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THE COMMUNITY
ADVISORY BOARD
AS THE GRASS ROOTS
PLANNING ARM
OF BROADCASTING
IN THE PHILIPPINES

Zenaida T. Domingo

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EAST-WEST CENTER
INSTITUTE OF CULTURE AND COMMUNICATION
1777 East-West Road
Honolulu, Hawaii 96848

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SERIES FOREWORD

In 1976 the East-West Communication Institute (now the Institute of Culture and Communication) began a collaborative research project in communication policy and planning. It had become evident that problems in the development of policies and plans for the creation and use of communication resources in society were becoming increasingly acute. Not only were new technologies rapidly expanding the potential of communications systems to serve a variety of purposes, but there was increasing emphasis on the demand use of communication as part of programs for development and social change. With this project, the Institute set out to document and analyze policy development and planning processes of communication systems, East and West. Our intent has been to produce a range of research and educational products that could serve as a foundation for continued and expanded research in this field.

The project as a whole has dealt with three principal components, or levels, of policy and planning problems. At the international level, work has gone forward on international policy issues and the roles of international organizations. At the national level, the project has examined policies and policymaking processes in a number of countries. At the level of agencies and organizations, termed the institutional level, the project has included initial work on the economics of communication and decision making in communication organizations.

This case study is one of a series undertaken to document and analyze the processes of communication planning at the institutional level. These studies describe the communication planning processes in a radio correspondence education project in Thailand, a rural development agency in Malaysia, a national population program in the Philippines, a national voluntary health agency in the United States, and an organization designed to secure citizen participation in broadcasting policy development in the Philippines.

Research at the institutional level began with the compilation of an annotated bibliography of key academic and professional materials, mainly fugitive, relevant to this kind of

communication planning.* From this review it became clear that while much had been written about planning, much less had been written about institutional-level communication planning. The materials that we did find on institutional-level communication planning supported one of our early hypotheses--that there is a lack of consistency between the various proposed normative models of communication planning and the way it is actually done. In short, planners appeared to be planning in a variety of ways that were different from how the literature said they ought to plan.

To better understand this discrepancy, it was decided to document as completely as possible how people go about planning communication strategies, activities, and events at this level under field conditions. Our purpose was not to evaluate these planning activities using abstract and normative criteria of excellence, but rather to study them as ongoing dynamic planning processes in a range of cultural and organizational settings. We believed knowledge of this type could serve several purposes. First, it could provide a foundation for further research. Second, it could provide a basis for evaluating existing normative models of planning, strengthening the adaptability of these models to different worlds of reality and, equally important, pointing toward the development of new normative models.

A request for proposals for case studies of institutional communication planning processes was circulated to scholars in Asia and the United States in early 1977. Resultant proposals were evaluated, and six (covering four countries) selected for inclusion in the study series.

The studies were inaugurated with a research planning meeting in the spring of 1978 at the Communication Institute. Principal investigators for each of the studies attended. During this meeting, each researcher completed a general theoretical and methodological approach to be used as a guide by the field investigators.

This research design was based on a foundation of grounded theory, a sociological research approach that emphasizes participant observation, unstructured interviews, document

*Ronny Adhikarya and John Middleton with Meow Khim Lim, George Beal, and Pana Thongmeearkom, Communication Planning at the Institutional Level: A Selected Annotated Bibliography. Honolulu: East-West Communication Institute, 1979.

analysis, and inductive development of concepts and generalizations. Under this approach, the investigator begins the study with as few preconceptions as possible. As data are gathered, the researcher prepares interim summaries and partial analyses that are shared and discussed with members of the organization being studied. From these cooperative analyses, revised concepts emerge, and these in turn are used as the bases for collecting additional data and carrying out further analyses. The evolutionary process continues until both the researcher and the members of the subject organization are satisfied that the study accurately portrays the processes under investigation.

This approach to the studies was adopted by each member of the collaborative research team, with some modifications. The principal departure from grounded theory was the delineation of six broad areas of inquiry to guide the studies--problem definition, planners, process, plans, resources, and environment. It was agreed that these broad data-gathering categories set broad parameters within which data would be collected and analyzed.

Following the planning meeting, individual investigators returned to their countries for a year of data gathering and analysis. During this period most were visited by one of the coordinators of the study series.

The team members returned to Honolulu in the spring of 1979 for a three-month data-analysis and report-writing workshop. During this period, researchers interacted frequently with each other and the activity coordinators during the preparation of draft study reports.

These reports were then reviewed in preliminary form at a two-week working conference by a panel of communication planners, some of whom held responsible positions in the organizations studied. Following this review and evaluation in June 1979, the individual investigators returned to their home bases for supplementary data collection and preparation of final reports. The drafts became available during the fall of 1979 and spring of 1980. They were reviewed by the study coordinators and in some cases additional data collection, analyses, and interpretations were carried out.

From this process have emerged case studies of a wide range of organizations in four cultures. We expect them to be useful in a number of ways. As noted, they can serve as a rich source of ideas and problems for further studies of com-

munication planning. Second, they will have significant educational uses and, in fact, have served in draft form as the basis for the development of a university course on communication planning. Finally, as examples of a range of real-world planning efforts, they may help working planners achieve new insights into their own efforts.

As coordinators of these studies, we feel especially indebted to a large number of people. Dr. S.A. Rahim, leader of the EWCI Communication Policy and Planning Project, was instrumental in developing the project framework within which the studies have been developed and has strongly supported our work as it progressed. Our close colleague, Dr. Meheroo Jussawalla, provided significant assistance in conceptualizing economic aspects of the studies and participated extensively in support of data analysis. Meow-Khim Lim and Mark Rasmuson, participants in the Communication Policy and Planning Project, provided invaluable assistance at various stages.

Special thanks are due to Alan Hancock of Unesco's Division of Development of Communication Systems. Alan encouraged us in our work and provided significant professional advice. He was instrumental in taking the lead to coordinate this series of studies with similar work being done under the auspices of Unesco and facilitated cofunding by Unesco for one of the studies in this series.

Staff support from the Communication Institute has been, as always, outstanding. Phyllis Watanabe oversaw the preparation of the manuscripts at several different stages. Terry Schulze, Institute Publications Officer, provided excellent editing and production support. Program Officer Merry Lee Corwin provided able assistance in arranging the several meetings that supported the research work.

All of these individuals have contributed in important ways. The major contributors, though, have been our colleagues from Asia and the United States who carried out the studies and whose manuscripts have been approved for publication: Zenaida Domingo, Gerald Klonglan, Chun-Nan Lo, Ramli Mohamed, Melina Pugne, and Boonlert Supadhiloke. Their diligence, intelligence, creativity, and energy have been a source of constant inspiration and collaborative learning. We present their work proudly, with full recognition of the difficulty of the tasks they undertook.

John Middleton
George Beal

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BACKGROUND

Philippine broadcasting is a social force that can and should be marshalled to serve the nation's development. In terms of the number of stations and their coverage, 369 AM and FM radio stations broadcast and are received throughout the country, and 28 television stations reach nine of thirteen geographical regions.

Broadcasting operations have a favorable technical profile. Radio stations can produce both studio programs and remote broadcasts, and a majority of the television stations can broadcast live and taped shows. The remaining stations are limited to translating or relaying broadcasts.

Broadcasting has gained a strong foothold in the country.* Social research studies show that whereas interpersonal conversation remains the most important form of human communication, radio and television are now highly accepted by the Filipino people. Radio and television sets are a familiar sight in most households, especially in urban areas.† In rural areas, radio is considered to be the most reliable source of news and other information.

Surveys show that the number of radio listeners is much greater than the number of radio set owners—due to groups of people gathering to listen in "sari-sari" stores, barber shops, markets, and neighbors' houses. Radio is generally accepted as a companion medium of high credibility. Audiences are attracted to television, mainly because of its visual impact and entertainment value, despite the relatively higher cost of TV sets over radios.

*Data obtained from Media Exposure Summary in Five Key Cities, a survey conducted by the Philippine Survey Center in 1975.

†Pre-investment study on communication technology for education, A Handbook on Broadcasting in the Philippines (Makati, 1977), pp. 108-119.

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National leadership, development planners, and experts have come to recognize the potential of broadcasting to support development projects in the country. However, while such recognition is strongly expressed, criticism of broadcasting performance has also been heard from various sectors, for example, that the quantitative growth of broadcast stations and their high popularity are not matched by corresponding qualitative growth. In the 1960s and early 1970s, the broadcast media and some other communications media were characterized as "licentious and irresponsible" and criticized for their lack of "coordinated utilization of communication resources [that] has resulted in wastage and in lack of proper regard for the good of national communities, particularly the rural areas."*

Several characteristics of the broadcast sector have been identified as constraints to evolving positive development roles for the medium. One is that broadcasting is primarily owned by the private sector, with about 90 percent of the 369 radio stations and 28 television stations privately owned at present. Until recently, the role of broadcasting in national development did not receive as much attention as did the roles of other social institutions. Records reveal that from the enactment on 19 November 1926 of Act No. 3275, "The Radio Law," and the promulgation on 7 December 1928 of Act No. 3388 creating the Radio Broadcast Committee, no legislation was passed for about 44 years (until 21 September 1972), either by the Philippine Assembly or Congress, to provide overall direction to national broadcasting.†

There were, therefore, no policies or plans other than those pertaining to technical and engineering aspects of broadcasting. Individual broadcast entities, whose primary concerns were the success of their individual stations, carried out their own broadcast planning work.§ This could be attributed to the national policy of nonintervention in the affairs of communications media. Upon the declaration of martial law in 1972, the government began to directly oversee media activities through the Mass Media Council and other entities, such as the Bureau of Standards for Mass Media. But

*Francisco Tatad, minister of public information, keynote address at the Unesco Meeting of Experts on Communication Planning, Manila, 4 October 1976.

†1977 information kit of the Broadcast Media Council and the Kapisanan nang mga Brodkaster sa Pilipinas, Manila.

§Letter of Implementation No. 1, 22 September 1972.

SCOPE, RATIONALE, AND OBJECTIVES / 3

in 1974, the government resumed its hands-off policy via Presidential Decree 576, "to allow the mass media to operate without government intervention or supervision in policy determination and news dissemination" (see appendix 6). This decree presumed self-regulation by media practitioners. It clearly stated that broadcasters are entrusted with planning their own development schemes and strategies, enforcing discipline within their ranks, and maintaining high standards for professional conduct. The decree also created the Broadcast Media Council (BMC), a body of broadcasters charged with setting overall directions for their industry, formulating policies, and planning activities pertinent to national broadcasting. The BMC works closely with the Kapisanan nang mga Brodkaster sa Pilipinas (KBP), the Philippines' national association of broadcasters, on national broadcast policies and planning. The KBP, comprising all the nations's broadcasters, contributes to policy formulation work by the BMC. It recommends broadcast issues requiring policy definition, revision, or rejection; helps to assess these recommendations; and together with contributors from other sectors (research, academe, and others), draws up broadcast policies and plans for the country.

On the community level, the BMC and KBP receive help from the Community Advisory Boards (CAB) and from local chapters of the KBP. CABs and KBP local chapters exist in each of 54 national broadcast areas. The CABs are composed of community representatives, and act as the local planning/implementation arm of the BMC. CABs provide community reactions and planning input to all broadcasting issues, whereas KBP local chapters are in charge of carrying out local projects. In summary, broadcast policy, planning, and operations are at present achieved via collaborative efforts and interaction by the BMC, KBP, CAB, and KBP local chapters.

SCOPE, RATIONALE, AND OBJECTIVES OF THIS STUDY

The introductory discussion identified several issues pertaining to broadcast policy and planning needs. One is that these matters have only recently become noted as important ones. Second, government policy toward broadcasting is to maintain a noninterference, "hands-off" policy, allowing the broadcast industry to create and monitor policy and planning through the Broadcast Media Council, an entity of private enterprise, not government. A third issue is that a planning system has evolved that requires close interaction and linkages among the entities involved: the BMC, CAB, KBP, and KBP local chapters.

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This collaborative policy and planning system is relatively new and untried. Its primary goal is to create a self-regulating policy and planning method and structure requiring active involvement not only by broadcasters, but also by their clientele: the listeners and viewers. This new and complicated innovation in broadcast policy and planning has been in place only since 1976. It deserves close attention and study by the broadcast industry and by researchers and students in the field of communications. The information and insights derived from this and other research studies of the Philippine system could help to generate general and specific guidelines for improved policy/planning systems for broadcasting in developing countries.

In the present report, the term "communication planning/implementation" refers mainly to organizational efforts and actions of the CAB, as these are intended to direct, evaluate, change, and revise the viewpoints and activities of broadcasters operating at the community level. This derives principally from the East-West Communication Institute's definition of communication planning at the institutional level, which states "communication planning is the process of allocating communication resources to achieve organizational goals . . . Resources . . . include forms of organizational action to change perspectives or skills within the organization's task environment."*

The specific objectives of this study are to:

1. Profile the CAB leaders and members in terms of professional affiliations, training, and social status in their communities.
2. Identify the nature, scope, and magnitude of community needs and problems that confront CAB leaders and members.
3. Determine the policymaking, planning, decision-making and evaluation activities of the CAB in these areas of responsibility: program planning, content, airing, monitoring, experimentation, and special projects.
4. Identify various strategies, approaches, and tools used by the CAB.

*John Middleton, "Memo to Researchers of the CPP-Institutional Level Project," East-West Communication Institute, March 1978.

5. Identify the planning resources available to CAB leaders and members.
6. Determine the process by which the CAB's target clientele, namely, the BMC and KBP, adopt, integrate, and translate the recommendations of the CAB into broadcast activities.
7. Identify other planning activities or projects undertaken by the CAB, if any, aside from those articulated by the BMC.

This study will, we hope, serve broadcast planners, practitioners, and researchers. Specifically, it is intended to generate information that can serve for a substantive, theoretical, and operational review of the self-regulative system for broadcast policy, planning, and operations thus far evolved for Philippine broadcasting. Furthermore, those communication concepts or ideas identified or generated by this study may be of use in drawing up models of communications planning processes at the local level and in detailing how these processes relate to national communications policy and planning.

CONTENTS OF THIS STUDY

There are four main parts to this study. Chapter 1 introduces the background, scope, rationale, and objectives of the study of the CAB as a planning/implementation arm of the BMC. It also discusses the procedural and research methodology.

Chapter 2 elaborates the context and institutional setting. Since there are four entities concerned with broadcast planning and operations (the BMC, CABs, KBP, and KBP local chapters), we describe the workings of each to situate the CAB planning/implementation work in its proper context. The general objectives, functions, tasks, and structures of these four entities are described, and the coordination and linkages between and among them are examined.

Chapter 3, the major part of the study, presents in detail the planning/implementation work of the four CABs studied, namely those in Zamboanga, Benguet, Pampanga, and Metro Manila. The profile of each CAB includes its community locale; broadcast activities; history, operations, and structure of the CAB; its community and CAB leaders, planners, and implementors and their perceptions of their roles; problems and needs facing the CAB; and a presentation of specific planning and implementation work ongoing.

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Chapter 4 analyzes the data of chapter 3 with respect to the six major areas of inquiry: the planner, the problem, the plan, the resources, the planning environment, and the process. Chapter 4 also attempts to synthesize the several inferences of the analysis. It must be noted, however, that such inferences are to be considered as insights drawn primarily from the four CAB studies. Although a careful assessment of each was made before the CABs were selected, they are not intended to represent all 54 CABs of the Philippines. The value of the inferences may lie in the fact that they attempt to capture the diversity of realities among the CABs now in operation.

RESEARCH METHODOLOGY

The approach of this study is best described as open-ended research, in the sense that research work began with no definite research parameters. The only guiding point was the intent to determine CAB planning work in terms of six major areas of inquiry, namely, planners, problems, the plan, the planning environment, the resources, and the process. More precise research goals, brought about by close consultation with national BMC and KBP staff and in dialog with local broadcast personnel and potential study informants, crystallized in the course of the study.

The research involved several activities (see appendix 2). Preliminary visits were made to the BMC and KBP central offices to inform key staff of the study and to the sites suggested by those staff as possible CABs to study in depth. Other activities included consultation with officers and members of selected CABs and participation in some CAB activities. Library research yielded pertinent materials and documents.

Following visits and consultations, documentation and analysis of data produced draft papers that were transmitted to study informants and to the BMC and KBP officials concerned for their review and reactions. Their comments were incorporated into revised drafts, and this process of review was repeated until the individuals involved were satisfied that the data and documentation faithfully reflected their perceptions and ideas.

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Chapter 2

CONTEXT AND INSTITUTIONAL SETTING

This chapter describes the organizational philosophy, framework, and operations of the Community Advisory Boards (CABs) as the grass roots, community-level planning and implementation arm of national radio and television broadcasting. However, as discussed in chapter 1, the CAB is only one of four entities involved in the formulation of national broadcast policy and plans. Therefore, in order to present the context and setting within which the CABs operate, their activities and roles must be discussed in relation to the other entities in the system: the BMC, the KBP, and the KBP local chapters. This section includes explanations of the objectives and organizational framework of each of these four entities and a profile of their planning and implementation work. Also discussed is the interorganizational coordination among them.

HISTORICAL BACKGROUND

Broadcasting in the Philippines began on an experimental basis in 1922, when an American set up a five-watt transmitter at Nichols Field, a U.S. air base.* By June 1922, three radio stations had been established in the greater Manila area, but they survived only two years. From the early 1920s until the early 1940s, a group of hobbyists, electronics firms, and business enterprises inaugurated several other broadcast services.

Following the outbreak of World War II, all the radio stations were shut down. Explosives planted by retreating Filipino and American guerrillas demolished transmitter sites and the stations. The Japanese reconstructed one station to use for propaganda broadcasts. Shortwave receivers were prohibited, but many Filipinos risked hiding or rewiring their sets to receive transmissions by Filipino guerrillas.

*The major source for this discussion is The Broadcast Industry, published by the BMC and the KBP in 1978.

