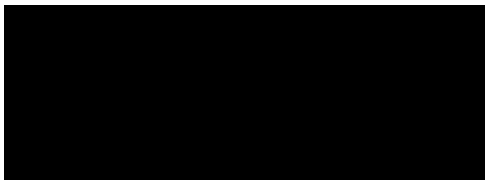
This letter is submitted to your bureau as an indication of our support of proposed Elim Community Radio FM (ECR FM) we wish that they can be given a licence to conduct business.

As ward 13 Councilor I see a good platform that will inform and make awareness to the community through Elim Community Radio FM.

I humbly wish ERC FM to be given a broadcasting licence.

Your positive response in this matter will be highly esteemed

Yours faithfully





MAKHADO MUNICIPALITY

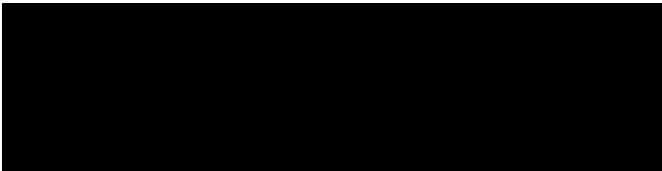


Date : 15 January 2025

TO WHOM IT MAY CONCERN

RE: APPLICATION FOR ELIM COMMUNITY RADIO BROADCASTING SERVICE LISENCE

We as Makhado Municipality support the projected establishment of Elim community radio station. It is our belief that the radio station will have a positive impact in the community. We recommend that they be granted the broadcasting license.





ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES

YEAR 2024



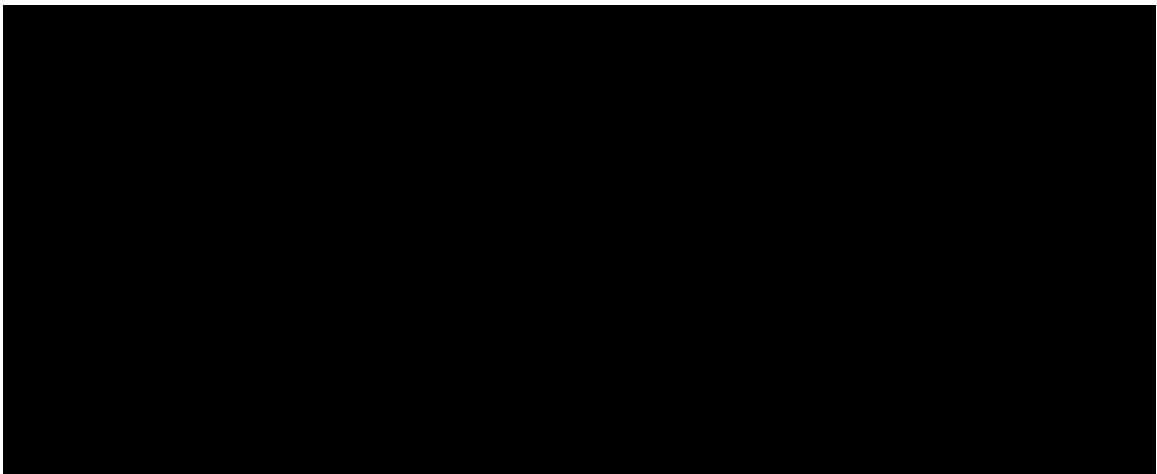
DATE: 22 DECEMBER 2024

Dear Sir /Madam

**REGARDING: APPLICATION FOR ELIM COMMUNITY RADIO FM
BROADCASTING SERVICE LISENCE**

This letter ratifies our support for the founding of Elim Community Radio Fm (ECR FM), We believe that an additional broadcasting organization with new programs will do the best in our community.

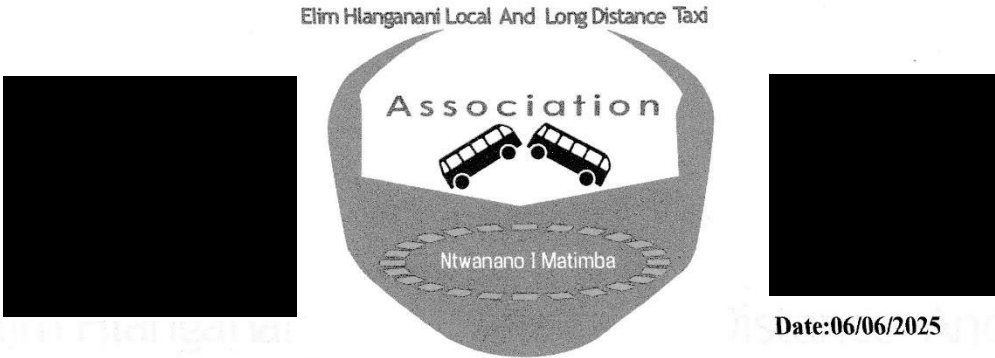
We are of the conviction that a channel of this nature needs the patronage of all well-intentioned. This Deed alone will enhance to the accomplishing of the of the objective of national unity.





ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES

YEAR 2024



Date:06/06/2025

OFFICE OF THE SECRETARY

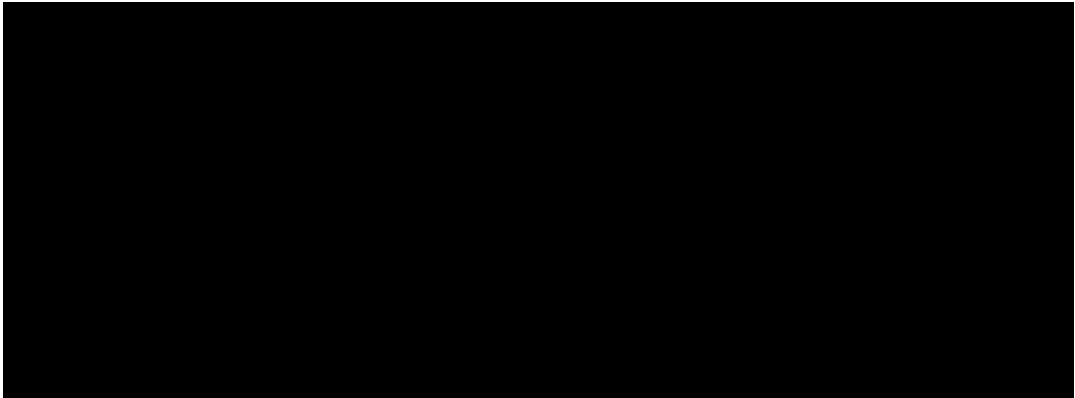
TO: ICASA

**RE: RECOMMENDATION TO ELIM COMMUNITY RADIO FM TO BE ISSUED
BROADCASTING LISENCE.**

ELIM HLANGANANI LOCAL AND LONG DISTANCE TAXI ASSOCIATION SUPPORT
ELIM FM TO BE ISSUED BROADCASTING LISENCE. WITH ELIM FM BROADCASTING
WE SEE POSITIVE DEVELOPMENT IN OUR AREA.

ELIM FM WILL PLAY A BIG ROLE IN OUR COMMUNITIES BY INFORMING,
EDUCATING AND AWARENESS.

REGARDS

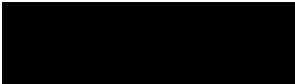




LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA
**DEPARTMENT OF
EDUCATION**

VHEMBE WEST DISTRICT

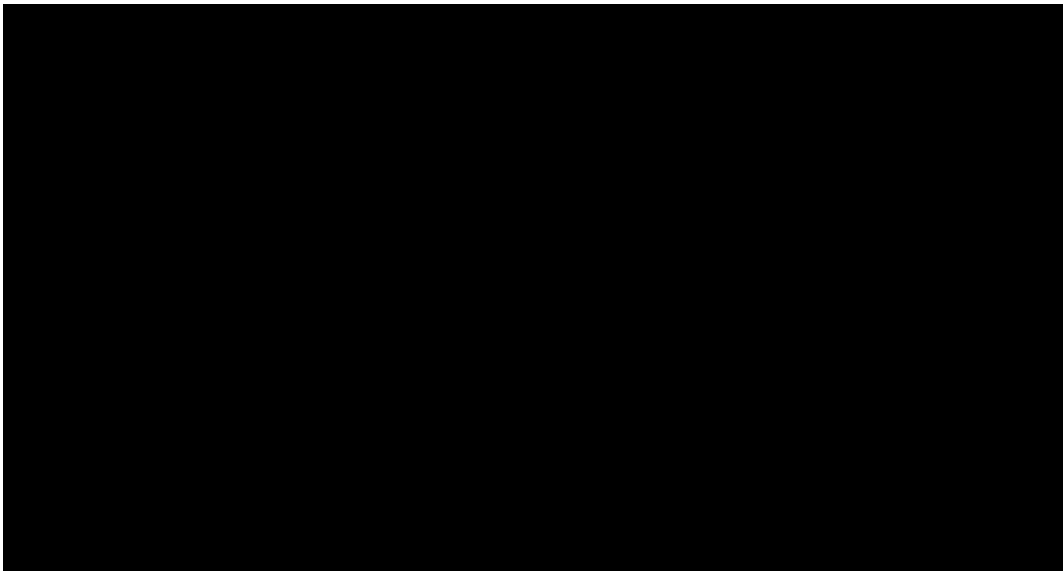
HLANGANANI NORTH CIRCUIT



TO WHOM IT MAY CONCERN

RE: RECOMMENDATION FOR ELIM COMMUNITY RADIO (ECRFM) TO BE GRANTED A BROADCASTING LICENSE.

1. The above matter bears reference.
2. Hlanganani North Circuit believes that the station has great potential in the advancement of education in our circuit and beyond.
3. The radio station has a Grade 12 revision programme where learners are able to call in and ask questions. This programme has assisted many learners in achieving great marks.
4. Currently, the station's online platform limits its reach to those with internet access and data.
5. We therefore recommend that they be granted a broadcasting license, utilizing a frequency-based broadcast method to ensure accessibility to all community members.
6. Your positive response to this matter will be greatly appreciated.

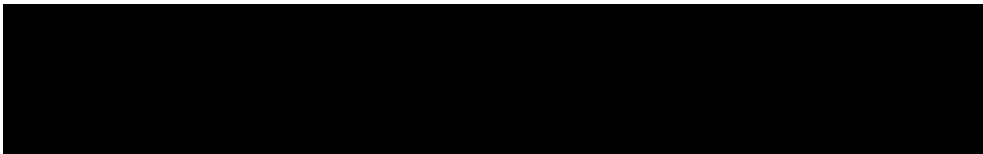
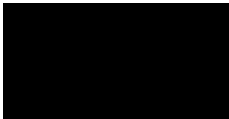




ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
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MASUNGI PRIMARY SCHOOL

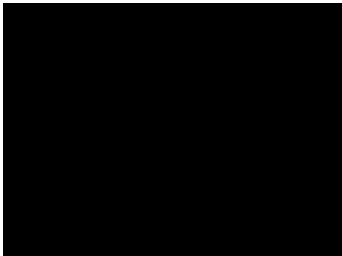


TO WHOM IT MAY CONCERN

RE: APPLICATION FOR ELIM COMMUNITY RADIO (ECRFM)

The above mentioned school humbly request that the Elim community Radio FM should be given a licence of Broadcasting since we believe in it. The Masungi primary school believe that Elim Community radio FM is going to contribute in business industry.

Masungi primary school submit this letter to show support on Elim community radio FM. We believe that the community Radio is going to unite business and people.





YEAR 2024



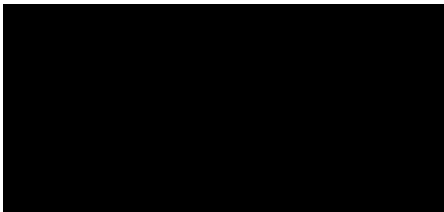
To whom it may concern

Motivational letter for Elim Community radio station to be granted a Broadcasting license'

We are the South African National Civic Organization herein referred to as SANCO, write on behalf of the Chavani Community and the surrounding areas to kindly request the responsible officials to consider Elim Community Radio by granting it a license for broadcasting following the reasons below

- 1. Promoting local content**
 - a. Local news and information
This community radio station will provide news, updates and information relevant to the local communities
 - b. Local music and arts
It will promote local music, arts and culture, helping to preserve and showcase community talent
- 2. Fostering Community Engagement**
 - a. This community radio station will involve local residents in programming, production and decision making
 - b. It will provide a platform for marginalized or underrepresented groups and stories.
- 3. Supporting Local Development**
 - a. Health and education information
Elim Community Radio Station can disseminate important health and education information to the local communities.
 - b. Emergency Communication
It can serve as vital community channel during emergency or natural disasters.
- 4. Encouraging Social Cohesion**
 - a. Building Community Relationships
Elim Community radio can help to build relationships among community members and fostering a sense of humanity
 - b. Promoting Social Inclusion
It can promote social inclusion by celebrating diversity and addressing social issues

In conclusion, Elim Community Radio Station plays an important role in promoting local content and providing a deep understanding about different careers that are undermined within the community to the well-being and social cohesion of the community.

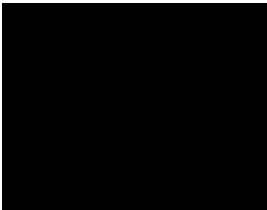
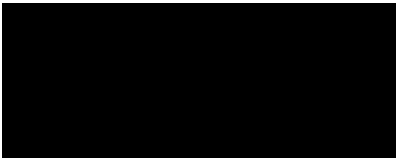
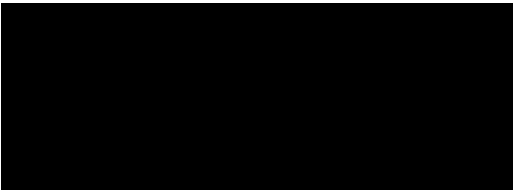




ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024



LIMPOPO TALENTS SHOWS



07 May 2025

Dear Sir/Madam

RE: COMMUNITY SOUND BROADCASTING LICENCE

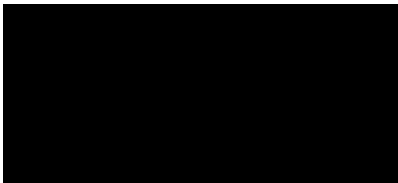
Kindly receive our recommendations to Elim Community Radio Fm to be issued with community sound Broadcasting license.

We have seen Elim community Strive to succeed since the year of 2021 when they started as online radio. We confirm that we have seen them working hard for the community using their radio tool. We then support that they be granted a sound broadcasting licence so that they can reach many since data cannot be afforded by everyone.

We are waiting and ready to have a community Radio around that will continue to be used as by community. Either in Education, awareness, promotions, community announcement.

Therefore we recommend they be given a community sound broadcasting license.

Hope this finds you well.



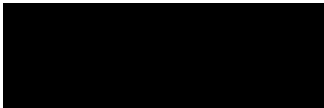
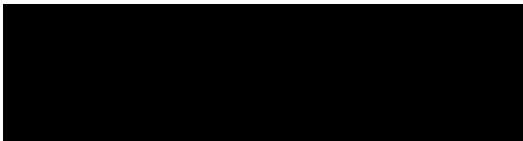
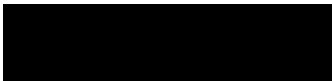


APPENDIX 8.1 FORM B

Commitment of funding



Mountain View Accommodation



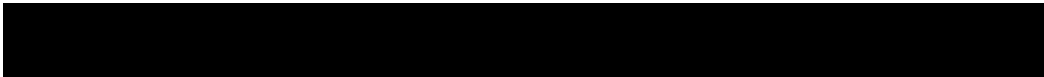
DATE: 25 March 2025



TO: ELIM COMMUNITY RADIO FM

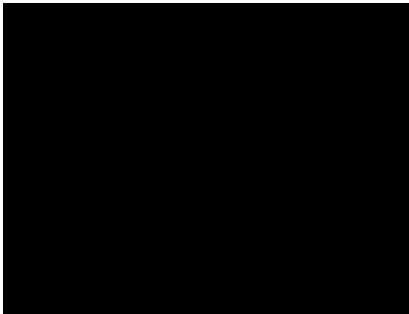
RE: LETTER OF COMMITMENT

We are more than Ready to support this community Entity (Elim Community Radio Fm) with dedication and from within our heart after we have in need of it. On this day 25 March 2025, we would like to commit ourselves that immediately the station is granted the license we



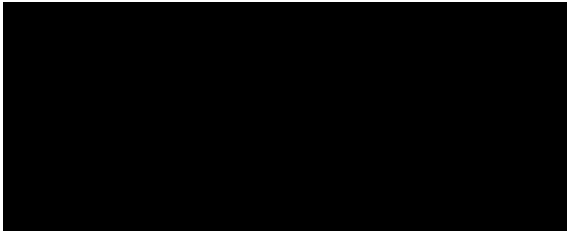
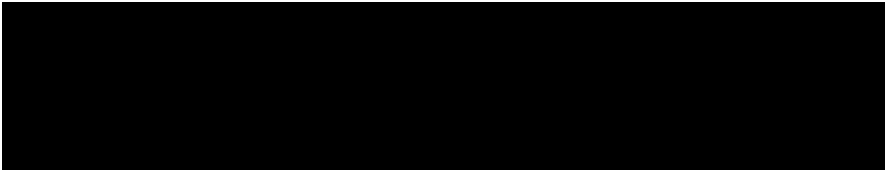
We only waiting to see them being licenced and assist them. We also promise to be the first company to advertise on you with the ratings you will project to us.

Therefore we wish they be given broadcasting licence





ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024



15 May 2025

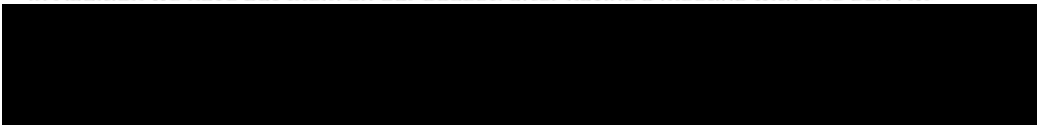
Dear Sir/Madam

RE: IN SUPPORT TO ELIM COMMUNITY RADIO FM TO BE ISSUED WITH A COMMUNITY SOUND BROADCASTING LICENSE

This letter submitted to you as an indication that we fully support Elim Community Radio FM to be licensed.

We as business entity we see it necessary to have a community radio because it will assist us to advertise our businesses, it will also be a good instrument to be used by community stakeholders.

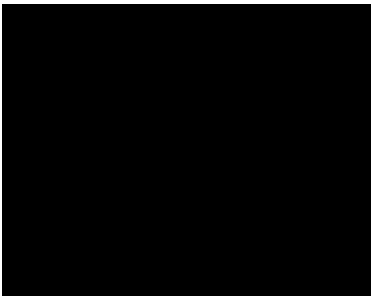
In Addition we have put them on our budget after having a meeting with The FCR FM

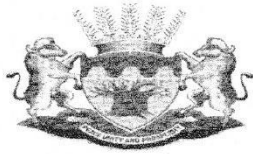


ve

Therefore we recommend they be given a community sound broadcasting license.

Hope this finds you well



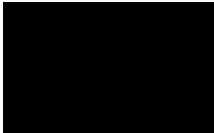
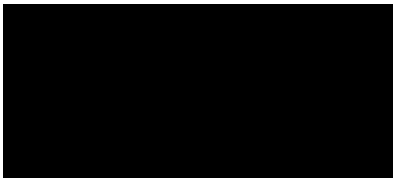


LIMPOPO

PROVINCIAL GOVERNMENT

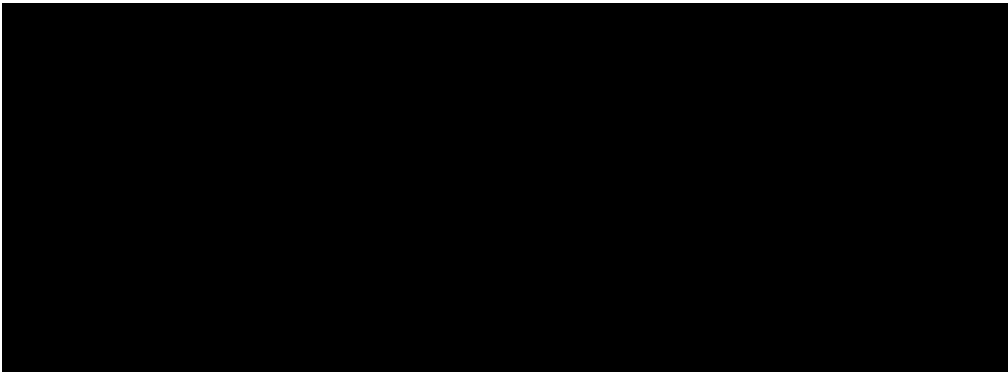
REPUBLIC OF SOUTH AFRICA

NKHENSANI TRADITIONAL COUNCIL



DATE: 06 MARCH 2025

RE: LETTER OF COMMITMENT TO ELIM COMMUNITY RADIO FM



We are waiting for the issuing of license to Elim Community Radio FM so that we can conduct the Business.

I can confirm that the above information is true and accurate.





PALMACEOUS TRADING ENTERPRISE (PTY) LTD



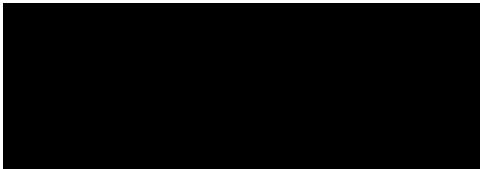
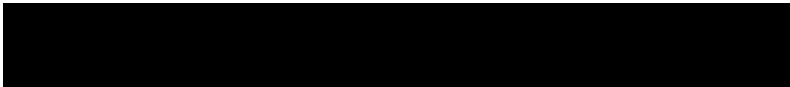
16 May 2025

Dear Sir /Madam

**REGARDING APPLICATION FOR ELIM COMMUNITY BROADCASTING SERVICE
LICENCE**

We are wholeheartedly supporting the establishment of Elim Community Radio Station FM (ECRFM) as it will provide a much needed platform for a local voices and foster a sense of community collaboration among our residents.

This station's focus on community development is particularly important in our area, as it address a critical need for youth engagement among our community structures.





APPENDIX 8.2 FORM B

OPERATING EXPENDITURE

AND

CAPITAL EXPENDITURE



Operational Expenditure (in Rand)

Item	2026	Description
Equipment installation		
Rental		
Subsistence and Travel		
Legal, Human Resources and financial consultants (Policies and accounting systems setting up)		
Training and development of staff and board		
Conferences, seminars, workshops, site visits and strategic capacity building partnerships		
Total		



Projected total cost: Capital Expenditure

Income	Capital Expenditure	Description
Broadcast equipment		
Rental – office		
Personnel		
Board Sitings		
Training and development		
Equipment		
Maintenance		
Telephone/Internet account		
Municipal accounts		
Transport		
Programming costs		
Marketing		
Consultants		
Vehicle		
Furniture		
Social responsibility		
TOTALS		



