



**Communications
Commission
of Kenya**

**GUIDELINES FOR
APPLICATION OF COMMUNITY
BROADCASTING SERVICE LICENCE**

**CCK/F/SP-B/GUIDELINE-02
(SEPTEMBER 2011)**

NOT FOR SALE

APPLICATION GUIDELINES FOR A COMMUNITY BROADCASTING LICENCE

INTRODUCTION

These guidelines are intended to assist applicants of community broadcasting licence to understand and correctly fill and submit applications in accordance with the stipulated criteria.

Community broadcasters differ from other broadcasting services in that they have a local focus and role in attracting community participation in broadcasting. This community participation is a crucial element which must be satisfied in order to qualify for the grant of a community service broadcasting licence.

Key distinguishing features of community broadcasting services are as follows:

- They are not operated for profit or as part of a profit-making enterprise;
- They are used for community services only;
- They are operated by persons who represent a community of interest
- They may be may be geographically founded;
- They encourage members of the community served to participate in the operations of the service and the selection and provision of programs;
- They are prohibited from carrying commercial advertising, but may broadcast sponsorship announcements not exceeding duration limits as may be specified in the licence; and
- They must continue to represent the community interest that it represents at the time the licence was allocated or was last renewed.

The community broadcasting services should be readily accessible to the public through commonly available radio and television receivers.

NOTE 1:

1. When you apply for a community broadcast license, the Commission will review your application to determine whether you can operate a viable community broadcasting service. This is why an applicant is asked to submit among others financial, technical and administrative information.
2. You shall be required to complete the appropriate application forms provided, along with the requisite supporting documents and any additional information you may think is relevant to your application.
3. Check all the material against the requirements of The Act, The Regulations, the application form, and these guidelines.

4. A non-refundable application fee must accompany the application. This must be paid in cash or by banker's cheque or in such other manner as the Commission may prescribe.
5. The Commission shall ensure that all information of confidential nature provided by applicant (s) is treated with confidentiality.

1. GENERAL MATTERS

1.1 The Kenya Information and Communications Act, Cap 411A confers to the Commission powers to process application and issue licences to provide radio and television broadcasting services in Kenya.

1.2 This document is aimed at helping prospective applicants to know the procedures to be followed and requirements for obtaining a broadcasting licence.

1.3 Check all your material against the requirements of the Act, the Regulations, the application form and these guidelines.

1.4 **Section 5** provides detailed information on what the Commission expects from applicants seeking community broadcast licences and detailed requirements for making an application.

1.5 **Section 6** is a checklist for all the documents expected from an applicant of community radio/television licence.

1.6 **Annex 1A** is a format for programme segments.

1.7 **Annex 1B** is a format for programme structure.

1.8 **Annex 2** is the Commission's evaluation criteria used for assessment of a community broadcast licence applications.

NOTE 2: Applicants must score 75% and above to qualify for consideration of the licence, subject to availability.

2. MARKET STRUCTURE

The table below shows the broadcasting market structure and fees payable for various services:

	Broadcast Licence category	Licence Duration (Years)	Application Fee (KShs.) (payable when submitting application form)	Initial Licence Fee (KShs.) (payable after approval and before issuance of licence)	Annual Operating Fee (KShs.) (payable on/or before 1 st July of each year)
1	Public television broadcasting (non-commercial)	7	5,000.00	100,000.00	100,000.00
2	Public radio broadcasting (non-commercial)	5	5,000.00	50,000.00	50,000.00
3	Public television broadcasting (commercial)	7	10,000.00	200,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
4	Public radio broadcasting (commercial)	5	10,000.00	100,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
5	Commercial free to air television	7	10,000.00	200,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
6	Commercial free to air radio	5	10,000.00	100,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
7	Cable subscription television	7	10,000.00	100,000.00	0.5% of annual turnover or 100,000.00 whichever is higher

8	Community free to air television	4	1,000.00	30,000.00	30,000.00
9	Community free to air radio	3	1,000.00	15,000.00	15,000.00
10	Internet Protocol TV/Radio	5	10,000.00	100,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
11	Terrestrial subscription broadcasting	5	10,000.00	100,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
12	Satellite subscription broadcasting	7	10,000.00	200,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
13	Subscription Management Service	5	10,000.00	100,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
14	Digital Mobile television broadcasting	7	10,000.00	100,000.00	0.5% of annual turnover or 100,000.00 whichever is higher
15	Landing Rights (broadcasting Service)	N/A	10,000.00	USD \$12,500.00	N/A