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After the war, the broadcast-hungry population helped radio to reestablish itself. The growth of radio stations in the 1950s was followed by broadcast service from several new television stations located in various parts of the country.

The postwar period witnessed a steady growth in broadcasting. Patterned closely after the American system, Filipino broadcasting adopted these key features:

1. Private ownership. Only a small minority of stations belong to government agencies.
2. Commercial in nature. Stations are varied, diverse, and competitive in the areas of programming, production, and transmission.
3. Entertainment oriented. A majority of the programs are for popular entertainment: drama, variety shows, and musical productions.

In the late 1960s and 1970s, political leaders and many leading socio-political scientists began to recognize the importance of the mass media in facilitating the nation's development efforts. As in other developing countries, the Philippines began to examine the need for more ordered communication policy and plans.

In 1972, when martial law was declared, all broadcast stations were shut down, except for a few government stations. For the first time since the advent of broadcasting in the Philippines, the government demanded a direct voice in determining whether a station should be reopened and in assessing what should go on the air. This control was accomplished initially through the Department of Public Information but was later transferred to civilian agencies such as the Media Advisory Council and the Mass Media Council, although they included representatives from the military.

This state of affairs prevailed for some time. The Filipino people, accustomed to unimpeded civil control of the broadcast media, reacted negatively and objected to government controls. The government assured the people that this was merely an interim arrangement while the nation underwent a transition period. Its assurances were manifested in 1974, in Presidential Decree 576, which established the policy of self-regulation for the print and broadcast media (see appendix 6). Through the Broadcast Media Council, broadcasters were charged with the responsibilities of setting their own directions and goals and of carrying out activities necessary to achieve them. This was unprecedented, since the media in a nation

under martial law are normally under strict government control. It is to be stressed, however, that this presidential decree clearly imposed a high degree of responsibility and accountability on the part of broadcasters to carry out the very sensitive task of self-regulation. Broadcasters are aware that should they fail to regulate themselves effectively, the government can revoke their powers and find other means to regulate the broadcast industry. In this context of "freedom, but with self-regulatory responsibility," the system operates, via the collaborative efforts of the BMC, the CAB, the KBP, and the KBP local chapters.

BROADCAST POLICY, PLANNING, AND EXECUTION AT THE NATIONAL LEVEL: THE BMC AND THE KBP

The Broadcast Media Council

Presidential Decree 576, in creating the Broadcast Media Council (BMC), expressed the government's policy of nonintervention in these words:

It is hereby declared to be the policy of the State to allow mass media to operate without government intervention or supervision in policy determination and news dissemination. . . .

The print media group and the broadcast media group are hereby authorized to organize and determine the composition of a body or council within each group which shall be responsible for instituting and formulating systems of self-regulation and internal discipline within its own ranks.

When that decree was issued in 1974, the Kapisanan nang mga Brodkaster sa Pilipinas (KBP), a national association of broadcasters, had been in operation for about one year. It was the sole organization of broadcasters, and its members gave the KBP president the authority to create a national broadcasting body to be responsible for the oversight of all policy and planning work. The KBP president solicited the help of other officers in carrying out this task. It may be noted that the KBP was, in essence, responsible for creating the BMC.

The responsibilities and goals of the BMC were stated in Section One of the Broadcast Code of the Philippines:

. . .to regulate all broadcast activities in the Philippines towards the nationwide development of broadcast services that will more effectively respond to the needs and aspirations of the Filipino people . . . [and to] serve the various needs of diverse local communities, promote the development and growth of a private enterprise Philippine system of broadcasting and provide for the effective execution of the policy of self-regulation in the broadcast media through the Broadcast Media Council.*

To achieve these goals, the BMC set out for itself these operational tasks:

(a) Issue permits or certificates of registration or authority to operate any radio or television station.

(b) Suspend or revoke for cause the permit or certificate of authority to operate any radio or television station.

(c) Set and collect such reasonable fees from radio and television stations as are necessary for the efficient functioning of the Council.

(d) Prescribe rules and regulations to govern broadcast rates.

(e) Classify radio and television stations and delineate broadcast service areas or zones to efficiently distribute broadcast services and for other purposes assigned by this Code.

(f) Study or promote the study of the more effective use of radio and television broadcasts to serve the public interest.

(g) Make such rules and regulations requiring broadcast stations to keep such records as may be necessary for the efficient execution of the functions of the Council.

(h) Prescribe the qualifications of persons, firms, associations, or corporations applying for permits or certificates of authority to operate a radio or television station.

(i) Prescribe standards of excellence for broadcast stations in all phases of their operations.

(j) Inspect all radio and television stations subject to the authority of the Council to ascertain whether their operations conform to the rules and regulations of the Council.

*Broadcast Code of the Philippines, 1978-1979, p. 1.

(k) Conduct such investigations or hearings of all issues, disputes, and questions arising from the activities of broadcast media.

(1) Make such rules and regulations and prescribe such restrictions and conditions, not inconsistent with law, as may be necessary to effectively administer and enforce the provisions of this code.*

BMC Plans and Current Areas of Concern

Since its inception in 1976, the BMC has conceived and formulated plans and implemented various activities relating to (1) policy formulation and execution; (2) personnel development; (3) an economic rationalization scheme; (4) trade and economic affairs; (5) research and programming; and (6) technical rationalization. A discussion of each follows.

Policy Formulation and Execution. The most critical concerns are to define the development plan of the broadcast sectors and to identify and set priorities for the thrusts and objectives of the 275 broadcast stations in the country. The BMC has three major tasks in the area of policy formulation and execution, namely, (1) to determine the basic short- and long-term goals and objectives of broadcasting; (2) to evolve courses of action and implementation schemes; and (3) to identify and, whenever possible, procure the resources necessary to carry out its projects.

Personnel Development. The BMC identifies the following as the "end users" of broadcast plans and policies: broadcasters, station managers, radio producers, studio directors, scriptwriters, and announcers. It underscores the need to orient them periodically to the direction and thrust of current broadcasting policies. Moreover, there is the need to continually upgrade their skills and competence.

Planned initially in 1975, the BMC's Broadcast Media Development Program has formulated and conducted training programs for broadcasters in diverse aspects of broadcasting, such as management and administration, engineering, technical training, and in-service training, to improve the skills of broadcast staff.

Economic Rationalization Scheme. As mentioned earlier, the Philippine broadcasting industry is based upon the prin-

*Broadcast Code of the Philippines, 1978-1979, p. 1

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ciples of free enterprise. It therefore provides employment and incentives to the people and stresses financial responsibility. The BMC economic rationalization scheme specifies that any financial activity should be conducted within the context of serving the interests of the public while effectively meeting the public's communications needs. Thus, broadcasting has both commercial and social roles. Since advertising provides, in part, the financial resources for stations, the BMC concerns itself with assisting broadcasters in studies to determine the number of stations that may operate profitably, given their operating costs.* Such studies are most useful in profiling the economic viability of broadcasting in various parts of the country.

Trade and Economic Affairs. In relation to the concerns for economic rationalization already mentioned, the BMC adopts measures to improve relations between advertising agencies and the broadcast industry. This underscores the need of both for adequate financial and service support. Through the Philippine Board of Advertising, the BMC evaluates and assesses broadcast advertising to safeguard its value and see to it that commercials do not violate the social and cultural mores of the people. While the BMC exercises no direct supervision over advertising agencies, it regulates their relations with the media and prescribes rules regarding the placement, content, and quantity of broadcast advertising.

Research and Programming. Another concern of the broadcast industry is the formulation of program standards to meet the people's needs for information and news for their economic, social, and cultural advancement. Entertainment as a means to inform and educate is being stressed at present. Furthermore, the BMC's programming plans also aim to augment the formal education system to democratize educational opportunities. To achieve this, the BMC has cooperated with the academic community and various government development agencies to plan and implement research and other projects. Audience reaction is a major component in formulating relevant radio and television programming strategies.

Technical Rationalization. The BMC's technical rationalization plan is intended to formulate standards for the amplitude modulation band (AM), frequency modulation band (FM), and

*See appendix 11 for prototype studies conducted by the BMC to serve as models for the broadcasters conducting their own studies.

very high frequency band (VHF television) to maximize broadcasters' capabilities in terms of reach, given accepted technical standards. Together with that, the plan seeks to emphasize (a) the conservation and maximum utilization of the broadcast spectrum, (b) the prevention of signal interference, (c) the attainment of better signal quality, and (d) the fulfillment of international agreements on broadcast procedures.

BMC Organizational Framework

Sections 4 to 14 of the Philippines' Broadcast Code describe the general organization of the BMC (see Fig. 1). The BMC has six operating divisions:

Program Standards and Development. Establishes policies and regulations for program standards, content, and the development of industry-wide concepts and approaches, for example, conceiving the "Kasaysayan ng Lahing Pilipino" radio program, aired nationwide by all stations simultaneously.

Personnel Standards and Development. Sets policies for staff development. Specifically, draws up guidelines and planning for the training of announcers, newswriters, managers, sales staff, scriptwriters, technicians, performers, program directors, billing/traffic staff, engineers, and maintenance/repair crews. This division accredits broadcasters before employment and formulates annual goals and directions for the recruitment, retention, and development of broadcast personnel.

Engineering. Sets policies and guidelines for technical standards, emergency broadcast systems, hook-up schemes, and related matters.

Licensing Rules and Regulations. Conducts research, evaluation, and feasibility studies to determine the viability of broadcasting in various market areas and sectors.

Market Studies and Research. Conducts research and evaluation activities and feasibility studies to determine the viability of broadcasting in various market areas.

Policy Enforcement. Monitors the implementation of policies, rules, regulations, and guidelines drawn up by the other five divisions.

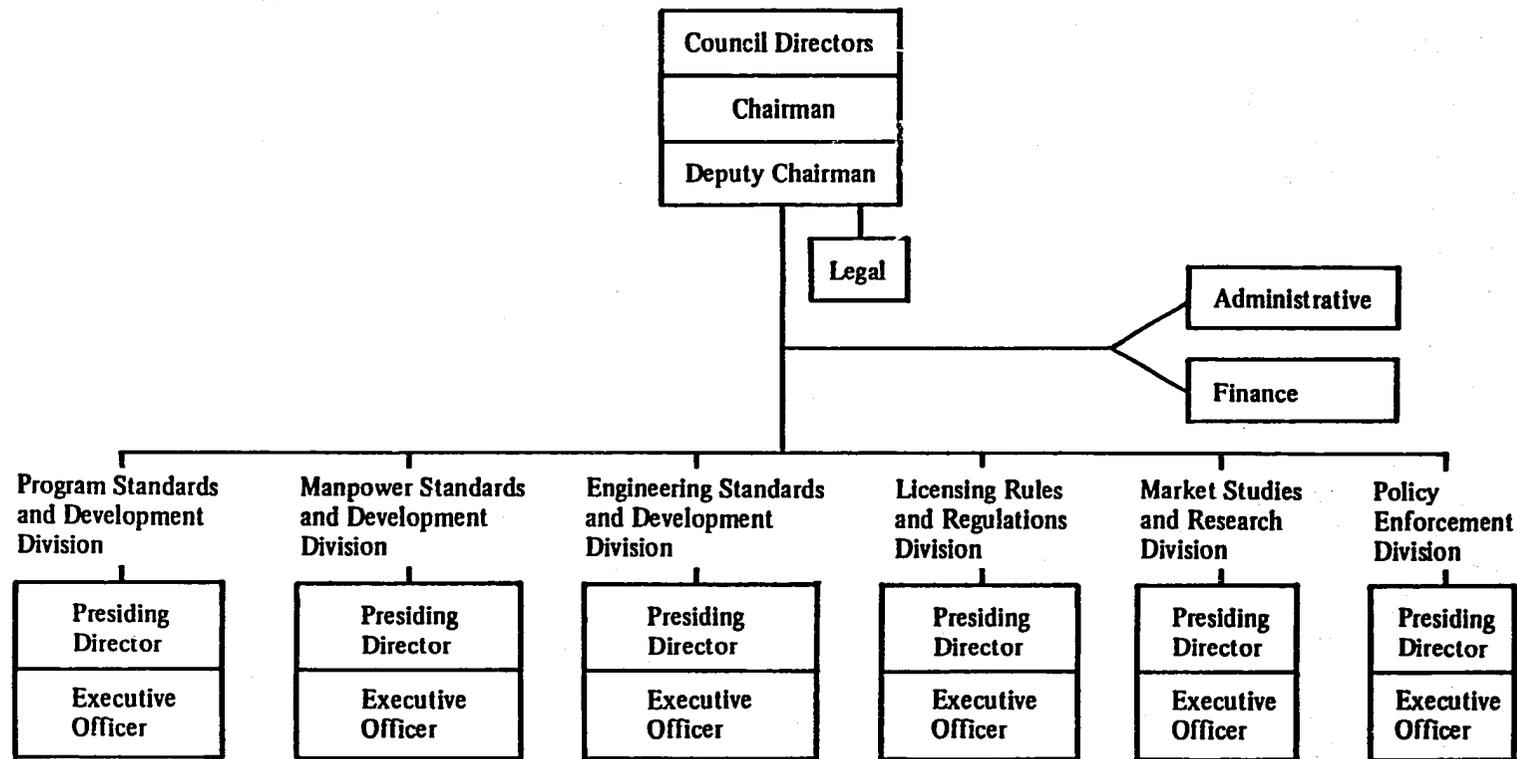


Figure 1. Organization of the Broadcast Media Council (created under Presidential Decree No. 576).

BMC Financial Subsidy

The Broadcast Media Council is funded by monthly fees of ₱150.00 from each radio station and ₱400.00 from each television station. Financial subsidies are also received from government agencies such as the Ministries of Agriculture, Agrarian Reform, Local Government and Community Development, and National Defense. These departments use station services for news releases, public service announcements, and other activities related to their projects and campaigns.

The Kapisanan Nang Mga Brodkaster Sa Pilipinas

At a meeting in April 1973, 138 broadcasters created the Kapisanan nang mga Brodkaster sa Pilipinas (KBP) as a nationwide broadcasters' association. Its president-elect and other officers and members were made responsible for drawing up the organization's goals, functions, and plans. These were ratified by the KBP membership at a subsequent meeting.

KBP's Goals and Objectives

The primary goal of the KBP is to evolve a broadcast sector responsive to the development goals of the nation. To achieve this, it has cited five major objectives: (1) to professionalize the industry to elevate broadcast standards; (2) to develop the mass media as an instrument of social change; (3) to disseminate information from government agencies concerning broadcast matters to all sectors of the industry; (4) to consult closely with advertisers and agencies in matters of mutual concern; and (5) to implement broadcast policies, plans, and guidelines established at national and local levels.

KBP Development Plans and Current Matters of Concern

The KBP's development plans and current concerns can be generally classified into two categories, internal and external. Internal concerns pertain to development of the broadcast sector, specifically, (1) structuring the organizational framework of the KBP; (2) upgrading standards of broadcast practice; (3) assuring the financial and economic well-being of the broadcast industry; (4) maintaining the standing of KBP with the government; and (5) seeking acceptance and recognition by broadcast associations in other countries. External concerns pertain to support and implementation of the government's development projects.

The KBP's Organizational Framework

The KBP comprises a board of directors, an executive committee, a chairman, a president, and seven operations directors (see Fig. 2). There are seven major committees, concerned with:

Internal Affairs. Handles KBP membership matters, inter-KBP relations, personnel standards and development, engineering, and finance.

External Affairs. Maintains relations with those sectors of society involved with broadcasting, such as academic, religious, and civic organizations; broadcast associations, and award-granting institutions; and foreign relations.

Program Standards. Monitors programs to ensure that broadcasters meet BMC program standards.

Development Communication. Assures communication with those development agencies interested in broadcasting.

Trade Relations. Maintains good relations among advertisers, advertising agencies, and the broadcast industry.

Special Projects. Directs special events and activities.

Research, Publicity, and Promotions. Produces research and evaluation studies, publications, and other materials.

KBP Funding and Financial Subsidy

The KBP is funded by monthly fees of ₱150.00 from each radio station and ₱400.00 from each television station. Financial subsidies are also received from government agencies such as the Ministries of Agriculture, Agrarian Reform, Local Government and Community Development, and National Defense. These ministries use station services for news releases, public service announcements, and other activities related to their projects and campaigns.