APPENDIX 8.3 FORM B

BUSINESS PLAN



ELIM COMMUNITY RADIO FM
BUSINESS PLAN 2025



TABLE OF CONTENT

PAGE 1:.....COVER PAGE

PAGE 2.....TABLE OF CONTENT

PAGE 3.....BACKGROUND

PAGE 4.....DESCRIPTION OF THE SERVICES

PAGE 5.....OPERATIONAL GOALS

PAGE 6.....FUNDS REQUIREMENT

PAGE 7.....EXPENDITURES

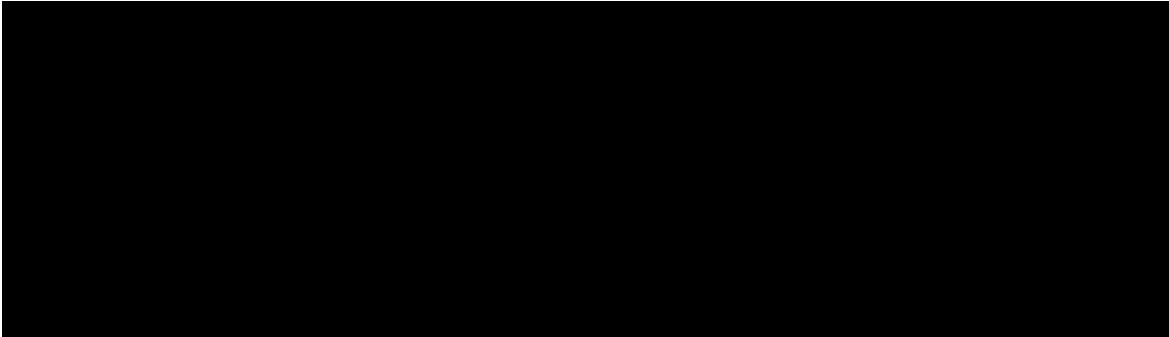
PAGE 8.....TARGET GROUPS

PAGE 9.....ENDING

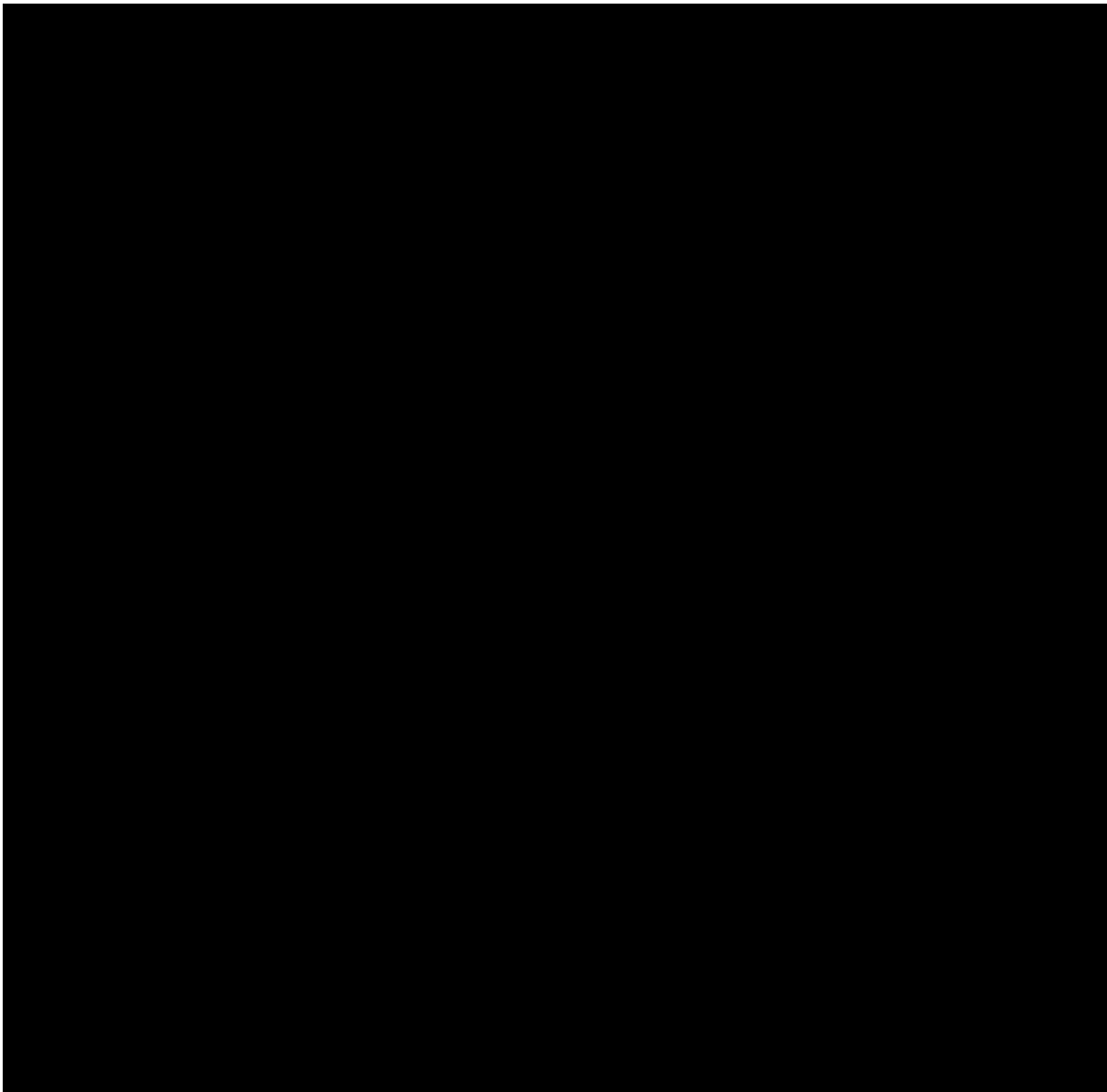


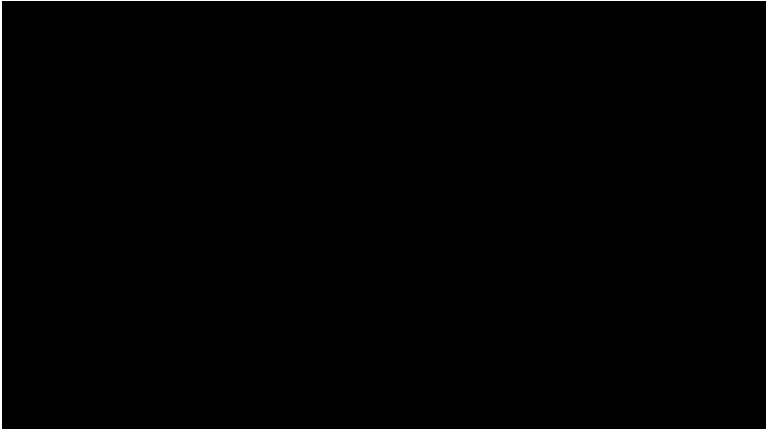
1. The Organization

1.1. Name of Organisation
ELIM COMMUNITY RADIO FM



1.4. Organisations Contact details

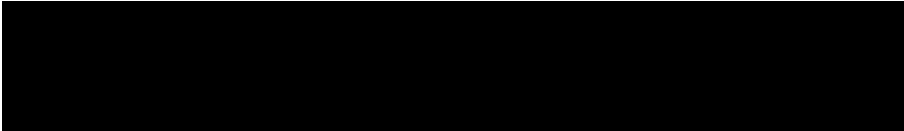




2. Description of the Organisation

2.1. Background about the project

ECR FM (Elim Community Radio FM) A Community bases in hlanganani areas that broadcast 24/7 using 96.2Mhz. It has various shows that entertain, educate and informs the communities. It covers the whole district of Vhembe, and all municipalities under Vhembe.



2.3. Goals and objectives of the project

***Vision:** A development orientated radio station that is not only accessible but attractive to both public and private sector and is institutionally and economically sustainable community radio station that is professionally managed and promotes diverse community needs.*

***Mission:** We seek to stimulate, educate and entertain our audience, to reflect the diversity of the area we serve and to provide an empowerment channel for individuals, groups, issues and to broadcast programmes designed to serve the needs of the community*

Values

- To comply with Fiduciary Duty
- To be transparent to the public and our partners
- High business ethics to our clients
- To adhere to the principles of PFMAAct, MFMAAct
- Harness the skills of our personnel
- Develop business intellect beyond re-approach
- Be accountable to the community that we serve



- Networking, Information, youth development, Job creation (BEE), Industry development, Training and Education, Advertising, Youth programs, Health and Social well-being
- Partnerships with police and other government and social institutions to assist with issues such as child pregnancy, gangsterism, HIV and AIDS, careline for aged, orphaned and disabled as well as other issues facing the community
- Arts and Culture, Local content,(crime, health and social wellbeing, HIV/AIDS, various themes that concern young people), Entertainment, Sport, Recreational activities, News and current affairs, Outdoor Campaigns, Religion

Target Audience is the following

- Youth, Women, Children, aged, disabled, business and government
-

ECR FM OPERATIONAL GOALS

ECR FM has established itself the following objectives in line with this five years marketing plan

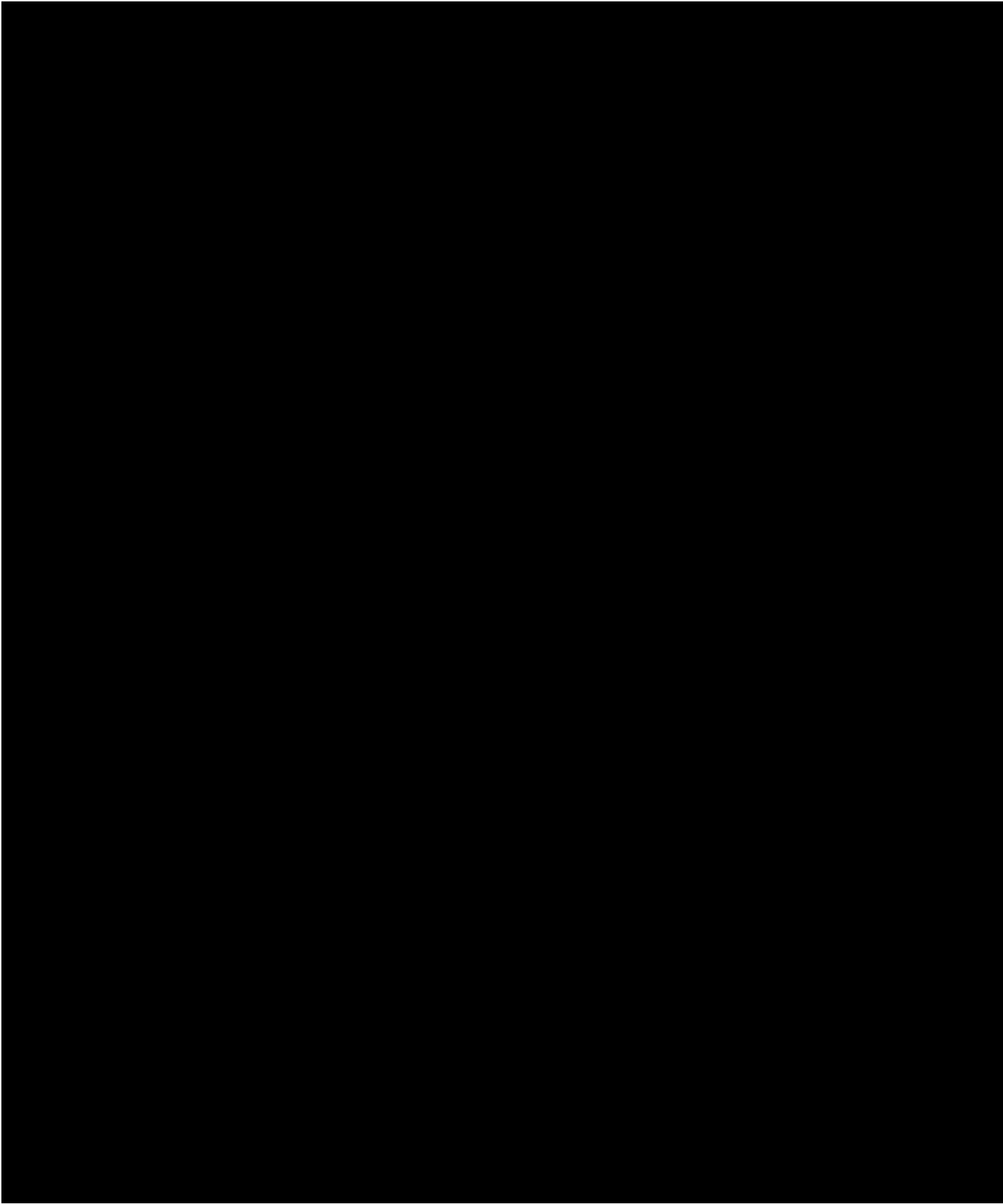
- Establish market penetration and reach 100 000 from the established year to 500 000 listeners within the next 3 years.
- To act as a messenger between communities and government/(municipality)
- To work in collaboration with other organization that mainly deals with communication development and education development.
- To improve the level of communities and local news.
- To develop radio broadcasters and Journalists in a local.
- To increase annual revenue by 20% each financial year for the next five years
- Create an award winning Radio station.

MARKET OVERVIEW

Community radio is a fundamental part for South African broadcasting landscape, providing diversity for listeners and much-needed skills for the commercial radio sector. However, community radio, by its nature, struggles to access advertising and other forms of financing. There are an estimated 15, 4 million radio sets in South Africa, with community radio garnering almost 8, 6 million listeners a week



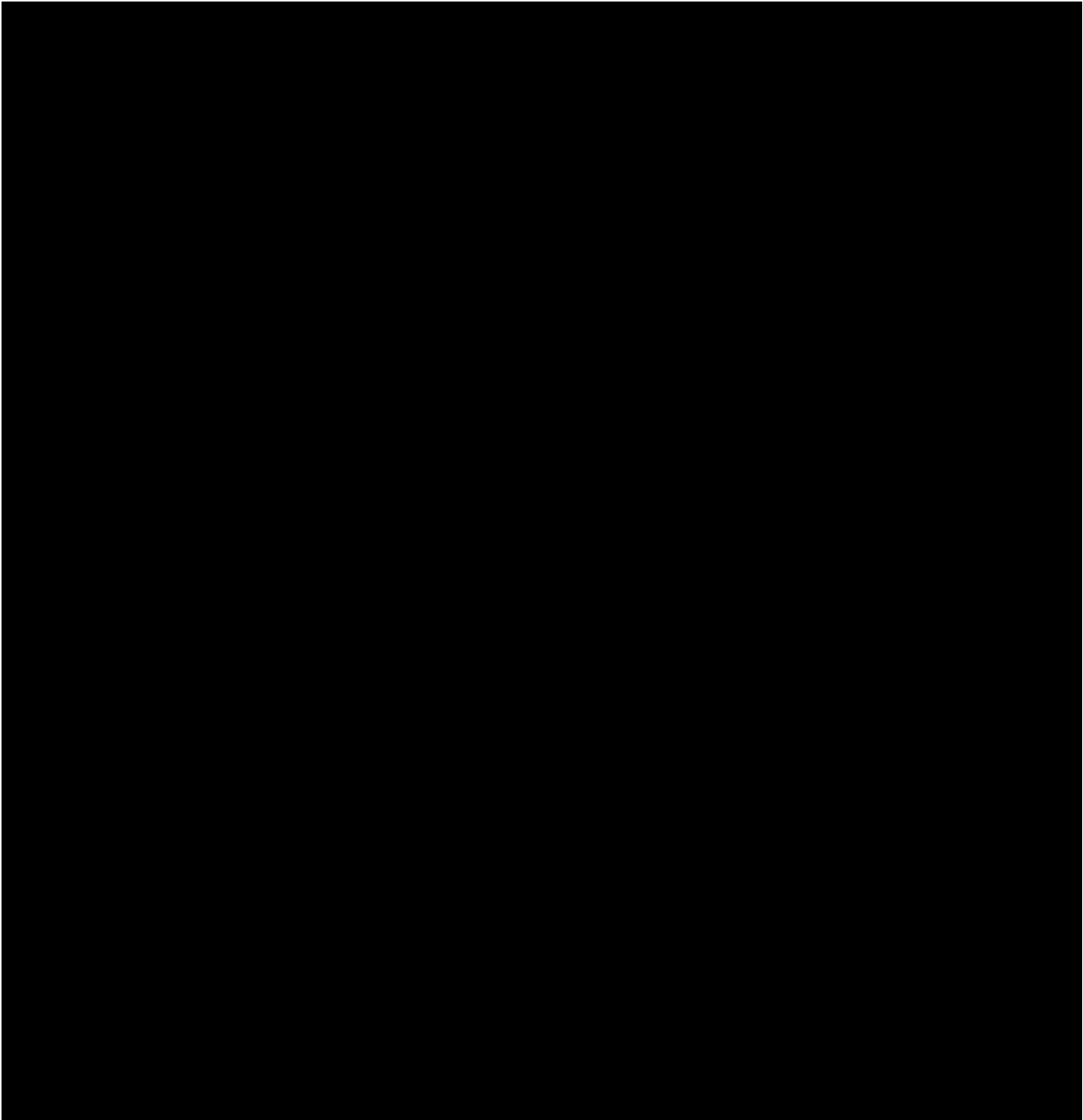
ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024





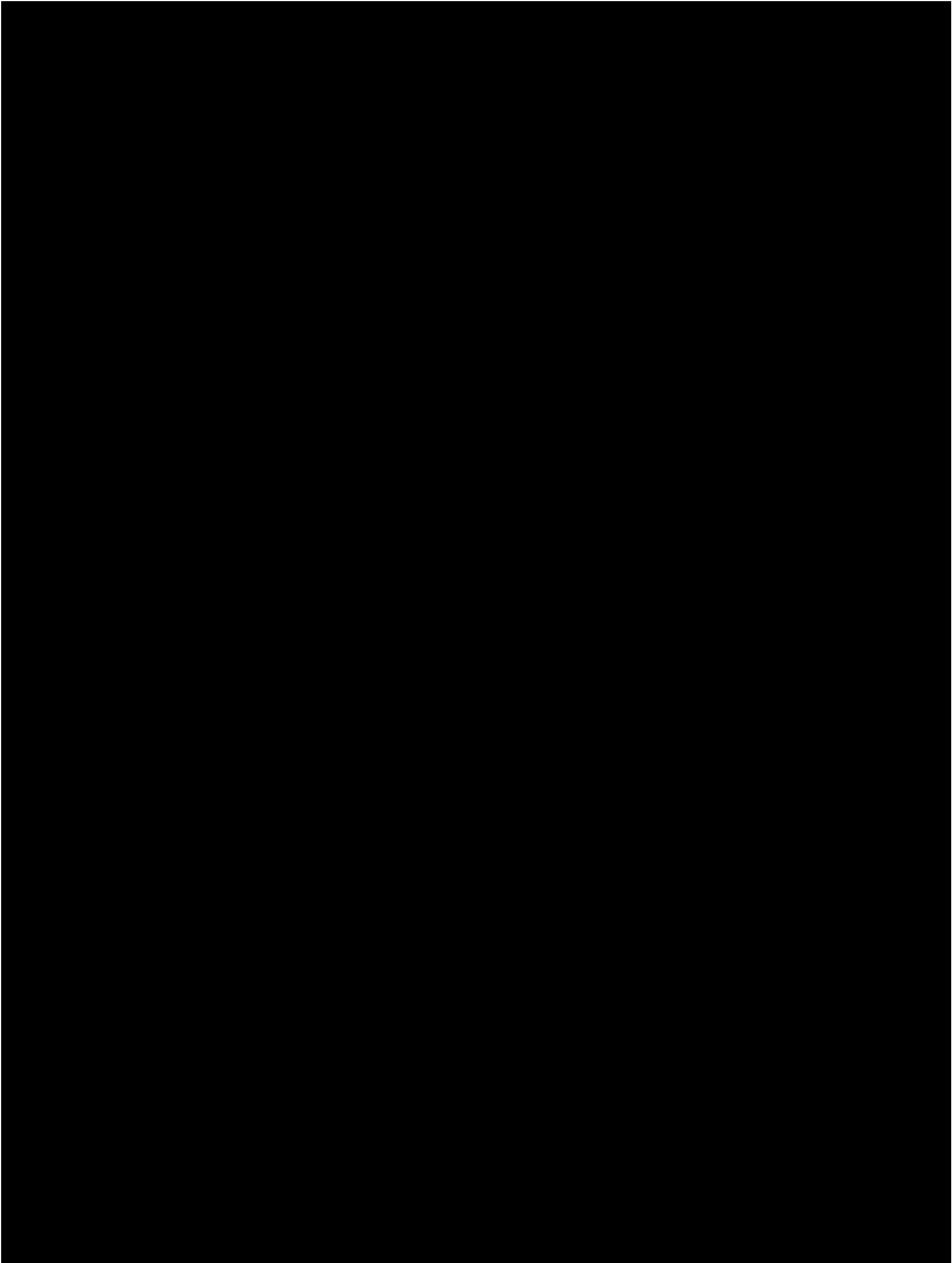
ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES

YEAR 2024





ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024





3.1. Target group and the target area identified

Currently there is no community radio station operating in the target area. GCR FM, Sekgosese FM and Vision FM radio the three oldest community radio stations, operate outside the targeted areas and do not serve the targeted area in any shape, content or form.

3.2 Project contribution towards addressing the problems experienced within community

The station will have 60% of the talk format wherein will invite speakers to speak on community issues

Publicising issues of interest and/or challenges and programs in their areas.

The project will also act as serve as a conduit for government programs

Specific to the area and those that are of a broader South African public.



Resources will be facilitated from all sources to invest into specific areas of

Intervention and/or interest targeting those short and long term objectives

of the community being served. Will work hand in hand with government in

Providing an affordable channel for marketing and information dissemination.

3.3 Promoting the use of the local African languages and Culture

ECR FM will be 70% Xitsonga ,25%Tshivenda and 5%English language split, thus promoting the use of Xitsonga as an indigenous language spoken in this are by African people.

Type of license granted

- Community radio station licence
- Development and entertainment station
- Non-profit and non-political station
- 24 hrs broadcast
- 70% Xitsonga, 25% Tshivenda and 5% English
- 7 years license, renewable
- To be based in Hlanganani Areas, Vhembe District

4.1 Staff placement plan

Year 1: critical staff already available

- Station Manager/Programs Manager
- Technical officer/Producer
- Financial Officer
- Marketing Officer
- Studio Presenters X 18

Year 2: critical staff

- Marketing and Public Relations Manager
- Human resources officer
- Administrators
- Handyman
- Music Manager

Year 3 : support staff

- Public relations officer
- Programs research officer
- Records/Auxiliary services officer
- Liaison officer

5. BUSINESS MODEL

5.1 Sustainability

Social sustainability: ECR FM volunteers have to make sure that it garners community support at all material times and the community has to feel a sense of ownership and ongoing support. The support desired must manifest itself in many different ways, through voluntary work, donations, participation in activities and constructive criticism. For the radio station, it means making sure that there are ample opportunities for participation and that it is in tune with its community, in terms of the issues focused on, language and community empowerment.

Institutional sustainability: For the station to thrive it has to adhere to the principles of good governance and other external factors, like the legal framework, government policy and the licensing regime. This section entails proper application of community radio related regulation; appropriate management mechanism; trained work force; effective programming structure; participation based organisational development and the development of a robust technical resource pool.

Financial sustainability: Community radio stations need funds to be able to pay salaries, produce programmes. This is arguably the most critical part of the “how to achieve community radio Sustainability”. Financial sustainability model will focus on ‘pull and push’ factor and these include a focus on the contribution from the community that we serve, selling airtime, event participation, merchandise sales, sharing in-house infrastructure; grants and donations from external sources, all these contribute immensely to stations’ sustainability. Local government is a key partner and the retail sector (Mall).

ENDS

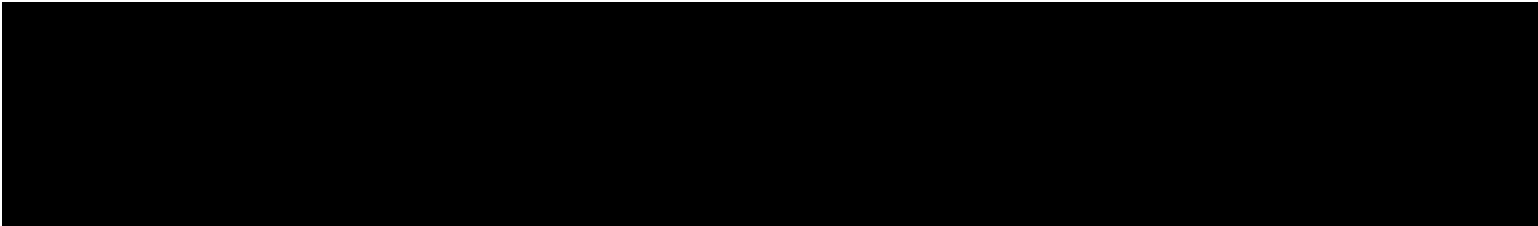


APPENDIX 9.1 FORM B

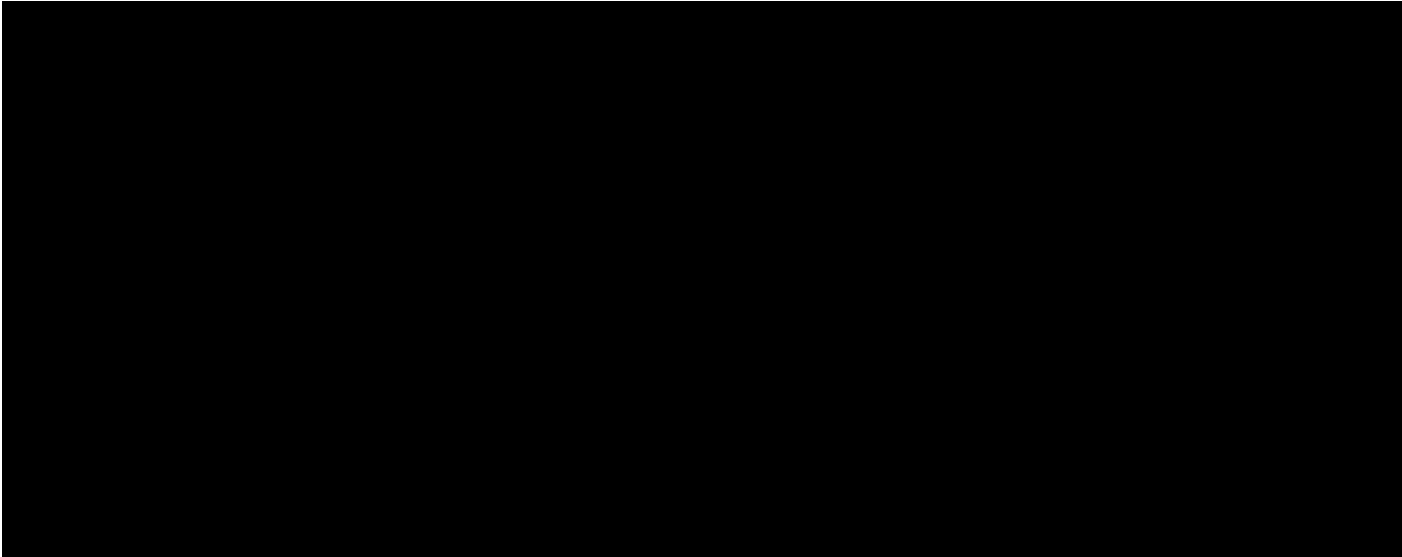
DETAILS OF BOARD AND MANAGEMENT AND ORGANOGRAM