The Commission reserves the right to introduce new market segments and/or modify the existing market structure without prior notice

Other fees

Licence transfer fee: KShs. 20,000.00

Licence renewal fee: KShs. 10,000.00

Change of name/ station identity fee: KShs. 10,000.00

NOTE 3:

Public Broadcasting

- a) KBC currently is the only designated public broadcaster
- b) It provides diverse programming that promotes national identity, cohesion, culture and unity
- c) It is the main channel for government to articulate its development agenda, information dissemination and education
- d) It is mainly funded by the exchequer but can also get funds by way of donations or grants.
- e) It may operate commercial TV/radio, but under same terms as commercial operators including account separation.
- f) It holds in trust frequencies assigned to other government arms such as parliament

3. SUBMISSION OF APPLICATIONS**3.1 Which application forms should be completed**

The table below shows which forms must be completed for each licence and who is eligible:

	Broadcast Licence category	Forms that must be completed	Separate Business Plan required?	Who is eligible
1	Public television broadcasting (non-commercial)	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-02	Yes	KBC only
2	Public radio broadcasting (non-commercial)	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-02	Yes	KBC only
3	Public television broadcasting (commercial)	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-02	Yes	KBC only
4	Public radio broadcasting (commercial)	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-02	Yes	KBC only
5	Commercial free to air television	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-02	Yes	Open, subject to availability of capacity on signal distributor network
6	Commercial free to air radio	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-02	Yes	Open, subject to availability of frequency resource
7	Cable subscription television	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-04	Yes	open

8	Community free to air television	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-03	Yes	Community broadcasters, subject to availability of capacity on signal distributor network
9	Community free to air radio	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-03	Yes	Community broadcasters, subject to availability of frequency resource
10	Internet Protocol TV/Radio	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-09	Yes	open
11	Terrestrial subscription broadcasting	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-06	Yes	Open, subject to availability of frequency resource
12	Satellite subscription broadcasting	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-10	Yes	open
13	Subscription Management Service	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-05	Yes	open
14	Digital Mobile television broadcasting	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-08	Yes	Open, subject to availability of capacity on signal distributor network
15	Landing Rights broadcasting Service	CCK/F/SP-B/APL-00 and CCK/F/SP-B/APL-07	Yes	Open to foreign entities not based in Kenya but whose spot beams cover Kenya, but must appoint a locally licensed subscription management service provider

Applications for community broadcasting licences must be:-

- 3.2 In the format prescribed in the appropriate application form and covering issues outlined in section 5 of these guidelines.
- 3.3 The application must be typed in letter quality type-face, printed and presented in A4 format in English. It must be bound, by comb or wire, between covers.
- 3.4 All pages should be clearly numbered. Two (2) copies of the application form and feasibility study should be submitted.
- 3.5 The application must include:
 - a. Letter of introduction;
 - b. A copy of the certificate of registration of the community organisation;
 - c. Application forms dully completed;
 - d. A description of the project including the detailed business plan; and
 - e. Attachments as instructed in the application form and these guidelines.

4. OTHER CONDITIONS

4.1 The Commission shall consider the submission of an application as an indication of an applicant's willingness to accept the licence offer and the Conditions the Commission may prescribe.

4.2 The Commission is indemnified of any expenditures incurred by the applicant in preparing the application whether submitted or not, and whether successful or not.

5. PROCEDURE AND PROCESS

5.1 The Commission shall cause to be advertised in print media and the CCK website (www.cck.go.ke) its intension to offer community broadcasting licence (s) in specific location (for the time being, this does not apply to existing broadcasters being migrated to new regime). The notice may contain additional information that may include the broadcasting frequencies spectrum, location, eligibility and the timeframe of submitting applications among others.

NOTE 4:

Applications must be lodged with the Commission by the dateline specified in the advertisement or notice.