BROADCAST POLICY, PLANNING, AND EXECUTION AT THE COMMUNITY LEVEL: THE CAB AND THE KBP LOCAL CHAPTERS

The Community Advisory Board

The Community Advisory Board (CAB) was created on 29 May

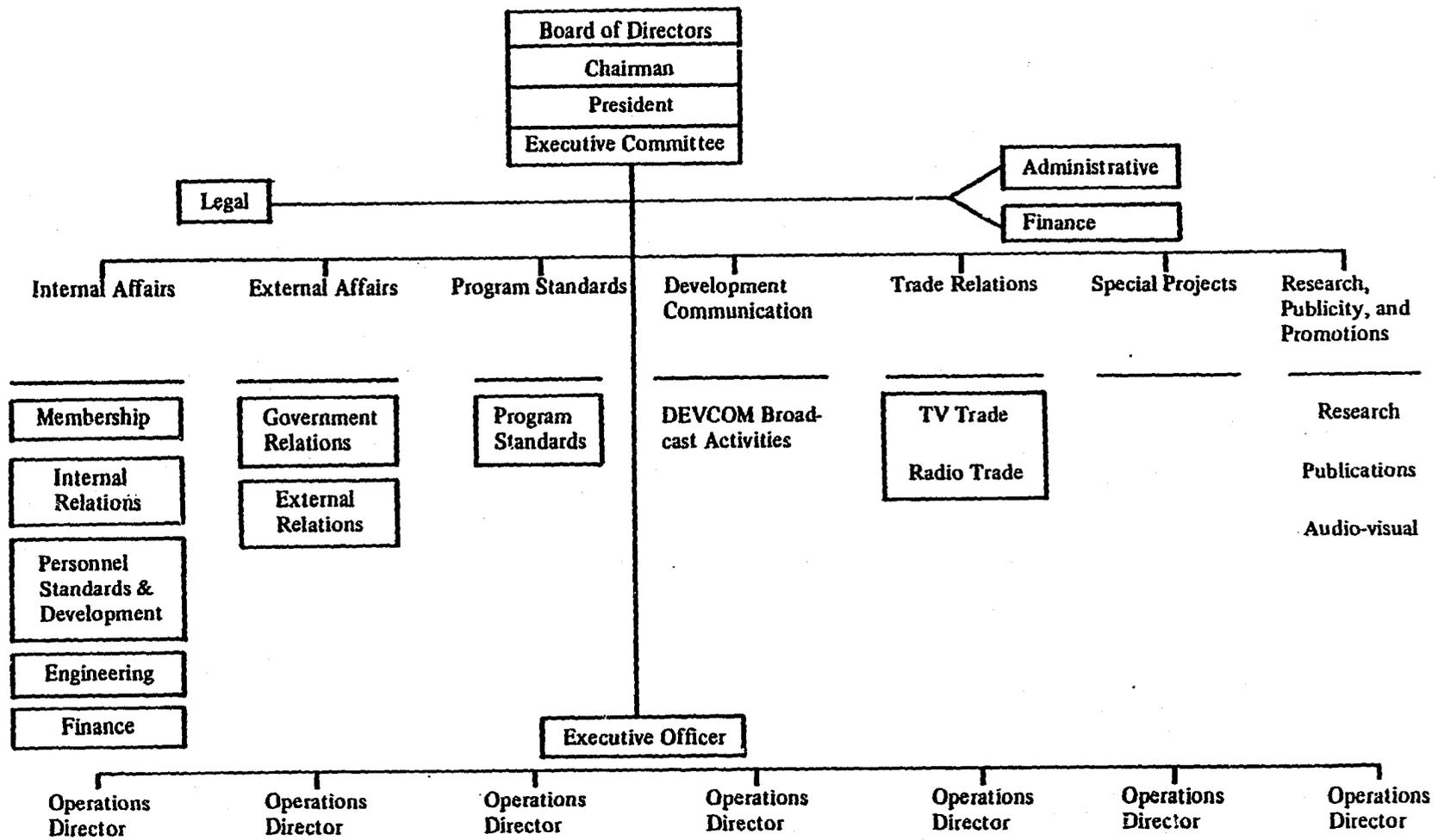


Figure 2. Organization of the Association of Broadcasters in the Philippines (KBP).

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1975 by BMC Resolution No. 29 to provide a structure at the local level "to advise the Broadcast Media Council on how the broadcast industry may most effectively contribute to the development of the community and in the implementation of national programs for national unity and development" (see appendix 8).

The most important role of the 54 CABs is to seek community views and opinions regarding radio and television programs. Since the airwaves are a public resource, the BMC recognizes the need to consult listeners and viewers, to evaluate broadcasts, and to make plans specific to the needs and interests of the audience. The BMC regards the CAB as a channel for audience reactions to help ensure relevant programming. The CABs represent an attempt, for the first time in Philippine broadcasting history, to "provide a formal structure for members of the community to actively participate in charting the directions of broadcasting at the local level." The CAB is to serve as the collective community voice in the formulation of broadcast policy, program planning, implementation, and evaluation.

CAB Objectives

To meet its goals, the BMC identified these objectives for the CAB:

1. to provide broadcast stations with the community's evaluations of radio and television broadcasts;
2. to suggest to stations how they may better serve the community;
3. to assist in evaluating station performance in relation to national and local policies and guidelines;
4. to recommend to the BMC ways to improve broadcast industry standards; and
5. to seek continuous evaluation of programs from community leaders and audiences.

CAB Planning and Implementation Tasks

The BMC specifies two primary areas of concern for the CAB: community-specific policy formulation and policy execution (see appendix 8).

COMMUNITY BROADCAST POLICY, PLANNING, AND EXECUTION / 19

Community-specific policy formulation is a process to help make BMC national policies and guidelines relevant to local community interests and needs in the broadcast sector. The CAB is expected to recommend to the BMC, through the performance officers, measures to make its policies and guidelines responsive to that process, so they suit the needs of local audiences. The CAB is also expected to recommend measures pertaining to specific issues affecting broadcast audiences that may suggest possible future policy formulation and revision. The CAB is thus viewed as a way to provide audiences a voice in national broadcast policy planning and formulation.

Policy execution is mainly concerned with assuring that BMC policies are enforced and that the physical, financial, and human resources necessary to implement BMC policies are available.

CAB Functions

The CAB is expected to carry out these seven tasks:

Needs Identification and Priorities. Identify communication needs of local audiences and set priorities on the basis of those needs.

Policy Planning. Plan and recommend to the BMC, via the performance officers, (a) measures and schemes to make BMC policies specific to local audience needs and interests and (b) issues that require policy formulation or revision as they affect local audiences.

Feedback. Provide broadcast stations, via KBP local chapter chairmen and BMC performance officers, with community responses to broadcasts and recommend specific actions to improve programming.

Evaluation/Monitoring. Assist in evaluating broadcasts in relation to existing CMB-KBP policies and guidelines.

Continuing Dialog. Establish reliable and continuous communications with communities and audiences to obtain their evaluations of programming.

Participation in Industry-wide Activities. Participate in BMC-KBP-sponsored activities such as workshops, seminars, experiments, and special projects.

Development of Linkages. Establish linkages between and among local institutions in the performance of the functions above.

CAB Organizational Set-up

The primary reason for the creation of the CAB is to encourage community participation in national broadcast policy-making and planning. To this end, the BMC has specified that CAB membership should include representatives of these professions or groups ("community sectors"): the academic sector, the government sector, the religious sector, the labor sector (housewives, jeepney drivers, market vendors), the military, the agricultural sector, civic groups, and youth.*

This diverse membership is intended to ensure the participation of all sectors of the community in broadcast activities. The members from various sectors are nominated by the BMC performance officer assigned to the area. Once confirmed, members serve for at least one year or may continue in office on the recommendation of the performance officer.

CAB members elect a chairperson, vice-chairperson, and secretary-treasurer among themselves. Various committees, standing or ad hoc, may be created by the group. The organizational framework is shown in Fig. 3.

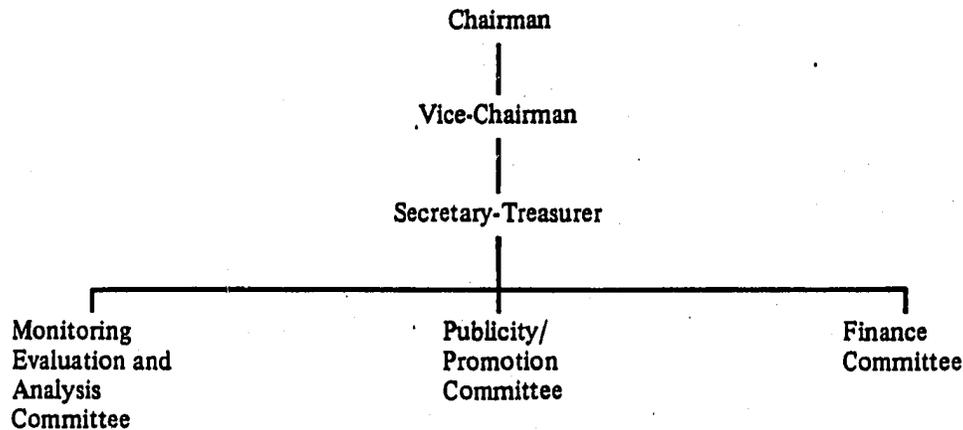


Figure 3. Organization of Community Advisory Boards.

*CAB Primer, published by the BMC in 1978. The youth category was added to the CAB community sectors in 1978.

Figure 4 charts the relationship envisaged between the CAB and the BMC, the latter being represented by the local BMC performance officer. Although this chart lacks a direct link from CAB to the BMC national office, the CAB may correspond directly with the national office as necessary. The Division of Manpower Standards and Development of the BMC oversees CAB activities.¹³ The Division forwards CAB reports and other documents to the BMC through the BMC performance officer; identifies recommendations that may need BMC policy revision, rejection, formulation, or other planning activities with national implications; and transmits such recommendations to the BMC office concerned. The Manpower Division also administers assistance given to the CAB. In 1975, it produced a program standards code that served as the general guiding document for the CAB's monitoring of broadcast programs. The code was revised in early 1979, based on responses and reactions from various broadcast areas.

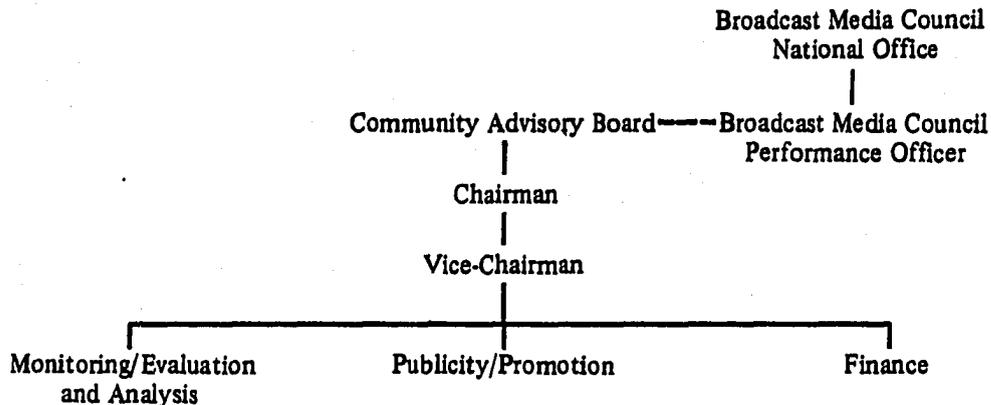


Figure 4. The Broadcast Media Council and the Community Advisory Board.

CAB Reporting System

The BMC expects a CAB chairman to submit monthly reports to the BMC central office in Manila, with a copy to the BMC performance officer. The reports are to contain commentary

*Interview with the executive officer of the Manpower Standards and Development Division, November 1978.

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on: (1) past, ongoing, and planned activities; (2) problems and steps taken to resolve them; (3) logistical support; and (4) recommendations.

Funding and Logistics

Interviews with BMC central office staff indicate that it is the duty of each CAB to raise funds to support its projects. KBP local chapters are also expected to absorb part of the operational expenses of local CABs. Financial assistance may be requested from the national BMC office for unusually costly projects.

The KBP Local Chapters

Fifty-four KBP local chapters were created in 1974 as a local network to help fulfill KBP objectives and carry out projects appropriate to each broadcast area. The local chapters also provide a link between the KBP central office (national headquarters) and the various broadcast areas.

KBP officials state that in the interest of self-regulation, local station managers may undertake activities unique to their own areas. They may identify broadcast needs, plan actions to meet these needs, and implement such actions. Moreover, the local chapters are expected to give stations manager a chance to exercise leadership in the industry to enhance their capabilities and skills.

Objectives

The objectives of a KBP local chapter are (1) to assist the KBP central office in the implementation of broadcast policies and guidelines at the local level and (2) to give local input to the KBP central office in determining policy issues to be presented to the Broadcast Media Council.

Areas of Concern

KBP local chapters have two areas of concern related to the two planning tasks of the CAB: community-specific policy formulation and policy implementation.

Regarding community-specific policy formulation, the local chapters are expected to contribute to the process of assuring that the unique conditions of the broadcast industry in a particular area are reflected in national policies and to provide information to the KBP central office on local broad-

cast realities to serve as guidelines on policy issues recommended to the BMC by the KBP.

Regarding policy implementation, local chapters are responsible to undertake broadcast activities and projects that conform to national policies and guidelines.

Functions

To respond to those concerns, and to meet their objectives, KBP local chapters are to carry out four functions:

Community-Specific Policy Formulation. Assure that the conditions of broadcasting in a local area are reflected in the implementation of policies and guidelines in that area.

Coordination. Work with members of the community, through the CAB and the BMC performance officer, to determine specific actions to carry out broadcast activities.

Assistance to the Government. Assist city, regional, and provincial agencies of the government to support development programs with informational broadcasts.

Motivation of Broadcasters. Develop and maintain a sense of responsibility and professionalism among broadcast personnel in implementing all policies and regulations, consistent with the concept of self-regulation.

Organizational Framework

In a given broadcast area, KBP local chapters are composed of all member broadcast stations, represented by their station managers. The organizational structure of the local chapter is represented in Fig. 5.

Officers of local chapters are elected by the members. Committee members are appointed by the local chapter chairpersons as recommended by the other officers.

Reporting Requirements

KBP local chairpersons report directly to the KBP president on these issues: (1) activities undertaken during the month preceding the report; (2) difficulties encountered in implementing chapter activities and courses of action undertaken to address these difficulties; (3) status of local station managers' participation in chapter activities; (4) fi-

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nancial status of the chapter; and (5) plans for the next month.

The chairperson's reports are to be signed by the vice-chairman and noted by the secretary.

Funding and Logistics

KBP local chapters are financed by monthly membership fees paid by broadcast stations. They are encouraged to undertake activities that will generate additional income and asked to link up with other organizations that might help them obtain additional funding.

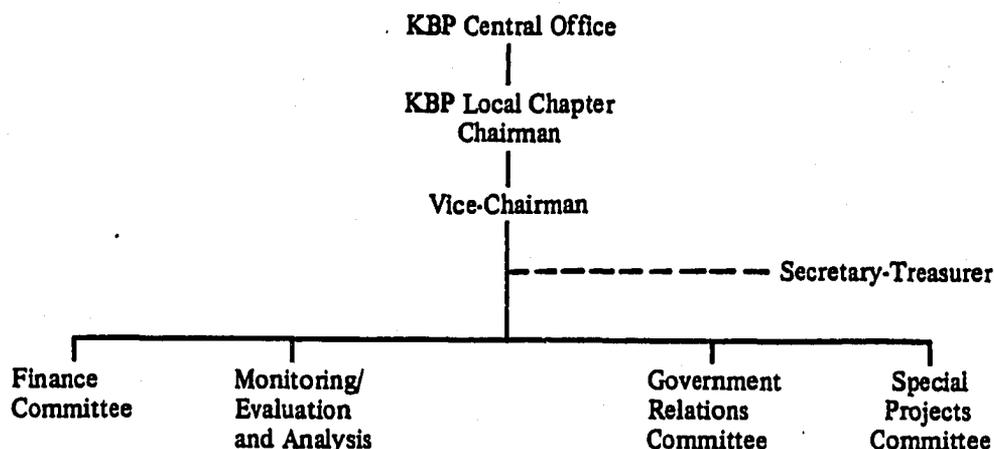


Figure 5. Organization of the KBP Local Chapter.

INTERORGANIZATIONAL COORDINATION IN NATIONAL BROADCAST PLANNING WORK

This discussion has emphasized that broadcast planning and implementation work in the Philippines is carried out by the close interaction of four entities: the Broadcast Media Council (BMC), the Kapisanan nang mga Brodkaster sa Pilipinas (KBP) central office (national headquarters), a network of 54 Community Advisory Boards (CABs), and a network of 54 KBP local chapters. This section will draw a profile of inter-organizational coordination between and among these four agencies in order to (1) describe how the two national organizations, the BMC and KBP central offices, relate to one

another; (2) discuss the linkages between the CAB and KBP local chapters and their points of coordination at the local level; and (3) illustrate the interorganizational coordination of the four entities. Furthermore, this section will analyze in what ways the four entities are central to the various stages of broadcast planning.

Linkages between the BMC and the KBP: Interorganizational Coordination at the National Level

Interviews with key national officials of the BMC reveal that their organization maintains close coordination with the KBP. In fact, the majority of key officials of the BMC were the same as those of KBP. The two organizations are housed in the same building, and the staff of each tries to maintain open communication with the other at all times.

Insofar as policy planning and formulation are concerned, policies and guidelines are usually arrived at in close consultation between the BMC and KBP. In general, the KBP draws up the policy inputs, and the BMC transforms these inputs into policy statements.

It is clear that the two organizations are highly dependent on one another. The KBP needs the BMC for its official approval of national broadcast action plans. The BMC, charged with the responsibility to articulate national plans and projects, needs the KBP for information, suggestions, inputs from broadcasters and audiences, and reports from various local projects in order to perform its job effectively.

Regarding policy execution, BMC focuses on enforcement while the KBP is responsible for implementation. The BMC, through its 54 performance officers, oversees the enforcement of national broadcast policies and guidelines. The KBP, through its 54 local chapters, carries out broadcast activities based upon BMC policies. The point of active coordination between the two entities is the process of monitoring. Although the primary responsibility of the KBP is to implement activities that follow national policy guidelines, one of its tasks is to monitor the broadcasters themselves to assure that they are operating within the policy framework. Thus, its monitoring activity may be considered a self-policing function. The BMC's monitoring activity, however, is to perform an oversight function. It has the power to take punitive action such as revoking a broadcaster's license to operate, if policies or guidelines are not respected.

Linkages between CABs and KBP Local Chapters:
Interorganizational Coordination at the Local Level

The central offices of the BMC and the KBP expect their respective local groups to maintain close liaison at the community level, particularly in the areas of community-specific policy formulation and policy execution.

Regarding community-specific policy formulation, local chapters of the CAB and KBP have distinct but highly inter-related roles to play. The CAB concerns itself with the adaptation of BMC policies and guidelines as they affect and relate to broadcast audiences. The KBP is responsible for making those policies responsive to the realities of the broadcast industry in a given community. The resulting location-specific policies, guidelines, or plans are determined following close consultation between the CAB and the KBP local chapter, via the BMC performance officer.

Regarding policy execution, the local chapters of the CAB and the KBP are likewise expected to maintain close coordination. The KBP local chapter devises broadcast implementation plans and activities responsive to BMC policies and guidelines and helps to make them responsive to specific conditions in the broadcast area. The CAB helps the BMC enforce these policies by monitoring programs broadcast in the community. The CAB is also expected to consult with local audiences to solicit their reactions to broadcasts in order to evaluate programs and to contribute to broadcast planning conducted by the BMC.