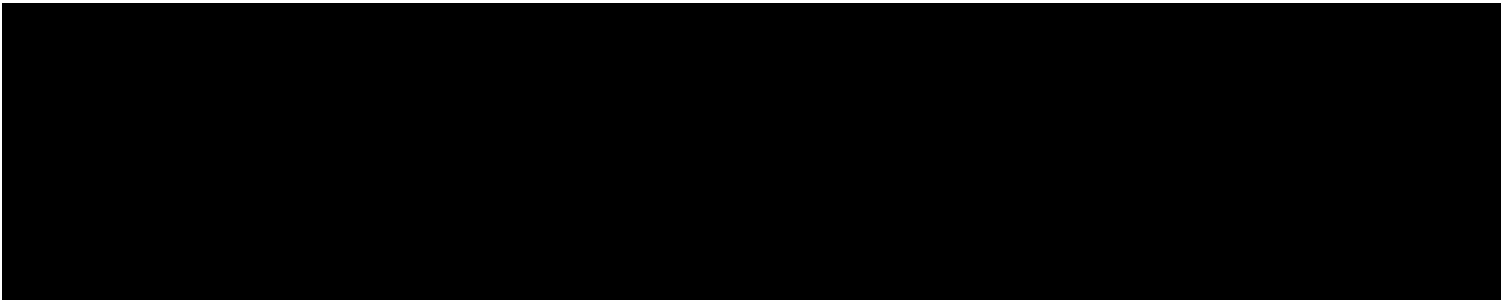


DETAILS OF BOARD MEMBERS

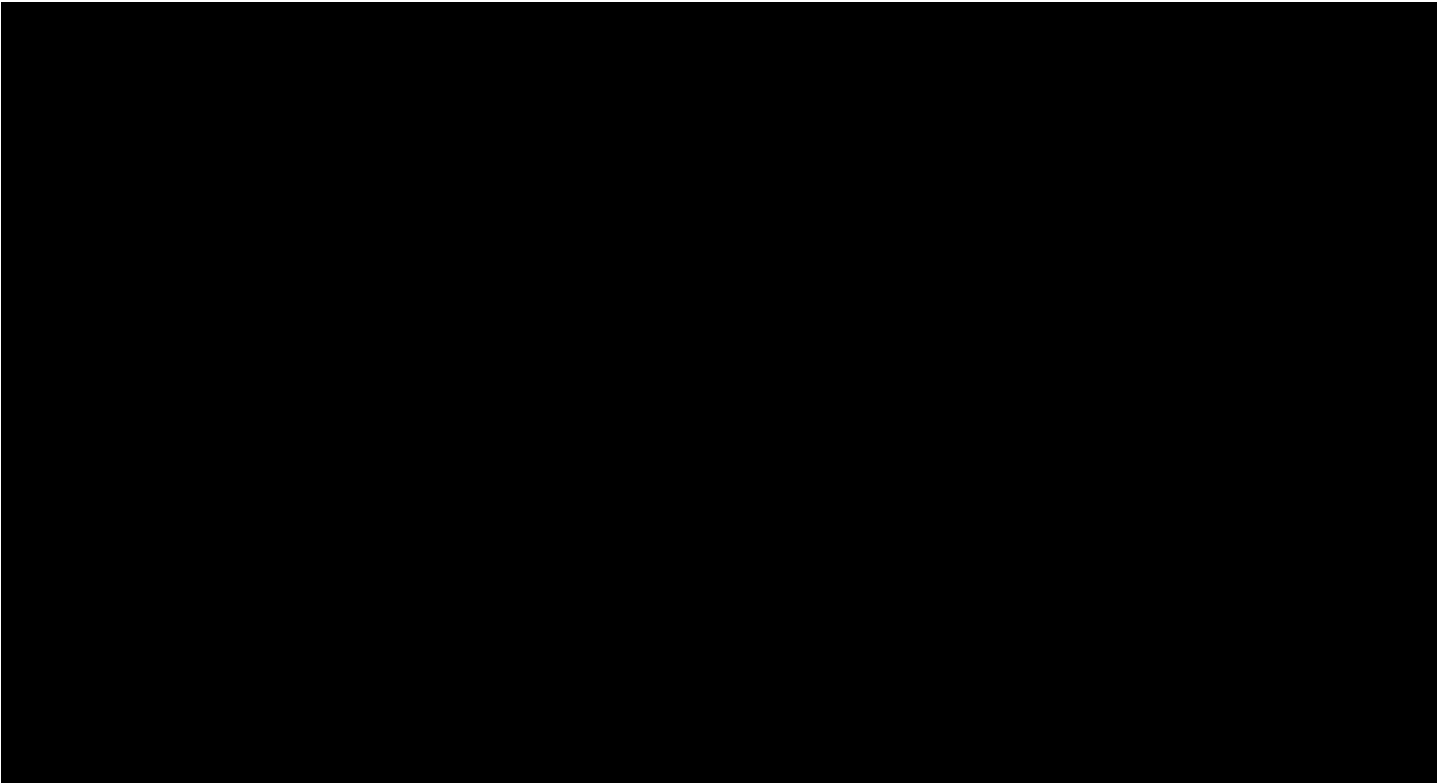


CURRENT BOARD MEMBERS DETAILS

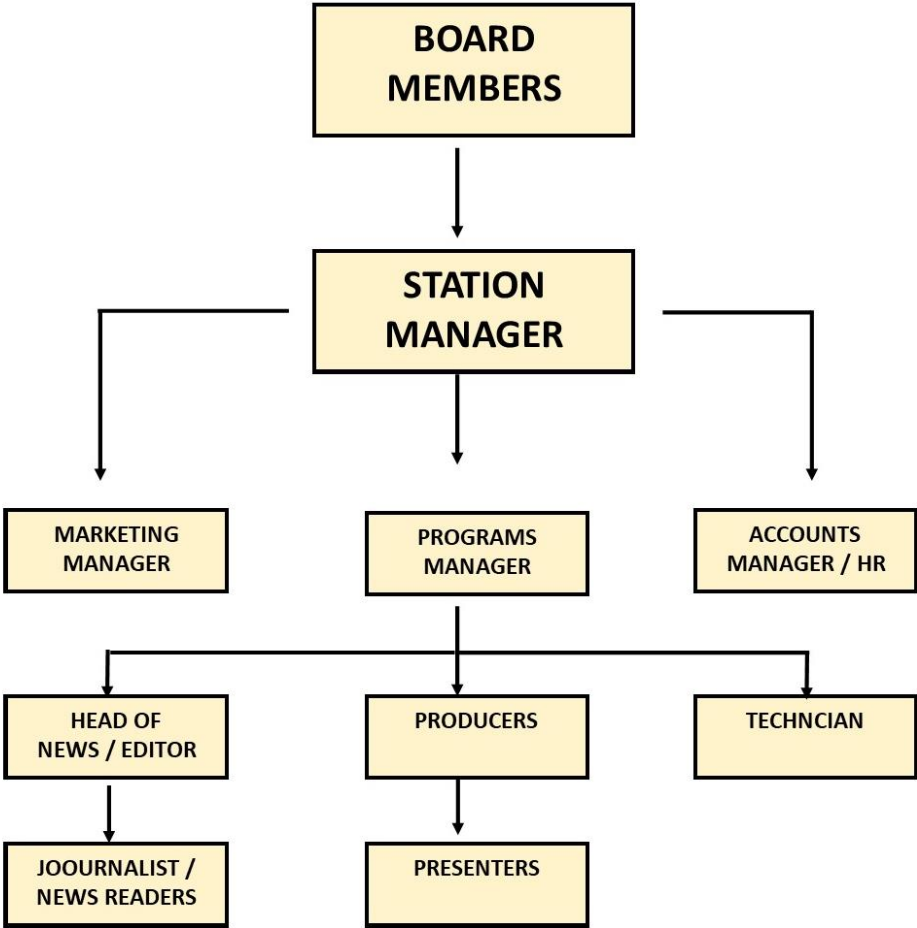




CURRENT MANAGEMENT DETAILS



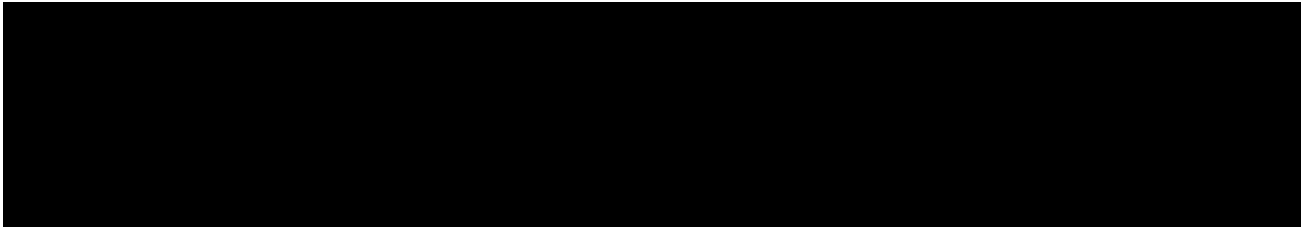
ORGANOGRAM





APPENDIX 9.2 FORM B

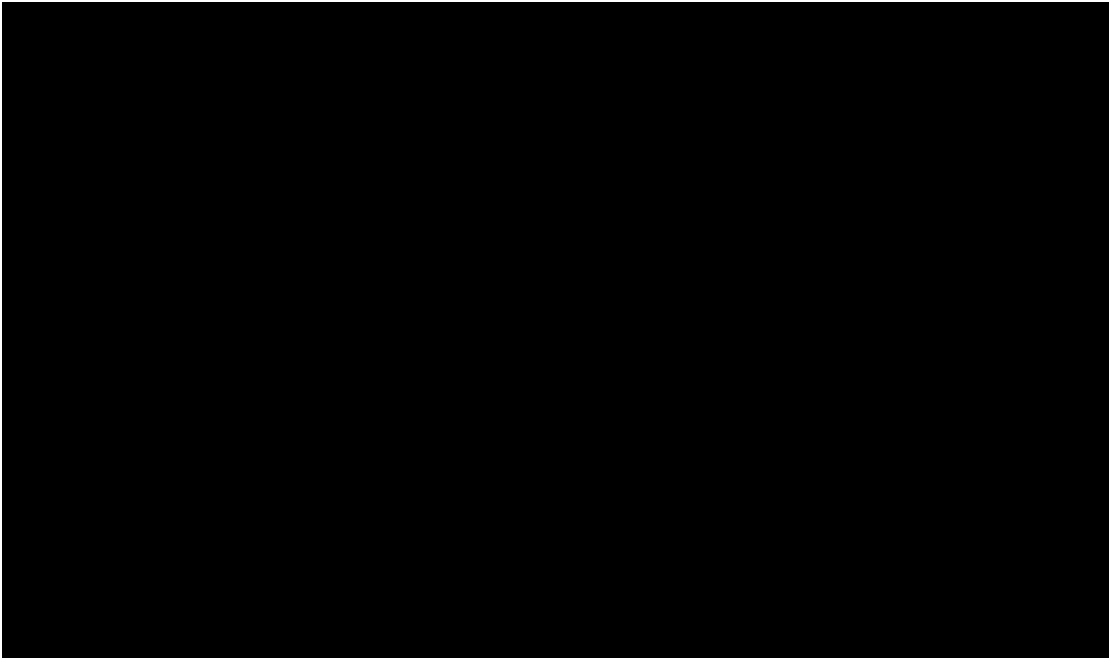
OWNERSHIP INTEREST



MANAGEMENT DECLARATION

- 1. We, the undersigned declare that:
 - 1.1 There is no member of the management team who is a political office bearer or aligned to any political organisation or alliance thereof in compliance with clause 9 (1) of the Community Broadcasting Services Regulations; and
 - 1.2 No members of the Station Management occupy a dual role with regard to being Managers and simultaneously being presenters at the radio station in compliance with Regulation 14 (A) of the Amended Standard Terms and Conditions for Class Licences.
 - 1.3 All station managers reside within the coverage area in compliance with Regulation 12 (2) (g) of the Community Broadcasting Services Regulations.
 - 1.4 No station managers who is in control at another licensee.
 - 1.5 No station managers has any conflict of interest relating to programing or any other matter.

2. Details of Management



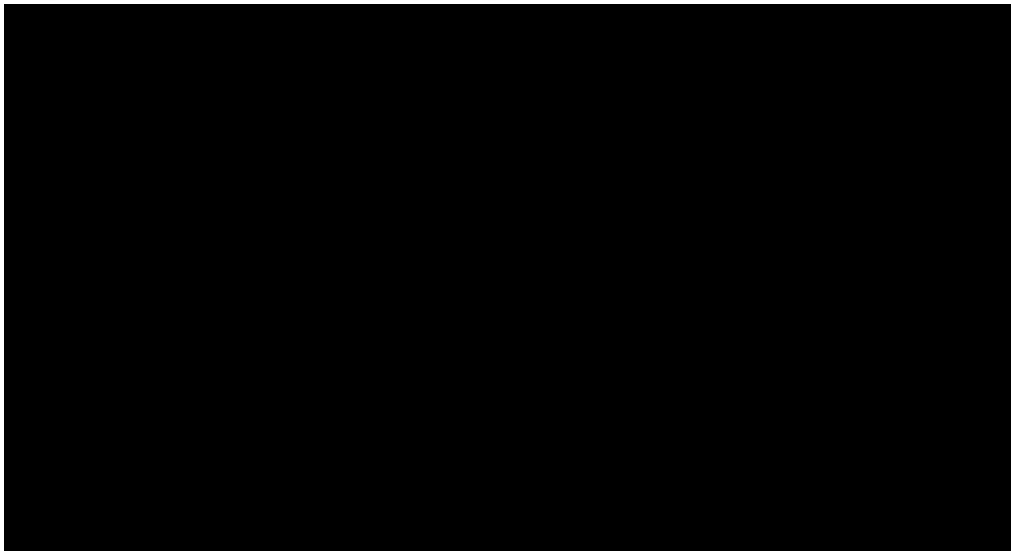


BOARD DECLARATION

1. We, the undersigned declare that:

- 1.1 No board members have any interest in the programming or finances of the station.
- 1.2 There are no family members or next of kin in the governance structure in compliance with clause 5 (2) of the Community Broadcasting Services Regulation of 22 March 2019;
- 1.3 There is no member of the governance structure who is a political office bearer to any political organisation or alliance thereof in compliance with clause 9 (1) of the Community Broadcasting Services Regulations;
- 1.4 None of the members of the governance structure are members or serve in a governance structure of any other sound or broadcasting television services; and
- 1.5 No Board of Directors/Trustees occupy a dual role with regards to being members of the Board, Trustees, Managers and simultaneously being presenters at the radio station in compliance with Regulation 14 (A) of the Amended Standard Terms and Conditions for Class Licences.
- 1.6 All members of the governance structure reside within the coverage area in compliance with Regulation 12 (2) (g) of the Community Broadcasting Services Regulations.

2. Details of Board of Directors



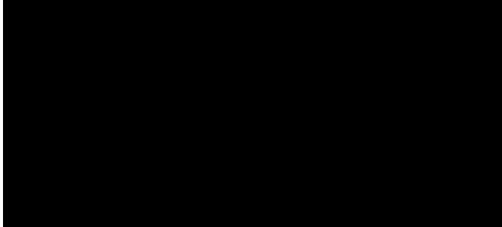
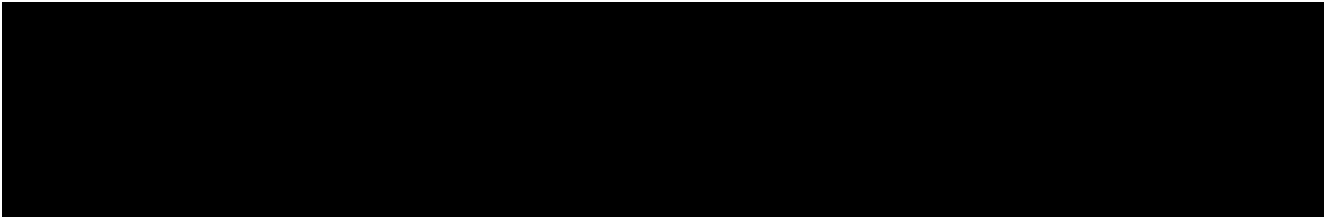


APPENDIX 11.5 FORM B

RESOLUTION OF AUTHORITY



ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024

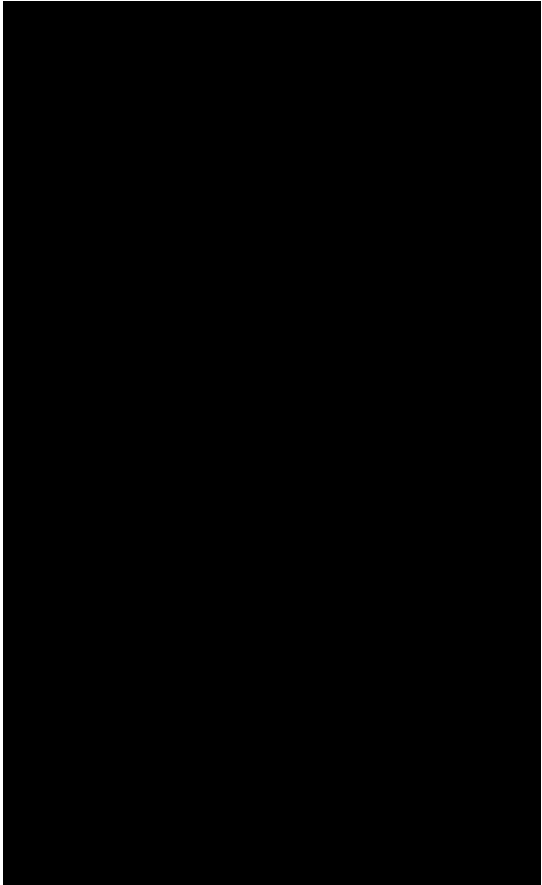


TO WHOM IT MAY CONCERN

**RE: MONDATE TO SIGN A PRE-REGISTRATION FOR A COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENSE PUBLISHED IN 2024, DECEMBER**

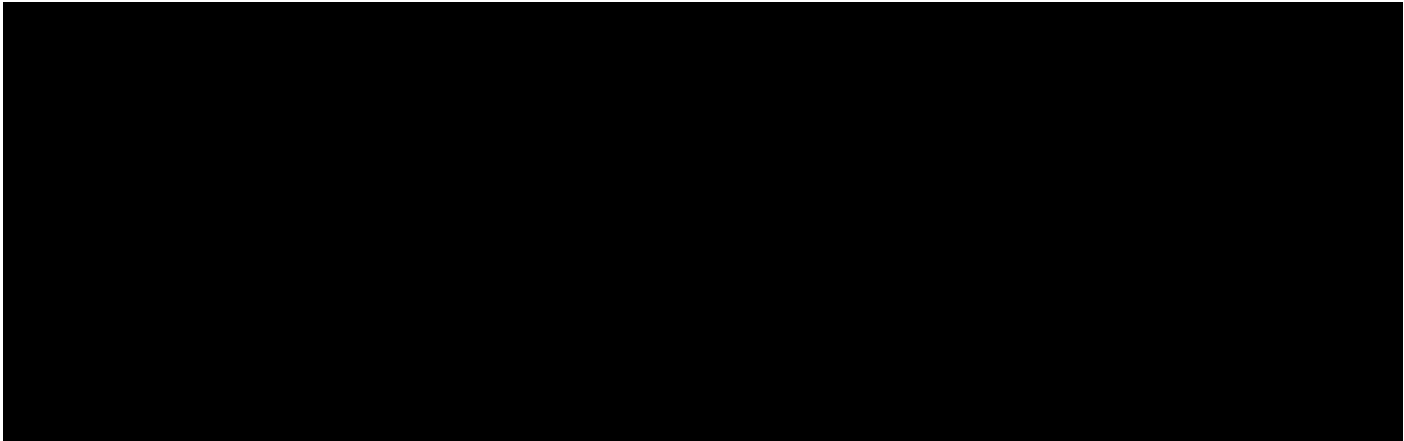
On this day 10 April 2025 on behalf of the board of Elim Community Radio Fm , We hereby
mandate or Authorize the Station Manager [redacted] With ID No
[redacted] to Sign and Submit the Pre-registration for a community Sound
Broadcasting Service and Radio Frequency Spectrum license for Elim Community Radio Fm.
[redacted] will communicate with the authority during this process.

Yours Sincerely



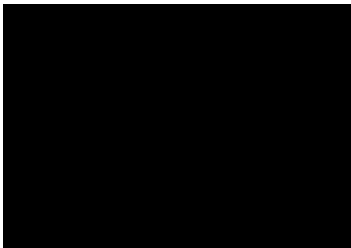


ACCEPTANCE LETTER



ACCEPTANCE LETTER

[Redacted] Currently serving as a station Manager at Elim Community Radio FM with my ID No [Redacted] I do accept the appointment to be authorised to sign all the Documents, Submit the ITPR Sound Broadcasting Published in 2024. I confirm the Appointment from the 10 April 2025 in our general meeting at Chavani Village, ECR FM Studio





FORM P



“FORM P”

APPLICATION FOR BROADCASTING SPECTRUM LICENCE

(Regulation 15)

INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA

Note:

- (a) *Application must refer to the Electronic Communications Act, 2005 (Act No. 36 of 2005) (“the Act”) and any regulations published under the Act with regard to the requirements to be fulfilled by the applicant. Applications are referred, in particular, to the Community Sound Broadcasting Regulations, 2006 (published under GN755 in Government Gazette 28919 of 6 June 2006) and the Community Sound Broadcasting Licence: Criteria to Measure Community Support Regulations, 1997 (published under GN R1388 in Government Gazette 18380 of 17 October 1997).¹*
- (b) Information required in terms of this Form which does not fit into the space provided may be included in an appendix attached to the Form. Each appendix must be numbered with reference to the relevant part of the Form.
- (c) Where any information in this Form does not apply to the registrant, the registrant must indicate that the relevant information is not applicable.

1. PARTICULARS OF APPLICANT	
1.1 Application/Radio Station Name:	ELIM COMMUNITY RADIO FM
1.2 Designated contact person/s:	INNOCENT MARINGA
1.3 Applicant's principal place of business:	<div></div>

¹ This note does not apply to this process, and the Processes and Procedures Regulations will be amended as appropriate, in due course.

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ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES

YEAR 2024

56 No. 51727

GOVERNMENT GAZETTE, 10 DECEMBER 2024

1.4 Applicant's postal address:	SAME AS ABOVE
1.5 Applicant's telephone numbers/s (include mobile numbers):	
1.6 Applicant's telefax number/s:	N/A
1.7 Email address of designated contact person (maximum of two):	
1.8 Applicant's Service Licence No:	N/A

2. TECHNICAL INFORMATION		
2.1 Transmitter Site*	MOLEMA	
2.2 Signal Distributor*	SENTECH	
2.3 Frequency Applied For*	96.2	MHz
2.4 Geographic Co-Ordinates*	LAT 23S18 38 - LONG 30E02 40	
2.5 Physical Address	STAND 2190, CHAVANI, ELIM	
2.6 Site Height*	1155	m above sea level
2.7 Mid-Antenna Height*	65	m above site
2.8 Maximum Effective Antenna Height*	80	m above terrain
2.9 Designation of Emission*	250KF	
2.10 Frequency Stability*	2000	kHz
2.11 Spurious Emission Level*	10	dB/1mW
2.12 Maximum Deviation*	60	kHz
2.13 Maximum Effective Radiated Power (ERP)*	5	kW
2.14 Antenna Horizontal Radiated Pattern*	OMNI - DIRECTIONAL	

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This gazette is also available free online at www.gpwonline.co.za



ELIM COMMUNITY RADIO FM

APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES

YEAR 2024

STAATSKOERANT, 10 DESEMBER 2024

No. 51727 57

2.15 Antenna Polarisation*	VETICAL
2.16 Programme Source*	STUDIO
2.17 RDS Service	N/A
2.18 SST Service	N/A
2.19 Period**	N/A
Legend: (*) mandatory field	NONE

The person signing the registration on behalf of the registrant must acknowledge as follows:

I acknowledge that the Authority reserves the right to have any licence issued pursuant to this registration set aside should any material statement made herein, at any time, be found to be false.

Signed .

(REGISTRANT)

I certify that this declaration was signed and sworn to before me at the11..... day ofJune..... 2025, by the deponent who acknowledged that he/she:

4. knows and understands the contents hereof;
5. has no objection to taking the prescribed oath or affirmation; and
6. considers this oath or affirmation to be truthful and binding on his/her conscience.





APENDIX

2.1-2.4



ELIM COMMUNITY RADIO FM
APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES
YEAR 2024



14 February 2025

Station Manager: Elim Community Radio FM

Dear Innocentia

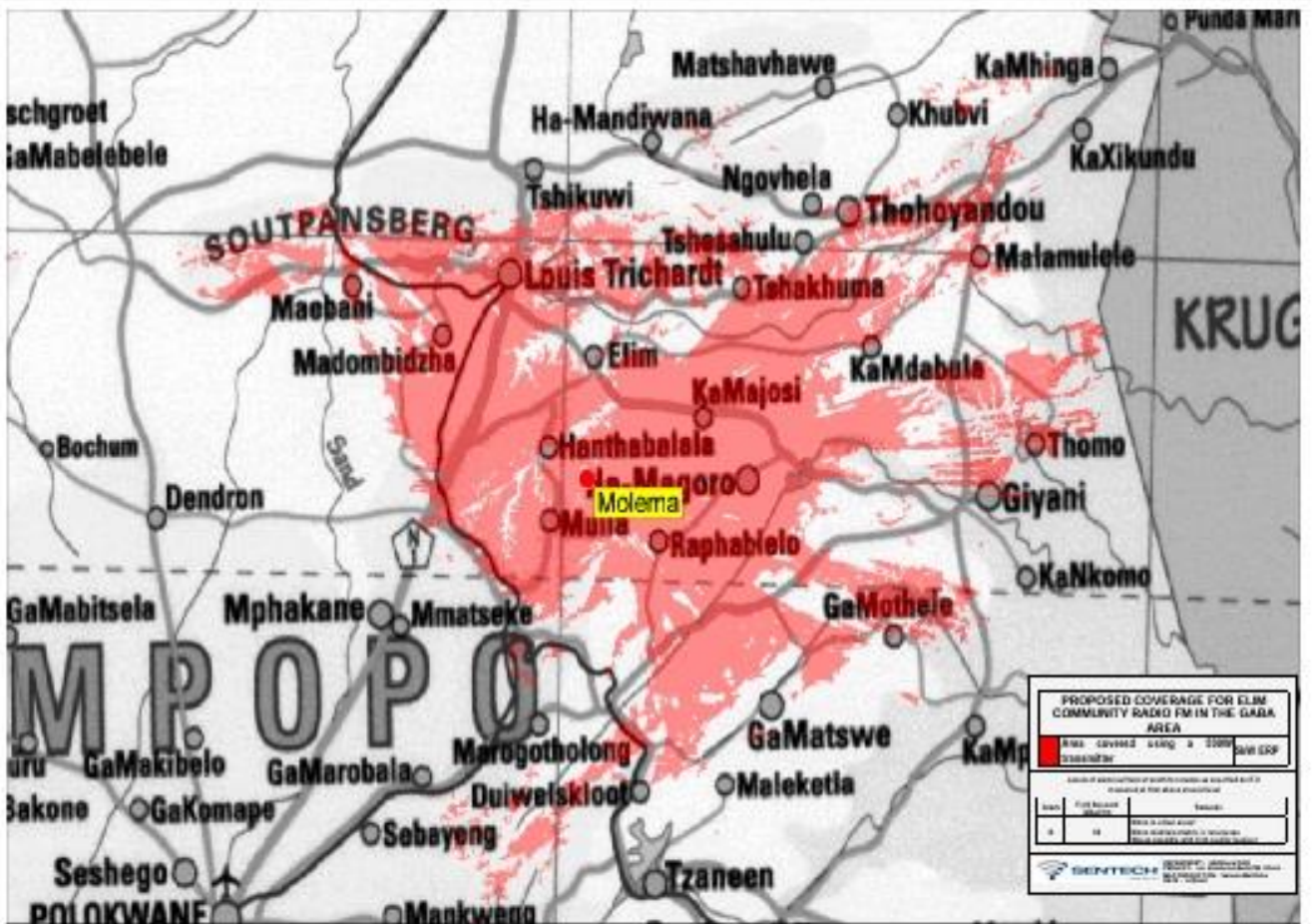
Re: Support Letter for ICASA Application – ELIM COMMUNITY RADIO

We acknowledge ELIM COMMUNITY RADIO 's intention to obtain signal distribution services from SENTECH to transmit an FM radio signal in their selected geographic area. SENTECH is willing and able to provide an FM radio transmission service to ELIM COMMUNITY RADIO

SENTECH supports ELIM COMMUNITY RADIO 's application to ICASA for an FM radio broadcast license should the broadcaster elect to pursue that option.