5.2 Applications shall be scrutinised to establish whether they have all required attachments viz:

- a. Copy of application fee receipt
- b. Duly completed application form
- c. Business plan
- d. Organization registration documents
- e. Technical proposal
- f. Information on the previous experience
- g. Company profile

5.3 Applicants who do not comply shall be notified to submit required documents. Compliant applicants shall be notified accordingly.

5.4 The Commission shall conduct detailed evaluations of the applications based on pre-determined criteria as shown in Annex 2A & 2B.

5.5 The applicants recommended for a licence award after the evaluation process shall be published in the Kenya Gazette and posted in the Commission's website for public comments.

- 5.6 The Evaluation team shall convene to assess public comments against the applications. This will include interviewing the applicant if necessary.
- 5.7 The Board shall consider and make decision on recommendations for the grant of a licence(s) to a successful applicant(s).
- 5.8 Licences shall be granted to successful applicants upon payment of the appropriate initial licence fee and fulfilling the criteria set for each broadcasting service.
- 5.9 The applicant must demonstrate how they shall meet the requirements of the community it represents. The assessment of the extent to which the proposed service would meet the needs of the community will be affected by the nature and diversity of the interests of that community and the nature and diversity of other broadcasting services available within the broadcast area catering to those interests.
- 5.10 Applicants should explain in as much detail as possible how their proposed service would meet the existing and perceived future needs of the community. The information required shall include:-
- a. The weekly broadcasting program guide for the daily hours of operation, 7 days a week of the licensee;
 - b. Proof of community participation in the day-to-day running of the station; and
 - c. Justification for the needs of the Community to be served by broadcasting station.
- 5.11 Other licensing requirements that the applicant shall include in its submission:-
- 5.11.1 Mechanism of recruiting new members to the organisation
 - 5.11.2 The source of the content to be aired whether self-produced, co-produced or purchased from content producers.
 - 5.11.3 An indication of the opportunities that exist for members to select programming;
 - 5.11.4 Management of the organization – members of the organization are expected to manage the operations of and decision making for the organization;
 - 5.11.5 An indication of the opportunities that exist for non-members to become members.
- 5.12 CCK may have regard to how the applicant's organizational structure would meet the existing and future needs of the community, including whether:
- 5.12.1 The operations and decision making of the applicant organisation is open and transparent to the community represented;

- 5.12.2 The structure of the applicant organisation is transparent and would promote the accountability of the management to the community represented;
 - 5.12.3 The constituting documents of the applicant contains provision for open or non-exclusive membership;
 - 5.12.4 The applicant has a membership policy which does not discriminate against any members of the community interest being represented; and
 - 5.12.5 The constituting documents of the applicant organisation contain fair grievance mechanisms relating to membership exclusions and discipline.
- 5.13 In determining Nature and diversity of interests of the community within the proposed broadcast service area
- 5.13.1 The applicant should make its own assessment of the nature and diversity of the interests of the community using a variety of sources such as Bureau of Statistics census data and other relevant socio-demographic data that it can obtain and knows to be reliable.
 - 5.13.2 Applicants may include in their application:
 - a. Census data showing the number of people that are part of this community of interest;
 - b. Relevant research or market surveys- market studies;
 - c. Any research conducted by the applicant (including how the research was conducted).

6 LICENCE APPLICATION

6.1 Who can apply for a Community Broadcasting Licence

- 6.1.1 Only entities registered in Kenya that represent a community of interest (as defined in The Regulations) may apply for a community broadcasting licence provided they comply with eligibility clause of the Act.
- 6.1.2 If it is a company applying for the licence, it must wholly owned and controlled by Kenyan nationals or members of a community, and
- 6.1.3 Evidence of applying entity meeting the character of community broadcaster.
- 6.1.4 A community broadcasting licensee or applicant may be a private company registered by guarantee, a trust set up as such for purpose of broadcasting, a non

governmental organisation, or any other identifiable group of persons established with a non profit mandate. Such said entity must bear reasonable indication that it seeks to articulate the views of a specified community.