Close study of this situation shows that for the CAB/KBP system to be effective, interorganizational coordination must be strong. Whereas a KBP chapter may have extensive information on the local broadcast industry, it must consult with the broadcast audience of the community to determine their reactions to programming before further activities can be planned and implemented. Similarly, the CAB must give adequate audience reactions and suggestions to the KBP local chapters so that they can carry out broadcast programming and other activities to benefit local audiences.

Since there is no direct administrative link between local chapters of the CAB and KBP, coordination between them is expected to be achieved by the BMC performance officer, who is an ex-officio member of the CAB chapter.

Let us examine a typical situation of coordination be-

tween the CAB and the KBP local chapter. If the CAB feels that violations of certain program standards have occurred, it transmits this information to a BMC performance officer for his formal action. This series of actions is followed:*

1. The chairperson of the KBP chapter convenes a meeting within two days of receiving the complaint for the purposes of a preliminary evaluation and investigation. Chapter members decide on how the complaint will be evaluated and investigated.
2. The preliminary evaluation and investigation must be completed within seven days of receipt of the complaint.
3. The chairperson of the KBP chapter must submit those findings to the BMC performance officer within two days of the completion of the investigation.
4. The performance officer conducts a formal investigation of the findings, enlisting, if he or she wishes, the assistance of members of the CAB or KBP chapters. He or she must commence the investigation within two days of receipt of the results of the preliminary investigation and must complete it within ten days.
5. The performance officer shall submit the findings of his investigation to the BMC within three days of completing his review.
6. The BMC shall render a decision on the performance officer's report within ten days of receiving it.
7. The station upon which judgment is rendered may file a petition for reconsideration within seven days after receipt of the decision. Failure to comply within the regulatory period provided for renders the judgment final and executory.

In summary, the BMC and KBP generally prescribe that these broadcast-related activities be undertaken by the CABs and the KBP local chapters: (1) plans, directions, suggestions, recommendations, and audience evaluations are to be forwarded by the CAB to BMC performance officers; (2) they in turn are to be transmitted to the appropriate chairperson of a KBP local chapter for action; (3) that chairperson may call a

*CAB Primer, published by the CAB in 1978.

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meeting of all the member stations in the area to examine the merits of the CAB recommendations; (4) the CAB chairperson or the entire board may be invited to participate in consultation meetings to discuss the recommendations; (5) the applicability and viability of the suggestions are discussed; and (6) final decisions are reached on the matter.

As shown in Fig. 6, the BMC and KBP national headquarters are responsible for national broadcast policies and guidelines, while the CAB and KBP local chapters are responsible for these policies and guidelines at the local level.

Vertical and horizontal linkages are as follows: horizontally, the BMC legalizes policy inputs by the KBP; vertically, it solicits reactions to those policies from audiences via the CAB, as transmitted by the BMC performance officers. The KBP

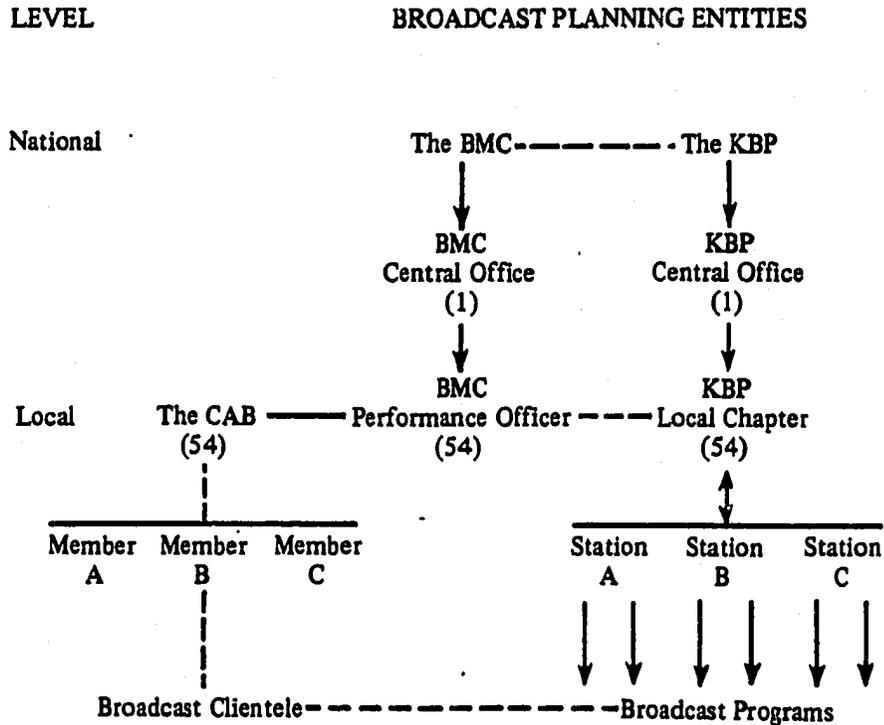


Figure 6. Coordination among the BMC, KBP, CAB, and KBP Local Chapters.

obtains its information from its local chapters. The KBP local chapters depend upon the CAB to provide information concerning audience reactions to program plans before transmitting this to the KBP.

Figure 6 represents the total national broadcast planning system that is now in operation. Over time, the four entities shift roles from that of local organization to input organization to output organization.

The BMC is the focal organization when national broadcast policies, guidelines, and activities are being planned. Although all four entities are involved in this process, the BMC does the actual work in cooperation with the other three. At this stage, those three (the KBP headquarters, and the network of KBP local chapters, the CABs) function as input organizations that provide baseline data and other information to help the BMC fulfill its responsibility.

Once the BMC has formulated national plans and policies, the three other entities become output organizations. KBP headquarters receives the policies and plans from the BMC, then sends them to its 54 local chapters. At the same time, the BMC transmits the policies and plans to the 54 CABs via the BMC performance officers. At this stage, the BMC takes on the role of the major input organization by providing the other three with the information they need to carry out their functions.

The local chapters of the CAB and KBP can assume focal, input, and output roles, depending on the circumstances. In localizing broadcast policies and plans, the KBP is the focal organization, receiving community guidelines from the CAB. The CAB becomes the input organization for the KBP local chapters. The two entities arrive at localized plans after close consultation, but the KBP critically needs CAB inputs before it can localize the national plans of the BMC. Once the plans are implemented, the CAB (with the community it represents) becomes the output organization, since it is the primary "recipient" of the broadcast projects and activities carried out by KBP local chapters.

A study of CAB tasks reveals that the CAB needs inputs from local KBP chapters before it can arrive at well-validated suggestions that take into consideration local community needs and interests. It must have information from KBP local chapters regarding these local concerns in order to then make sound recommendations to the KBP chapters. At this stage, the

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CAB becomes the central or focal organization, and KBP local chapters are the input organizations. When the recommendations and suggestions are prepared--the "products" or output of the CAB--the KBP local chapters become output organizations since they receive the CAB information and put it into action.

In sum, therefore, although the tasks and functions of the four entities engaged in broadcast planning are delineated and distinct from one another, their mutual needs require close interorganizational coordination between and among them.

INTRODUCTION

This section describes the planning and implementation work of four selected CABs operating in different parts of the country. It is hoped that the descriptions and discussions will help to illustrate in a general way the activities of CABs as planning/implementing arms of broadcasting at the community level.

In describing the work of each of the CABs, four major points of discussion are included: (1) profiles of the CAB planners/implementors--their professional affiliations, training, leadership roles and social status in their communities; (2) the CAB leaders' perceptions of their roles as planners and implementors; (3) the nature, scope, and magnitude of community needs dealt with by CAB planners and implementors; and, (4) specific examples of planning and implementation work done by the four CABs. These discussions will center on the six major areas of inquiry of this study: planners, plans, problems, processes, resources, and environment.

METHODOLOGY

The four CABs included in this study are located in Zamboanga, Benguet, Pampanga, and Metro Manila (see Fig. 7). They were chosen for study in consultation with BMC and KBP staff at their national offices. Their selection was based on many considerations, including location, geographic size, language, and economic status of the broadcast areas. Such considerations greatly affect broadcast activities around the country, and it is felt that the four CABs chosen typify CABs found throughout the Philippines.*

*Interview with the executive officer, BMC Manpower Standards and Development Division, May 1978.

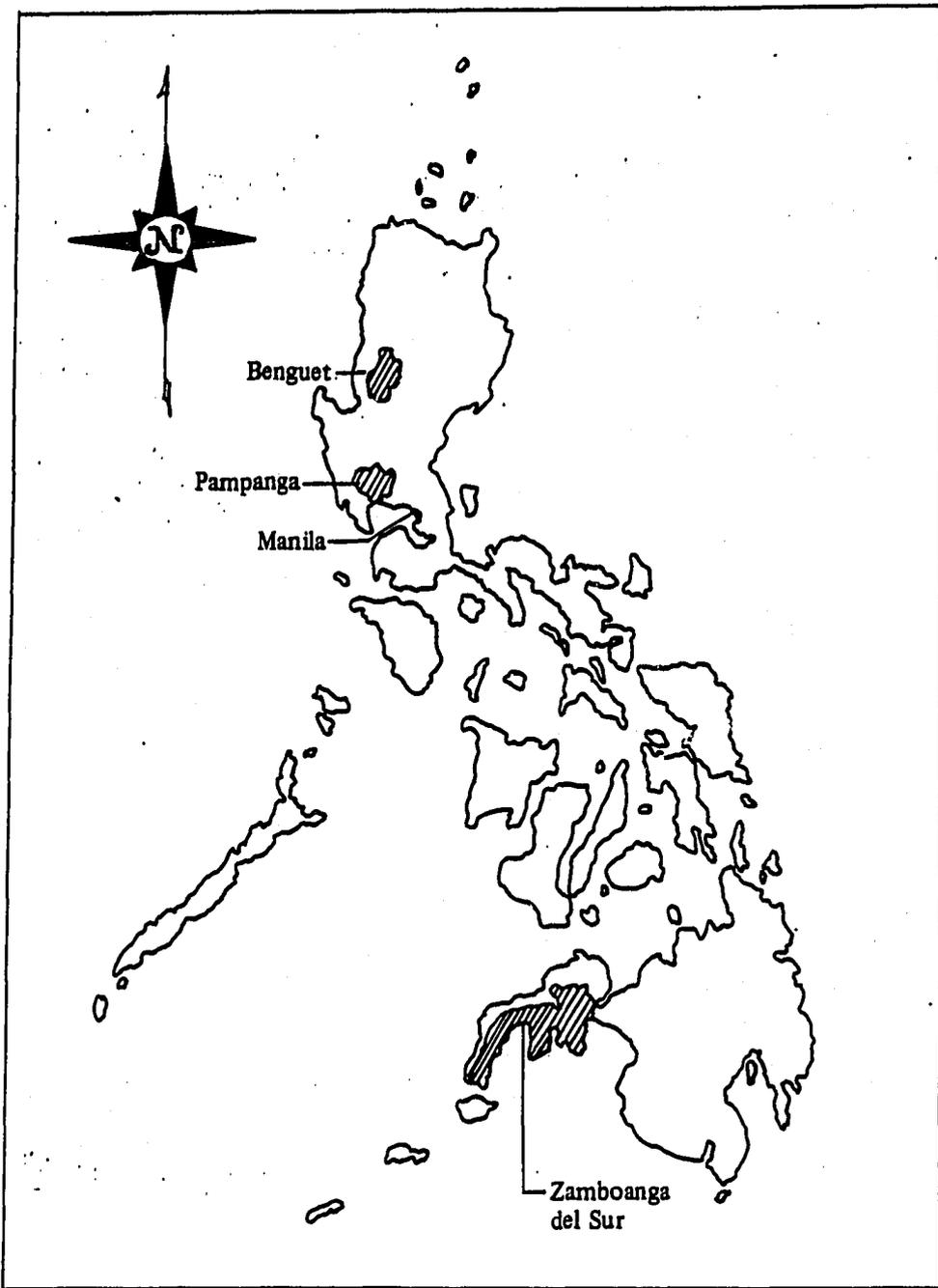


Figure 7. Broadcast Areas of the CABs Studied.

Sources of data for these case studies include research and examination of documents, consultations and interviews with CAB members, and attendance at and observation of CAB activities in various communities.

Research and Examination of Documents

This was done during the initial phase of fieldwork (see appendix 2). The BMC provided its CAB primer. The KBP provided its KBP and KBP local chapter primers. The CABs studied made available their correspondence and memoranda between them and CAB officers and members, the BMC, and the performance officers, and their research reports, questionnaires, and program monitoring forms. Annual reports by the BMC and KBP, brochures, newsletters, and magazines were made available.

Consultation and Interviews

Consultations and interviews constituted the bulk of the fieldwork activities (see appendix 2). BMC and KBP central office staff helped to select seven CABs that would qualify for the purposes of this study, and they were visited to determine their suitability to the project.* One of the seven sites, Quezon, served as a pre-test study site. BMC performance officers and KBP chairmen in various localities were interviewed and informed of the nature of the study. From this process emerged a 40-point interview schedule that would serve as a guide to interviews with CAB informants (see appendix 3).

Initial reports based on the interviews were shared with all informants for their evaluation. Revisions were made based on their comments, and revised reports were shared with BMC/KBP central office staff, who were once again consulted for their reactions to the reports.

All those interviewed or consulted during the course of this study are referred to as study informants.

Attendance and Participation in CAB Activities

Discussions with study informants yielded a timetable of scheduled CAB and KBP events that allowed the researcher, during site visits, also to attend a number of community activi-

*The seven CABs were those of Metro Manila, Dagupan, Pampanga, Benguet, Cebu, Zamboanga, and Quezon.

ties, such as program monitoring and dialog between CAB members and local broadcasters.

THE COMMUNITY ADVISORY BOARD OF ZAMBOANGA

Several things led to the choice of Zamboanga for further study. One is its distance from the national capital, Metropolitan Manila, the center of socioeconomic, political, and educational activities. Zamboanga is located about 900 kilometers from Manila on the island of Mindanao, a trip requiring two hours' travel by plane or two days by boat. This distance limits the contact between the Zamboanga CAB and BMC headquarters; the most reliable link with the central office is the monthly reports from the Zamboanga performance officer. The site is situated within Region XII, ranked first among thirteen regions for national development priority because it is one of the most economically depressed areas of the nation. There is also a threat to peace and order due to the activities of rebel guerrillas in this part of the Philippines.

Community Profile

The Zamboanga peninsula is divided into two provinces, Zamboanga del Norte and Zamboanga del Sur. The province served by the CAB in this study is Zamboanga del Sur. This province is more populous than its northern sister, with 1,034,018 people living within 9,992 square kilometers, a population density of 103 persons per square kilometer (1970 figures.) About 54 percent of the people have emigrated from the Visayas (a group of Philippine islands between Luzon and Mindanao). The people speak many dialects, the predominant one being Chavacano. Only 29 percent can speak the national language, Pilipino.

The male/female ratio is about 50/50. Sixty-five percent of the population are 24 years old or younger; 31 percent are between the ages of 25 and 59; and only 4 percent are 60 years old or older. The labor force totals 362,937, of which 84 percent are rural and 16 percent urban laborers.

The literacy rate is 73 percent. The province contains one state college, 71 private schools, and 969 public schools, a total of 1,041 educational institutions. Elementary school enrollment in 1971-72 numbered 196,334 students; secondary school enrollment, 37,022; and college enrollment, 10,311.

Rubber is the primary commercial product. The soil con-

dition is amenable to growing vegetables, citrus, and other agricultural crops, and fishing is an important industry. The bulk of mineral production is in iron and manganese. Construction materials such as gravel and earth, stones, cobbles and boulders, silica, sand, and coral rocks are also produced.

Zamboanga del Sur is linked to other provinces by roads totalling 1,931 kilometers, of which 1 percent is concrete-surfaced, 58 percent macadam-surfaced, and 30 percent unsurfaced. Construction projects are underway to improve some of the latter. Public transportation is commercially available over land via buses and other vehicles.

Electricity is available to the 11 percent of the people who live in two cities and 30 towns. Telephone service is provided by two government agencies, and 83 telegraph stations serve the municipalities and cities.

Broadcast Profile of Zamboanga del Sur

Radio broadcasting began in the province in the early 1950s when a few households acquired radio sets and tuned to Manila stations. People listened mostly at night when reception was better, although often even then reception was poor and limited the utility of the few radios there. Twenty-three years ago local broadcasting was introduced via the wire broadcasting system. Now six radio stations are established, all privately owned. They are: DXKP of Radio Philippines Network, DXBI of CWO, DXRZ of University of Mindanao Broadcast Network, DXLL of Lopez and Sons, DXXX of Radio Philippines Network, and DXYZ of National Broadcasting Corporation. These six radio stations operate on 5,000 watts each, from 5:00 a.m. to 11:00 p.m. All of them produce their own local programs either in Pilipino or in Chavacano.

There is one television station, the Zamboanga Television Corporation, affiliated with GMA 7, Radio-Television Arts of Quezon City, Metro Manila. Local broadcasts are in color, as are 70 percent of the programs of GMA 7. Broadcasts are usually from 6:00 p.m. to 11:00 p.m. daily.

The figures in Table 1 show that radio set ownership in the province is far more widespread than TV set ownership, which could be due to there being only one TV station in operation and the high cost of a TV set. Households with both radio and television constitute only 1.4 percent of the total.

Table 1. Radio-television set ownership in Zamboanga.

Households reporting	Radio only	Television only	Radio and television
Urban 23,956	13,009 (54.3%)	169 (0.7%)	1,157 (4.8%)
Rural 139,310	63,691 (45.5%)	91 (0.1%)	1,103 (0.8%)
Total 163,766	76,700 (46.8%)	260 (0.1%)	2,260 (1.4%)

History, Operation, and Structure of the Community Advisory Board of Zamboanga

BMC Resolution No. 25 of May 1975 authorized the creation of 54 CABs, but it was not until a year later that a majority of them were set up. It was in that year, 1976, that the Zamboanga CAB began operation.