We thank you for interest in our services and we look forward to being of further service to you.

dia





ELIM COMMUNITY RADIO FM

APPLICATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING
SERVICE AND RADIO FREQUENCY SPECTRUM LICENCES

YEAR 2024



TRANSMISSION SPECIFICATIONS FOR PROPOSED ELIM COMMUNITY RADIO FM IN THE MOLEMA AREA

STATION	CODE	GEO. CO-ORDINATES						HEIGHTS			TRANSMITTER			ANTENNA							FEED	
		LATITUDE			LONGITUDE			SITE m	MAST m	ANT m	FREQ MHz	CH	PWR kW	GAIN dB	ERP kW	DIR	BEAM			NULL FILL		
Deg		Min	Sec	Deg	Min	Sec	AZM										WIDTH	TILT				
NAME		Deg	Min	Sec	Deg	Min	Sec	m	m	m	MHz	CH	kW	dB	kW	DIR	AZM	WIDTH	TILT	N	VER	TYPE
MOLEMA	V2	-23	-18	-38	30	2	40	1155	80	65	96.2*	65	0.5	10	5	DIR	0	180	0	N	VER	TBD

*The proposed technical specification is valid for 12 months from the date of issue



CLEAR SEPERATION OF POWERS BETWEEN MANAGEMENT AND BOARD

THE ROLE OF THE BOARD

THE board represent the entire community and to ensure, amongst others, that the interest of the interest of the community is served. Board members are not supposed to run the station on a daily basis. The board is responsible for employment of station manager, to assist with the formulation and updating of the legal/founding documents, policy documents and the overall oversight of the organisation operations.

The board has the role of:

- . Monitoring of management in respect of implementation of the board plans.
- . Ensuring compliance with all relevant laws, regulations and codes of practice.
- . Giving strategic direction to the organization
- . Development of a corporate code of conduct and
- . Identification of risk areas and performance indicators

Board of directors: 3 MEMBERS AND 2 DEPUTIES

Chairperson

- . Provide leadership to the board
- . Develop agenda for board meeting
- . Mediate with directors or management on decision by the board
- . Monitors financial planning and financial reports
- . Plays leading role in fundraising activities
- . Evaluates annually the performance of the organisation in achieving its mission.
- . Negotiate on behalf of the organisation if given the mandate.
- . Perform other duties as assigned by the board such as representing the Organisation at formal function etc.
- . Evaluates the performance of board members on a regular basis.

Secretary

- . Maintain records of the board and ensure effective logistics at board meetings.
- . Manages minutes of the board meetings.



- . Ensure that minutes are distributed shortly after each meeting.
- . Must be familiar with legal documents to note applicability during the meeting

Treasurer

- . Manages the finance of the organisation
- . Administrate the fiscal matters of the organisation
- . Provide the annual budget to the board members approval
- . Ensure development and review of financial policies and procedures by the board

Board Members

- . Regularly attend board meetings and important related meetings
- . Accept assignment and complete them thoroughly and on time
- . Stay informed on common matters, prepare for meetings, review and comments on Minutes and reports
- . Build collegial relationship with other board members to contribute to consensus
- . Active participation in annual evaluation planning exercise
- . Participate in fundraising activities

Management and Staff

ECR FM Community Radio station has formed an experienced and professionally management Team; the experience from our staff will enable the organisation to generate profitable Revenue as the management have different background respectively, in the entertainment Industry and in different business background, community radio and in management in General including the founders of ECR 96.2 FM, most of the management staff of the Organisation are able to multi task the duties, they are responsible for but the work must Done systematically and smart.



Station manager:

Job Function:

The station manager oversees the administrative, financial, technical responsibilities and Business function of the organisation

- . Plan of action (development of projects to fulfil the mandates)
- . Recruitment of staff and volunteers
- . Networking, meet potential clients, funder, donors and affiliates.
- . Custodian of the vision of the station
- . Gives instructions and receives reports from reports from staff
- . Enforces policy
- . Is responsible for managing and implementation of the strategic plan.
- . Ensure that the staff buys into the strategic management committee.
- . Reports and writes reports to the board
- . Is responsible for fundraising
- . Must know the policy document.
- . Deals with and ensure that there is a timeous response to public Complaints.
- . Liaises with public
- . Does a need analysis find out the listening community wants.
- . Keeps records of complaints and interventions.
- . See that all posts are filled
- . Disciplinary measures

Programs Manager



Job Function

- . Manages the programs division.
- . Ensures that quality programs are produced
- . Scheduling of programs
- . Assigns, designs and manages content calendar
- . Keeps record of all programs personnel
- . Ensure the compliance with promise of performance
- . Ensure compliance to condition to the license requirements
- . Identify training needs.

Production/Technical manager:

Job Function:

- . Is responsible for all technical services in the station.
- . Ensures that studio equipment is in operating order.
- . Repairs any broken or non-functioning equipment.
- . Is responsible for safety measures of the station.
- . Maintain all equipment in the station
- . Compiles the studio rules.
- . Responsible for all audio recordings of the station- ads; jingle

Head of News:

Job Function:

- . Daily job duties may include approving news stories, scheduling newscasts, And staff management or development.
- . Ensure that writers, editors, and reporters cover stories that interest the public.
- . Must also enforce news reporting standards and monitor the public response.



- . Directing the staff in creating content for the public.
- . In charge of the entire news staff, including journalists, news presenters, Photographers and copy writers

Administrator & Financial Manager:

Job Functions:

- . Prepares the station's budget.
- . Keeps all financial records.
- . Prepares financial books for auditing.
- . Reconciles statements.
- . Keeps an asset register.
- . Prepares salary packages.
- . Benefits such as salaries, bonuses etc.
- . Keeps important station files.
- . Prepares the inventory.
- . Co-ordinates the activities of the station.
- . Prepares logistics for all staff of the station.
- . Takes care of the building – the image of the station.
- . Maintain confidentiality



Marketing, sales and advertising manager:

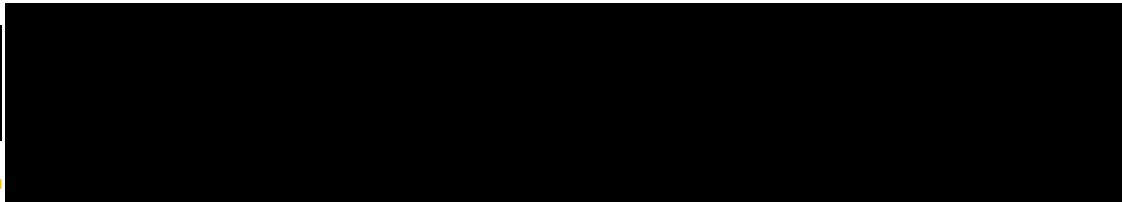
Job Functions:

- . Canvassing for business and selling the brand
- . Management of sales personnel
- . Prepares a strategic marketing plan; rate cards, contracts, proposals the Station profile.
- . Ensure that there are adverts playing in the station.
- . Gives constant feedback the clients
- . Invoice all clients who have signed contracts
- . Meets the needs of the clients
- . Forms relationships with business
- . Provides training/workshop to staff members
- . Conducts audience research for the station
- . Manage the research team
- . Ensure policy compliancy in the organization
- . Updating the organizational website and social networks pages.

Receptionist:

Job Functions:

- . Handling incoming and outgoing call
- . Typing, emails and faxing of documents
- . Ensures there is enough supply of stationery.
- . Profile all staff members
- . Look after the welfare of staff
- . Complaints: Internal staff and external complaints



APPENDIX 22 G

DEMMAND, NEED, SUPPORT AND COMMUNITY BROADCASTERS

1. COMMUNITY NEED

1.1 MAKHADO LOCAL MUNICIPALITY needs a community radio station of its particular to converse its own contests and rejoice its idols and stars.

1.2 Radio is an exact significant medium that is inexpensive and easy to access for the under advantaged publics.

1.3 The community will be empowered through the station's programming that addresses its own needs.

1.4 The programming itself will be designed around content and with the above mentioned guidance to obtain the highest listening levels and interaction on these programs. Through the station's program, it will strive to put its community's interests first, as the station existence will be centred on this.

1.5 Talk shows will also provide an excellent opportunity for organisations of all types to air their news to the public and give the public the opportunity, to express their opinions. This will also provide a platform for the airing of educational and informative programmes during these time slots.

1.6 Another avenue to help the community is that the station will establish a free job placement facility on which local businesses can advertise its vacancies via the station - free of charge. Certain times on the station's programming will be created for this. This will also be placed on the station's website, Facebook and Twitter accounts.

2. COMMUNITY SUPPORT

2.1 The community will cherish this community station because it will be about the issues they encounter on a daily basis.

2.2 The community will have a say on the content discussed on air via Whatsapp and telephone calls and social media messages.

2.3 The selected members of the community will be part of the programming committee.

2.4 We have attached the letters of support from members of the community of Makhado Municipality

3. BUSINESS NEED

3.1 Local businesses need a local community station to advertise their products.

3.2 Local businesses need to reach their intended customers hence the need to advertise on a community station.

3.3 Government and local Municipality (Makhado) will need the community station to inform and advertise their services to these communities.



4. BUSINESS SUPPORT

4.1 Local businesses need this community to buy its products and the community station will offer affordable rates to these business to market themselves.

4.2 Small business need the influence of community radio station to reach latent customers within its locality.

5. CONCLUSION

5.1 ELIM COMMUNITY RADIO FM believes that it needs the support of business in this community in order to be sustainable as a community station.

5.2 We have attached letters of support from different businesses in the MAKHADO Local Municipality.

REG: 245 – 102 NPO
076 844 2473 / 067 851 8937
Email: Ecrstation@gmail.com

Elim Community Radio FM

Chavani Village Stand No 2190
Elim Hospital, Limpopo, 0960

PROFILE OF BROADCASTERS



ELIM COMMUNITY RADIO FM (ECR FM) PROFILE

BACKGROUND

Elim Community Radio Fm is an online radio that have been Broadcasting since 5 July 2021 using online Platforms. The Station is Currently Applying the licence for community sound broadcasting with the Authority. The Station is operating under Makhado Municipality, Hlanganani Areas, Limpopo in Vhembe District. The Station Is Controlled by the Elected Board of Directors. The station is underway applying for the Frequency of 96.2 MHZ, Molema Transmitter at Gaba Area.

ECR FM RADIO PROGRAMING

ECR FM FM will provide a free-to-air stereo FM radio service to the communities in the VHEMBE DISTRICT area in Limpopo. The radio service programming plan will cover: News and Information: ECR FM will broadcast a total of 56 minutes of news per day, of which: 55% shall be local 30% shall be regional 20% national 5% international. South African Music Content: 85% International Music Content: 15% Talk vs. Music: Talk 60% and 40% Music Peak times: 06h00 to 09h00 and 16h00 to 19h00 Content source: 80% local, 20% external Current affairs: 1 hour daily during week days; 55% local, 30% regional, 20% national, 5% International; sources: local and international news sources Language(s) of broadcast: Xitsonga 70% Tshivenda 20% English 10%

GEOGRAPHIC COVERAGE AREA

ECR FM Proposes to broadcast in Makhado Municipality, Mopani District and Part of Thulamela municipality and the surrounding communities under Vhembe District.

CONCLUSION

ECR FM has not been granted licence and frequency yet, but the station is currently broadcasting online.



VUWANI FM PROFILE

BACKGROUND

Vuwani FM is a Community Radio Fm that uses low power Community sound broadcasting licence. The station is based at vuwani under Collins chabani municipality. The mandate of the station is to broadcast in the vuwani area and the station is controlled by the board of directors.

VUWANI RADIO FM PROGRAMING

VUWANI FM is a community radio station that specializes in Gospel Music (10%) and 50% of other music genre. Programming on VUWANI FM will include: Music (60%), talk time (40%). News: Local news (70%), National news (25%) and International news (5%) Languages: Tshivenda (70%), English (10%) and Xitsonga (20%) The programme also include weather, sports, traffic reports, local celebrities, events and information, interviews, and powerful social awareness campaigns.

GEOGRAPHIC COVERAGE AREA

Vuwani Fm Broadcast using 88.7MHz and the station its clear in the Vuwani community only which is less than 20km from their studio

CONCLUSION

Therefore the station is only accessible with the frequency 88.7 MHz from within the Vuwani community and it can't reach far or neighbour Communities.



GCR FM PROFILE

BACKGROUND

Giyani Community Radio station (106mhz-FM) (Giyani Community Radio station) is an Organization and a community radio station established by Greater Giyani community. It is located at the town of Giyani under the Greater Giyani Local Municipality. The station has a 50 km broadcasting radius which covers the following areas: Greater, Vhembe District and Mopani District Municipality, Mutale Local Municipality, North of Kruger National Park on the eastern side and Makhado Local Municipality the South, Southern, Eastern, Western and Northern parts

PROGRAMING

Target Audience

- Age group 16 – 24 (43%)
- Age group 25 – 34 (20%)
- Age group 35 – 49 (21%)
- Female (50%)
- Male (50%)

The station broadcasts in Xitsonga 50%, English 10%, Tshivenda 20%, and Northern Sotho 20%. The GCR is created by collective community and civil society calling for more rigorous community participation corporate governance unheard of nationally.

GEOGRAPHIC COVERAGE AREA

As stated that The station has a 50 km broadcasting radius which covers the following areas: Greater, Vhembe District and Mopani District Municipality, Mutale Local Municipality, North of Kruger National Park on the eastern side and Makhado Local Municipality the South, Southern, Eastern, Western and Northern parts

CONCLUSION

GCR was formed recently with the aim of providing exciting state of community radio. GCR is a community radio station that broadcast 24/7 on the 106 FM frequencies. It aired by July 2013. GCR was formed recently with the aim of providing exciting state of community radio.



Choice FM PROFILE

BACKGROUND

Choice FM is a community radio station that broadcasts in the Vhembe District of Limpopo using the frequency 101.1 FM and live streams globally through the internet. It is owned by the Mutsindo Community Media Trust and, like its sister station Energy FM, it was launched by comedian and radio presenter Ashifashabba Muleya.

CHOICE RADIO FM PROGRAMING

Its line-up comprises local news reports, informative talk shows, entertainment shows and various music shows with the best Hip Hop, R&B, Afro, Kwaito, House and Gospel music

The station broadcast in English, Tshivenda and Tsonga

GEOGRAPHIC COVERAGE AREA

Choice Fm broadcast from thavhani Mall in Thohoyandou. It covers the many of communities in the District of Vhembe. It uses the frequency 101.1 Mhz. it covers both A touches of Makhado, Municipality, Thulamela Municipality, Collins Chabani and Mopani

CONCLUSION

Therefore the station is accessible with the frequency 101.1 MHz to many communities around Vhembe District, however the content and programing plans are different.



PROFILE OF SEKGOSESE

BACKGROUND

The Station enjoys greater support and participation from the communities in many areas in the Districts (Mopani, Vhembe, Capricorn) of Limpopo, including Tzaneen, Ga-Sekororo, Modjadjiskloof, Ga-Sekgopo, Morebeng, Elim, Giyani, Makotopong, ga dikgale, etc. Sekgosese Community Radio broadcasts its programmes in 85% Seberwa (a dialect of Northern Sotho) and 15% English languages for 18 hours a day (from 06h00 to 0h00) and targets and caters for the needs and interests of the communities within its coverage

Broadcasting Hours = 18Hours (from 05H00am to 23H00)

Broadcasting Language = Seberwa (Dialect from Sepedi)

Colours representing Sekgosese Radio = Black and Gold

Radio Frequency = 100,3Mhz

GEOGRAPHIC COVERAGE AREA

Districts (Mopani, Vhembe, Capricorn) of Limpopo, including Tzaneen, Ga-Sekororo, Modjadjiskloof, Ga-Sekgopo, Morebeng, Elim, Giyani, Makotopong, ga dikgale

CONCLUSION

Therefore the station is only accessible with the frequency 100.3 MHz from within the Municipalities mentioned above.



PROFILE OF MAKHADO FM

BACKGROUND

Makhado FM Broadcasts from Makhado. Initially Covers Vivo, Elim, Tzaneen, Polokwane, Musina, Thohoyandou and Beit Bridge thru 107.3MHz.

Conclusion.

From 2019 we couldn't hear on their frequency even in their home town until today. They still broadcast but when we tune in its always off air. Therefore it doesn't bring any impact to our communities..

We have the following station as well that are no longer in operation for some years now.

1. HLANGANANI FM USED THE FREQUENCY OF 96.2MHZ WHICH WE APPLIED FOR.
2. MALA101 ITS NO LONGER OPERATING AS WELL SINCE 2021, THEY USED 101MHZ.

We have the following public Broadcasters that reach us well with clear frequency, however their content fail to cover more of the local community issues



1. **Munghana Lonene FM** is an SABC (South African Broadcasting Cooperation) radio station broadcasting in Tsonga language in South Africa. In Tsonga, "Munghana Lonene" means "a true friend." Munghana Lonene FM is geared to listeners who understand Xitsonga. Munghana Lonene FM is branded as an "infotainment" radio station with a 50% split of music and talk. It offers an environment interactive with its listeners, providing a mixture of news, music, current affairs, talk shows, education, sport, weather and traffic. The music repertoire consists of Jazz, R&B, Kwaito, House, Gospel music and African music.

Munghana Lonene FM's broadcast areas includes Gauteng, Limpopo, eastern Mpumalanga and Mozambique.



2. **Phalaphala FM** was born on 2 February 1965 and came into being after a merge between Radio Venda and Radio Thohoyandou in 1998. The two radio stations of different backgrounds with the one being Venda Bantustan origin and the other being a SABC public broadcaster. Radio Thohoyandou had a commercial wing which did broadcast in English and did not have the same license conditions as Radio Venda. The station broadcasts live from Polokwane or Thohoyandou SABC studios . its historical Djs Line up includes the legendary Mpho Nefale, Mbalavhali D, Terry "Big Dude" Mudau, Dj Lagugga & Many More. It is also known for hosting the biggest music festival called Phalaphala Fm Royal Heritage Festival in Limpopo and throughout South Africa. The station broadcasts out of Limpopo in Tshivenda.^[1]

Coverage Areas & Frequencies ^[1]	
Area	Freq. MHz
Pretoria	100.1
Johannesburg	107.8
Potgietersrus	103.1
Tzaneen	99.1
Louis Trichardt	90.7
Punda Maria	87.9

Coverage Areas & Frequencies^[1]

Area	Freq. MHz
Sibasa	106.9
Gaba	88.2
Molema	93.0
Malamba	99.5
Mpzema	101.6
Mavhunga	104.7
Dzamba	93.3
Tshamavudzi	100.5
Thohoyandou	106.9 9
Musina	90.7



Metro FM is a national commercial radio station in South Africa owned by the South African Broadcasting Corporation. The station broadcasts on FM Stereo as well as the DStv Bouquet Channel 801. Telephone:

The station started broadcasting in October, 1986 as Radio Metro to compete with the now defunct Radio Bop. Playing a mix of urban contemporary and bubblegum pop Radio Bop was able to reach black audiences in parts of the Transvaal by broadcasting on the AM band from the "independent" bantustan of Bophuthatswana where it was licensed. This prompted the SABC's then white management to launch Radio Metro which was put on air in about six months, from the planning stages.

The station launched the careers of a number of radio celebrities including, Bob Mabena, Shado Twala, Treasure Tshabalala and Lawrence Dube.

Over the years the station has had a number of competitors, including in the very competitive Johannesburg radio market where two stations, Kaya FM and YFM, launched in mid/late 1990s have taken away some audience from Metro FM.

Metro sponsors the **Metro FM Music Awards**, the 2016 edition being the 15th. Known as Mabhena FM.



Jacaranda FM, previously known as **Jacaranda 94.2**, is a South African radio station, broadcasting in English and Afrikaans, with a footprint that covers Gauteng, Limpopo, Mpumalanga and the North West Province and boasts a listening audience of 2 million people a week and a digital community of more than 1.1 million people a month. The station's format is mainstream with programming constructed around a playlist of hit music from the 1980s, 1990s and now.

According to the latest official numbers from the South African Advertising Research Foundation released in 2014, Jacaranda FM used to be the no. 1 station among Afrikaans home language consumers in Gauteng province, and one of the top 10 stations in the country.

Jacaranda FM operates a regional transmitter split service from a studio in Mbombela. It can be heard in most of the Capricorn, Bushveld and Lowveld regions of the Limpopo Province as well as in the Mpumalanga Lowveld, notably Mbombela and the Kruger National Park. Split broadcasts occur each weekday from 12:00–16:00 and on Saturdays from 10:00–14:00. Morning and afternoon drive time newscasts are also fed to the regional audience.



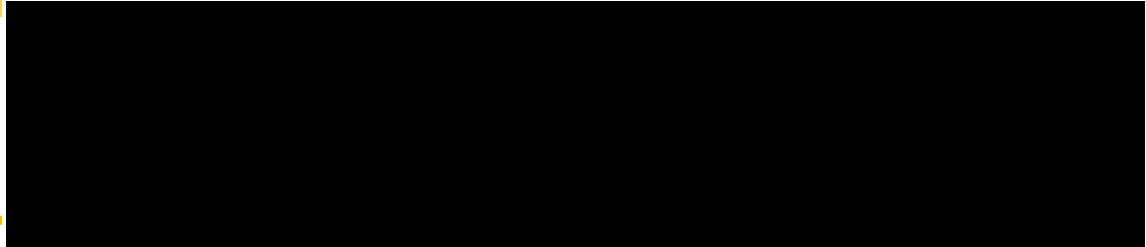
Capricorn FM is a commercial radio station in the Limpopo province of South Africa.

Overview

The Capricorn FM station broadcasts in the FM range and also streams on the internet. The station broadcasts on the following frequencies:

- 96.0 FM in Mokopane/Polokwane
- 98.0 FM in Hoedspruit
- 105.4 FM in Louis Trichardt
- 89.9 FM in Sibasa
- 97.6 FM in Tzaneen

Their broadcasting comprises 70% music and 30% talk shows. The music genres featured include R&B, soul, afro-pop, afro-soul, hip hop, kwaito, house, jazz, and gospel.



ELIM COMMUNITY RADIO STATION CORPORATE GOVERNANCE AND OPERATIONAL POLICIES.

PROGRAMMING POLICY

1. For smooth diverse inclusive programming which relates to the need of the community, ECR FM will advocate and adhere to programming that promotes community participation at all times.
2. The radio programming shall be headed by the programs manager who shall report directly to the station manager.
3. A programme committee, which comprises of members of the community shall be elected at the community meeting.
4. The programmes committee shall work together with the programmes manager.
5. The programmes committee shall facilitate, on behalf of the community members, programmes that the community feels should be played at the radio station.
6. Such programmes shall be communicated to the radio station through the programmes manager. Such programmes include Music, News, and Current Affairs etc.
7. The programmes committee shall not be limited to programmes selections only but may provide inputs on all programmes.
8. ECR FM aims at an integrated program offering which is representative of the community being served.
9. The programming shall promote inclusion and acceptance, and a culture modelled by purpose.
10. Programming is committed to appeal to a very diverse market and should cross age, gender, racial, political and cultural beliefs.
11. ECR FM will offer transformational, targeted programming.
12. The format and target audience of a program may not be changed by the Presenter without prior discussion with the programmes manager.
13. Copyright permission for material used on a program is to be obtained by the individual utilizing such content.

Human resources policy

1. INTRODUCTION

- 1.1 ECR FM aims to promote a culture of democracy in a non-racial society, free from all forms of discrimination.
- 1.2 Our objectives are to provide a forum of communication that is accessible to all people within the area of coverage and to encourage participation of the community in the community through the community radio station.
- 1.3 These values must also be reflected in the way that the staff and management of the radio station are treated.

2. MANAGEMENT STRUCTURE

2.1 The ECR FM management structure comprises the Station Manager and the various Heads of Department that report to the Station Manager.

2.1.1 The Station Manager

2.1.2 Heads of Departments

2.1.2.1 The Programs & Administration Manager

2.1.2.2 Human resources Manager

2.1.2.3 The Financial Manager

2.1.2.4 The Sales manager

2.1.2.5 The Technical & Production Manager

2.1.2.6 The Marketing & Public Relations Manager.

2.2 The Management committee consist of the Station Manager and the various Heads of departments.

2.3 The Management committee will meet each week and co-ordinate and plan the activities of the radio station.

2.4 Minutes of Management meetings will be tabled at Board meetings.

3. MANAGEMENT COMMITTEE

3.1 No member of the management committee shall use the funds and /or equipment of the radio station for his/her personal gain.

3.2 No member in the management committee shall discriminate against, or intimidated or harass their subordinates.

3.3 No member of the management committee shall engage with the media without the consent of the Station manager and/or the Chairperson of the Board.

3.4 All departmental heads shall submit written monthly reports to the Station Manager, who will in turn submit these reports to the Board of Directors at properly constituted Board meetings.

4. STAFF

4.1 PERMANENT STAFF

4.1.1 Station Manager

4.1.2 Programming and Administration Manager

4.1.3 Human Resource Manager

4.1.4 Financial Manager

4.1.5 Sales Manager

4.1.6 Marketing &PR Manager

4.1.7 Technical & Production Manager

4.2 TEMPORARY STAFF

- 4.2.1 Presenters and DJ's
- 4.2.2 News Reporters and News Writers/ Compaliers
- 4.2.3 Sales Representative

4.3 VOLUNTEERS

- 4.3.1 Volunteers are members of the community who are interested in the success and development of ECR FM
- 4.3.2 Volunteers are not considered as either permanent or as temporary staff.
- 4.3.3 Volunteers include cleaning staff.
- 4.3.4 Volunteers are will be paid at the sole discretion of the radio station, as funds permit.
- 4.3.5 Volunteers coming to the radio station shall register their area of interest after an orientation meeting and training co-ordinator and will be entitled to receive training in their area of choice. The training will enable the volunteer to become an active participant in the radio station.
- 4.3.6 The training co-ordinator will have the right to limit the intake of volunteers according to the capacity of the radio station to train and orientate volunteers.
- 4.3.7 A waiting list will be kept to register the interest of new volunteers and they will be dealt with in order of arrival and according to the demand for training in their area of interest.
- 4.3.8 All volunteers will be entitled to become members of ECR FM.