6.2 Required Documents

- 6.2.1 Transmittal letter to the CCK Director General.
- 6.2.2 Completed application form.
- 6.2.3 Photocopy of receipts for application fees.
- 6.2.4 Copy of tax compliance /Tax exemption from Kenya Revenue Authority where applicable.
- 6.2.5 Certified copy of list of directors/officials and persons responsible for the day-to-day running of the community organisation
- 6.2.6 Operations plan – the following documents are required: - sources of funding and the projected balance sheet (for 3 years) projected cash flow schedule - loan repayment schedule;
- 6.2.7 Implementation plan and timetable;
- 6.2.8 Technical plan and documentation - service area map - propagation plan - equipment listing, including specifications;
- 6.2.9 Programming Plan;
- 6.2.10 Permits for programming use - letters of intent - signed contracts;
- 6.2.11 Certificate of Registration.
- 6.2.12 The Organisations Constitution/trust deed/Articles and Memorandums of Association (the establishing documents).

6.3 Receipt of Application

6.3.1 As an applicant, you are responsible for ensuring that you submit all the necessary documents. However, the Commission will verify, on receipt, that a complete package has been presented. If your application is missing any documents, the Commission will immediately advise you what material (s) need to be provided before your application can be processed. You will then be issued with an advice note to pay the non-refundable application fee.

6.4 Presentation

6.4.1 Make sure that your documents are in the right order, secured firmly, and properly labelled.

6.4.2 The Commission will not attempt to guess the meanings of unmarked and/or ambiguous documents, including maps. The Commission also will not attempt to identify pages that are out of sequence.

6.4.3 Staff

6.4.3.1 Explain the organisational structure and the roles of each official of the organisation who are responsible for the operation of the station

6.4.3.2 departmental structure of the planned operation, and the proposed reporting relationships within and between the areas specified including:

6.4.3.2.1 Programming

6.4.3.2.2 Technical, Financial, and Administration.

6.4.3.3 Provide detailed information on the professional record and qualifications of the persons who will head the departments, as well as the expected number and qualifications of staff.

6.4.3.4 Details of staff requirements (permanent, part time, volunteers).

Note: Applicants may provide CCK with supporting documents or evidence to demonstrate its technical capacity which relates to the applicant's capacity to ensure that the service complies with the technical specifications of the licence, provides an adequate transmission quality, and continues to comply with these specifications. Applicants should provide information detailing:

- What equipment is owned/leased and/or is proposed to be purchased, leased or borrowed;
- Whether any member or employee has technical experience or expertise in radio broadcasting;
- Whether it has access to another organisation or technician able to provide technical advice or undertake technical work.

Note: Management capacity relates to the capacity of the applicant to operate the proposed service to comply with the definition and licence conditions of community broadcasting services

CCK may have regard to the applicant's company structure and organisation. In this regard CCK may look at whether:

- the operations and decision making of the applicant would be open and transparent to the community represented; and
- the structure of the applicant would also be transparent and would promote the accountability of the management of the applicant to the community represented.

An applicant may wish to include with an application:

- a diagram setting out the applicant organisation's management structure, including any sub-committees, indicating the decision making powers of these committees and the relationship between committees and the organisation's members;
- details of the period of experience of these individuals, the work they do/did, any training they have undertaken, copies of certificates indicating completion of any training, etc.

6.5 Provision of Service

6.5.1 Implementation Plan

6.5.1.1 Provide a clear schedule of activities relating to the establishment of service. Both actual and expected timeframes should be stated. For completeness, ensure that timeframes are given for all of the following:

6.5.2 Sourcing of funding;

6.5.2.1 Completion of property arrangements for an office and transmitter site(s);

6.5.2.2 Purchase/lease and delivery of equipment;

6.5.2.3 Installation of equipment;

6.5.2.4 Employment of staff;

6.5.2.5 Test transmissions;

6.5.2.6 Negotiations for programming;

6.5.2.7 Official start of broadcast.

6.5.3 Propagation Plan where Applicable

6.5.4 A diagram must be provided for the station applied for, showing the signal levels expected at various distances from this site. These distances should be represented by the half power points. Signal levels should be based on actual conditions present in the proposed area of coverage and must be quoted in micro volts per meter ($\mu\text{V/m}$).

6.5.5 In addition, the following information must be included on the individual propagation plans:

6.5.5.1 Antenna output in dBi

6.5.5.2 Half power points in dBm – (3dB from the antenna and each successive contour as necessary to cover the service area).