Like the four other CABs studied, this one had no permanent office. The chairman was principal of Zamboanga City High School and provided office space, supplies and equipment, and even clerical support from the school's facilities and staff. Typists and messengers devoted part of their time to CAB duties. The school where the CAB office was located was well situated and accessible to the community. It was the site of other community affairs and public activities, so people were accustomed to going there.

The local BMC performance officer was highly regarded and credible to BMC headquarters. He was born and reared in the province and was a noted broadcaster who had pioneered and led broadcast work in the area. No one doubted that he was in the best position to identify possible members of the new CAB.* In 1976 he nominated the first set of CAB officers, taking care that the nominees represented the seven community sectors identified by the BMC and that each nominee had a good public image and was dedicated to his or her other work. Within six

*Interview with the executive officer, BMC Manpower Standards and Development Division, May 1978.

to eight weeks, the CAB central office had reviewed and approved the nominations and sent the new members their appointment papers.

The Zamboanga CAB was composed of four members and five officers: a chairman, vice-chairman, secretary, treasurer, and a public relations officer. There had been two sets of officers/members since the CAB began in 1976; one group serving from mid-1976 to mid-1977, the second from mid-1977 at least through December 1978 (when the site visit was made). Of the seven original members, two were recommended by the performance officer for renewed terms in office "because of their industry, cooperation, and quality of work."*

The CAB met monthly, usually for two to four hours, at the high school. The secretary and chairman sent out meeting notices one week in advance, and the secretary then followed up with reminder calls to the members. Except when they were away on business, most members usually attended, and attendance had generally been good.

A meeting agenda was prepared by the chairman and secretary, with assistance from the performance officer, who usually had official BMC announcements or correspondence from the central office to share with the members. At the beginning of each meeting, the agenda was discussed and sometimes revised with everyone's participation, and a good attempt was made to cover all the agenda items at the meeting. Although the atmosphere was relaxed and informal, the meetings were conducted in a professional manner. Informants reported a generally orderly routine at most meetings, although once some press people came to cover the proceedings and repeatedly interrupted the proceedings to give their personal opinions on the issues at hand.

One reason for the relaxed meeting atmosphere was that the officers and members were friends, relatives, and colleagues and participated together in other regional or provincial events such as weddings and parties, community projects such as building waiting sheds and tennis courts, church and religious events, and sports activities and events.

*Interview with BMC performance officer, Zamboanga, December 1978.

Profile of the CAB Planner/Implementor

At the time of the interviews in December 1978, one member was away on an official trip, so that eight of the nine were interviewed (the study informants). Six were male and two female; six were between 40 and 60 years old; one was in his seventies, and one was under 40.

Five of the eight were born in the province, with the others coming from elsewhere in the country: Mindoro, Aklan, and Batangas. Yet even they had lived in the province for 10 to 20 years.

Seven of the eight informants were married, one single. Seven were Roman Catholics, one Moslem. Unlike some CABs where some members lived outside the broadcast area in which they served as officers/members, all the Zamboanga informants lived in Zamboanga City, the center of broadcast activities in the province.

Regarding their native tongue, five of the eight born in Zamboanga spoke Chavacano. Two others spoke Visayan, and the other, Tagalog; however, having lived in Zamboanga so long, they spoke Chavacano as well.

All of the eight were college graduates, two held master's degrees, and one was a doctoral candidate in education.

The officers and members held positions of professional leadership and high status in their community. They represented four of the community sectors required by the BMC: education, military, government, and labor.* The broadcast sector was also represented. Four informants were involved with education as administrators, supervisors, or professors; one informant was branch manager of an insurance company; one did military planning; one was a board member of the local waterworks; and one was production coordinator in a broadcast station. (Not represented on the CAB were three sectors identified by the BMC: religion, agriculture, and youth.)

While the BMC prescribes only one representative each from the various community sectors, the Zamboanga CAB had four members from education. The informants observed that the

*The remaining member of the Zamboanga CAB represented civic groups and the Moslem religious group. Information from the chairperson, Zamboanga CAB.

majority of their CAB activities since 1977 had involved educational efforts; hence they had requested that the performance officer nominate more members from that sector, and he complied.*

All the informants had prior experience in communications and other sectors that they felt helped them in their roles as CAB members. Five had contributed to local publications; one was the desk man of a provincial paper. Two others had written news and drama scripts for local radio stations. All had also undergone training in communications, such as conferences, lectures, or workshops in broadcast production and management; courses on radio broadcasting; and seminars and workshops on journalism. All felt that this experience and training helped them specifically to do research, content and theme analysis of drama and talk shows, scriptwriting, and the planning of broadcast programs, among other specific duties, as CAB members.

For example, in 1977, the members planned and wrote the script of a radio drama with the theme, "persuading our rebel brothers to lay down their arms and join the development efforts of the government."† The performance officer distributed the script to stations in the area.

The members conducted a baseline study to profile the Zamboanga broadcast audience in 1977-78. It was their own effort undertaken without any outside assistance. They had also translated Pilipino-language programs into Chavacano when requested by local stations through the performance officer.

Role Perceptions of the CAB Planner/Implementor

All eight informants felt that their planning and implementation work had supported the efforts of the BMC, the KBP, individual stations, and others responsible for broadcast policy, planning, and implementation work. The following quotations are representative of their feelings:§

*These activities will be discussed in the latter part of this section.

†Interview with BMC performance officer, Zamboanga, December 1978.

§The sense of these statements was shared by a majority of the Zamboanga informants. For the purpose of this study, however, a sample of typical statements is quoted to capture the essence of the members' thoughts.

40 / PRESENTATION OF DATA

As a CAB member, I work hand in hand with the radio stations of Zamboanga . . . in the sense that I should constantly remind them of the existing policies and guidelines by the BMC.

The CAB is composed of responsible members of the community who are knowledgeable of the likes and dislikes of the local people, the culture of the place, its interests, needs, weaknesses, and hopes. I feel that I am in the best position to recommend to the broadcasters the types of programs close to the audience hearts or those which are not acceptable to the community. . . . Likewise I feel confident to assess what policies or guidelines are workable and which are not.

The Community Advisory Board is composed of citizens who are not part of the broadcast media. . . . [It is] an outside body which is able to objectively and impartially look into whether the articulated objectives of broadcasting have been achieved. . . . The body constitutes a responsible representation of the broadcast listeners and viewers; they are the best parties to tell the broadcast stations of the audience reactions to the broadcasts.

From these statements, several observations may be made about the perceptions of the informants of their roles as CAB planners/implementors. The first quote deals with their responsibility to see that BMC policies and guidelines are followed by local broadcasters. The informants identified specific activities that they planned and implemented in connection with reminding the broadcasters of the program standards code of the BMC. Notable among these activities was a series of dialogs between CAB members and local station managers whereby they assessed which items of the code were directly applicable to Zamboanga, which were to be deleted, and what others should be added.

Further, the second statement illustrates the community-specific policy formulation function of the CAB. The members felt that one of their functions was reactive planning, that is, that they should inform BMC of the applicability of broadcast policies pertaining to local audiences.

The third quote indicates another reactive activity--this time, the target was the local broadcaster. Audience reactions that the CAB passed on to local broadcasters served as guidelines in subsequent planning of radio/television program content.

Problem Areas Dealt with by the CAB Planner/Implementor

Interviews and dialog with the informants indicated a number of problem areas to which the Zamboanga CAB addressed itself, including: (1) improving the content/message of radio-TV programs; (2) determining audience reactions to broadcast programs; (3) improving the competence, attitudes, and conduct of broadcasters; (4) improving the technical quality of local broadcasts; (5) coordinating activities in the broadcast sector with the various development agencies to formulate action plans to support development projects; and (6) adapting national BMC resolutions to reflect the status of the local situation in those resolutions and policies.

Those problem areas correspond closely with those covered by CAB objectives as articulated by the BMC. Informants cited various activities that had helped them to identify the problem areas: (1) attendance and participation in seminars and convocations that deal with improving the content, message, and programming of broadcasts; (2) informal interaction with members of the community, who share their reactions to local broadcasting; (3) conducting surveys to determine broadcast problem areas identified by local audiences; (4) exposure to radio/television programming in other parts of the country; and (5) reading about the role of broadcasting in the service of national development.

The CAB members had undertaken such activities in order to determine the community's concerns about broadcasting. For instance, they reported that they would ask friends and co-workers about their reactions to programs and commercials and what they would like to see or hear broadcast. There were also instances when they attended seminars or convocations not directly related to broadcasting but which touched on the role of the media in community development. One informant cited a regional planning meeting he attended where the participants stressed the role of the media to develop awareness of the "Masagana 99" program of the Ministry of Agriculture.

Specific Planning and Implementation Work of the Zamboanga CAB

This description summarizes major CAB planning and implementation activities undertaken by the Zamboanga CAB from 1977 to 1978 and intends to show how the CAB conducted its planning and implementation work. The choice of examples was primarily based on the frequency of mention of the cases by informants as typical of their planning and operations activities. These activities earned the Zamboanga CAB the award for "Most Outstanding CAB" in 1978.

During a CAB meeting in mid-1977, discussions revealed that informal conversations with friends and colleagues were no longer sufficient to give a true picture of the local broadcast audience and that a formal survey was needed, province-wide, to draw a profile of that audience. It was felt that several characteristics of the audience needed to be determined, such as age, socioeconomic status, religion, sources of information, program preference, reactions to existing programs, and general attitudes and feelings toward radio and television. The matter was discussed extensively, and all agreed that this should be a priority concern. They felt that the survey data would give the CAB some guidelines to recommend the adaptation, revision, change, or rejection of certain broadcast programs for their province. The CAB chairman appointed a number of committees to investigate the components of such research work, such as the research design, schedule, logistics, finances, and possible coordination with other interested agencies.

At a subsequent meeting, the committees presented their reports, and it was decided to undertake the survey project in cooperation with the Youth Countryside Action for Progress (YCAP) program of Zamboanga City High School and the barangay high schools of the province during the 1977-1978 school year. (A barangay is the smallest political unit in the Philippines. It is composed of 60 to 100 households under the leadership of a barangay captain. A barangay carries out community development activities such as sanitation, beautification, fiestas, etc., with guidance from the MLGCD.) The CAB and the barangays chose the Ministry of Local Governments and Community Development (MLGCD) as a cooperating agency for the research. The CAB felt that the exercise would benefit not only their own program, but also those of the YCAPs of the Zamboanga and barangay high schools, the barangays to be involved, and most especially, the radio/television stations of Zamboanga. The YCAP would be involved in a project involving community participation of all the barangays to be included in the study. The barangays, on the other hand, would obtain valuable information about the broadcast behavior of their communities. And the study would certainly benefit the broadcast stations by providing them with research-based guidelines for their planning work.

The CAB chairman then led an effort to orient teachers and others involved on the research design and schedule, to coordinate with the MLGCD to select the barangays for the study, to designate supervising teachers of each barangay high school, and to select students as field interviewers.

During the latter part of 1977, 55 senior students of the highest sections were chosen and organized into eleven teams, five to each team, to cover all the barangays of Zamboanga City. A five-student team with a teacher/adviser for the high school of each barangay included in the study was also formed. CAB officers and members conducted orientation sessions for the seven barangay high schools cooperating with the study to discuss the objectives of the research, the field work schedule, and the mechanics of conducting the interviews.

Pretesting, revision, and dry-run demonstrations of the interview instrument were accomplished in early 1978, with participating teachers instructing students in how to conduct the interviews properly.

Field interviews were carried out in March 1978, when a total of 1,894 respondents were interviewed. Data processing was supervised by the mathematics and statistics teachers of Zamboanga City High School. The CAB took responsibility for data interpretation and report writing, in cooperation with the Regional Office of the Ministry of Education and Culture, under the direction of a general education supervisor from that office.

The CAB members were pleased to note that the research survey yielded information about audience attitudes that led to formal recommendations to the BMC and subsequent official action. One of the most important findings was a strong audience preference for drama. Before the survey, a BMC policy followed by all radio stations limited the maximum amount of time allowed to be devoted to drama programs to ten hours per day per station. The CAB recommended that this limit be lifted, and this was transmitted to the BMC and KBP central offices via their local representatives. The KBP had received similar recommendations from other broadcast areas and, in light of this, recommended to the BMC that the limit be lifted. On 22 April 1978, BMC Resolution B78-16 was passed, increasing the number of hours that could be devoted to drama. Noted also was the CAB recommendation that all Filipino-language drama shows be translated into Chavacano.

Another finding of the study that served as a basis for CAB action was the audience's strong preference for Philippine music. This was passed along to the KBP local chapter, and the informants observed that radio stations then devoted conscious efforts to promote Philippine music in the province.

At the time of the site visit, the CAB had other planning

and monitoring work underway. One was a content analysis of commercials in order to determine whether they project Filipino values. One informant, concerned about beauty aid commercials, asked, "Are we encouraging every Filipina to be a Miss Philippines?" Informants believed that monitoring would lead to a meeting with local advertisers to discuss the issue of promoting values attuned to national development.

The Zamboanga CAB also initiated a project called "Lines from Rizal" to air noted quotations from Jose Rizal, the national hero. This was in accordance with the "Filipinization movement" of the nation.

Finally, the CAB members reported their plan to conduct an in-depth content analysis of newscasts and other information broadcasts to determine their orientation to issues related to the rebel movement in the country. They felt that many news items tended "to glorify the rebels and forget the efforts of those who risk their lives to promote peace and order and also the many community projects that try to attract the rebel brothers to lead peaceful lives."* The members felt that this tendency to glorify the rebels might have several effects, including encouraging the rebels to strengthen their efforts; attracting young people and non-rebels to join the rebels to find out what they are doing that deserved so much media attention; and discouraging those concerned with peacemaking by lack of acknowledgement of their work. The CAB intended to transmit the results of their content analysis of how they treated the rebel movement in newscasts and other information programs to local broadcasters.

THE COMMUNITY ADVISORY BOARD OF PAMPANGA

In interviews with the BMC central staff, it was strongly recommended that the Pampanga CAB be selected for this study because the circumstances of that broadcast area were so typical of other areas throughout the country. The executive officer of the BMC Manpower Standards and Development Division pointed out that about 90 percent of all CABs share similar characteristics: the presence of one or two radio stations, the people speaking one predominant language, and "average" economic conditions, that is, neither depressed nor advanced. Given that the Pampanga situation was so typical, it was felt

*Interview with the chairperson and five members of the Zamboanga CAB, December 1978.

that a profile of the planning and implementation work of its CAB would likely indicate what is happening in other CABs.

Community Profile

Pampanga is an agricultural province occupying an area of 2,181 square kilometers flanked on all sides by Central Plain provinces, except for the southern section, which faces Manila Bay. It is bounded on the west by the province of Zambales, on the northwest by Tarlac, on the northeast by Nueva Ecija, and on the east by Bulacan. The terrain is very flat; only three mountains break the horizon.

It has been a densely populated area since long before Spanish exploration began. Currently, the population density is 416 persons per square kilometer, almost four times the national average. The population numbers 905,748 with females accounting for 51 percent and males, 49 percent. Sixty-five percent of the people are 24 years old or younger. The labor force of 253,554 is concentrated in rural areas and engaged in agriculture. The annual growth rate of 3.89 percent is greater than the national annual geometric growth rate of 3.01 percent.

The Pampanguenos have a tendency to group among themselves and maintain strong ties to their provincial communities. Whenever they migrate, they limit themselves to the neighboring central Luzon provinces or to Manila.

The common language of the people is Pampango, although 67 percent also speak Tagalog, 49 percent speak English, and 3 percent, Spanish. Ilocano is predominant in the northeastern section.

The presence of many mangroves and other swamps encourages fishing, an important economic activity. Poultry is a major industry, especially raising turkeys, ducks, and pigeons. Livestock is not important due to limited grazing lands. Logging operations are limited, as only 20 percent of the province is in timberland. The production of clay is important--Pampanga is the country's largest producer of bricks. Other mineral reserves include pumice (volcanic rocks used in polishing) and construction materials. About 19 percent of the labor force is employed in manufacturing such items as bricks, ceramics, woodcrafts, and garments, in vinegar and beverage firms, and in making wine.

Roadways are extensive and well-paved, with a high rate

of 6.52 kilometers of road per thousand hectares of land. There are no important transportation problems.

Broadcast Profile of Pampanga

Before 1960, the province was served by Manila stations, including the now-defunct Alto Broadcasting System (ABS)/Chronicle Combine and Manila Times stations, which beamed strong signals into the area.

Provincial radio broadcasting began in Pampanga in July 1960, when the Central Broadcasting System (CBS) installed its first provincial station, DZAB, known as "The Friendly Station," with studios in downtown Angeles. The company was encouraged by the rapid growth in ownership of battery-powered transistor radios and the popularity of radio among the people.

In 1965, a second radio station, DZYA, was established by a Manila firm, the United Broadcasting System. Both stations produced local newscasts and educational and entertainment programs.

A number of Manila broadcast stations are received in Pampanga. Some of them operate 50-kilowatt transmitters, such as DZRP-VOP, FEBC, Radio Veritas, MBC, and KBS. However, audience surveys show that although Pampanguenos listened to the Manila stations, they much preferred the programs of DZAB and DZYA.

Metro Manila's six television stations were all received in Pampanga, hence there was no provincial television broadcasting and no production work in the area.

As elsewhere in the Philippines, radio set ownership was much greater than TV set ownership, and more radios were found in rural than urban areas. But a greater percentage of urban dwellers owned TV sets than did rural residents (see Table 2).

History, Operations, and Structure of the Pampanga CAB

Soon after BMC Resolution No. 25 was issued in 1975, the BMC performance officer nominated CAB officers and members, and the Pampanga CAB began operations. The site visit for this report was made in December 1978.

One of the seven study informants had been with the CAB since its inception in 1975. The other six were installed in

Table 2. Radio-television set ownership in Pampanga.