4.4 RIGHTS AND DUTIES OF VOLUNTEERS

- 4.1.1 Any member of the community is eligible to join ECR FM as volunteer. This will involve:
 - 4.4.1.1 The signing of a volunteer pledge from which binds the volunteer for six months.
 - 4.4.1.2 An orientation meeting with the station manager/PRO
- 4.4.2 All volunteers shall undergo training before being allowed to function.
- 4.4.3 All volunteers will be bound by the policies and code of conduct of the radio station: which all staff and volunteers are also bound by.
- 4.4.4 All volunteers shall submit their CV and complete a membership application form.

5. RECRUITMENT PROCEDURE

5.1 MANAGEMENT

- 5.1.1 Vacancies for management position will be advertised on air through the local newspapers with the authorisation of the Board of Directors.

- 5.1.2 A selection committee made up of board members and management staff will be appointed to compile a short-list of applications and conduct interviews to select the most suitable applicant.
- 5.1.3 CV's and application letter shall be required and a specific date shall be set for submission thereof.
- 5.1.4 A letter of appointment will be written by the station manager, or any other person authorised by the Board of Directors, to the successful applicant.
- 5.1.5 A probation period of three months shall apply to all new appointments.

5.2 PRESENTERS/DJ'S

- 5.2.1 When program presenter vacancies exist, these will be advertised on air and in a local newspapers.
- 5.2.2 CV's and application letter shall be required.
- 5.2.3 The selection committee shall comprise Board members and members of the management committee.
- 5.2.4 The final selection shall be made on the basis of interviews/ auditions and the station manager shall issue a letter of appointment.
- 5.2.5 Preference shall be given to residents of Elim, Chavani, N'waxinyamani and the surrounding areas and residents within the area of coverage of ECR FM.
- 5.2.6 Gender and age balance shall be considered in making selections.

6. STAFF PERFORMANCE, EVALUATION AND REPORTING

- 6.1 The station manager shall conduct a performance appraisal on all the management and staff every six months and shall present a written performance appraisal report to the Board of directors.
- 6.2 Heads of department shall be required to submit a written report to the station manager at the end of each month highlighting the achievements, difficulties and any issues relating to the department.
- 6.3 These reports shall be kept, along with the minutes of Board meetings, in an accessible folder available to all staff.
- 6.4 All employees and volunteers shall have the right to request an interview with the station manager, should a dispute arise. Should said dispute not resolved, a dispute resolution committee shall be formed comprising members of Board of Directors in order to finally settle the dispute.
- 6.5 The Board reserves the right to take any appropriate action based on the evaluation report.

7. LEAVE

- 7.1 Staff are entitled to 14 sick leave days per annum.
- 7.2 More than 2 days of absent without leave will require that a medical certificate be presented to the head of department.
- 7.3 Sick leave maybe extend in the event of serious illness. This should be approved by the management committee to ensure that is not abused. The Management committee shall have

power to assess the reason for the request and may approve payment to the person taking extended sick leave for up to 30 days.

- 7.4 Female staff shall be entitled to a maximum of 6 months maternity leave commencing three weeks before their due date.
- 7.5 Male staff shall be entitled to a maximum of one week paternity leave commencing from the date of birth of their child.
- 7.6 Staff are entitled to 20 working days leave annually which shall be requested in writing one month in advance. Staff are not allowed to go on leave without authorisation of the Station Manager.
- 7.7 Staff leave records shall be kept by each head of department.
- 7.8 In a situations where the radio station does not have sufficient financial resources, all leave shall be taken without pay or transport allowance. The financial position of the radio station shall be communicated to the staff on a monthly basis in advance.
- 7.9 Each department shall prepare for leave by appointing a deputy who shall act in the position of the absent person without the payment of an additional salary.

8. TRAINING

- 8.1 The training Co-ordinator will ensure that skills are developed, updated and enhanced so that the radio station can achieve its objective and create a pool of competent staff and management.
- 8.2 The training Co-ordinator shall report to the HR Manager on all matters concerning training.
- 8.3 The aim of the training is to enhance the skills of the staff and management and volunteers at the radio station.
- 8.4 The Training Co-ordinator shall:
 - 8.4.1 Liaise with training co-ordinators at various training institutions.
 - 8.4.2 Establish a relationship with relevant training providers.
 - 8.4.3 Keep a record of all training provided by the radio station.
 - 8.4.4 Co-ordinate the training opportunities and in-station training.
 - 8.4.5 Evaluate and plan for the training needs of station participants.
 - 8.4.6 Ensure that trainees read and understand the contract between them and the station regarding the responsibility of the trainees to the radio station.
 - 8.4.7 Support trainees during and after training.
 - 8.4.8 Attend the management meeting once a week.
 - 8.4.9 Plan and evaluate the training program with other department heads.
 - 8.4.10 Ensure that trainees complete a training report after their training.
 - 8.4.11 Participate in programme evaluation to check and plan for training which will uplift and improve the station.
 - 8.4.12 Monitor, evaluate and give feedback about training programmes.
 - 8.4.13 Fundraise for the radio station training plan, co-ordinating such activities with the station manager fundraising plan.
 - 8.4.14 Attend train the trainer courses as are appropriate in terms of their content.
 - 8.4.15 Submit a monthly written report on training activities to the HR Manager.
 - 8.4.16 Recommend to the Management committee on who should attend training opportunities.

8.5 Staff Training

- 8.5.1 Staff and management who receive external training will be required to sign a contract. Full time staff will be bound to the station for a period of 12 months after training, while part-time staff will be bound for 6 months.
- 8.5.2 Priority will be given to the training of the radio station staff and management. This will enable them to pass on knowledge and skills training to the community.
- 8.5.3 External training opportunities will be allocated on the basis of length of service with the radio station. Staff with a service record of 9 months or longer will be prioritised for external training.
- 8.5.4 In the event of a training contract being breached the trainee shall be obliged to repay the cost of the course/s attended at the radio station.

8.6 Volunteer Training

- 8.6.1 The training co-ordinator will have the right to limit the intake of volunteers according to the capacity of the radio station to train and orientate volunteers.
- 8.6.2 A waiting list will be kept to register the interest of new volunteers and they will be dealt with in order of arrival and according to the demand for training in their area of interest.
- 8.6.3 Volunteers coming to the radio station must register their area of interest after orientation meeting with the training co-ordinator and will be entitled to receive training in their area of choice. The training will enable the volunteer to become an active participant in the radio station.

8.7 Training Fees

- 8.7.1 The training co-ordinator will negotiate subsidies and stipend for trainees, where available. Otherwise the radio station shall be liable for the training fees and transportation cost.
- 8.7.2 Where a training course undertaken does not relate to the person work at the radio station leave must be taken to accommodate study and exam times.
- 8.7.3 Where training relate to a person's work at the radio station, and the training involves the writing of examinations after the end of the training (i.e. not as part of the training course), and is approved by the management committee, the person is entitled to two days paid leave being a day of preparation for the exam and a day for writing the exam.

9. CODE OF CONDUCT

- 9.1 Working hours are from 08h00 to 18h00 every weekday with lunch break from 12h00 to 13h00.
- 9.2 Staff are expected to be punctual.
- 9.3 Staff should be role models to the entire community.
- 9.4 Staff are expected to carry out the duties assigned to them by competent authorities in a diligent manner, and to the best of their ability.
- 9.5 Staff must dress appropriately and must always come to work looking presentable.

- 9.6 Staff must obey the department rules and the regulations of broadcasting.
- 9.7 Volunteers and staff should come to the radio station when required to do so.
- 9.8 Verbal abuse, the carrying of weapons and conflict of any kind are not allowed.
- 9.9 Board members are not permitted to interfere in the running, planning and programming of the radio station.
- 9.10 Staff should not come to the radio station under the influence of alcohol and or drugs.
- 9.11 No external communication is allowed without the prior approval of the Head of department or to the Station manager.
- 9.12 All complains to do with any department must be reported to the head of that department or to the station manager.
- 9.13 Falsifying of records is totally prohibited and is considered a very serious offence.
- 9.14 The disciplinary committee will have the powers to take action against misconduct.
- 9.15 Absence from a meeting without an apology is an offence and it may result in disciplinary measures.
- 9.16 Staff who are absent from three consecutive meetings or for five consecutive workday without valid explanation may face suspension.
- 9.17 Female staff will be given equal opportunities at the radio station
- 9.18 Staff are not permitted to negotiate any kind of a business deal without the prior knowledge and approval of the department head and or the station manager.
- 9.19 Staff are not permitted to use the radio station name or any of its resources or material or equipment for personal gain.
- 9.20 Staff must act responsibly and must not lose or damage the property of the radio station.
- 9.21 The use of vulgar language at the radio station is forbidden.
- 9.22 Staff may not leave any meeting or gathering without the permission of the chairperson of the meeting.
- 9.23 Friends and relatives are not permitted on the radio station premises without prior approval of the station manager.
- 9.24 The filling of vacancies and appointment as volunteers and co-opted staff will be decided by the staff selection panel.
- 9.25 All staff should be involved in the planning and development of the radio station
- 9.26 No one should contravene the rules and regulations of the station.
- 9.27 Staff are not permitted to engage with the media without the consent of the station manager and or Chairperson of board of Directors.

10. CLEANING PROCEDURE / HOUSEKEEPING

- 10.1 Cleaning detergent and material will be purchased every month and shall be kept in storeroom.
- 10.2 Each department is responsible for monitoring their team's participation in the cleaning of the station.
- 10.3 The cleaning staff will consist of volunteers from the community.

10.4 The cleaning staff will liaise with the technical team for the appropriate times to clean inside the studio.

10.5 The management team will draw up a weekly cleaning roster so that all department will have a turn to keep the station area clean. This applies to the reception area, kitchen, toilet, meeting room and the studio.

11. DISCIPLINARY MEASURES AND PROCEDURES

11.1 The radio station will act in the spirit of the labour laws of South Africa in terms of the processes and procedures concerning discipline.

11.2 A disciplinary committee will be appointed by the Board to provide a fair and impartial hearing which act in the best interest of both the station and the staff.

11.3 The disciplinary committee shall have the power to suspend staff, and its sole discretion may afford the staff member the opportunity to resign.

11.4 One verbal warning and written warning shall be issued before suspension.

11.5 It is expected that a verbal warning shall be sufficient to stop the behaviour or offence and a written warning signals a serious offence.

11.6 Any dispute arising in the radio station shall be settled by means of mediation and arbitration.

11.7 In any such dispute the Board of Directors shall appoint an arbitrator who shall be acceptable to all parties concerned in the dispute.

11.8 The standard laid down in the IBA code of conduct for broadcasting are to be maintained and put into practice.

11.9 Maintaining discipline and the will be work/ broadcast are the key factors that will determine our ability to respond to the challenges that face us today and in future.

11.10 Violation of the radio station code of conduct is a serious offence and can result in expulsion from the radio station.

12. LOANS TO STAFF APPLICATION

12.1. Application for loans from the radio station shall be considered by the station manager who shall recommend to the Board the approval of rejection of the loan application. The Board shall make the final decision regarding an application for a loan.

12.2. The amount of any loan granted shall not exceed the staff member monthly salary / allowance amount.

12.3. Only one loan per year shall be granted to a staff member.

12.4. The loan must be repaid in full over a period of three months. The loan repayments shall be deducted from staff monthly salary.

12.5. The radio station shall endeavour to grant no more than two loans one time.

12.6. The radio station will only be able to consider loans to staff when the radio station has sufficient financial resources to grant the loans without endangering the operations of the radio station.

13. RENTAL AND LEASE AGREEMENTS.

13.1. Any rental or lease agreement to be entered into by the radio station shall be considered by both Management and board of Directors. Decision regarding agreement shall be minted.

13.2. The Board shall authorise the relevant Managers in writing to sign such lease or rental agreement.

13.3. Rental and lease agreement must be budgeted for by relevant Department Head.

13.4. The administrator shall maintain the register of contracts which shall be checked annually by the Financial Manager. The register shall include the contract details {start and dates of contract, notice period, terms and conditions of payment, extension/ cancellation option, etc.}.

14. SMOKING POLICY

14.1. The studio building is a no- smoke area.

14.2. A designated smoking area has been created on the studio grounds.


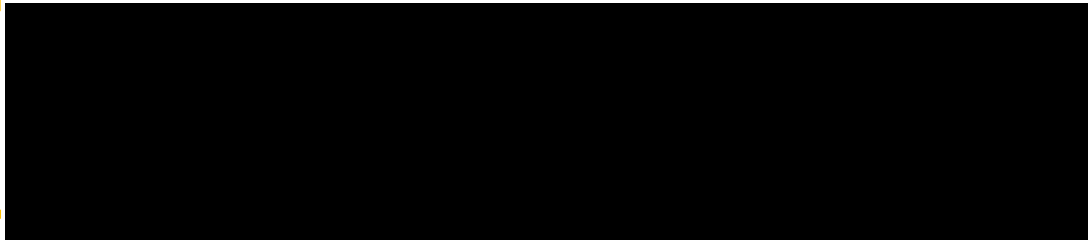
14.3. There is to be no-smoking in the radio station vehicle.

14.4. Repeated breach of the smoking policy will result in disciplinary steps.



EDITORIAL POLICY

1. The editorial staff committee of ECR FM will comprise.
 - 1.1. The news editor who will be the head of the committee.
 - 1.2. The news editor will report to the station manager and the programmes manager.
 - 1.3. The assistant editor will report to the news editor and to the station manager and / or programmes manager as and when required.
2. The news committee responsibilities will include:
 - 2.1. Compilation of news.
 - 2.2. Reading of news.
 - 2.3. Gathering and translation of news.
 - 2.4. The news will be edited before being read on air.
 - 2.5. The editorial staff/committee will see to it that every news bulletin is edited before being broadcasted on air.
 - 2.6. The gathering of news shall be done by volunteers / presenters.
 - 2.7. The reading of news shall be done by the volunteers/ presenters.
3. The news bulletin and headlines must be read exactly on the specified schedule time frames, which are compliant with the station programmes schedule.

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4. The contravention of the editorial policy is considered as a misconduct and such an act shall be subject to disciplinary procedures which can lead to serious disciplinary measures and even dismissal.
 5. Local, regional, national and international news will be provided in accordance with the licence conditions of ECR FM.
 6. News material may be sourced from local news sources, local newspapers, interaction from local community, from government departments and from agencies.

SOCIAL MEDIA POLICY

This policy covers the activity on the Social Media sites of ECR FM:

Facebook, Twitter, Instagram, Pinterest and WhatsApp.

ECR FM hereby ensures social media content that is excellent, relevant, and informative and does not intend to harm.

ECR FM Social Media sites and output is monitored and overseen by a Social Media Officer.

Furthermore, presenters, staff and Social Media interns or volunteers are given leeway to post under supervision.

RESPONSIBLE OUTPUT.

Those who have access to the Social Media tool of ECR FM must do so in a responsible manner.

Presenters, staff, interns or volunteers who post to the station's Social Media feeds represent the station.

All posts must align with the Brand Strategy of the station and the ECR FM Value System.

CONTENT

Inappropriate content that bring ECR FM into disrepute or damages another's reputation is not allowed.

No posting of content which could be perceived as bullying, defamatory, or offensive.

Online criticism is unavoidable and should be dealt with by the Marketing Manager.

All answers should be respectful, taking the others understanding into perspective.

If a staff member is unclear as to what Social Media action to take the Social Media Officer or the Marketing Manager must be contacted for guidance.

CONSEQUENCES OF BREACHING THE SOCIAL MEDIA POLICY.

A presenter, staff member, intern or volunteer that is found to have breached this policy, will be given a verbal warning.

A person that is found to have breached a Social Media policy a second time, will no longer be allowed access to the Social Media tool of ECR FM.

If breach of this policy is deemed to be sufficiently serious, the Station Manager can decide to take more drastic action – e.g. asking the person to leave the station.

Social Media is a VITAL component in today's world, as a mouthpiece for ECR FM. The intent is to keep abreast will all technological developments and deliver respectful content.

ECR FM TECHNICAL POLICY

1. INTRODUCTION

- 1.1. The Technical Department is responsible for the reliable maintenance and operation of all the broadcasting equipment of the Radio Station.
- 1.2. The Technical Manager will manage the Technical Team and will ensure that no person is allowed to operate the radio station without the approval of the Technical Manager.
- 1.3. The Technical Manager must ensure that the Radio Station complies fully with all the technical standards and specification of the ICASA rules and regulations. ***Any matters of non-compliance must be brought to the immediate attention of the Station Manager.***
- 1.4. The Technical Manager must confirm with the Programmes Manager and with the HR Manager {for training} that each person who operates the equipment of the Radio Station has been

approved to do so; and has been trained on how to operate and care for the equipment. The training shall include the proper way to clean the equipment.

2. STRUCTURE AND DUTIES OF THE TECHNICAL MANAGER

- 2.1. The duties of the Technical Manager will include:
- 2.1.1. Liaise with the Programmes Manager and with the Station Manager.
 - 2.1.2. Monitor and manage the Technical Team.
 - 2.1.3. Train the staff in the proper use and care of all the equipment.
 - 2.1.4. Set plans for the development of the studio.
 - 2.1.5. Liaise with equipment suppliers and service providers.
 - 2.1.6. Keep record of the serial numbers of all equipment owned by the station and provide updated list to the Administrator (for the asset Register) as and when equipment is replaced and/or added and/or removed.
 - 2.1.7. ***Monitor the broadcast logging tapes on a daily basis and ensure that the compliance requirement of ICASA are met.***
 - 2.1.8. Draw up budget for equipment maintenance.
 - 2.1.9. Ensure, in conjunction with the Administrator, that adequate equipment is in place.
 - 2.1.10. Report the status of all equipment to the Station Manager on a monthly basis; and as need be, in the event of equipment failure.
 - 2.1.11. Authorize the removal of equipment from the radio station premises for repair or maintenance.

3. DUTIES OF THE TECHNICAL TEAM.

- 3.1. The duties of the technical team will include:
- 3.1.1. Completing a monthly equipment check list.
 - 3.1.2. Ensuring that spare parts and spare equipment are available so as to be able to effect a quick repair or temporary workaround.
 - 3.1.3. Arranging the repair/ maintenance of the equipment with the suppliers or technical service providers.
 - 3.1.4. Ensure that the appropriate preventative maintenance measures are taken.

4. STUDIO EQUIPMENT

- 4.1. No employee (temporary or permanent) of the Radio Station is allowed to take equipment off the radio station premises without the approval of his/her Manager.
- 4.2. No one is allowed to connect external media devices or equipment of any kind to the studio equipment without the prior approval of the Programmes Manager and of the Technical Manager.
- 4.3. The studio equipment may not be operated without the approval of the Technical Manager and of the Programmes Manager.
- 4.4. No one is allowed to switch the studio equipment on or off without the permission of the Technical Manager and of the Programmes Manager.

- 4.5. The Technical Manager and the Technical Team are responsible to ensure the preventative and corrective maintenance of the studio equipment.
- 4.6. No eating or drinking or smoking is allowed in the studio.
- 4.7. The studio may not be entered when ON AIR light is on, as this signifies that a presenter is on-air.

5. TRANSMISSION EQUIPMENT.


- 5.1. Transmission equipment means the equipment that forms part of the on-air broadcasting network (audio processor, studio transmitter link, FM transmitter, antenna system, standby power system).
- 5.2. No employees, except the Technical Manager and the Technical Team, may operate or make any adjustments or changes to the broadcasting equipment.
- 5.3. The Technical Manager and the Technical Team are responsible to ensure the preventative maintenance and corrective maintenance of the transmission equipment.

6. OUTSIDE BROADCASTING EQUIPMENT

- 6.1. Outside broadcasting equipment means the equipment that forms part of any outside broadcast (Studio equipment and studio link).
- 6.2. No employee, except the Technical Manager and the Technical Team, may operate or make any adjustments or change to the outside broadcast equipment.
- 6.3. The Technical Manager and the Technical Team are responsible to ensure the preventative maintenance and corrective maintenance of the outside broadcast equipment.
- 6.4. The Technical Manager, and the designated Technical Team member for a specific outside broadcast, are responsible to ensure that all equipment that is required for the outside broadcast is:
 - a. In good working order and tested prior to the outside broadcast.
 - b. In good working order for the duration of the outside broadcast.
 - c. Returned in full to the radio station, and properly stored, after the completion of the outside broadcast.
- 6.5. The Technical Manager, and the designated Technical Team member for a specific outside broadcast, are responsible to ensure that any fault equipment is reported, repaired and/or replaced; as the case may be.

7. STUDIO PREVENTATIVE MAINTENANCE

- 7.1. The studio equipment must be checked by the Technical Team on a weekly basis. A checklist must be compiled and every functional error on the equipment should be brought to the attention of the Technical Manager.

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- 7.2. Minor functional error should, where possible, be corrected by the Technical Team. Major equipment failures should be reported to the equipment supplier (in and out of warranty) or to a reliable local service provider (out of warranty) for attention.
 - 7.3. The Technical Team should ensure that all the presenters are familiar with, and understand, the operation of all equipment.
 - 7.4. Presenters and News Readers should not attempt to repair, adjust or re-configure the equipment.

8. ON AIR FAULTS.

- 8.1. On-air faults require the urgent and immediate attention of the Technical Manager and of the Technical Team, as it affects the broadcast of the radio station content; and thus listeners pleasure and advertiser satisfaction.

9. AVAILABILITY

- 9.1. The Technical Manager must ensure that a technician will always be available, or at least on standby (reachable by phone), to attend to any technical problem which may arise.

10. STUDIO EQUIPMENT: GENERAL GUIDELINES.

- 10.1. Only authorized persons may enter the studio.
- 10.2. Visitors should at all times be accompanied by a representative of the radio station and advised to remain silent and observe the proper decorum inside the studio.
- 10.3. Studio guest should be advised to maintain silence when it is not their turn to speak.
- 10.4. Children must be accompanied by an adult and are not allowed to play in the studio or touch sensitive pieces of equipment. Some technical equipment could be dangerous to children.
- 10.5. Maintain a visitor's log to keep track of those who came in and out of the radio station. The visitors log must contain information such as the date and time of visit, names of guests, organization being represented, and purpose of the visit.

Political Branding at the Radio Station and Affiliation Policy

Political Branding at the Radio Station

1. All members of ECR FM, including board members, management, staff, volunteers and presenters are required to disclose their party-political affiliation to the station.
2. No staff member /presenters/volunteers/board member is allowed to come to the radio station wearing his /her political party regalia and/or t-shirt etc.
3. Contravention of point number 2 is deemed a serious offence and may lead to disciplinary action.
4. No singing of political slogans is allowed at the radio station.
5. No staff member or presenter/volunteer or board member of the radio station is allowed to chant any political slogans of any party at the radio station.
6. Every broadcast must be apolitical unless it is the current affairs programme or the reading of the news whereby the content relates to political matters and issues.
7. Every political party announcement must be treated without prejudice.
8. Any member of ECR FM is at liberty to join any political party or organisation of his or her choice, but is not allowed to occupy an executive position at such party/organisation could it be at branch, regional or national level.
9. All presenters are not allowed to promote party political opinions when on air.

Here is an outline of the requirement that churches, charities, community organisers, organisations and individual must fulfil in order to become and remain affiliated with ECR FM.

OBJECTIVES

- The development of strong relationships between the Radio Station and the community.
- The development of trust and transparency with the community.
- To provide the community with access to the Radio Station resources, support, development and upliftment.

DEFINITIONS

The community: one or a group of individuals who live in the coverage area of the Radio Station. With the advent of digital technology and social media structure, the Radio Station recognises that the community now has a broader base.

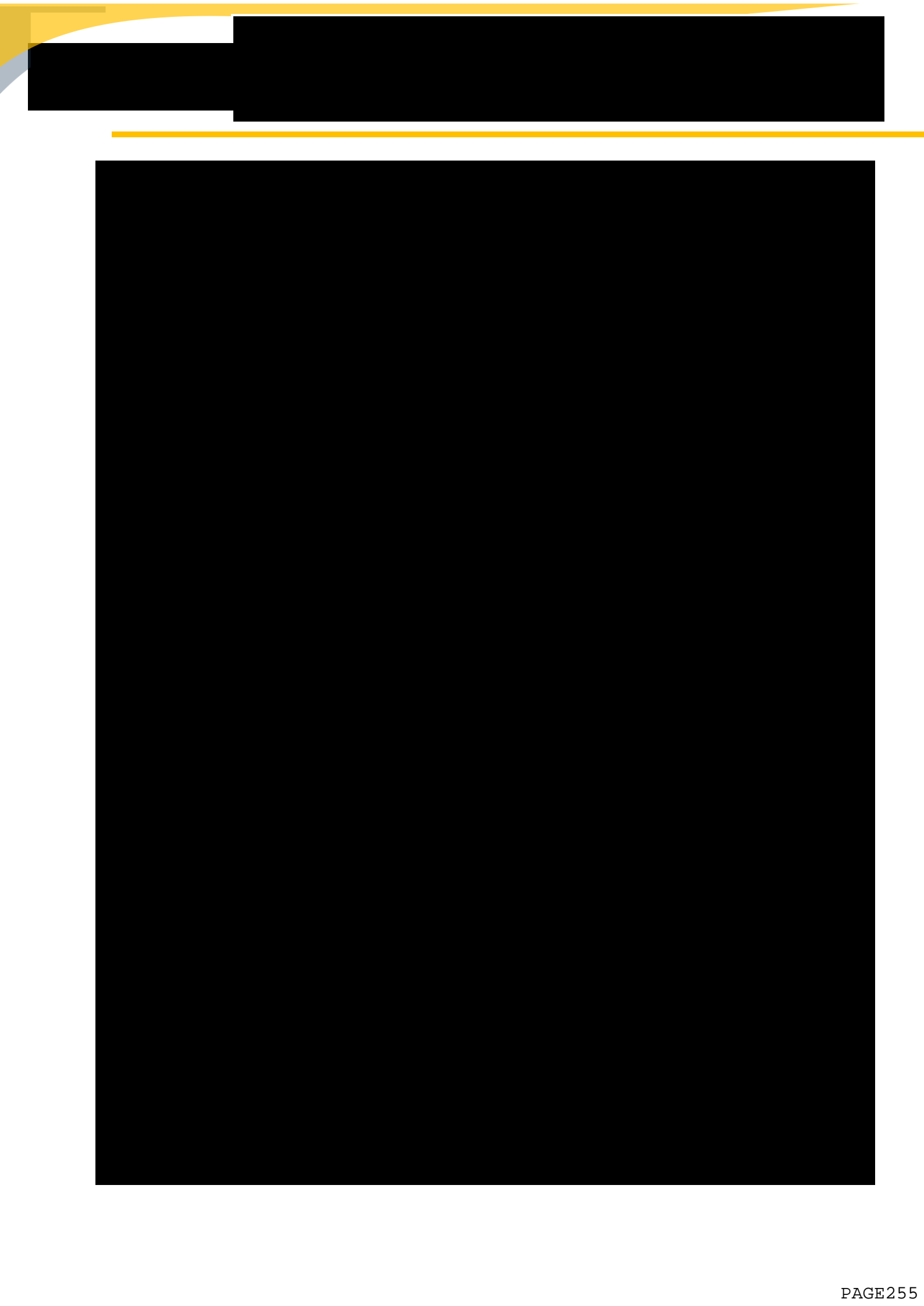
The Affiliates: churches, charities, community organisation and individuals who choose to partner with the Radio Station.