6.5.5.3 Minimum power at the boundary of the area being served in micro volts per meter ($\mu\text{V/m}$).

6.6 Programming

- 6.6.1 Clearly describe the format of programmes that will be offered throughout the broadcast week, e.g. news, magazines, talk shows, drama and request programmes etc.
- 6.6.2 Name the sources of your programming. Will programmes be bought or developed in-house? If so, make sure that you have stated the facilities and staffing required.
- 6.6.3 If you plan to buy programming, you must attach letters of intent and/or agreements with the owners to use their material.

Note: CCK will also have regard to the nature and diversity of broadcasting services already being provided in the licence area when considering whether there is a need in the community which is not being served by the existing broadcasting services.

6.7 Financial

6.7.1 General

- 6.7.1.1 It is important that information is arranged in an orderly manner to facilitate easy understanding of your business plan.
- 6.7.1.2 Check all statements and calculations for accuracy.
- 6.7.1.3 Document all of your assumptions used to arrive at projected revenue and expenditure. Assumptions must be realistic.

6.7.2 Financing

- 6.7.2.1 With respect to the availability of funds, state clearly how the community station will be financed.
- 6.7.2.2 The business plan should show how any possible shortfall would be met if the capital were not adequate to operate the station.
- 6.7.2.3 If the company is to use debt capital, e.g. loans, to fund the shortfall, the loan terms must be stated and a commitment letter provided.
- 6.7.2.4 Give detailed information on expected sources of revenue to sustain the station.

NOTE: Financial capacity relates to the applicant's capacity to ensure that the service is properly funded and remains financially viable. Applicants should provide information setting out:

- Estimates of the total amount of funds required to set up the service;

- How set up funds will be raised;
- Estimates of the funds required to continue providing the service;
- How funds to continue providing the service will be raised;
- A plan detailing actions to be undertaken should the expected funding not be received.

Applicants may include supporting documentation of the following type with an application where applicable:

- Balance sheets with break ups of the various costs or sources of funding;
- Quotes from equipment suppliers;
- Letters from real estate agents detailing rent or purchase price for premises etc;
- Letters from banks detailing loan agreements;
- Copies of union salary awards for staff salaries;
- Letters from sponsors indicating amounts and period of sponsorship agreements, etc.

6.7.3 Operating Costs

6.7.3.1 The operating cost must be clearly outlined and as much documentation as possible should be given to support assumptions made in arriving at the costs.

6.7.4 Cash Flow

6.7.4.1 The cash flow proposed in the business plan must be consistent with expected revenue and projected expenses.

6.7.4.2 It must incorporate all loan proceeds and repayments (if any).

6.7.5 Balance Sheet

6.7.5.1 The figures must be consistent with all other projections made. For example, if all equipment is not purchased in the first year of operation, the equipment purchased in subsequent years should not be included in the first year's projected balance sheet.

6.8 Other Information

6.8.1 Clearly explain how your broadcasting service will relate to the community.

6.8.2 Any other additional information that you think will be useful in the evaluation of your application should be provided.

7 CHECKLIST OF THE ATTACHED DOCUMENTS

This checklist will be used by the Commission officers to verify required documents that are mandatory for attachment to the application.

7.1 Transmittal letter to the Director General.

7.2 Dully completed and stamped application form.

7.3 Photocopy of receipt for application fees.

7.4 Documentation:

7.4.1 Copy of ID/passport of directors/managers of the organisation;

7.4.2 Copy of certificate of registration;

7.4.3 Copy of the constitution of the organisation;

7.4.4 Certified copy of the list of directors/managers;

7.4.5 Tax exemption certificate where applicable; and

7.4.6 If applicant is NGO; Copy of NGO certificate.

7.5 Business Projections for 3 years shall include;

7.5.1 Investment schedule.

7.5.2 Projected revenue schedule (establishment, operating & administrative).

7.5.3 Projected balance sheet.

7.5.4 Loan repayment schedule; and

7.5.5 Any other relevant information.

7.6 Technical Plan and documentation shall include;

7.6.1 Type of technology chosen.

7.6.2 System topology and rollout.

7.6.3 Operation & maintenance strategy.

7.6.4 Propagation plan.

7.6.5 Service area map.

7.6.6 Equipment listing (including specifications).

7.7 Implementation Plan and Timetable shall include;

- 7.7.1 Sources of funding.
- 7.7.2 Completion of property arrangements for an office and transmitter site(s).
- 7.7.3 Purchase/lease and delivery of equipment.
- 7.7.4 Installation of equipment.
- 7.7.5 Employment of staff/recruitment of members.
- 7.7.6 Test transmissions.
- 7.7.7 Negotiations for programming.
- 7.7.8 Marketing plan; and
- 7.7.9 Official start of broadcast.