Households reporting	Radio only	Television only	Radio and television
Urban 43,108	16,330 (33.9%)	1,829 (3.8%)	15,1457 (31.5%)
Rural 103,964	51,388 (49.4%)	1,903 (1.9%)	13,757 (13.2%)
Total 152,072	67,718 (44.5%)	3,732 (2.5%)	28,902 (19.0%)

office in 1977, and their terms of office were renewed in 1978. The composition of the Pampanga CAB was somewhat different from the others included in this study. There were three officers: the chairman, the vice-chairman, and the secretary. Five members were so-called board members, while the BMC performance officer (one of the two local station managers) and the KBP local chapter chairman (the other station manager) were ex-officio. This composition assured local radio station participation, and since the managers of both local stations were members of the CAB, every meeting was viewed by the seven informants as "an interaction between the broadcast audiences represented by the CAB officers and board members and the broadcasters in the area."*

The CAB held regular monthly meetings, usually in the office of the CAB chairman. Thus far, they had not seen the need for a permanent office "since the CAB activities are seasonal, [and] there is no need to maintain a place that will be idle throughout the day . . . We usually meet after office hours . . . we just find out who among our fellow board members can provide space for the meeting . . . it is usually the chairman who invites us to his office."

The chairperson prepared meeting agendas and shared them with the performance officer for suggestions. Meeting notices containing the chairman's agenda of tasks and assignments were sent out one week in advance. The chairman identified members who could give inspirational talks, who could report on the

*This statement and the statement in the next paragraph were agreed with by seven informants interviewed in December 1978.

last meeting, and so on. Meeting minutes were transmitted to the BMC central office by the performance officer "so that they know what we are doing . . . and so that they can give immediate reactions to our plans and projected activities."* The chairperson observed that absence or tardiness is rare because every member was usually assigned a responsibility or program activity.

As in Zamboanga, the Pampanga CAB members regarded their meetings as a form of family affair, a kind of reunion. Some of the members were related, and some were also co-members of organizations such as the Jaycees, Lions Club, religious organizations, sports clubs, and others, where they saw one another frequently.

Role Perceptions of the Pampanga CAB Planner/Implementor

The informants felt that their roles as CAB officers and members carried three responsibilities: to devise a systematic monitoring scheme to evaluate all aspects of local broadcasting; to make it possible for the people to participate in improving local broadcasting; and to promote community projects with the help of local broadcasters.

As regards the first of those, the informants felt that effective monitoring of radio programs would "help ensure the relevance of broadcasting in the area." Collectively, the CAB as a whole formed a very strong body in the community. The members were prominent citizens in the area, and what they said mattered. It was therefore the feeling of the officers and board members that the CAB was a very strong link between the community and the broadcasters.†

Key informants were likewise concerned with ways to encourage the community to participate in local broadcast activities, especially by those community members who were from those sectors represented by CAB members. This is closely related to the third responsibility that the informants held, to promote community activities with the help of the broadcast media. The following statement reflected this:

If the community recognizes that the broadcast media are partners of the people in community development, they would be more interested in what the broadcasters are

*Interview with the chairperson, Pampanga CAB, December 1978.

†Interview with the chairperson, Pampanga CAB, December 1978.

doing; likewise, they would be able to identify ways by which radio or television can help in carrying out community projects. I feel that developing people's awareness of this partnership is one of the more critical functions of the CAB in Pampanga.*

Problem Areas Dealt with by the Pampanga CAB
Planner/Implementor

The Pampanga CAB had faced problems similar to those of the Zamboanga group, namely: (1) identifying community needs that could be served by the broadcast media; (2) systemizing ways to monitor broadcast programs in the area; (3) obtaining participation by the broadcast media in community development projects; and (4) creating formal or informal training activities to improve their ability to gather audience reaction to and evaluations of broadcasts.

Specific Planning and Implementation Work of the Pampanga CAB

The CAB informants described in detail three specific examples of their recent activities: a regional seminar held in 1977 in which five CABs from Region III took part; a "two-pronged research project for the improvement of broadcasting in Pampanga"; and planning a CAB proposal to reduce the number of local radio stations from two to one.

Regarding the seminar, the informants said that in early 1977, they began to feel that it would be worthwhile to hold a meeting with neighboring CABs to share experiences and explore the possibilities of helping and coordinating with one another in their various activities. The result was a one-day seminar hosted by the Pampanga CAB and held in Angeles City that drew the participation of officers and members of CABs from these provinces: Pampanga, Tarlac, Olongapo (Zambales), Dagupan (Pangasinan), and Cabanatuan (Nueva Ecija). (Although Dagupan is actually in Region I, the CAB there felt that they could benefit from attending and learn how to carry out similar activities.) The Pampanga CAB furnished a meeting place, food, supplies and equipment, and seminar materials. Participating CABs bore their own travel and incidental expenses. The chairman of the Pampanga CAB felt that the seminar objectives were achieved and that the participants "were able to point out common community needs that could be met with the help of broadcasting, such as providing much-needed information on

*Interview with the chairperson, Pampanga CAB, December 1978.

detecting children's ailments, information on epidemics which [may occur] in the provinces, information on how to solve farming problems common in the region. . . ."* A seminar position paper was shared with regional broadcasters via the KBP chapters.

Also in 1977, the Pampanga CAB carried out a "two-pronged research study for the improvement of broadcasting in Pampanga" that had two objectives: to identify community information needs and to perform a more structured audience evaluation of local broadcasts. A secondary objective was to gather audience reactions to broadcasts transmitted from Metro Manila and to forward those reactions to those broadcasters, in order that those producers could consider the radio audiences of Pampanga in their planning. The Pampanga CAB felt that Metro Manila producers "should not only produce programs for Metro Manila audiences; they also have a moral responsibility to the audiences in other areas, especially if they use powerful transmitters that reach these areas."†

Although the research study was planned initially to cover the Angeles City audience only, the CAB was later able to obtain sufficient funds to include the entire province in the study (see appendix 10).

The results of the study "gave us more confidence in voicing our opinions, as shared by our co-members in the Pampanga community, and in evaluating the local broadcasts in Pampanga. For instance, we found that more than 50 percent preferred Pampango[-language] broadcasts to those produced in Pilipino or English. Thus, we recommended to the local broadcasters to produce more programs in Pampango which depict the Pampango way of life."§ The Pampanga CAB shared the survey results with BMC headquarters to contribute to the planning of broadcasts which originate in Metro Manila and also to provide guidelines to Manila stations whose powerful transmitters reach other parts of the country.

A notable characteristic of the Pampanga CAB survey is that it was more community-based than school-based, compared to similar surveys carried out in Zamboanga and Benguet. The provincial director of the MLGCD, who was a board member of

*Interview with the chairperson, Pampanga CAB, December 1978.

†Interview with the chairperson, Pampanga CAB, December 1978.

§Interview with the chairperson, Pampanga CAB, December 1978.

the Pampanga CAB, was responsible for involving barangay leaders in the project. He coordinated with the leaders to prepare fieldwork schedules and to identify and train the interviewers who administered the 22-point questionnaire. Other CAB officers and members created the research design and survey itself, but the community took responsibility for fieldwork, led by barangay leaders under direction from the provincial office of MLGCD. The science and mathematics supervisor of the local division of the Ministry of Education and Culture, a CAB member, took overall responsibility for data processing and tabulation; the CAB completed report writing during the period July to December 1977.

Initial funding for the survey was obtained from the BMC central office. However, as costs increased due to the extent of the project, the CAB drew on community resources to provide additional resources. Local business and private citizens contributed funds; typing and production of the questionnaire and manual for interviewers were contributed by a publishing company; and interviewers, considering their effort to be part of a barangay community project, volunteered their time.

The third CAB planning activity concerned a proposal to reduce the number of radio stations in Pampanga from two to one. The CAB chairperson felt that "by having only one broadcast station in a small province like Pampanga, the 'power' of broadcasting could be solidified and enhanced and greater supervision could be undertaken to improve the quality of programs."* He cited several problems that could be solved by reducing the number of stations, including the lack of competent announcers, talent, and production staff, as well as unhealthy competition for advertising revenues. However, he noted the need to first carry out a preparatory market study to determine the wisdom of such a proposal in order to learn if "our general feeling at the CAB holds water."†

Another CAB informant, who was responsible for CAB public relations, reported that at the request of the CAB, the local stations occasionally allowed it air time in order to report on its activities and to solicit audience reactions to broadcasts. He felt that this activity promoted community awareness of the CAB as well as of the importance of their contributing to broadcast activities in the province.

*Interview with the chairperson, Pampanga CAB, December 1978.

†Interview with the chairperson, Pampanga CAB, December 1978.

THE COMMUNITY ADVISORY BOARD OF BENGUET
(INCLUDING THE MOUNTAIN PROVINCES)

A major reason for the choice of this CAB for study was its diversity. The national office of census and statistics reported that emigration to Baguio, the center of provincial activities, had grown for the past two decades, with people coming there from Ilocano-speaking provinces to its north, as well as a large number of Pampanguenos, Pangasinenses, and Tagalogs also emigrating there. The study attempts therefore to determine if diversities in language, socioeconomic, and educational backgrounds of the audience have any bearing on CAB planning/implementation work.

Further, unlike other provinces studied, the terrain of the Benguet broadcast area is mountainous and thus presented technical problems as a critical part of broadcast planning and activities in the province.* This question of special technical problems is examined in the study.

Community Profile

The CAB of Benguet serves not only Baguio City and the Benguet Province but also nearby areas that together comprise the Mountain Provinces. These are located in the central part of northern Luzon to the west of the Cagayan Valley and occupy a broad area of massive mountains referred to as the Central Cordillera. Summits exceeding 2,000 meters tower over Cagayan Valley in the north and east, over the Ilocos region in the west, and Pangasinan in the south.

The population of the Mountain Provinces forms a distinct cultural and linguistic group. There are a number of theories about their origins. Some ethnographers identify them as descendants of the first Malay and Indonesian immigrants. Among themselves, the tribes differ in customs, dress, and language.

In 1970, the Mountain Provinces had a total population of 538,398 persons. Only 18 percent lived in urban areas, compared with the national average of 32 percent.

The literacy rate is relatively high in the area, with Benguet leading at 80 percent, followed by Kalinga-Apayao with 70 percent, Mountain Province with 62 percent, and Ifugao with 51 percent. Females outnumber males in the 1970 census by

*Interview with the BMC deputy chairperson, April 1978.

47,089 to 45,817. The population is predominantly young, with 60 percent of the people 24 years old or younger.

In the early 1970s, there were a total of 870 public schools, including two state universities and 15 vocational schools. Catholics form the largest religious group in the provinces with 60 percent of the population adhering to the faith; Protestants comprise 15 percent; and the Philippine Independent Church and the Iglesia ni Kristo are at 1 percent each.

Agriculture is the primary means of livelihood, and whereas the rugged terrain makes agriculture difficult, the ingenious people have improved irrigation and farm implements to bring their production to a par with lowland harvests. The Mountain Provinces contain only 2,701 square kilometers of cultivated land, but produce 2 percent of the total value of livestock and poultry production in the country; rice and sweet potato are the principal food crops.

Mining is an old and valued industry, and most areas bear rich mineral deposits, although many remain inaccessible for exploitation. Mining is largely confined to the Benguet towns of Itogon, Tuba, and Manyakan. The most important minerals are gold and copper, although other important metallic deposits are silver, zinc, and iron. Nonmetallic mineral deposits include clay, quicklime, limestone, silica, sand, and gravel.

Transportation is adequate, although the road system is much below the national average, and there is no railway or water transport. Mining development has contributed to the improvement of roads. The difficult terrain does not allow for extensive road development, but several highways provide access to the region from surrounding lowlands. The Mountain Province has three airports, one national and two for helicopters.

The urban and trade center is at Baguio, a popular summer resort. Most of the region's produce passes through the city in transit to Manila and other places.

Broadcast Profile of Benguet

Prior to 1958, broadcasts to the area originated at stations in neighboring provinces. But since that programming lacked local treatment and content, there was a strongly felt need for community broadcasting. Subsequently, station DZBS began operations in 1958.

In 1978, there were seven radio stations in Benguet: DZWR and DZWT of the Mountain Provinces Broadcasting Corporation; DWHB of the Radio Mindanao Network; DWBW of the Barangay Broadcasting Corporation; DZWX of the Newsounds Broadcasting Corporation; DZBS of the Radio Philippines Network; and DZEQ of the Bureau of Broadcast, Ministry of Public Information.

Most programs were locally produced, except for those transmitted on multinetwide nationwide hookups. Of the seven radio stations, only one was operated by a government agency, DZEQ, also known as the DPI-Baguio station of the Bureau of Broadcast of the Ministry of Public Information.

As would be expected, radio set ownership in the province, in both urban and rural areas, was much higher than television set ownership. It is interesting to note that in urban areas, no household owned a TV set alone; all the 5,240 TV set household owners also owned radio receivers (Table 3).

Table 3. Radio-television set ownership in Benguet.

Households reporting	Radio only	Television only	Radio and television
Urban 15,276	5,976 (39.1%)	—	5,240 (34.3%)
Rural 37,218	15,321 (41.2%)	128 (0.4%)	1,096 (2.9%)
Total 52,494	21,297 (40.6%)	128 (0.2%)	6,336 (12.1%)

History, Operation, and Structure of the Benguet CAB

The recruitment and the appointment of the CAB members in 1976 followed the pattern of the Zamboanga and Pampanga CABs. The ten CAB study informants in Benguet reported that they were first asked unofficially by the BMC performance officer if they would like to become CAB members. Upon their concurrence, their names were forwarded to the BMC central office, official invitations were sent to them, and upon their acceptance, appointment papers were given to them.

Of the ten informants, four had been either officers or members since the inception of the Benguet CAB in 1976. Their terms of office were renewed twice, in 1977 and in 1978. Four

were installed in 1977 and reappointed in 1978. Only two were new appointees at the time of the site visit in 1978. The CAB chairperson herself had been with the CAB since 1976.

The Baguio CAB had no permanent office, so held its meetings either at the college where the chairperson was dean, at the performance officer's office, or at restaurants or other agreed-upon places. CAB clerical work was done by the offices or agencies where officers and members worked. The Baguio chairperson felt that since the CAB is a small agency, there was no need for a permanent office: "It would be best to make use of the resources of the offices and members as a public service activity."*

The composition of the Benguet CAB followed the scheme prescribed by the BMC central office. The CAB did not hold regular meetings but assembled three to four times per year, usually when announcements or correspondence from the BMC central office were received by the local performance officer, who usually then requested that a meeting be convened. The most common problem cited by the ten informants was the unavailability of members to attend meetings when they were called, due to prior engagements or other urgent tasks. CAB meetings usually followed the routines and procedures similar to those noted for the Zamboanga and Pampanga CABs.

Meetings of the Benguet CAB were described as informal and relaxed. As with other CABs, officers and members were old friends, close relations, or co-workers in the community. The area is "a small community--there is usually an overlapping of membership in different organizations and projects, task forces of the city government, civic organizations and social affairs."†

Profile of the Benguet CAB Planner/Implementor

All of the Benguet CAB officers and members were interviewed for the study. Of the ten, nine were male and one female. Four were in their thirties, two in their forties, and three in their fifties. One was over sixty. Nine were married and the tenth, a priest. Nine were Roman Catholic, one Protestant.

*Interview with the chairperson, Baguio CAB, October 1978.

†Interview with the chairperson, Baguio CAB, October 1978.

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All were residents of Baguio City, the provincial capital; four were born there and had lived there since. Six others came from nearby provinces on the island of Luzon: six from Pangasinan, one from La Union, one from Pampanga, and one from Manila. All those from elsewhere had lived in Benguet for 10 to 30 years, long enough to speak Ilocano and understand the local culture.

As regards education, one was a vocational school graduate, one a high school graduate, five held college degrees and two, master of arts degrees. Their professions fell into these categories: education/teaching/school administration, religion, military, local government work, private business, and broadcast management. Two were deans at noted local universities; one was a parish priest; another, the station commander and assistant provincial commander of the Philippine Constabulary; one was an assemblyman of city government; and five were engaged in private businesses, specifically in sales, law, farming, and broadcasting (see appendix 1).

Thus, the officers and members held key positions in the local community and represented all key sectors identified by the BMC except for youth. The sectors represented were education, government, religion, labor, military, agriculture, and civic groups. The CAB chairman reported that the youth sector was the most recently added sector identified by the BMC, and the performance officer had not yet nominated anyone from that sector to the BMC central office.

Seven of the ten members had had media-related experience that they felt was relevant to their CAB duties. For example, one of the on-going projects at the time was to monitor radio talk programs. The prior broadcast experience of the members helped some of them to assess the script, quality of the announcer, his pace and manner of talking, and other matters related to production. The members felt that occasional brief training programs for CAB members would be of great help to them in achieving their objective to responsibly evaluate broadcast programming in Benguet.

Role Perceptions of the Baguio CAB Planner/Implementor

The CAB members felt that their roles included these responsibilities: to monitor programs to determine their relevance to local audiences; to gather reactions to broadcasts from their friends and colleagues in the community sectors represented by individual CAB members; to inform their colleagues about community-oriented broadcast activities and

obtain their involvement in those activities; and to assist the performance officer in assuring that BMC rules and regulations were implemented by local stations.

Regarding their monitoring responsibility, all ten members felt that they were responsible for determining the relevance of radio and television programming to the audiences of Benguet. One member explained:

Some of the radio stations and most of the television stations in this area only serve as transmitters or relay stations of broadcast agencies based in the Metro Manila area. In addition, about five or six Metro Manila broadcast stations airing programs produced in Metro Manila are able to cover the Benguet area. There is less amount of freedom on the part of the stations . . . They receive and transmit broadcast programs produced in Metro Manila. Sometimes these programs are not quite relevant or responsive to the broadcast needs as well as interests of the Benguet audiences. As a CAB member, I regularly monitor radio and television programs, especially those not locally produced in Baguio, in order to determine their relevance to our community.*

Study informants felt that gathering reactions to programs and sharing broadcast concerns with colleagues were important roles. Many said that since the CAB "was constituted to give the broadcast audience a say on what should go on the air," they saw a need for the CAB to "have an ear for what the broadcast audiences feel for broadcasting."