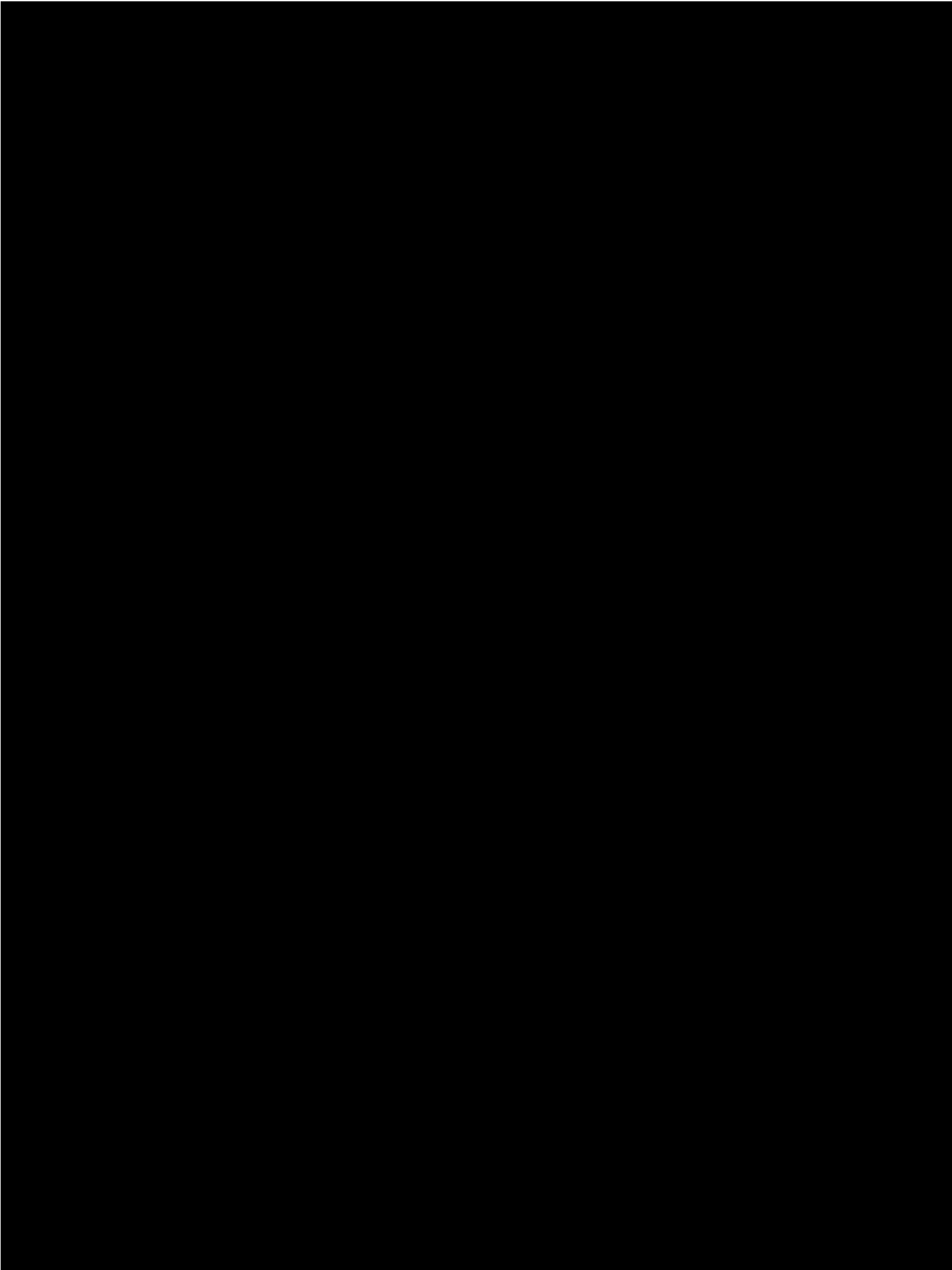
These partnerships unfold firstly in the broadcast environment and then move into community objectives within the coverage area of the Radio Station, and beyond.

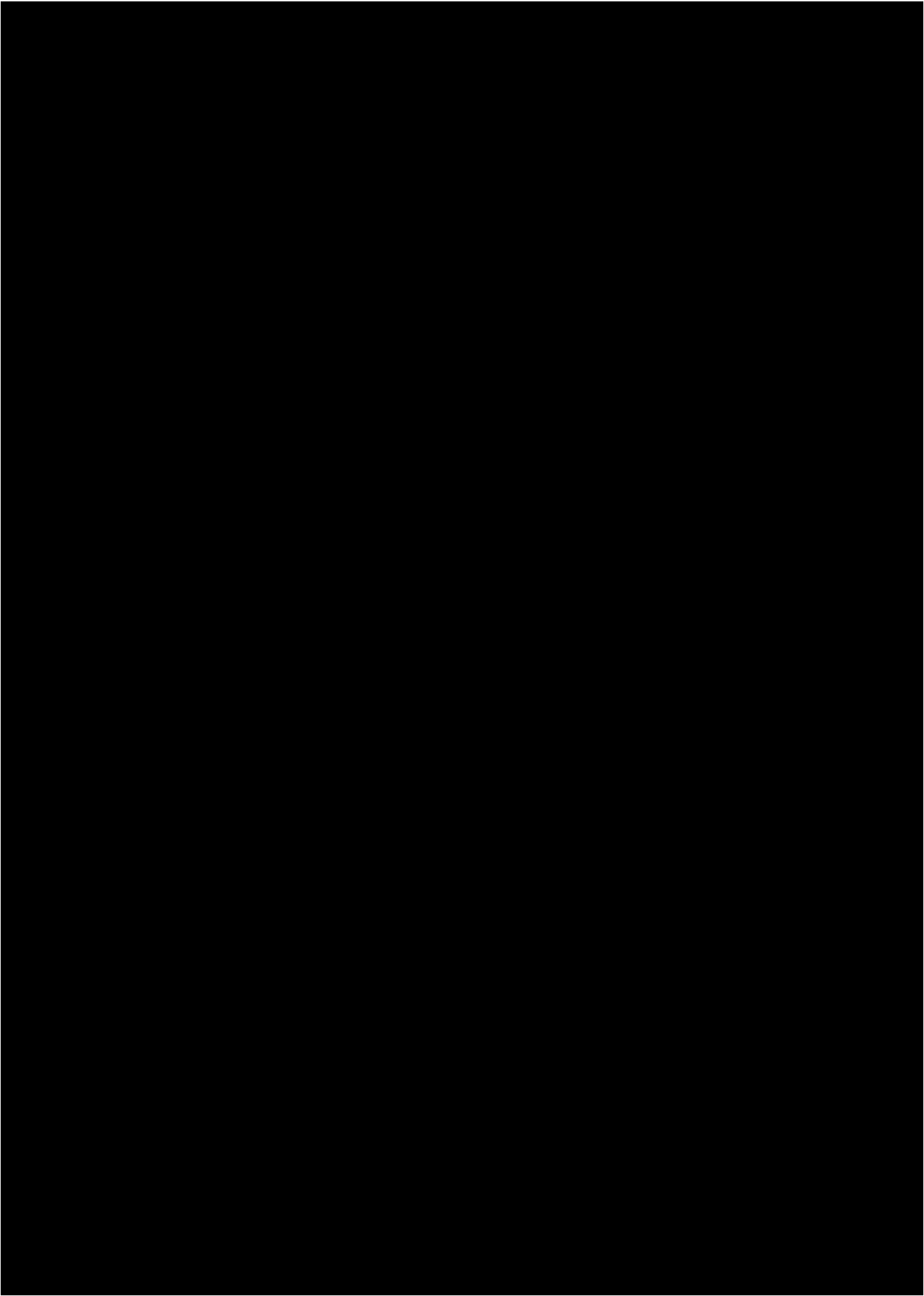


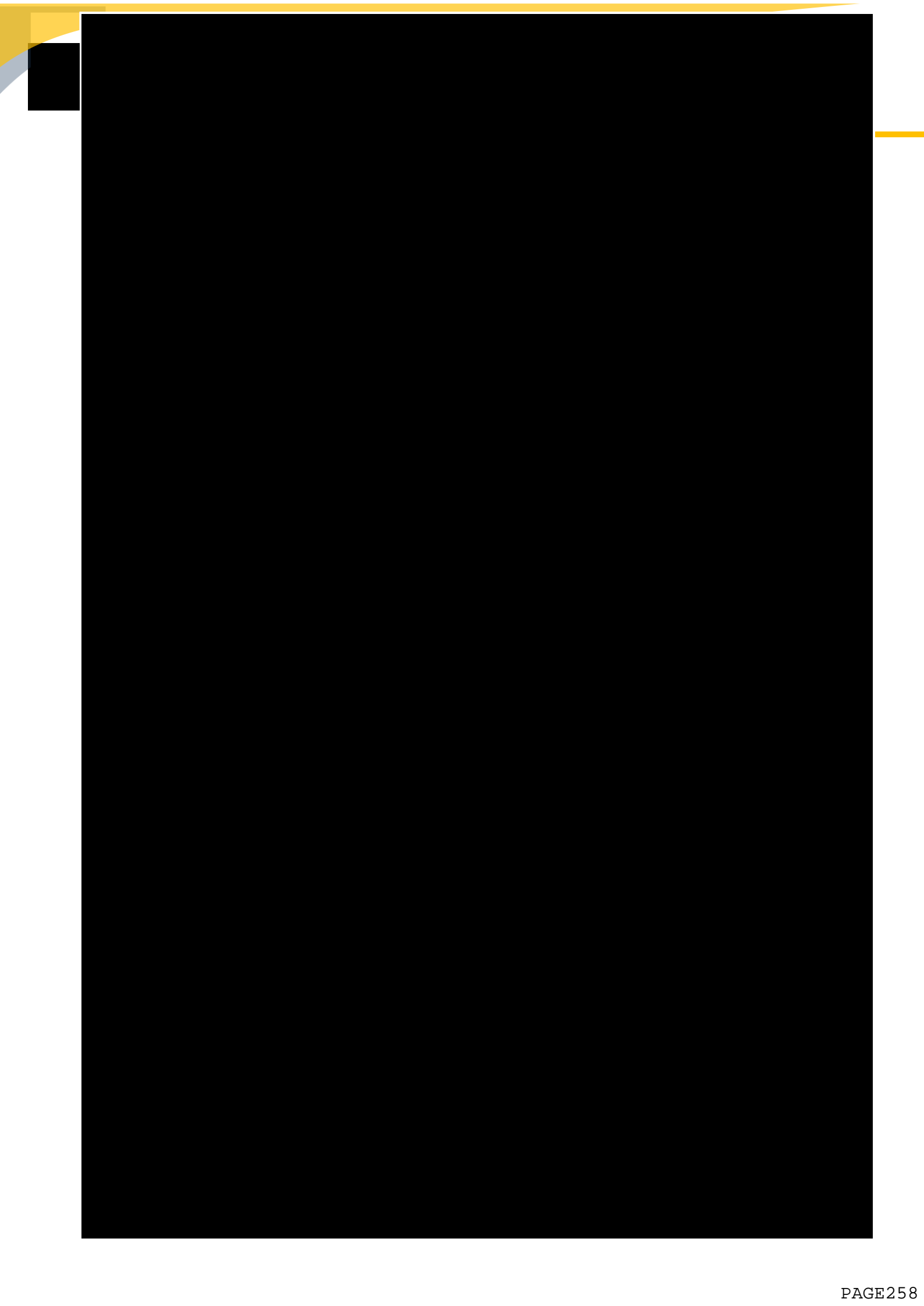
General Community Affiliates and Non-Profit Affiliates will be granted airtime on the following conditions:

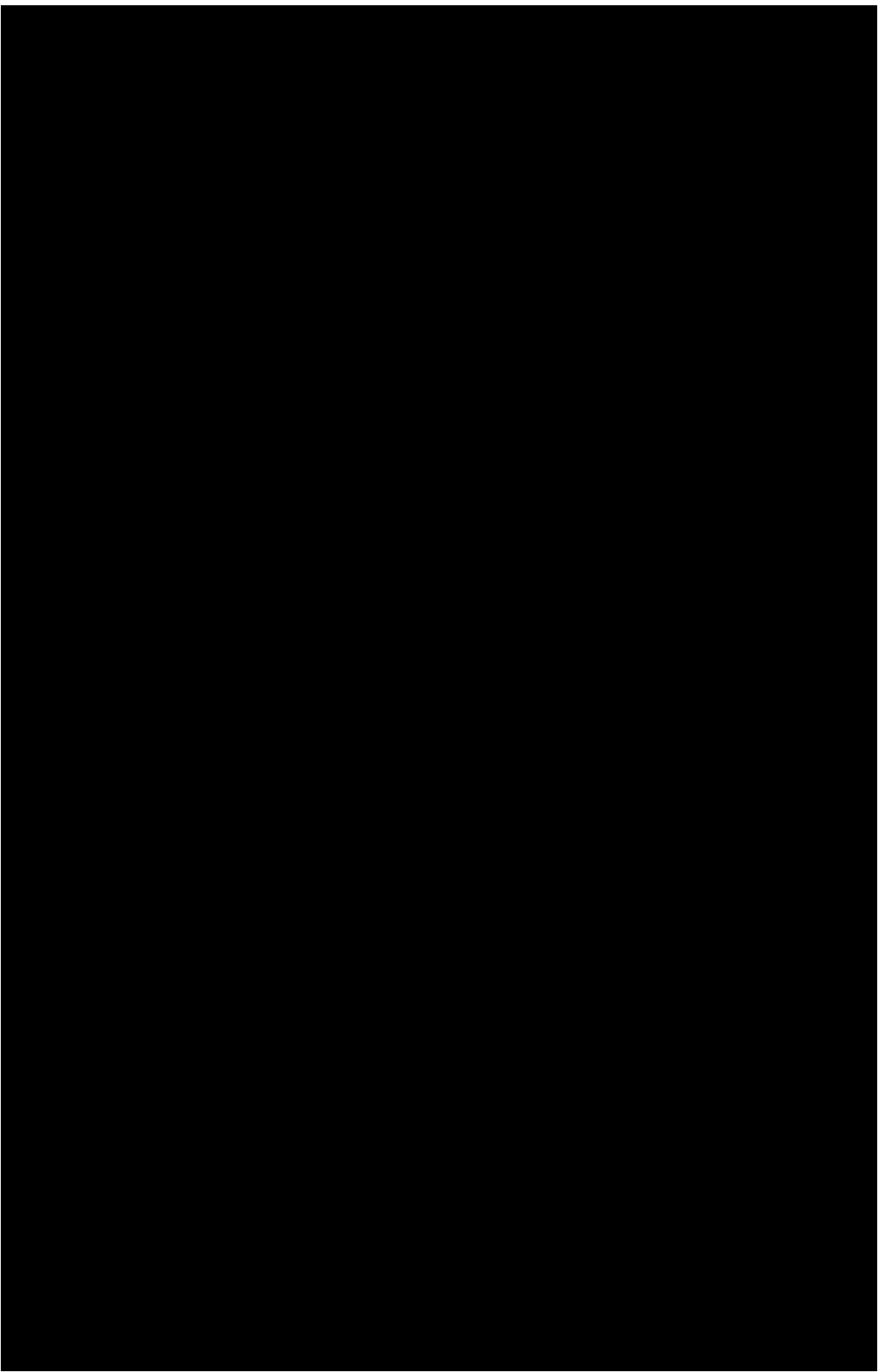
- The use of airtime must be of benefit to the community. This use of airtime should educate, assist, empower, enlighten, entertain and bring HOPE to said communities.
- No overt or covert appeals for funds may be made during the broadcast.
- Fundraising calls to action are to be prior approved by the Management of the Radio Station.
- Material offered for broadcasting may be edited or rejected at the sole discretion of the Management of the Radio Station.
- Airtime will be granted or refused at the sole discretion of the Management of the Radio Station, dependent on the program content.

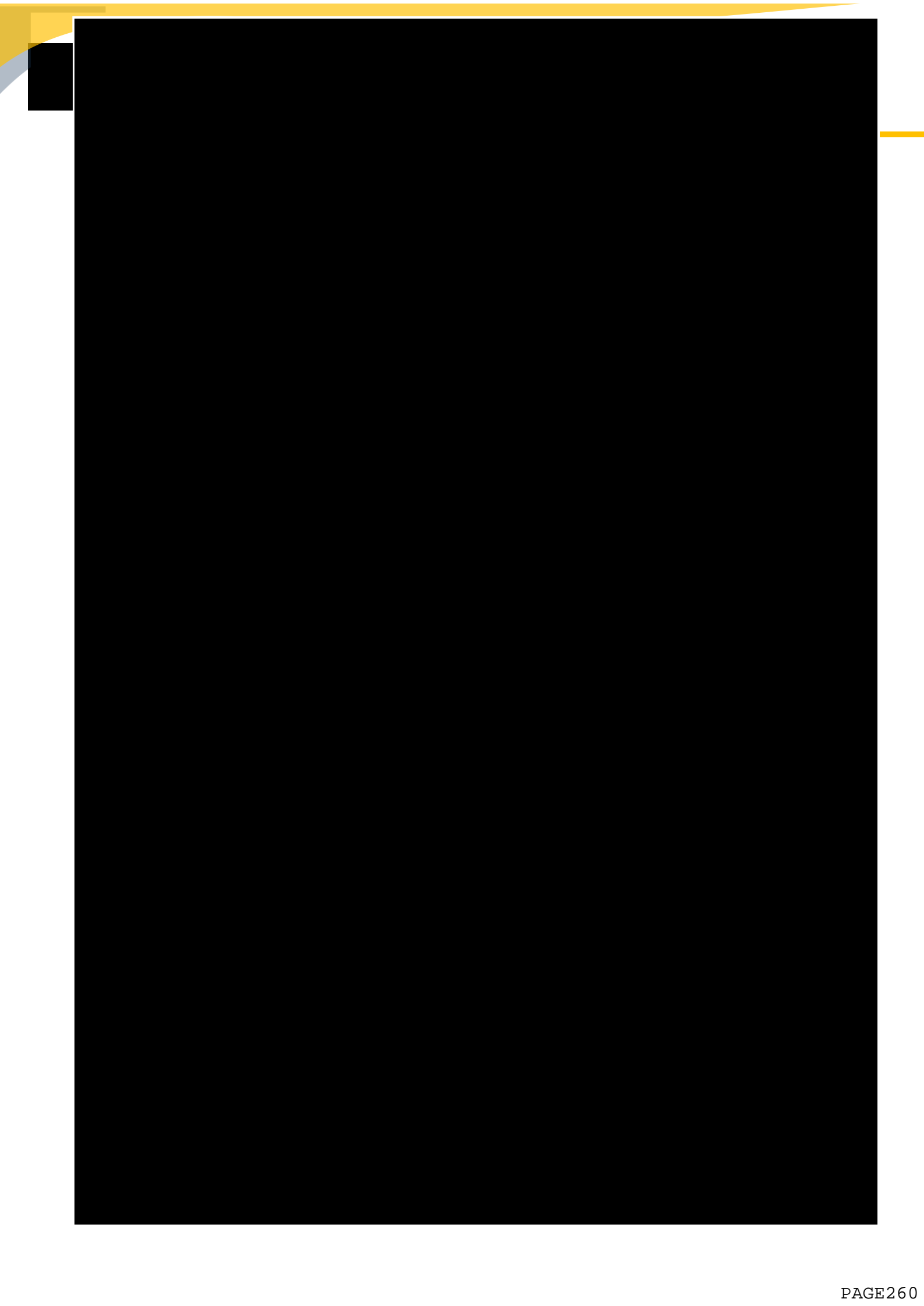


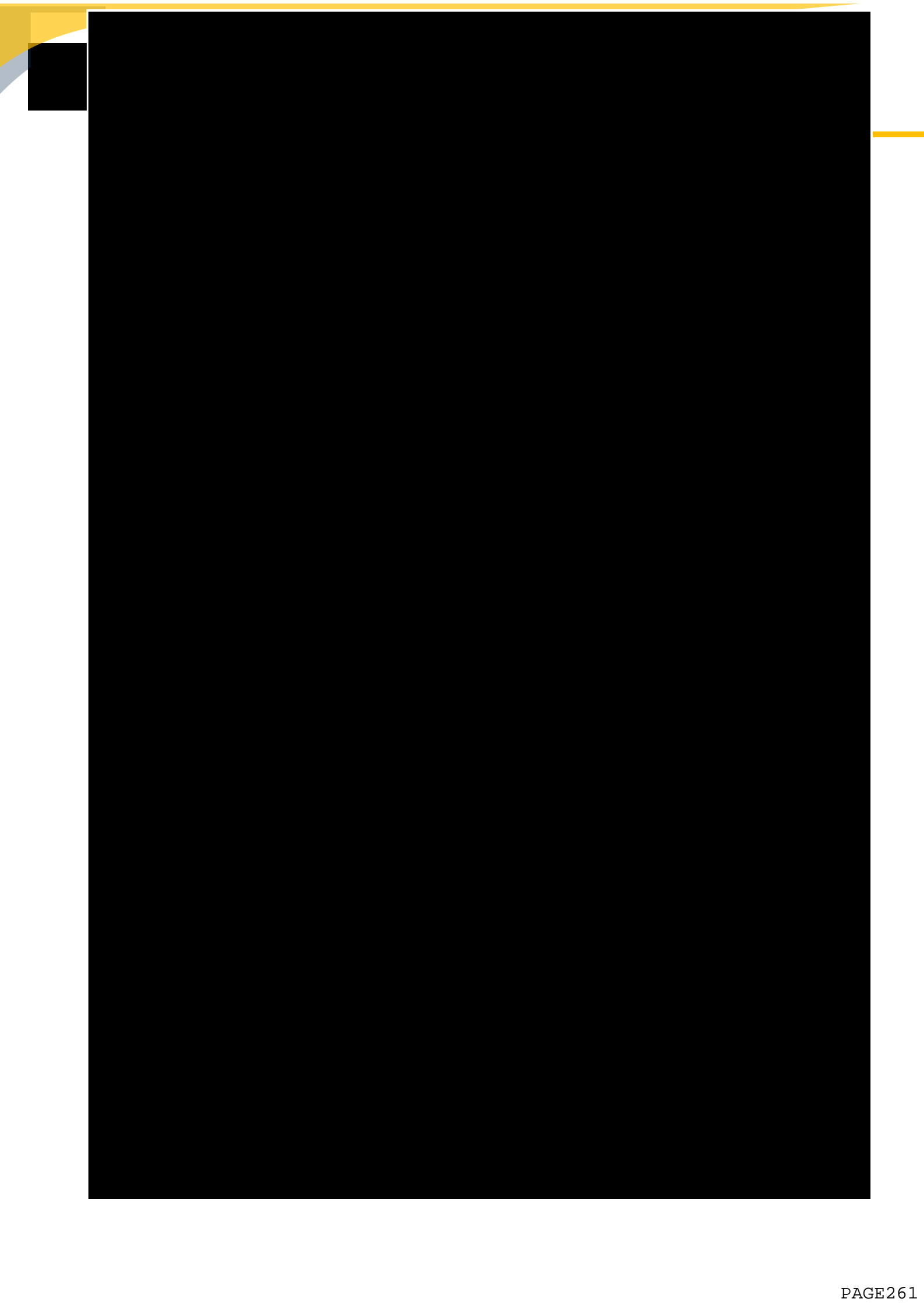


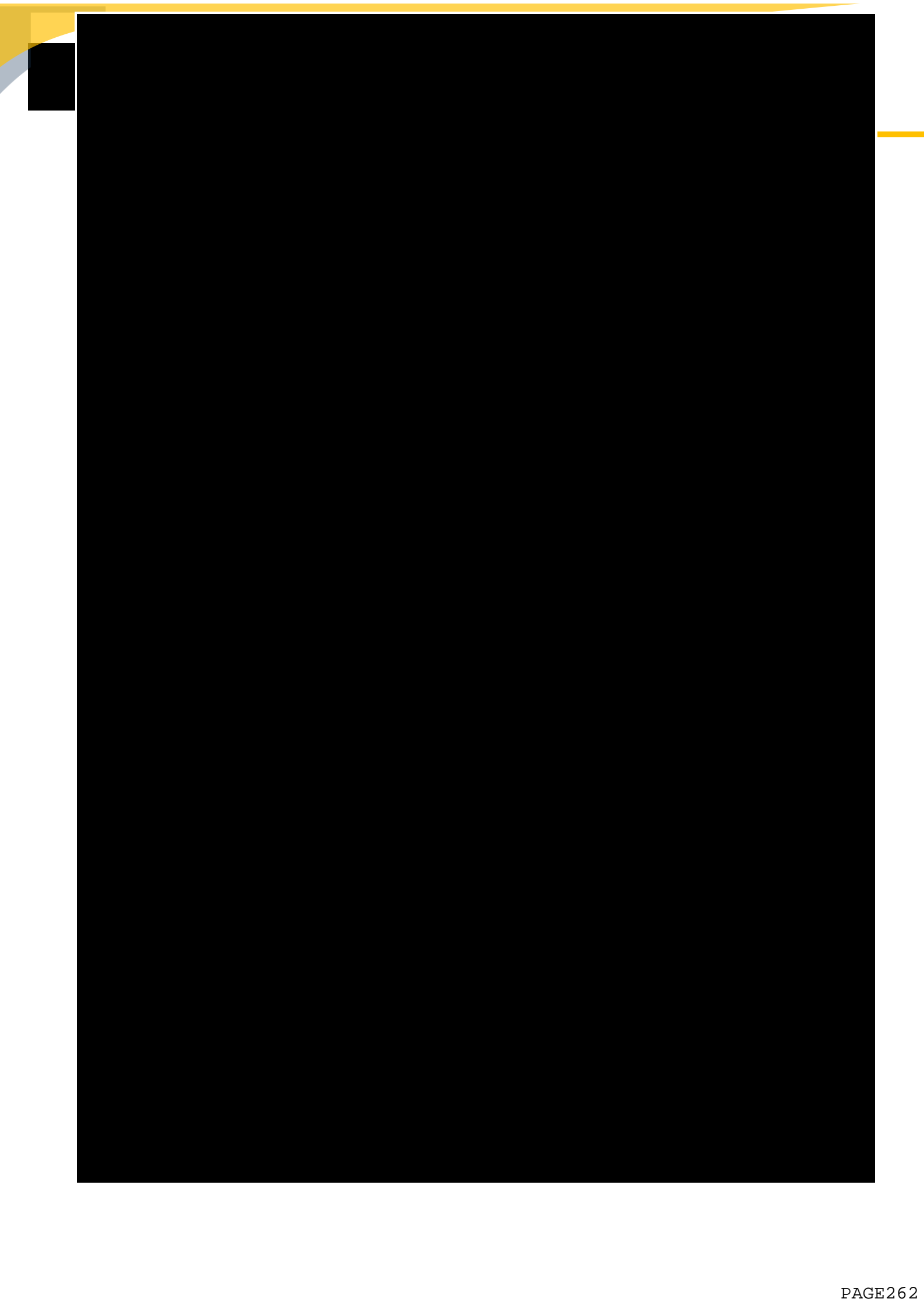














HUMAN RESOURCE POLICY MANUAL

ELIM COMMUNITY RADIO STATION

1. CODE OF CONDUCT

This document seeks to address all conflicts, and influence the behaviour of all members of Elim Community Radio Station. In doing so, we wish to establish values and standard in line with our major goals of providing fundamental right to education, information, entertainment, and to empower the community with communication skill. This document also seeks to protect the rights of

all members of the Station and also to create a favorable relationship and respect among all stakeholders (staff, members, board members and presenters).