7.8 Programming Plan shall include;

- 7.8.1 Permits for programming use (letters of intent, signed contracts, etc).
- 7.8.2 Detailed programme schedule for one week.
- 7.8.3 Programme segments in Annex 1A; and
- 7.8.4 Programme structure in Annex 1B.

7.9 Detailed Organizational Structure shall include;

- 7.9.1 Composition of the major shareholding.
- 7.9.2 Operational structure.
- 7.9.3 Proof of qualifications of the applicant; and
- 7.9.4 Proof of qualifications of the managerial staff.

8. ANNEX 1A: PROGRAMME SEGMENTS

Programme Segments		Total Weekly (%)
1	Community Programs	
2	Children Programs	
3	Music	
4	Sport	
5	Informative programs	

6	Marketing	
7	Educational Programs	
8	Other (please specify)	
	Total	100%

9. ANNEX 1B: PROGRAMME STRUCTURE

Programme Structure		Total Weekly (%)
1	Self produced Program	
	(a) Self Produced Production	
	(b) Coproduction	
	(c) Bought or owed Program	
2	Re-broadcasted program	
3	Exchanged program	
4	Other (Please Specify)	
	Total	100%

10. ANNEX 2A

Pre-qualification Stage

This is preliminary qualification stage for which a candidate is expected to score 100% before it is considered for the final evaluation. Any candidate who scores below 100% or gives falsified information will be disqualified. The criteria below will be used as an evaluation for the pre-qualifying applicants;

Pre-qualification Criteria

- a. Transmittal letter to the Director General.
- b. Dully completed and stamped application form.
- c. Photocopy of receipt for application fees;
- d. Information on management of the organisation including;
 - i. Copy of ID/passport of directors/managers of the organisation;
 - ii. Copy of certificate of registration;
 - iii. Copy of the constitution of the organisation;
 - iv. Certified copy of the list of directors/managers;
 - v. Tax exemption certificate where applicable; and

- vi. If applicant is NGO; Copy of NGO certificate.

11. ANNEX 2B

Final Evaluation

At this stage, applications will be evaluated on the basis of the under – mentioned criteria with the corresponding weights as given below. Only candidates who score 75% and above will be eligible to compete for the award of a licence by the Commission, subject to fulfilling whatever additional criteria in place.

11.1 Operation Plan for 12 months.

Points awarded

- a. Investment schedule;
- b. Projected revenue schedule (establishment, operating & administrative);
- c. Projected balance sheet;
- d. Loan repayment schedule; and
- e. Any other relevant information.

11.2 Technical Plan and documentation.

Points Awarded

- a. Type of technology chosen;
- b. System topology and rollout;
- c. Operation & maintenance strategy;
- d. Propagation plan;
- e. Service area map;
- f. Billing information; and
- g. Equipment listing (including specifications).

11.3 Implementation Plan and Timetable.

Points awarded

- a. Sourcing of funding;
- b. Completion of property arrangements for an office and transmitter site(s);
- c. Purchase/lease and delivery of equipment;
- d. Installation of equipment;
- e. Employment of staff;
- f. Test transmissions;
- g. Negotiations for programming;
- h. Marketing plan; and
- i. Official start of broadcast.

11.4 Programming Plan.

Points Awarded

- a. Permits for programming use (letters of intent, signed contracts, etc);
- b. Detailed programme schedule for one week;
- c. Programme segments in Annex 1A; and
- d. Programme structure in Annex 1B.

11.5 Detailed Organizational Structure.

Points Awarded

- a. Composition of the directors/managers;
- b. Operational structure;
- c. Proof of qualifications of the applicant; and
- d. Proof of qualifications of the managerial staff.

Note

The Commission is under no obligation to allocate a community broadcasting licence to an applicant even though CCK had advertised for applications for licences. If the Commission considers that none of the services proposed by the applicants would serve the needs of the community then it may decline to allocate a licence to the applicant.