Most informants reported that in their roles as representatives of certain community sectors, it was their responsibility to share CAB plans and activities with as many of their colleagues as possible. This exercise, they felt, would help to validate CAB plans and activities and the activities of the local broadcast sector.

Still another role that informants felt they should undertake was to integrate CAB concerns and activities into those of the sectors they represented. For example, one informant noted that the CAB's broadcast monitoring could be integrated into the general work plan of city government, giving more of an official personality to the activity. Two

*Interview with officers and members, Baguio CAB, October 1978.

other CAB members had involved communication classes at the schools where they work to monitor radio programs for content analysis. The students did this as part of their regular course activities.

Insofar as they felt responsibility to see that BMC rules and regulations were implemented by local broadcasters, the CAB members believed they should support and assist the local performance officer in his work.

Problems Faced by the Baguio CAB Planner/Implementor

Problems and needs that CAB members encountered may be categorized as follows:

1. Improving the CAB structure, organization, and work schemes in order to strengthen its operations. The informants mentioned two major areas for possible review: the first was to change the CAB term of office from one year to two to allow members enough time to see through the accomplishment of projects. They felt it required one year to identify meaningful projects and a second year to carry them out properly. The second area was the need for a CAB task force to perform the leg work involved in projects, since the members were fully engaged in their professions and lacked time to implement projects;
2. Monitoring the performance of anchormen of local talk shows, to give specific suggestions on how they can improve the content and quality of their programs, their language, and announcing techniques;
3. Acquiring better transmission facilities for local broadcast stations, since much of the equipment then in place was second-hand equipment from Manila stations and not powerful enough to transmit over the rugged terrain of the province; and
4. Determining the relevance of broadcasts originating in Metro Manila to the local audience's needs and interests.

These problems and needs, the most frequently cited by informants, were identified mostly from their interactions with colleagues and co-workers. For example, part of one member's job required him to visit regularly the barangays throughout the province, where he was able to gather comments and reactions directly from barangay captains and leaders; thus, he was confident that he was able to express the true feelings of the community.

Another informant felt he could make valid suggestions concerning how broadcasting could contribute to the development of the province, due to his work involving regular consultation of official documents of the local City Planning Office, the Ministry of Local Government and Community Development, and the local census office.

Specific Planning/Implementation Work of the Baguio CAB

Members described three major projects thus far undertaken by them since the inception of the CAB in 1976: (1) continuing dialog between the CAB and local broadcast station managers; (2) awarding annual recognition to local broadcast personalities and production staff; and (3) with the cooperation of students in mass communications, continuing to obtain audience reactions to broadcast programs.

The latter was the most frequently mentioned project of the Baguio CAB. Audience reactions were obtained with the cooperation of schools which offered courses or programs in mass communications. The CAB members themselves felt that they needed assistance to augment their abilities and experience in obtaining audience reactions and asked the two members who were academic deans to include such monitoring activities as part of their students' research activities. This was felt to be relevant to the students' course work, and permission was granted. The resulting student work had provided the CAB with significant research data profiling audience preferences and reactions to broadcast programs.

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The CAB of Metro Manila was chosen for study primarily because the area is the center of the nation's commercial, educational, socioeconomic, and political activities, as well as the focal point of national broadcasting activities.*

The executive officer of the BMC's Division of Manpower Standards and Development was concurrently head of the Program Standards Committee of the Metro Manila KBP local chapter. He reported that the local broadcast area, situated in the premier city of the nation, was regarded by the broadcast sector to be the "showcase of broadcasting in the country."† Here,

*Interview with the BMC vice-chairperson, April 1978.

†Interview conducted in February 1979.

we hoped to determine how the leadership of Metro Manila in education, politics, and economics would affect the planning/implementation work of the local CAB.

It was also hoped to determine whether the proximity of the Metro Manila CAB to the headquarters of the BMC and KBP would affect its activities and operations.

Community Profile

Metro Manila is one of the great cities of Southeast Asia and the heart of the Philippine archipelago. It is the center of Philippine life and the gateway to the nation. It is the center of trade and commerce, manufacturing, cultural, and intellectual activity and the seat of government. Its history, politics, and geography make it a regional entity, separate from the central Luzon plains upon which it lies. Nationally, Metro Manila is known as Region IV-A.

Its cosmopolitan population contains all the main ethnic types of the archipelago: Chinese, Spanish, American, and European. The 1970 census reported a total population of 1,330,788 within a land area of 39 square kilometers, yielding a population density of 34,746 persons per square kilometer, compared to the national average of 122. The city's population is about 4 percent of the national population. Metro Manila is the most densely settled area of the country and is 100 percent urban.

The large number of schools in the area contribute to the population's high literacy rate of 96 percent (the national average is 83 percent). There are 67 schools of higher education in Metro Manila, 61 privately owned and five state colleges or universities. Forty-three percent of the population have attended or finished elementary school; 26 percent have attended secondary school; and 19 percent have pursued higher education. Tagalog, the principal language, is spoken by 98 percent of the population. But 66 percent speak English, and 8 percent speak Spanish.

According to the 1970 census, 94 percent of the population are Roman Catholics; 4 percent are affiliated with the Philippine Independent Church; and 2 percent are affiliated with the Iglesia ni Kristo and other demoninations.

Because of the concentration in the area of industry and commerce, 98 percent of the workforce is engaged in nonagricultural occupations. Major manufacturing is scattered

throughout the city, principally producing coconut oil, sugar, milled rice, and hemp and cordage. Consumer goods production has increased recently, especially in flour, textiles, canned goods, drugs, plastics, cigars, and cigarettes. Assembly plants for cars, trucks, and small steel products dot the area.

Broadcast Profile of Metro Manila

Radio broadcasting in the Philippines began in Metro Manila in the early 1920s on an experimental basis. The first station was established by an American with a five-watt transmitter. Soon thereafter, using a 50-watt transmitter, another American broadcast music to the privileged few who could afford the luxury of a radio set. Enterprising businessmen followed, using improved versions of radio telegraph equipment that did not require sophisticated engineering. Broadcasting evolved gradually from experimentation to a business venture in the 1930s, until World War II began.

Just before the war, the government put up a station for use by the Civil Administration to inform the people about war preparations. During the Japanese occupation, a guerrilla station was operated by a Philippine resistance group.

Following the end of World War II in 1945, the U.S. government operated KZFM in Manila through the U.S. Information Service. On September 11, 1946, soon after Philippine independence, the station was transferred to the Philippine government. From then until the present, the number of radio and television stations in Metro Manila has grown steadily. At the time of this study, there were 45 radio stations in the area, 28 of which were AM and 17 FM. These are listed in Tables 4 and 5.

Radio stations in Metro Manila are generally classified into three categories: government radio stations, commercial or private radio stations, and noncommercial stations. Government stations are operated either by government ministries, state universities, or by the Office of the Republic of the Philippines. Commercial stations are operated by private corporations or associations, private schools or institutions, or by independent business entrepreneurs. Noncommercial stations are operated by civic and religious sects or organizations.

Of the 45 radio stations in Metro Manila, six are government stations, 36 are commercial, and three are noncommercial. Transmission power ranges from one kilowatt to 50 kilowatts.

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Table 4. Metro Manila AM radio stations.

Station	Power (kw)	Company/Network
DZBB	10	GMA Radio/TV Arts
DWWW	50	Radio Philippines Network
DZRH	10	Manila Broadcasting Co.
DZAS*	40	Far East Broadcasting Co.
DPI Radio 1†	10	Bureau of Broadcast
DZBM	5	Mareco, Inc.
DZRJ	5	Rajah Broadcasting Network
DWIZ	5	Philippine Broadcasting Corp.
DZCA†	5	Pag-Asa (Office of Civil Defense)
DWRV	50	Radio Veritas
DZRP†	50	National Media Production Center
DWBC	15	United Broadcasting Network
DPI Radio 2†	10	Bureau of Broadcasting
DWWJ	10	Trans-Radio Broadcasting
DWXX	10	Hypersonic Broadcasting Center
DZEC	5	Eagle Broadcasting Corp.
DWAD	10	Crusaders Broadcasting System
DWXL	10	Radio Mindanao Network
DWWA	10	Banahaw Broadcasting Corp.
DWBL	10	FBS-Radio Network
DZSA	1	Delta Broadcasting System
DZXQ	5	Mabuhay Broadcasting System
DWKW	10	IBC
DZEM*	10	Christian Broadcasting
DWEE	10	Masscom Network
DZUP†	1	University of the Philippines
DZME	5	Capitol Broadcasting Center
DZHH†	10	Philippine Air Force

*Noncommercial station

†Government station

Those stations that broadcast with 50 kilowatts of power are able to reach the entire country.

The majority of stations broadcast 24 hours a day. There is wide variety in programming, with dramas, situation comedies, soap operas, commentaries, musicales, newscasts, variety shows, interviews/panel discussions, documentaries, and instructional and educational programs. A recent content analysis of Metro Manila radio programs revealed an overwhelming majority of 85 percent of the total broadcast hours devoted

Table 5. Metro Manila FM radio stations.

Station	Power (kw)	Company/Network
DZMB	5	Manila Broadcasting Co.
DWMM	2	Mabuhay Broadcasting System
DWFM	1	Nation Broadcasting Corp.
DWEI	2.5	Audio-Visual Broadcasting
DZHP	1	Radio Mindanao Network
DWLL	1	FBS-Radio Network
DWLS	5	GMA Radio/TV Arts
DZFE*		Far East Broadcasting Co.
DWRT	1	Trans-Radio Broadcasting
DZUW	1	Rajah Broadcasting Network
DZFX	1	Makati Broadcasting Corp.
DWWK	10	BBC
DWXB	1	Masscom Network
DWIM†	10	Bureau of Broadcast
DWLM	1	Mareco, Inc.
DWAD		Crusaders Broadcasting System
DZBU	5	Eagle Broadcasting Corp.

*Noncommercial station

†Government station

to entertainment programs, while 15 percent was divided among information programs, newscasts, and educational programs.

The Philippine Survey Center data showed that there was 100 percent ownership of both radio and television sets among the upper-class households. Among average-income households, radio ownership was 95 percent while television ownership was 91 percent. Among lower-income households, about 71 percent owned radio sets while 41 percent had television sets. On the average, radio ownership was 89 percent while television ownership was 77 percent.

Although the Metro Manila CAB was one of the first CABs to be established following the passage of BMC Resolution No. 25, it did not begin to hold regular meetings until early 1976, the delay being due to the difficulty of naming members representative of the seven community sectors. The local performance officer felt that in a premier city like Manila, the choice of members was particularly difficult due to the large

number of possible candidates.* Ironically, however, despite the numerous possibilities, many were unable to serve because of the heavy work load of the chapter. The BMC performance officer was able, therefore, to nominate representatives from only five community sectors: education, government, military, labor, and socio-civic organizations. Since agriculture was not a major activity in the province, the performance officer recommended that the sector not be represented in the Metro Manila CAB. Also not represented were youth and religion. All officers and members had been with the CAB since it began operations in 1976. (The site visit was made during the period October-December 1978.)

As with many other CABs in this study, the Metro Manila CAB lacked a permanent office. However, due to the BMC central office being nearby, most of the CAB meetings were held there. The BMC central staff was able to observe and participate in the CAB meetings. The executive officer of the BMC's Division of Manpower Standards and Development, who had overall responsibility for the 54 CABs in the country, had attended all the meetings of this CAB and also participated in some of its activities.† Also, with the KBP central and local chapter offices located in the same building, their staff had likewise been able to participate in many of the CAB meetings.

The CAB chairperson felt that "the proximity of our CAB to the national leaders of the broadcast industry has given us many advantages. . . . insofar as the time element is concerned, we immediately learn of BMC articulated policies and guidelines."§

The advantage worked in the other direction, too. Plans and recommendations of the Metro Manila CAB were immediately received by the BMC national office, the KBP central office, and the KBP local chapter, via the performance officer. Close interaction among these entities was thus achieved. With most CAB meetings being held at the BMC central offices, the BMC also provided office supplies and equipment and other facilities to the group.

*The BMC had identified only seven community sectors in 1975, as discussed earlier.

†Interview with the executive officer, BMC Manpower Standards and Development Division, September 1978.

§Interview with the chairperson, Metro Manila CAB, October 1978.

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Because its members held key national positions and maintained heavy professional workloads with frequent travel, the Metro Manila CAB had experienced the problems of infrequent meetings and poor attendance, often with the lack of a quorum for official business. Some members had designated substitutes to attend some meetings.

Meeting preparations were done by the chairman or committee members who had been given specific assignments before the meetings. Since the members were colleagues in other activities, the meetings were held in a collegial atmosphere. Since all were familiar with the work expected of them, they reported confidently that they "are able to handle the issues at hand with competence and efficiency."* The Metro Manila CAB won the 1977 Most Outstanding CAB Award for its leadership, competence, and efficiency shown throughout that year.

Profile of the Metro Manila CAB Planner/Implementor

Five of the six members were interviewed for this study. The sixth, a representative of the military sector, was away at the time. Four members were male, one female; four married, one single. Four were in the 40 to 60 age bracket, and one was only 29 years old, the youngest informant interviewed for the study.

All five informants had come to Manila from other parts of the country: two from provinces in northern Luzon, one from southern Luzon, and two from the Visayas. They had lived in Metro Manila from 5 to 30 years, but had been in the area long enough to know the culture and to speak Pilipino, the national language.

Five of the informants held college degrees and two of them, master of arts degrees. All of them held key professional positions: two in a major communication arm of the government, one a college professor, one the director of a major project of a national resource center, and one the deputy minister of a major government ministry. (The remaining member held a major position in the armed forces, according to the CAB chairman.) Each of the members was nationally recognized in his or her profession.

*Interview with the chairperson, Metro Manila CAB, October 1978.

Besides the two members who were professionally involved in communications work, all had had experience in media agencies or other media-related activities such as advising school papers, editing newsletters for their employers, being host or guest on radio-TV shows, conducting communications research activities, and the like. All had had training in communications and media work, ranging from formal graduate courses to informal seminars/workshops and other training. Two had graduated from noted schools of communications and had gone abroad on scholarships to undertake courses in communications and managing educational media. The members felt that such activities had prepared them well for their CAB responsibilities and activities. They had been able to make recommendations on a possible structure whereby all 54 CABs could function as parts of a national "feedback/reactive system" to provide a national voice in broadcast policymaking and planning (described further below). They had also prepared a prototype research instrument for content analysis of radio and television programs. All the informants underscored the usefulness of formal or informal communications training to those who hold responsibilities in various CABs.

Role Perceptions of the Metro Manila CAB Planner/Implementor

In general, the five informants perceived their roles in relation to the national leadership roles they played in their varied professions. As an illustration, one informant summarized his role this way:

I feel that the end-goal of the agency where I work is to eventually develop a citizenry that could be described as politicized and participative, a people that is capable of discerning and analyzing the whats and the whys of different issues, especially those concerning them. My role as a CAB officer is no different from what I do in my [home] agency. I involve myself heavily in planning schemes which aim to develop the broadcast audiences into a politicized and participative group . . . able to discern what is good for them and the broadcasters . . . also able to identify what is not good for them and tell such to the broadcasters.

Given their formal and informal communications training, all five CAB members were familiar with the concept of broadcast media being an integral part of the communities of the nation, a component that, when properly utilized, could be a resource for achieving national development goals. They collectively ascribed this goal, which they called "development

communications," to the broadcast media. Their familiarity with the potential role of broadcasting in nation-building may derive from the fact that they were all engaged in national planning work in their respective professions. They also felt that the concept of self-regulation could be promoted and supported by the activities of the CABs. They noted that the 54 CABs may evolve into a national network to provide "a national voice from which the broadcast sector can draw up concrete policies and guidelines on self-accountability."

Problems Faced by the Metro Manila CAB Planner/Implementor

It may be noted that the problems faced by this CAB had more the character of national than purely local problems. They include:

1. Development of national awareness and ultimately, acceptance, of the 54 CABs as a national voice in broadcast planning. The informants observed that the CAB is a very young entity and not well known in the country.
2. Evolution of a national structure to unify the activities of the CABs. Such a structure should unify and solidify the various CABs and give them the opportunity to share thoughts and experiences, as well as the confidence to carry out their projects and help the national CAB define its thrusts and directions. The five informants also felt that an effective national CAB would "give a symmetry to the overall broadcast planning and implementation structures." That is, with the BMC and KBP operating on the national and provincial levels, a similar set-up for the CAB could result in a balanced arrangement for planning, through the planning mechanism of the CAB and the implementing network of the KBP; and
3. Development of CAB evaluation schemes and a more structured broadcast monitoring system to be shared with other CABs.

Sources for identifying these problems were both formal and informal, mostly by occupation, that is, information from the agencies where the members worked and had access to research findings, some of which were related to media habits and needs of the Metro Manila population and to nearby provinces also. The members felt that they had access to good sources of information through those channels and from their participation in other organizations.

Specific Planning and Implementation Work of the
Metro Manila CAB

This CAB had done some initial work towards a document to describe the framework, nature and scope of responsibilities, objectives, and a work plan for an organization that could unify activities of the 54 CABs around the country.* However, most of the concepts to date were the product of the chairman, with his thoughts being "tossed around" during CAB meetings in 1978, and as yet there was nothing definite about the proposal. The members had decided that a dialog between them and the BMC central office was needed. The performance officer reported that the BMC central office was then studying the matter.†

The Metro Manila CAB had also done some specific planning work in the area of evolving a monitoring system and a broadcast evaluation scheme to be shared with other CABs. The context of this activity was again national and not purely local; that is, the resulting system should carry national weight. The informants reported that the primary goal of such a scheme would be to standardize an approach to broadcast evaluation and monitoring for the entire country, so that the CABs could make statements of national validity about the value of broadcasting in the country. The informants further noted that any emerging evaluative statements would be of use not only to broadcast planning but also to other national planning activities that may include a broadcast component in their development strategies. A secondary aim of the scheme was to assist those CABs that may not have the capability or resources to develop their own plans.