1.1. GENERAL

- No member shall use vulgar words at an informal or formal meeting or at any other gathering.
- No member shall use the name or material of the station for personal use.
- No member shall carry weapons into the station's premises.
- No member shall lose or damage the property of the station
- Sexual harassment is an offence therefore it will not be condoned.
- Absence from a meeting without a written apology is an offence. Absence from three consecutive meetings or five working days without a written explanation will be cause for recommendation to the Board for expulsion.
- No member shall negotiate any kind of a deal without the prior knowledge of the Station Manager or relevant Departmental Head.
- No member shall enter the Station premises under the influence of alcohol or drugs. The use of alcohol and drugs at the station is an offence and is prohibited.
- No member shall remove any equipment or material of the station without prior consent of the Station Manager.
- No member shall leave any meeting or gathering without the permission of the presiding chair.
- Failing to honor commitment or carry out instructions is an offence.
- No member shall report to the media without the consent of the Station Manager and the Chairperson of the Board.

1.2. SMOKING

- Smoking is prohibited inside ECR FM premises.
- Any staff member, volunteer or Board member that smokes inside the premises will be suspended immediately.

1.3. KEYS

- Staff will be issued with keys as needed by the programmes Manager.
- Volunteers and members of ECR FM may use the keys only if granted special permission by the Station Manager.
- Keys must be signed out and signed in by the Station Manager or a relevant staff member.

1.4. COMPUTERS

- Only staff members, Board members, volunteers and interns may use computers of the Station.
- Programs, documents and e-mails may not be copied or deleted off the computers, unless special permission is obtained from the Station Manager, or if the documents belong to the person copying it.
- No staff member or volunteer is allowed to open and read the documents in the mailboxes of other staff members.

- If anyone is caught opening and reading other's mail, or going through their mailboxes, they may be suspended.

1.5. TELEPHONE

- ECR FM telephone may only be used for calls concerning ECR FM.

1.6. FAXES

- All personal faxes done at the Station will be charged for at a rate determined by the Station Manager.
- On the faxes receipt slip, the user must sign their name and the destination of the fax.
- All incoming faxes should be entered into the incoming fax book.
- All incoming faxes must be copied and placed in the relevant pigeonhole.
- All personal faxes must be paid for in cash.

1.7. PHOTOCOPIER

- When using the photocopy machine, the total number of copies, the person/department making the copies as well as the reason for making the copies should be written down in relevant book.
- Any person using the photocopy machine for personal use will be charged at rates determined by the Station Manager.
- ECR FM staff, volunteers and Board members should try to use recycle paper as far as possible.

1.8. CD WRITER

- The CD writer should only be used for CD writing of the station programmes.
- Anyone caught using the CD writer to make illegitimate copies of CD's will be dismissed immediately.

1.9. SCANNER

- The scanner should only be used for scanning purposes as far as possible.
- Arrangements should be made with the Administrator regarding the use of the scanner, and will be charged as per fax rates.

1.10. KITCHEN

- Any person using the kitchen must clean after themselves.
- Any breakages should be reported to the Human Resource Manager.

1.11. VISITORS

- ECR FM is not a social gathering place. Visitors are only allowed into the studio if accompanied by staff member or volunteer.

- Organized tours for visitors will be arranged on the following days: Tuesdays and Fridays at 12:00am, 14:00pm and 16:00pm.
- Arrangements for tours must be made with the Receptionist or Administrator.

1.12. SECURITY

- The last person leaving the Station's premises must ensure that the lights are switched off, all the windows are closed, the fire escape door is closed properly, the computers, studio and air-conditioner are switched off, except for the server and that the night programming and jingles is on, and that the burglar alarm is activated.
- If any problem arises, the Station Manager, the Police, the Security Company must be the first to be informed/telephoned.

1.13. THEFT OF ECR FM PROPERTY

- Anyone caught in possession of any of the Stations property, be it CD's, recording equipment or anything else, will be prosecuted.
- Anyone that witnesses another person stealing ECR FM property should report it, with immediate effect to the Station Manager, Administrator or the relevant head of Department.
- Staff members, producers or volunteers caught stealing will be suspended with immediate effect, pending a disciplinary hearing.
- The removal of ECR FM property without the permission of the Station Manager constitutes theft.

2. INDUSTRIAL RELATIONS CONDUCT

2.1. DESERTION

Meaning: Desertion implies that an employee has left the place of work, and do not have any intention of returning to the workplace. A period of 5 working days is accepted as the period lapse that would indicate that the employee is not planning on returning to work. The employee has the obligation to inform the Station of any reason why she/he is unable to be at work and when she/he is intending to return to work. ECR FM has the obligation to try and contact the employee if she/he fails to contact the Station. This will enable the Station to warn the employee of the possible consequences of desertion. This will also enable the Station to determine whether a valid reason exist for the absence of the employee. After this, a reasonable doubt can be established whether or not the employee has any intention of returning to work.

2.2. ACTION STEPS

ECR FM shall send the employee a telegram at the employee's last known address, informing him/her that she/he is needed at work. If the employee does not return to work within 5(five) consecutive days, she/he will be regarded as having deserted and his/her services will be terminated.

ECR FM Station will inform the employee of any such desertion by mail.

If a forwarding address does not exist for the employer, ECR FM will make every effort to get a message to the employee.

2.3. EMPLOYEE RETURNS

If the employee returns to work by the specified date, ECR FM will be entitled to inquire as to the reasons why the employee absconded himself/herself from work. ECR FM will also be entitled to inquire why the employee did not contact the Elim Community Radio Station about the reasons and circumstances causing his/her absence.

2.4. EMPLOYEE CONTACTS ECR FM

If the employee contacts ECR FM within the given period, ECR FM will be entitled to inquire as to the reason why employee absented himself/herself from work.

ECR FM will also be entitled to inquire why the employee did not contact ECR FM for the Station to be informed earlier about the reasons and circumstances causing the employee to absent himself/herself from work. ECR FM will then determine if or not the reason given by employee as above are justifiable.

2.5. EMPLOYEE RETURNS AFTER GIVEN DATE

If the employee returns to work after the date given, the station is obligated to provide the employee with an opportunity to explain him/herself. This would include giving reasons why she/he was absent from work, why she/he did not contact ECR F, why she/he did not return to work in specified period.

Where the reasons are such that it was clearly not possible for the employee to make contact with ECR FM or return to work and particularly where there is some proof to support the employee's claim, or this claim can be verified in some way, ECR FM would be obligated to re-employ him/her. This will depend on the reasons given for the absence and the proof that the employee can provide to support his/her claim.

2.6. REMUNERATION

Where an employee admits desertion and his/her services is suspended, she/he is still entitled to be paid for any period worked and to be paid for any leave which has accumulated.

2.7. INTOXICATION

Where an employee is accused of being intoxicated on duty:
On Duty will mean: On ECR FM premises during the employee's designated working hours. On an outside broadcast during the employee's designated working hours. Representing ECR FM at any gathering outside the Station's premises during the employee's designated working hours, after the employee's designated working hours but representing ECR FM at any gathering.

2.8. ACTION STEPS.

- ECR FM will be obligated to suspend the member from work with full pay. ECR FM must remove the employee or cause for employee to be removed from premises immediately.
- Where the employee is representing ECR FM at an outside broadcast, ECR FM will be obligated to remove or cause to remove the employee from the premises where the outside broadcast is taking place.
- Where an employee is representing ECR FM at any other gathering outside ECR FM premises, ECR FM will cause to have the employee removed from the premises if informed of the employee's condition whilst the gathering is taking place.
- ECR FM will be obligated to have employee medically tested for alcohol levels, at ECR FM's expense, within 3(three) hours.

2.9. EMPLOYEE REFUSE TO BE MEDICALLY TESTED.

- If the employee refuses to be medically tested, ECR FM will be obligated to suspend the employee with immediate effect with full pay.
- ECR FM will be obligated to call a hearing where a person of his/her choice can represent the employee.
- The Chairperson or Deputy Chairperson of the Board must represent ECR FM, the staff member laying the charge against the employee and any other person ECR FM feels would expedite the hearing.
- ECR FM shall send the employee a notice/mail at the employee's last known address, giving 7(seven) day's notice of hearing, outlining, time and venue of such hearing.
- Written notice must include charge sheet against employee.
- ECR FM must obtain proof of delivery of the said notification.
- If a forwarding address does not exist, the station will make every effort to get a message to the employee.

- If the member or his/she representative does not attend the hearing, the employee services will be terminated with immediate effect.
- If a member and/or his/her representative attend the hearing the charge will be put to the employee including his/her reluctance to be medically examined.
- ECR FM is obligated to provide the employee with an opportunity to explain himself/herself.
- This would include giving reasons why she/he was drunk on duty.
- This would include giving reasons why she/he refused to allow ECR FM to have him/her medically tested.
- Where the reasons are such that it was clear that the employee was not under the influence of alcohol or any other narcotic influence, particularly where there is some proof to support the employee's claim, or this:

The claim can be verified in some way, ECR FM would be obligated to re-employ the employee.

- Where the reasons forwarded are such that it was clear that the employee was under the influence of alcohol or any other narcotic influence, ECR FM will be entitled to terminate the services of the employee.

2.10. EMPLOYEE TESTED POSITIVE

- If any individual tested positive ECR FM will encourage them to be enrolled in a health wellness programme.
- ECR FM is not obligated to hold a hearing, where employee can be represented to dispense of the issue at hand.

2.11. EMPLOYEE TESTED NEGATIVE

- ECR FM would be obligated to hold a hearing where ECR FM submits the negative status, through proof provided by doctor's certificate.
- ECR FM is obligated to employee a written apology.
- ECR FM is obligated to re-employ the employee in the same position with the same responsibilities, remuneration and benefits.
- ECR FM is obligated to ensure that this incident is not reflected in the employee's employment record.
- ECR FM is obligated to ensure that the employee's chances of promotion are not hampered/stifled by this incident.

2.12. CONDUCT OF PERSONNEL

- As ECR FM is a community radio station, the behavior or conduct of its personnel need to be exemplary.
- When representing ECR FM in the public, be it at meetings, outside broadcast at field broadcast, no intoxication will be allowed.

2.12.1. SEXUAL HAERASSMENT

- Sexual harassment, unwanted sexual advance, gesture, comment and conduct by a particular person towards another is prohibited.
- The alleged victim has every right to lodge a complaint with his/her HOD/or Station Manager against the alleged offender within 24 hours of the incident. If it so happens that the accused is the HOD/Station Manager of the alleged victim, then she/he must lodge their complaint with the Chairperson of the Board of trustees
- The HOD/Station Manager must investigate the alleged offense immediately upon the receipt of the complaint and institute a hearing of the case within seven (7) days. The notice of the hearing must include the date, time and venue of such hearing.
- ECR FM prohibits employees of the station to have a romantic relationship to avoid conflicts.

2.13. UNAUTHORISED RECORDING

- The use of music by recorded artists will only be allowed if this is recorded in the PR's sheets.
- When copy written music is used as a part of jingles, the relevant organizations needs to be informed, and ECR FM will then remunerate the artist through this organization.

2.14. UNAUTHORIZED USE OF THE EMAIL/INTERNET

- The internet and email are for the explicit use of related task.
- Any person be it a volunteer or staff member using the internet for personal use will be disciplined.
- Any person be it a volunteer or staff member that uses ECR FM's internet facilities to access website containing pornography, will be suspended pending a disciplinary hearing.
- Any person using the email to send messages containing pornography will be suspended pending a disciplinary hearing.

3. DISCIPLINARY PROCEDURES

3.1. INTRODUCTION

This part of the Policy Manual is supplementary to the Employment Contracts of staff. An employee against ECR FM or against another person starts disciplinary Procedures when there is alleged misconduct.

3.2. OBJECTIVE

In order to build a strong organization, where discipline is necessary, the disciplinary procedures come into play when these rules have been bridged. The objective of ECR FM is to rectify the behavior of the staff member, rather than punishing them.

3.3. IMPLEMENTION OF THE DISCIPLINARY PROCESS

- The Board will appoint a disciplinary committee consisting of members of the Board, staff and volunteers.
- The role of the disciplinary committee will be to investigate any alleged misconduct.
- The disciplinary committee can call any board member, staff member or volunteer that they feel will shed some clarity on a particular case.
- Any person appearing before the disciplinary committee has the right to a representative of their choice except professional legal person.
- ECR FM guarantees the right of the accused to a fair hearing where all sides of the story will be explored.

3.4. STEPS FOR THE DISCIPLINARY HEARING

- The accused need to be informed of the disciplinary hearing in writing, five working days before the hearing takes place.
- The accused has the right to have the representative of his/her choice present in the disciplinary hearing.
- The disciplinary will take place during office hours. If it take place outside office hours, ECR FM will provide transport.
- The accused has the right to request translations of the proceeding of the disciplinary committee.
- The chairperson of the disciplinary hearing will read the complaint/s against him/her
- The disciplinary committee has the right to cross examine the accused.
- If the accused feels that she/he has been unfairly treated, she/he has the right to seek the help of the Commission on Conciliation, Mediation and Arbitration.

3.5. RULES ON IMMEDIATE DISMISSAL

- The following serious offences are punishable by immediate dismissal, i.e. no notice periods and no previous warning. The staff remuneration will not be affected in terms of the notice periods.
- Intoxication: being under the influence of alcohol or any other non-prescribe drugs.
- Assaulting, threatening, fighting or racial insults.
- Theft or the unauthorized possession of ECR FM property.
- Making racist jokes on air.
- The selling of alcohol or non-prescribe drugs for commercial gain.
- Desertion (absence from work for 5 days and longer).
- Deliberate damage to ECR FM property or equipment.
- Gross negligence or carelessness.
- Bringing the name of ECR FM into disrepute by badmouthing, representing ECR FM negatively.

3.6. EXAMPLES OF HOW DISCIPLINE COULD BE APPLIED:

		Step 1	Step 2	Step3	Step 4
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1	Under the influence of alcohol or non-prescribe drugs on duty	Dismissal			
2	Assaulting, threatening, fighting or racial insults.	Dismissal			
3	Malicious damage to station's property	Dismissal			
4	Theft, unauthorized possession of ECR FM.	Dismissal			
5	Disregard for safety, fire or health regulations.	Verbal warning	Written warning	Written warning	Dismissal
6	Leaving ECR FM's premises or property unlocked or open	Dismissal			
7	Unauthorized copying of musical works by artist.	Dismissal			
8	Absenteeism, excessive sick leave, absence without permission.	Verbal warning	Written warning	Written warning	Dismissal
9	Late arrival to studio for a show	Verbal warning	Written warning	Written warning	Dismissal

3.7. GRIEVANCE PROCEDURES

Definition: A grievance is lodged when a staff member has complaint against a senior staff member.

PROCESS

- The complaint needs to be lodged in writing to the Station Manager.
- If the complaint is against the Station Manager, the complaint needs to be lodged with the Secretary of the Board.
- After lodging of the complaint, an investigation will be held in the form of a hearing. This hearing will differ from disciplinary hearing in that it investigates the allegations against the senior staff member.
- Once the hearing has taken place and the investigations are complete, the committee will make a recommendations as the way forward.
- If the committee finds grounds in the complaint against the senior staff member, then a disciplinary hearing will be held.

4. RECRUITMENT

4.1. RECRUITMENT OF PERSONNEL.

- Special emphasis will be placed on the recruitment of member of the previously disadvantaged groups defined by the national legislation, and recognition of female representation, be it for fulltime employment or voluntary purposes.
- ECR FM will strive to reflect the demographics of the geographical area covered by ECR FM in its broadcasting and all aspect of the station.
- All qualifications, as accepted by the South African Qualification Authority (SAQA) will be accepted.
- The process for recruitment will entail the following: identifying the need for the position, Drafting of brief job description, advertising internally, advertising externally, short listing, interviewing, decision making of suitable candidate, appointment. A second short list and interview can be held if the need arise.

4.2. PROCESS OF EMPLOYMENT OF STAFF:

- Vacancies will be first be advertised internally to allow staff and volunteers to apply.
- Vacancies will be advertised on air and in the local newspapers, as well as any other newspaper when necessary.
- A shortlist will be drafted between the Recruitment committee and the Station Manager.
- Interviews will take place with the short listed candidates.
- If necessary, a second short list may be drafted and further interviews to be held.
- The Station Manager and Recruitment committee will make a recommendation to the Board who will be responsible for the appointment.
- The successful candidate will be given a letter of appointment, which will outline the job description, remuneration, probationary period and date of employment.

STAFF COMPLEMENT

Remuneration will be provided subject to the value of work as per the performance appraisal and availability of funds. Excellence and innovation will be recognized in all ways possible.

FULLTIME STAFF	PART-TIME STAFF
Station Manager Programmes Manager Administrator Sales & Marketing Manager Technical Manager Human Resource Manager Head of News	Community Stringers Presenters Content Producers News Reporters Sales Representative News Readers

4.2.1. AFFIRMATIVE ACTION

- Definition: Affirmative action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the work-place of ECR FM.
- ECR FM will strive to employ members of the previously disadvantaged groups (PDG's) of our community, i.e. women, blacks and disable in order to bring equity in flied of radio.
- Members of the previously disadvantage groups will be represented in all levels of the station i.e. Board, staff and producers/volunteers.
- The Station will, through its training program, develop potential members of the PDG's to ensure that they increase their ability to perform the task.
- An employment equity plan will be drafted by the Station Manager and be implemented on an annual basis to achieve progress toward equity.

This plan will include:

- The objectives to be achieved each year.
- The affirmative action measures to be implemented during the year where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve equitable representation, the time frames and the strategies ECR FM intends to use to achieve these goals.
- The procedures to be used to monitor and evaluate the implementation of the equity employment plan.
- The internal procedures to resolve any dispute about the interpretation or implementation of the plan.
- Any other matter necessary.

5. CONDITIONS OF EMPLOYMENT:

5.1. HOURS OF WORK

5.1.1. Full-time staff:

Work is based on a flexi-hour principle, which is controlled by the Station Manager in consultation with the staff member.

Staff is expected to work 40 hour per week.

Staff is entitled to a thirty- minute tea break and one hour lunch break per day.

5.1.2. Part-time staff:

Part-time staff member will negotiate the number of hours they wish to work at the beginning of their contracts. If any part-time staff member works more than five hours per day, they are entitled to half an hour lunch break.

5.1.3. Overtime:

Time worked beyond the 40 hour period must be negotiated with the department heads. If overtime is in excess of 8 hours, time off should be negotiated with the Station Manager. There will be no remuneration for overtime not taken.

5.1.4. Staff register:

The Administrator, as outlined in the Labour Relations Act, will fill in a staff register on a daily basis. Staff will only be marked as present once they have started working for the day. The Station Manager has the right to inspect the staff register at any given time.

5.2. REMUNERATION

- All staff will be paid on the 25th of each month. If the 25th should fall over a weekend or on a public holiday, payments will be made on the last banking day preceding the 25th.
- The period of payment will be for a full calendar month.
- In the event staff not working for the full month, they will be remunerated on a pro-rata basis.
- During the month of December staff will be paid on December 15th, or on the last banking day preceding December 15th.

5.2.1. ANNUAL INCREASE

Annual increase will be negotiated between staff and management guided by performance appraisals and availability of funds. Staff will only qualify for annual increase after one year of employment.

5.2.2. BONUS (13th cheque)

Permanent employees are entitled to a 13th cheque equivalent to their monthly salaries which is payable in December each year, depending on the availability of funds.

Staff appointed during the course of the year will only qualify after three (3) months of employment. In such cases, the amount will be calculated on a pro-rata basis.

5.2.3. LONG SERVICE PAYMENT

Members of staff are entitled to an additional month of leave or the equivalent of one month's salary, which will be taxable, after every 5 years of service.

This benefit is for staff that worked a full five years and not a proportion thereof.

Long service leave is negotiated between the Station Manager and the employee and can be claimed in the year following the fifth anniversary of the employee.

In event the employer being the Station Manager, the long service leave will be negotiated with the Board.

5.2.4. SALARY ADVANCES

Salary advances will only be considered under exceptional circumstances.

The Station Manager will authorize salary advance.

5.3. CONTRACT OF WORK

All staff, full-time and part-time, will sign a contract within the first week of commencing employment. ECR FM will be represented by the Station Manager or one of the members of the Board.

A job description will be agreed upon between the Station Manager, new employer and the relevant head of department. This will be signed in addition to the contract.

No employee shall serve as an employee or volunteer of ECR FM while attached to another station or company in the broadcast industry.

In the event that an employee is employed by another station the employee should either tender resignation letter, stating the reason for his/her resignation or be issued with a released letter by the station.

The Board reserves the authority to take any appropriate action based on the recommendation made by the Station Manager.

5.3.1. PERIOD OF PROBATION

All staff appointments are subject to three (3) months probationary period. The purpose of this period is to allow an orientation process and provide staff with the necessary information and guidance to fulfil their job description. During this period, either party may terminate the contract by giving 24 hour written notice.

5.3.2. STAFF PERFORMANCE EVALUATION AND REPORTING

- The Station Manager shall conduct an appraisal of the performance of Management and Admin staff every six (6) months and present a written report to the Board.
- The Board will conduct an appraisal of the Station Manager every six (6) months.
- Head of departments are required to submit a written report to the Station Manager at the end of each Month highlighting the achievement and any issues of each department. These reports will be kept, along with Board minutes, in an accessible folder available for all staff to read.
- All employees and volunteers shall have the right to be present in an interview with the Station Manager, should any dispute arise. Should this not successfully resolve any issues arising, a dispute committee will be informed from the Board of Directors to hear the issue.
- The Board reserves the authority to take any appropriate action based on evaluation reports and dispute hearings.

5.4. LEAVE

5.4.1. Annual leave:

- Staff qualifies for twenty-one (21) working days leave per annum (1,75 days per month or one day for every 17 days worked).
- Staff will be able to accumulate leave for two (2) years only.
- The maximum amount of accumulated leave is 30 days, and no one may take more than 30 days leave at one time, unless agreed upon in advance by the Station Manager.
- There will be no payment for accumulated leave not taken.
- On the termination of employment, staff will only be remunerated for a maximum of 30 days accumulative leave.
- Request for leave must be made 30 days in advance to the Station Manager through the Administrator.
- Leave will be taken at any time that is suitable to both the staff member and the station. The Station Manager, based on production commitments, retains the final say on allowing a staff member to go on leave on the days requested.
- The Board authorizes leave for the Station Manager.
- The Administrative staff is responsible for monitoring authorized leave records.
- The Station Manager, in consultation with staff, will decide on staff duties during Christmas and New Year.

5.4.2. SICK LEAVE

- Staff is allowed up to thirty (30), working days sick leave over a three (3) year cycle, which is broken down on a basis of 10 days per year. At the end of the cycle any leave not taken will fall away.
- A medical certificate should be provided if the member of staff is sick more than three (3) consecutive days in order for this to be accepted as a sick leave.
- Any staff member that is sick should inform the Station Manager, or the Programmes Manager, or his/her Manager, or his /her HOD as soon as possible.
- In the event of the staff member becoming seriously ill, including HIV/AIDS, the Station Manager can authorize further time.

5.4.3. Public Holidays:

The following statutory public holidays are recognized and paid:

1 January	- New year's Day
21 March	- Human Rights Day
April	- Good Friday
April	- Family Day
27 April	- Freedom Day
1 May	- Workers Day
16 June	- Youth Day
9 August	- National Women's Day
24 September	- Heritage Day
16 December	- Day of Reconciliation
25 December	- Christmas Day
26 December	- Day of Goodwill

- In the event of the Public Holiday falling on Sunday, the Monday following Sunday is considered as a Public Holiday.
- Staff will be allowed to take a day off should they work on any of the statutory public holidays.
- A public holiday will be considered as weekend shift and the programming and administrative staff will consult and determine the staffing requirement and keep the Station Manager informed.

5.4.4. Compassionate leave

- Staff is entitled to 5 days paid leave per annum to be used for immediate family bereavement. Immediate family means biological or adoptive parents, grandparents, children and siblings.
- If however, staff members need to travel long distances to attend such funerals, additional time off will be at the discretion of the Station Manager.

5.4.5. Maternity leave

- ECR FM allows a female staff member four (4) months maternity leave at full salary. The period of maternity leave has to be agreed upon between the Station Manager and the staff member before the leave commences.
- For the purpose of this policy, the entitlement to maternity leave shall include member of the staff who have adopted a child.
- Staff member have completed one-year service prior to taking maternity leave.
- Any additional leave granted, whether annual or unpaid leave will not be considered maternity leave, and will be at the discretion of the Station Manager.
- During maternity leave, the staff member's position will be guaranteed and all conditions of service will remain as they are at the start of the leave.
- No member of staff shall be dismissed or retrenched while on maternity leave.
- In the case of same sex couple, the couple will determine who is eligible for maternity leave.
- Pregnant staff member will be granted the necessary time off, to the maximum of ten (10) working days, to attend antenatal clinics at the discretion of the Station Manager.

5.4.6. Paternity leave

- A male member of staff with more than one (1) years of service will be entitled to ten (10) working days paid paternity leave to be taken within the first three (3) months of the baby's birth date.
- A period of unpaid leave may be negotiated with ECR FM if such extra time becomes necessary. This will be at the discretion of the Station Manager.

5.4.7. Unpaid leave

- Unpaid leave shall only be granted in exceptional circumstances and if all annual leave has been used up.
- The Station Manager authorizes unpaid leave.

5.4.8. Other leave

- This category leave is available only for religious holidays not provided for in the calendar. Up to three (3) days leave may be taken in one year. This leave does not constitute part of staff member's annual leave.
- This leave must be applied for one (1) week in advance.

5.4.9. Sabbatical leave

- Such leave will be granted upon special consideration by the Board.

5.4.10. Benefits

- ERC FM presently investigating various Medical Aids and Pension Schemes and staff will be informed accordingly.

5.4.11. Skills retention

In order to retain our employees, the Station must:

- Provide regular training to its employees and volunteers to further develop their skills and nurture their personal and professional growth.
- Make sure that the work environment is harmonious for everyone to work under.
- Have a clear career path for everyone and also make certain that all employees and volunteers are sure of their career prospect within ECR FM.
- Offer employees good quality jobs and remunerate them fairly and also entice investigative work, media training/assessor work etc.

5.5. NOTICE PERIODS OR TERMINATION OF EMPLOYMENT

- The notice period for all staff is one (1) calendar month and should be in writing.
- If any staff member breaches their contract regarding notice period, they will be kept liable to pay ECR FM for the notice period not worked. Likewise ECR FM is liable to the employee if less. Notice is given than that provided for in the contract.
- In certain circumstances, immediate dismissal may be necessary. ECR FM will be liable to remunerate the staff member for the notice period.

6. POLICY ON HUMAN RESOURCE DEVELOPMENT (Skills Development)

- All staff is entitled to 20 working days for skills development after being in the employ of ECR FM.
- If needs be, the Station Manager can decide to increase the number of days for skills development.
- The Station Manager can authorize training for staff if he /she has not been in ECR FM employ for one year.
- The staff member and Station Manager will negotiate the time for the training that would be suitable for both the employee and the employer.

7. POLICY ON HIV/AIDS

- HIV/AIDS has reached the highest proportion in the world, with Africa being the mostly affected, especially South Africa. With such a high percentage of HIV positive people living in Southern Africa, it is important for all employers to have an AIDS/HIV policy. With ECR FM strong radio campaign to educate and inform our listeners regarding HIV/AIDS, as well as breaking the myth that exist regarding this, an HIV/AIDS policy becomes imperative for ECR FM.

7.1. EDUCATION ON HIV/AIDS

- ECR FM will Strive, at all levels to educate and inform our listeners, staff, volunteers and Board members regarding HIV/AIDS.
- ECR FM will also strive, through its staff, volunteers and Board members, to educate and inform our listeners regarding all aspects of HIV/AIDS.
- ECR FM induction program for all new volunteers and staff, should include a section on HIV/AIDS as part of the induction process.
- All new volunteers and staff should be informed about ECR FM HIV/AIDS policy.

7.2. NON-DISCRIMINATORY RECRUITMENT

- ECR FM will guard against discriminating against applicants that are HIV positive or that have full-blown AIDS during the recruitment process.
- ECR FM will guard against requesting applicants to declare their HIV/AIDS status.
- Arrangements can be made for additional sick leave with the Station Manager and the Board in cases of serious illnesses, of which HIV/AIDS is a part.
- Shorter working days can be negotiated between the Station Manager and the employee in cases of serious illnesses, where it affect productivity of the staff member.

8. TRAINING

8.1. MISSION STATEMENT

The training department will ensure that skills are developed, updated and enhanced so that the station can achieve its objective and create a viable pool of competence.

8.2. OVERALL TRAINING POLICY

In its training program. ECR FM will strive to:

- Develop the skills of potential broadcasters and ECR FM staff and ECR FM volunteers.
- Demystify radio as medium to listeners and members of our target community.
- Improve the quality of programs produced in community radio.
- Improve the productivity of community radio and make community radio a force to be reckon with.
- Improve the employment prospect of members of the Station through training and education.
- ECR FM will encourage its workers:
- To use ECR FM as an active learning environment.
- To provide workers with opportunity to acquire more skills.
- To provide interns with valuable work experience.
- To encourage workers to participate in identified training programmes.

- ECR FM will provide students/ learners, through its work shadow program, an opportunity to experience the working of a radio station, so that they, in turn, can enter the field of media as career choice.

8.3. IMPLEMENTATION OF THE TRAINING POLICY

- ECR FM, through its Human Resource Manager (HRD) is responsible for all training, be it staff training, volunteer training, interns work shadow or staff development and the general implementation of the training policy.
- The management will, on yearly basis develop a training plan for the coming year, outlining the intended training courses.
- Policy issues, such as the main focus for training for the year, has to be developed with the Station Manager, and be approved by the Board.

8.4. CRITERIA FOR THE SELECTION OF TRAINING COURSES PARTICIPANTS.


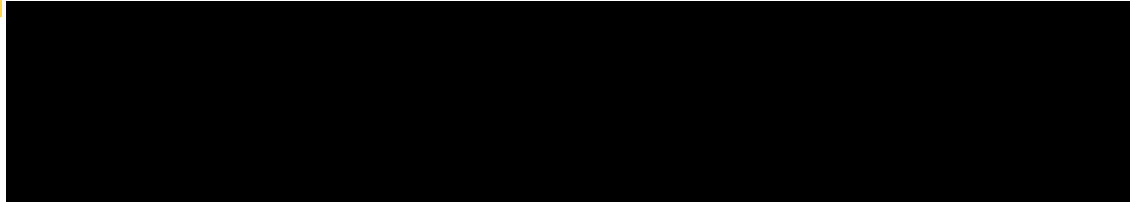
- The course content needs to be relevant for the needs of ECR FM.
- The applicant can be a volunteer or staff member.
- In event of a staff member, negotiations between the staff member and Station Manager should take place to choose the best suitable time for both partners.
- The applicant should be available for the full duration of the course.
- The applicant should submit all relevant documentation by the due date.
- After the course, the applicant commits him/herself to organize an hour workshop for staff and volunteers to ensure skills transfer. This workshop will be organized at a suitable time for the applicant and staff/volunteers.
- The applicant should hand a written report and all materials to the HOD within one week after the end of the course attended.
- If the trainee is removed from a course due to lack of attendance or poor performance the trainee must repay the training costs to the station.
- Trainees must demonstrate performance improvement prior to receiving any further training.

8.5. WHO IS RESPONSIBLE FOR FEES.?

- The management will negotiate subsidies and stipends where available, and otherwise the station shall be liable for the fees and transportation pending the availability of funds.

8.6. POLICY ON VOLUNTEERISM

- Definition: Volunteers are members of ECR FM who devote time, skills and experience to the station with no financial compensation.
- ECR FM has two categories of volunteers:

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- Volunteer producers are volunteers that devoted time in the furtherance of the on-air component of ECR FM such as production of programs, research or engineering.
 - Other volunteers are members that devote their time and experience in other areas of ECR FM, such as administration, presenting, management, etc.

8.7. PROCESS TO BECOME A VOLUNTEER

- Members of the community wish to become volunteers need to apply through the station manager.
- The Station Manager and the Programmes Manager will scrutinize volunteer applications once a month and inform the applicant of the outcome.
- Once the volunteer has been selected, she/he will undergo the Orientation and Basic Radio Skills training course offered at ECR FM, or any other relevant training identified by the management.

Political Branding at the Radio Station and Affiliation Policy

Political Branding at the Radio Station

1. All members of ECR FM, including board members, management, staff, volunteers and presenters are required to disclose their party-political affiliation to the station.
2. No staff member/presenter/volunteer/board member is allowed to come to the radio station wearing his/her political party regalia and/or t-shirt etc.
3. Contravention of point number 2 is deemed a serious offence and may lead to disciplinary action.
4. No singing of political slogans is allowed at the radio station.

5. No staff member or presenter/volunteer or board member of the radio station is allowed to chant any political slogans of any party at the radio station.
6. Every broadcast must be apolitical unless it is current affairs programme or the reading of the news whereby the content relates to political matters and issues.
7. Every political party announcement must be treated without prejudice.
8. Any member of ECR FM is at liberty to join any political party or organisation of his/her choice, but is not allowed to occupy an executive position at such party/organisation could be it at branch level; regional or provincial level.
9. All presenters are not allowed to promote party political opinions when on air.

AFFILIATION POLICY

PURPOSE

Here is an outline of the requirements that churches, charities, community organisers, organisations and individuals must fulfil in order to become and remain affiliated with ECR FM.

OBJECTIVE

- The development of strong relationships between the Radio Station and the community
- The development of trust and transparency with the community
- To provide the community with access to the Radio Station resources, support, development and upliftment.

DEFINITIONS

The community: one or a group of individuals who live in the coverage area of the Radio Station. With the advent of digital technology and social media structures, the Radio Station recognises that the community now has a broader base.

The Affiliates: churches, charities, community organisers, organisations and individuals who choose to partner with the Radio Station.

These partnerships unfold firstly in the broadcast environment and the move into community objective within the coverage area of the Radio Station, and beyond.



General community affiliates and Non-Profit Affiliates will be granted airtime on the following conditions:

- The use of airtime must be of benefit to the community. This use of airtime should educate, assist, empower, enlighten, entertain and bring HOPE to said communities.
- No overt or covert appeals for funds may be made during the broadcast.
- Fundraising calls to action are to be prior approved by the Management of the Radio Station.
- Material offered for broadcasting may be edited or rejected at the sole discretion of the Management of the Radio Station.
- Airtime will be granted or refused at the sole discretion of the Management of the Radio Station, dependent on the program contents.

The ECR FM value system aims to **nurture engagement** in and outside of the Radio Station. The affiliates further enable ECR FM to **build relationships** within society.


The relationship then encourage **interaction and participation**.

Knowledge brought by the affiliates is noteworthy in the following ways:

Education of the listeners brings with it empowerment and mastering of our environment.

Trustworthy interns and volunteers are able to find their feet at the Radio Station through introductions from our affiliates.

Lastly, hand-holding with our affiliates ensures the inclusion and the development of the community within the coverage area of ECR FM, and beyond, in ways to bring purpose and have a hope-filled impact on society.



PROGRAMMING POLICY MANUAL

ELIM COMMUNITY RADIO STATION

- 1. PROGRAMMING
PROGRAMMING FORMANT**

The station's programme format shall be 60% talk and 40% music, with programmes ranging from talk-shows, music driven shows, religious programmes, current affairs, magazines, drama and documentaries.

2. PROGRAMMING CONTENT:

- ECR FM will strive to have 60% talk and 40% music On-air.
- These percentages will be maintained in all programs, with the exception of music driven programs.
- ECR FM will strive to have 80% locally produced programs, including music.
- To ensure that the local content is upheld, ECR FM will ensure that its training program consistently trains volunteers as producers that are producing local programs.

3. GENDER POLICY IN RELATION TO ON-AIR


- ECR FM promotes a gender friendly environment.
- At least 40% of all on-air presenters must be women, in order to promote female voices on air.
- Women will be represented as positive role-models on air, and not be represented in a marginalized way.

4. LANGUAGE

- ECR FM shall promote a multilingual culture by exposing our listeners to different languages, be it in spoken word or in music.
- ECR FM will broadcast in most spoken languages of Elim community, i.e. Xitsonga, TshiVenda and others.
- Language(s) of broadcast: Xitsonga 70%, TshiVhenda 20% others language's 10%.
- Producers and listeners will be allowed to speak in the language of their choice and accent of their choice and ECR FM will strive to do translations at all times in order to prevent the exclusion of listeners.
- Swearing is not allowed on air, be it in spoken word or in music.
- On-air guests will be warned about the use of bad language before going on air.
- No sexist language, racial or xenophobic labels will be used on air. If this is found, the relevant person will be suspended and may face disciplinary steps.

5. WHAT YOU CAN AND CANNOT SAY ON AIR

- Here are the guidelines of the things you can and cannot say while are on air:

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- 5.1. Always remember: ALL PERSONS CALLED AND WHO CALL IN MUST KNOW THEY ARE ON THE AIR and be advised to use appropriate language.
 - 5.2. You can talk about sex but you cannot go into detailed, graphic, description of sexual acts.
 - 5.3. Programmes with adult content and with suggestive overtones must be scheduled for after 22h00 in order to protect the young and vulnerable from exposure to inappropriate language on air.
 - 5.4. All radio station staff must be made aware that the broadcasting licence of ECR FM may be revoked if presenters, news readers or on air visitors use bad or inappropriate language on air.

6. POLICY ON ECR FM NEWS

- ERC FM news will at all times strive to do the following:
 - It should seek the truth and report it.
 - It should minimize harm.
 - It should be accurate.
 - It should be fair.
 - It should be gender sensitive.
 - It should be accountable.
- News will be prioritized in the following order: hyper local, district, provincial, national and international.
- ECR FM news bulletin will consist of a lead story, secondary stories, Sports and Weather.
- The sound of ECR FM news will be informative, objective, factual, clear and accurate. It will avoid jargon unless the jargon cannot be replaced with more descriptive words.
- ECR FM will strive to have 40% local News, 30% provincial news, 20% national news and 10% international news.
- ECR FM news bulletin will be produced and read in the following language: Xitsonga, Tshivenda and English.
- ECR FM news will be free from Xenophobia or Religious labels.
- ECR FM will promote positive news, and will strive to promote positive South Africa role models.
- The news bulletins will be broadcast hourly from 06h00am until 20h00pm.
- The duration of the bulletins will be a minimum of five (5) minutes and a maximum of five (5) minutes.
- All news readers will undergo training in news reading before being allowed to read the news.

7. THE USE OF MUSIC AT ECR FM

- As the music plays an important role in creating a distinctive sound for any station, all play listings will adhere to the following policy:
- ECR FM will strive, as far as possible, to promote artists that have not yet recorded CD's using their demo's process.
- No one is to take his or her music into the studio without the permission of the Music Officer. This will clarify ownership and broadcasting quality.
- All music (CD's, USB's, External hard drives and vinyl) is the property of ECR FM, and should not be removed from the station's premises, except for the use of ECR FM activities off premises. To do so is a serious offence.

8. USE OF FOREIGN PROGRAMMES

Definition: Foreign programmes are programmes that are produced outside South Africa by other radio stations or individuals e.g. Radio France international, Voice of America and Radio Netherlands.

- ECR FM may receive these programs in various formats, be it CD, USB or via Dropbox.
- ECR FM will strive, through its training programmes, to create a situation where there is no need for the use of programs from foreign agencies.
- Until such time, foreign programmes will not exceed 20% of ECR FM's total programming for that day. This 20% includes the use of foreign music, in order to comply with the licence conditions regarding 80% local music content.
- All programmes will be listened to, and approved before going on air, by the programming department to ensure that it is relevant and that the quality is of high standard, with the exception of on-line streaming.

9. USE OF LIVE STREAMED PROGRAMMES

Definition: Live stream programs are programmes that are broadcast via the internet. These programmes can be ECR FM's, or foreign, or locally produced.

- The programming department or staff member on duty will have the authority to stop a programme in case of poor quality or if the program content is irrelevant to our listeners.
- In case where a live programme is stopped it must immediately be replaced by music in order to minimize the disruption to the listening pleasure of the community.
- Live stream programmes will aired per schedule.

10. SELECTION PROCESS OF PROGRAMMES TO BE AIRED

- The programming department will receive all programmes, advertisements, live-reads and competition requests.
- The following criteria will be used to determine the suitability of programmes for our listeners:
 - That it should of a broadcast quality.
 - That it is relevant to our community.
 - That it does not compromise the Station's aims and objectives.
 - If the program meets with our criteria, it will be labelled, catalogued and scheduled for playing on air.
- Once a programme has been played, it can only be rescheduled for airing after six (6 months), except in special circumstances such as commemoration days.
- If the programme does not meet our criteria, it will be labelled and stored for six months, during which it will be available for other community radio station. If no other community radio station is interested in the programme, it will be archived.

11. SYNDICATION OF PROGRAMS

- Definition: Syndication of programs is when ECR FM programs are made available to other radio stations to be aired with their station's ID.
- ECR FM will at times, make relevant programs available to other community radio stations.
- The recipient community radio station agrees to use the full program without editing any part therefore.
- The recipient community radio station agrees that the copyright of the program remain with ECR FM. The recipient community radio station agrees that ECR FM will be credited for the program by using the words: "this program was produced by ECR FM broadcasting on 96.2MHz FM of ELIM surrounding areas.

12. PROCESS FOR PRESENTERS TO GET ON AIR

- All presenters will first go through the process of selection as a volunteer after being considered for the position.
- After the training program, the volunteer may fill in a program proposal form.
- The programming department will assess the feasibility of the program, and conduct a voice test for the potential presenters.
- If the programming department accepts the programming proposal, the potential presenters might have to undergo further training.

- The programming department will identify the time and date for the start of the program.

13. POLICY ON VOLUNTEERISM

- Definition: volunteers are members of ECR FM who devoted time, skills and experience to the station with no financial compensation.
- ECR FM has two categories of volunteers:
 - Volunteer producers are volunteers that devoted time in the furtherance of the on-air component of ECR FM; such as the production of programs, research or engineering.
 - Other volunteers are members that devoted their time and experience in other areas of ECR FM, such as administration, presenting, news reading, etc.

14. PROCESS TO BECOME A VOLUNTEER

- Members of the community who wish to become volunteers need to apply through the station manager.
- The Station Manager and the Programmes Manager will scrutinize volunteer applications once a month and inform the applicant of the outcome.
- Once the volunteer has been selected, she/he will undergo the Orientation and Basic Radio Skills training course offered at ECR FM, or any other relevant training identified by the management.

15. PROGRAM AND THEMES

- Programs will be reviewed twice a year, following input from the community listener's council.
- The listener's council will represent all wards and interest groups in the community.
- The theme is for opening a program and identifying it.
- Each program should have one theme, even when it is broadcast more than once per week.
- It is acceptable for presenters to mention their name in the program promotion and theme but not give their name more weight than the program content.

16. SUBSTITUTION POLICY

- If a person is unable to do a regularly schedule program, that person must attempt to find a suitable substitute. If the substitute is found the presenter must notify the Programmes Manager.

- If the presenter cannot find substitute, the Programmes Manager must be notified at least six hours in advance. If the Programmes Manager is not available, the Station Manager must be notified.
- The substitute presenter may not alter the theme, content or style of the program but act as substitute presenter.
- If the station has cause to go off air, all scheduled presenters are required to report to the station unless notified otherwise by the Station Manager.

17. SEASON FOR PROGRAM

- All programs will strive to have a production team of not less than three (3) people.
- All volunteers in the production team do not have to be on-air presenters.
- All programs will have the following seasons: Trial period of one (1) month, Development period of three (3) months, and a full season of 12 months (one year)
- During the Trial period the program will be assessed for its relevance to our listeners, content of the program, punctuality of presenters, existence or establishment of the production team and the participation of women in the program. If any of the criteria are not met, the program may be discontinued, or another production team may be appointed by the Programmes Department to produce the program, in consultation with the Station Manager.
- During the Development period of the program, members of the production team will be given further training if required. If the programming department is not satisfied with the development of the program, it may be discontinued or another production team may be appointed by the Programming Department, in consultation with the Station Manager.
- ECR FM has the right to discontinue any program at any time.
- At the end of a season, no guarantee exists that the program will be continued, or that the production team will be re-appointed.

ECR FM will accept any complaint from a member of the general public or staff in writing. Such complaints will be lodged with the Monitoring and Complaints Manager. The Monitoring Complaints Manager will notify the Station Manager upon receipt of any complaint who will together with the Complaints Manager convene a meeting with the review committee to deal with such complaint.

18. REVIEW COMMITTEE

The review committee will consist of:

- One member from ECR FM.

- ECR FM Station Manager.
- ECR FM programming Manager.
- ECR FM Human Resource Manager.
- One of ECR FM Presenters Representative.
- If the incident is serious enough to jeopardize the station's licence or is cause for dismissal, the Management Committee may immediately suspend the presenter. The suspension will continue until the incident is resolved.
- The Station Manager and the Programmes Manager will request a written report from the presenter in question to establish their perspective of the incident. This report should be submitted no later than seven (7) days after the request from Station Manager or Programming Manager. If the programmer/presenter fails to respond to the request for a report their suspension may be made permanent.

18.1. The purpose of the review committee shall be to:

- Review the complaint letter(s), and the presenter's incident report against ECR FM Program policy.
- Address the complaint(s).
- Recommend to the Station Manager and Board of possible improvements in handling such incidents.
- Recommend sanctions if necessary.
- Recommend to the Station Manager and Programmes Manager possible improvements to be made in the programming policy.
- Telephonic complaints will be requested to be presented in writing and sent to the Station Manager. However, the complaint will be recorded in complaints book. All calls to radio station telephone numbers will be recorded for reference purposes. This will allow for telephonic complaints to be properly assessed.
- The Station Manager will then review the recommendations of the review committee with the Chairperson of the Board. The Chairperson will make a determination, which can then be appealed to the whole Board.
- The results of the program complaint should be made in writing to all affected parties as well as interested parties requesting information.
- **A promo encouraging written complaints addressed to the station will be played at least twice a day.**

18.2. POLICY ON COMMUNITY PARTICIPATION

- Community participation is crucial to the existence of community radio.
- ECR FM will strive to ensure community participation at all levels of the organization.

- Open forum (listeners forums) consisting of staff, volunteers, presenters, directors and members of the community will take place at least twice a year at a date, time and venue determine by ECR FM.
- A programming committee will be set up by ECR FM to look at programming content.

19. COMPETITIONS

- The Station Manager or the Programming Department will negotiate all competitions.
- Competitions will only be run if accompanied by advertising that is equivalent to the time spent on running the competition.

20. POLICY ON STUDIO USAGE

- The studio must be kept clean at all times
- No food or drinks may be taken into the studios.
- No smoking is allowed in the studio.
- It is necessary to book studio at least 12 hours beforehand. A booking must be made through the relevant staff member.
- Emergency bookings can only be made whenever there is a need for such and that should be made via the Marketing Manager or the Programmes Manager.
- The person using the studio needs to have the relevant training before having access to the studios. If they do not have the necessary training, they will be supervised and assisted by a technician or another staff member.
- In event of the studios being used by outside organizations /individuals, a ECR FM technician or staff member must be present at all times .
- The outside organization/individual will be charged for the time of the ECR FM technician or staff member.
- ECR FM production and studio work take priority over all other production. The Station Manager or Program Manager will decide upon the priority of the production.
- Payments for the studio usage are according to ECR FM rates.

21. POLICY ON ADVERTISING

- Definition – Advertising is a paid promotion by a company or organization that advertise a particular event or product, or advertises the services of the particular organization or company. The advertisement is normally 30 seconds or 60 seconds and may be as long as 90 seconds.
- The cost of advertising will be determine by the Station Manager and the Marketing Department and will be increased annually.

- Special rates will apply for community organizations and Small, Medium and Macro Enterprises (SMME's)
- Live reads will only be allowed in the case of advertising a SMME or its product, and if the advertising is for one week or less.
- Political advertising will only be allowed during elections period under the rules as identified by the Independent Electoral Commission (IEC).
- Advertising that is discriminatory on the basis of gender, race, xenophobia or religion will not be accepted.
- ECR FM reserves the right to reject an advertisement if it breaches any clause in our constitution, if it's racist, sexist or culturally biased or if we feel that it might offend our listeners.
- ECR FM will adhere to the Advertising Regulatory Board (ARB) and Broadcasting Complaints Commission of South Africa (BCCSA).

22. POLICY ON SPONSORSHIP

- Definition – Sponsorship is where a company or organization sponsors a timeslot longer than 3 minutes to advertise their company or organization and its services and products. The sponsored time will have an opening and closing billboard.
- ECR FM will exercise the editorial control over the content, and will have the right to stop any program being broadcast if it is racist, sexist or culturally biased.
- In the case of a program promoting the work/cause of the sponsor, the sponsor will have the right to make input into the content of the program.
- All costs of sponsorship will be determined by the Marketing Manager, in consultation with the Station Manager.

23. COMMUNITY ANNOUNCEMENTS

- Definition: Community announcements are announcements that promote an activity of organization such as schools, tertiary institutions, NGO's or CBO's
- The Programmes Manager will determine the broadcasting time of community announcements.

Programme Application Form

Name of Programme: _____

Date of Application: _____

Surname: _____

Address: _____

Telephone Number: _____

E-mail Address: _____

On a separate sheet, please describe the following:

1. Your programme idea.
2. What the focus of your programme will be.
3. What you hope to achieve with the programme, and why you want to do it.
4. How many times a week will the said programme be aired.
5. How long the programme will be (e.g. 1 hour, 3 hours, etc.).
6. Who your target audience is and why.
7. How this programme will be different from programming elsewhere.
8. Why ECR FM should broadcast this programme.
9. How many people will be involved in the production of the programme, and what their involvement will be. Please provide their contact details, relevant experience, skills, etc.

Please specify any other needs/support you will require from the station i.e. training etc.

Who will be responsible for the co-ordination of the programme?

How will you contribute to the overall efforts of the station, e.g. outside broadcasts, road shows, etc.?