To put such a scheme into operation, the informants felt that it was very important to obtain the involvement of all 54 CABs, whose ideas were critical in preparing an overall plan. Moreover, their involvement in helping to plan the operation would help them to carry it out in their communities. The Metro Manila CAB members felt that with their training in communications research, they could, with other officers and members, serve as the core group responsible for consolidating the contributions of all CABs and preparing the overall monitoring and evaluation plan. They expressed willingness to

*Interview with the chairperson, Metro Manila CAB, November 1979.

†Interview with the BMC performance officer, December 1978.

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mobilize the resources of the various agencies with which they were associated, with their strong research units, in formulating the plan. The study informants felt that this was the first CAB activity that (1) was conceived as a nationwide activity; (2) included input from other CABs for validating the plan; (3) could be adopted in toto or revised by local CABs to suit their needs; and (4) could be consolidated into a national evaluation project on broadcasting, as well as producing provincial research reports.

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Chapter 4

ANALYSIS OF DATA AND INFERENCES

The data in the case descriptions of the CABs of Zamboanga, Benguet, Pampanga, and Metro Manila serve as the bases for analysis and inferences in this study. The analysis and inferences are made in terms of the six areas of inquiry of the study, namely: planner, problems, environment, resources, plans, and process.

In analysis of the data, three variables are highlighted for each of the four CABs studied: areas of commonality, points of divergence, and unique features. The inferences are likewise discussed along these lines.

We reiterate that since the CAB is envisaged as the planning and implementation arm of broadcasting at the community level, this study assumes that all the CAB tasks deal with various facets of broadcasting and all its activities are communication activities. In presenting the analysis, therefore, this study discusses the various planning dimensions of the four CABs without distinguishing between what pertains to communication and what does not.

THE CAB PLANNER/IMPLEMENTOR

A major question that this study sought to answer is, "Who is the CAB planner/implementor?" Several pertinent observations emerge from the data presented in chapter 3. The CAB planner/implementors of the CABs of Zamboanga, Benguet, Pampanga, and Metro Manila are not official planning staff of the Broadcast Media Council who carry out official planning work for the broadcast sector. They are outside the formal boundaries of the organization.* They are not considered to be key broadcast policy formulators/planners, middle-level staff, or local operations staff of the BMC.

*John Middleton, "Memo to Researchers of the CPP-Institutional Level Project," East-West Communication Institute, March 1978, p. 6.

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As described in chapter 2, the Broadcast Media Council has a centralized planning structure. It draws upon the recommendations given by the Kapisanan nang mga Brodkaster sa Pilipinas (KBP), which in turn gets its suggestions and recommendations from 54 local KBP chapters. The BMC also draws upon listener reactions from the 54 CABs, through the BMC performance officer. It is to be stressed, however, that of the four entities, only the BMC undertakes official planning work. The planning structure is centralized, and the local entities (local chapters of the CAB and the KBP) attempt primarily to localize plans and policies and provide feedback on the relevance and feasibility of the plans and policies.

Although the CAB planner/implementors operate at the community level, they are not considered to be provincial BMC personnel. In fact, it is a prerequisite that they be nonmembers of the broadcast sector in order to qualify for membership in a CAB. Conversely, the BMC performance officer acts as an observer and sometimes a resource person in CAB deliberations, but he does not participate in actual planning, decision-making, or implementation activities of the CAB.

This structure follows closely the function originally envisaged for the CAB, namely, that as a community level planning/implementation arm of the BMC, the CAB should primarily provide the broadcast sector with listener reactions as inputs to broadcast planning and operations for use by broadcasters at the local level (see appendix 7). If several KBP local chapters voice similar recommendations, the KBP national staff would present these to the BMC for policy action at the national level. Likewise, if several BMC performance officers report similar inputs from CAB chapters, the BMC would assess their merit for possible translation into plans or policies.

Regarding status in the community, the CAB planner/implementor is a responsible, competent, highly educated person and an acknowledged community leader. An examination of the CAB members' professions reveals that all occupy key positions in either government or private agencies, and their sphere of influence is either provincial, regional, or national. The Metro Manila CAB planners/implementors were all leaders of government agencies with national projects and development plans. In the Zamboanga CAB, a number of officers and members were key staff of regional development agencies, while others were key officials of provincial offices. In Pampanga and Benguet, most CAB members occupied provincial posts. It is thus noteworthy that the CAB planner/implementor is a key decision maker and a leading citizen either of his community,

province, or nation. The author observed that the members of the CABs studied had strong personalities and widespread contact within the communities they served. This was important to the CAB's functioning, especially since it is essential that the CAB maintain continuous and reliable contact with all sectors of the community. The CAB, to be successful in its mission, must continuously consult with community leadership, talk with the people, and validate its actions and recommendations with the community at all times.

Another observation concerning the CAB planner/implementor is that he or she truly represented the community. A majority of the CAB members contacted had lived in their communities since birth, and those who came from other provinces had lived in the provinces they represented for 10 to 50 years. It may be inferred therefore that since the typical CAB planner/implementor had maintained long-time residence in his community, he was familiar with the social, cultural, political, linguistic, and economic aspects of that community and its province.

More important, it was observed that the CAB planner/implementor was a key member of the community sector he was chosen to represent. As noted earlier, most of the study informants occupied key positions in the agencies where they worked and were acknowledged leaders in their professions. Given those facts and that the CAB members were selected on the basis of their leadership roles, one may state that the CAB members ably represented their respective constituencies and that they drew effectively upon their prestige, authority, and leadership in the conduct of their functions as CAB officers or members.

A further observation of the typical CAB planner/implementor is that he or she held a high degree of familiarity with broadcast or other media-related work, and was therefore qualified to undertake planning, project implementation, or evaluation work pertaining to broadcasting. CAB members were familiar with the public media as a result of either formal or informal training or professional experience in communications. Some members had taken courses or held degrees in communications work and some had completed graduate work in that profession. Others had trained in various areas such as media management, production, scripting, directing, research, and acting or had had experience in newswriting, public relations, script writing, radio announcing, television acting, production, directing, and management of broadcast or print media. Their familiarity with media work gave the CAB members a high

level of confidence in their ability to undertake planning and evaluation work and to carry out projects in the name of the CAB.

The typical CAB planner/implementor held a clearly defined perception of his role as a grass roots activist in broadcast planning, and most clearly so in his responsibility for monitoring and surveillance of broadcast activities. Members emphasized the need to maintain continuous observation of what was broadcast in their communities in order to determine its relevance to local needs. They felt it was especially important to solicit audience reactions and feelings about broadcasting and held the opinion that such activity would help the CAB to institutionalize community surveillance of the broadcast industry.

CAB members also felt that as a part of their monitoring responsibilities it was important to ensure that BMC policies and guidelines were implemented by broadcasters in their communities. This activity was perceived, however, as one that supported the work of the BMC performance officer and was chiefly that officer's responsibility and not a responsibility of the CABS alone.

Another activity related to the surveillance/monitoring role was the accountability felt by CAB members to those community sectors they represented. The informants observed that in addition to their major responsibility to encourage their colleagues and constituents to share their reaction to radio and television broadcasts, it was also their responsibility to share with the community those broadcast plans and activities of which CAB members were aware. This would not only develop community awareness of broadcast issues, but would help local broadcasters validate their plans and activities.

Informants identified many other results emerging from their sharing broadcast plans with their communities. Most noted of these was to promote public understanding of the role that broadcasting can play in helping to achieve the goals of community development projects. Whereas most people viewed broadcasting as primarily a medium of entertainment, such understanding as the CAB attempted to promote could help the people view broadcasting also as a development resource. The informants felt that if they were successful in this, broadcast planning could then become a matter of importance to the entire community in terms of its planning and development and not merely a matter for the broadcast industry alone. If this were achieved, the informants felt that broadcasting could thereby become a true partner in community development.

As noted earlier in this section, the CAB planner/implementor does not have the responsibility to undertake official planning for the broadcast sector; whereas he did provide important planning suggestions and recommendations, plans were centrally formulated by the BMC. Evidence gathered from this study points to the fact that in most cases BMC planners perceived the CAB as a prime source of guidelines for their formulation of official national plans for the broadcast sector. Many such official plans and policies had resulted from assessments and evaluations originating with the four CABs studied, together with recommendations from the KBP. It may be stated therefore that in general, broadcast planners at the national level recognize the importance of CAB contributions due to the CAB's role as an effective grass roots planning arm of broadcasting.

In assuming the responsibility to determine the relevance of national broadcast policies and plans to the needs of his community, the CAB planner/implementor in cooperation with the KBP local chapter has concretely demonstrated high competence and capability to carry out this function. This was achieved largely because of the CAB members' familiarity with media work in the areas of planning, programming, research, production, and transmission.

THE PROBLEMS

The problems and needs to which the CAB planners/implementors addressed themselves were multifaceted and diverse and dealt with a range of concerns from the highly technical to the highly creative, for example:

1. To strengthen the CAB itself as a mechanism for institutionalizing listener inputs as part of the broadcast planning process;
2. To identify community problems that could be served by broadcasting;
3. To improve the content and message of radio/television broadcasts and the skills, attitudes, and behavior of broadcast personnel;
4. To solicit community reactions to broadcasts;
5. To ensure the relevance of broadcasts to the community;

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6. To improve the technical quality of broadcasts;
7. To ensure that community mores and values were reflected in the content of broadcasts.
8. To develop cooperative liaison between the broadcast sector and various development agencies so that broadcasting supported the efforts of such agencies; and
9. To invite the broadcast sector's participation in various community activities.

The problems and needs cited above were those most commonly mentioned by the study informants. It is notable that these problems and needs were also included in the areas of concern articulated by both the BMC and KBP central offices. Moreover, they were also identified by the BMC as problems and needs with which the CAB should concern itself at the community level. Therefore, there was a very close correspondence between those problems and needs identified and assigned to the CAB by the BMC and the problems and needs perceived by CAB members themselves. Recalling that the BMC looks to the CAB as a mechanism to continually assess community needs and that one of the CAB's major functions is precisely to bring to the attention of the BMC and national planners those broadcast-related problems that exist at the local level, it is noteworthy that thus far the CABs studied here had been successful in identifying and determining the nature of significant broadcast problems in those areas they served and represented.

A close look at the nature and scope of those problems and needs so far identified by most CABs reveals that CAB concerns tended to reflect the highly localized problems and needs of the communities served by the CAB involved. This situation appears to fall short of the BMC's goal to have CABs identify issues of national magnitude and importance. The concerns of the CABs were sometimes too location-specific to merit national attention or to be addressed by national policy or planning. Of the four CABs studied, only that of Metro Manila seemed to be concerned with issues or problems of national import. But since Metro Manila is hardly a typical Philippine community it may be asserted that the nature and activities of the three other CABs should be considered as more representative of the other 50 in the country. Furthermore, it is noted that such problems, needs, and issues identified by local CABs must naturally reflect community attitudes and concerns and not those of the nation as a whole, given the composition of CAB membership and its proximity to

community events. And, given that most of the problems and needs identified by most CABs were very location-specific, it follows that the activities they prescribed to address those problems were also very community-related--such as program monitoring, obtaining local audience reactions to programming, and informing the community of events and activities in the broadcast sector.

The nature of the problems identified by the four CABs studied may be attributed to the overall structural setup of the CAB in relation to the BMC. In the current structure, there was no apparent direct vertical link between the CABs and the BMC (see the discussion of CAB functional tasks in chapter 2). The link between them was via the BMC performance officer, both for information flowing upward to the BMC from the CAB and for information flowing downward from the BMC central office to the local CABs. The performance officer was also the prime link between the CAB and the KBP local chapter. Within this framework, the only specific element with which a local CAB could relate was the BMC performance officer; other elements appeared to be distant, and therefore less "real," to CAB planners/implementors. Thus, we observe the tendency for the CAB to turn inward to its community since its relationships and linkages at that level were perceived as more defined and concrete.

CAB members drew upon many and various sources to identify community problems and needs related to the broadcast sector. Most often mentioned as being of primary importance was personal experience. The exposure of the study informants to the community sectors that each represented had given them ample opportunity to "feel the pulse" of colleagues and friends. Other sources were more deliberative and determinate, such as formal research and surveys and obtaining information from secondary sources such as city government plans or provincial research reports.

Regarding exposure to the community, CAB planners/implementors may be said to have had a solid familiarity with various community sectors, by their long-term residence in their communities, and by their occupying key professional positions that required a knowledge of and a responsiveness to community needs and problems. Thus, when they met as CAB members, they felt confident that the problems and perspectives they stated were shared by the majority of the community and sector they served and represented. Given their frequent and informal contacts within their communities, study informants felt that they had been able to obtain candid expressions of community opinions and feelings.

Other sources cited for problem/need identification were formal research studies. Three of the four CABs studied had actually carried out formal studies or surveys and had others in the planning stage. All the CABs studied showed evidence of having either collectively, or through committees, undertaken document analysis and examination of research reports in order to gather data relevant to the identification of broadcast-related community problems and needs. Their attendance and participation in community activities had also given CAB members the opportunity to identify problem areas. Again, it is to be noted that the study informants felt comfortable in their roles as problem-identifiers primarily because of their familiarity with their communities and because of their individual professional prestige, authority, and leadership roles.

THE ENVIRONMENT

Among the six major areas of inquiry of this study, it appears that the environment is the most central and critical. In planning this study, the planning environment and setting was a primary consideration in the research concept and methodology, whereby it was attempted to describe CABs that are set in different environments and contexts. In choosing CABs to study in depth, major attention was afforded to factors of the local planning environment.

The findings of this study tend to indicate that the planning environment greatly affected the style of CAB planning and implementation work and the confines within and extent to which a CAB may carry out its projects and other activities (its "action space"). Several environmental factors contributed to the present mode of CAB planning/implementation work: (1) the political setting, (2) physical, geographical, and socioeconomic factors of the community, and (3) institutional affiliations of the CAB planner/implementor.

The Political Setting

As described in chapter 2, the CAB is only one of four entities that were involved in broadcast planning and implementation work. However, although it is only a subsystem of the total planning structure, its very existence may be viewed as an off-shoot of a political mandate of national magnitude. Presidential Decree 576, which created the Broadcast Media Council, underscored the need for self-regulation by the members of the broadcast sector. The creation of the CAB was a manifestation of the BMC's effort to institutionalize a mecha-

nism for needs assessment and audience feedback in order to complete the broadcast communication cycle--from needs assessment through broadcast content, preparation, production, transmission, and audience feedback. The network of 54 CABs was designed to become a structure that continually ensures the BMC that the broadcast sector is meeting its objectives; conversely, it may provide the BMC with warning signals whenever the broadcast sector falls short of audience expectations. Such a structure assumes a critical function, especially since the BMC had been charged with the responsibility to demonstrate to the national leadership the capability of the broadcast sector to govern itself. This is important to the national leadership since it had done something that has never been done by any country under martial law: it had deliberately given the broadcast and print media the task of self-governance. If this proves to be workable, it will be to the credit not only of the media practitioners but of the national leadership as well.

There is still another issue in the political climate that was part of the rationale of creating the CAB--the national policy of decentralization and regional dispersal of development efforts. The early 1970s witnessed the need for regional and location-specific planning to complement and enrich central planning work done by various development agencies.* The decentralization policy has been adopted by these agencies since 1974, the same year when the BMC was created by Presidential Decree 576. Decentralization was therefore a given in the organizational philosophy and operations of the BMC. The creation of the 54 CABs may thus be viewed as a scheme by the BMC to decentralize the activity of soliciting planning inputs to serve as a basis for central planning work.

Community Factors

This study has revealed multiple evidence for the strong effect of community factors on CAB planning/implementation work. It has been observed that the socioeconomic factors of a given broadcast area affected practically all the CAB activities of that area. Community concerns became CAB concerns. In Zamboanga, for instance, peace and order was a major community problem, with a pervading hope that the fighting between government troops and rebel elements would end. Some of the

*National Economic Development Authority, Five Year Development Plan: 1973-1977.

planning and implementation work of the CAB reflected such sentiment. One example was the script-writing exercise done by some of the officers and members, which aimed to show local broadcasters some sample radio programming material that could motivate rebels to lay down their arms and live in peace with the community. Another activity along this line was the "Lines from Rizal" project that aired inspirational quotations from Rizal and his works. Attuned to the Filipinization movement, this project was envisaged by the CAB ultimately to help develop solidarity and brotherhood in the area. Still another CAB concern directly affected by the peace and order situation in Zamboanga was the monitoring of broadcast and printed news in their presentation of items on rebel activities. The CAB members as a whole felt that the local news tended to glorify the rebels, and the study informants felt that news items on such activities should be minimized since some of the rebel activities were done because of the attention given them by the media.

In Benguet, one of the community concerns taken up by the CAB related to peace and order issues also. Baguio, the most popular city in the province, is a well-known tourist spot. The CAB observed that in order to ensure the safety of tourists and visitors and to promote tourism, they had recommended to local broadcasters that they enjoin the community to help keep peace and order and to promote cleanliness and beautification. The Baguio CAB in its continuing dialog with local broadcasters had repeatedly reminded them of the need to produce radio programs or announcements concerning such topics.

The Pampanga CAB appeared to be concerned with the socio-economic situation of its community in relation to broadcasting. At the time of the site visit the CAB was working on a proposal to reduce the number of local stations from two to one, arguing that a small community could hardly afford two stations with the attendant unnecessary competition for advertising revenues, in addition to thinly spreading limited production resources, both hardware and personnel.

The context and environment within which community leadership was exercised tends to have an effect on the personality of its CAB. Metro Manila, the acknowledged center of Philippine life, spearheads many activities that become models for the rest of the nation. The Metro Manila CAB had taken on a dimension of leadership more on a national level relative to other CABs. Its two major planning and implementation activities were to plan a national structure for the CAB and to evolve a monitoring scheme that would yield research data of

national value. Both reflected the Metro Manila CAB's perspective and orientation toward national leadership. Whereas other CABs were more concerned with the CAB structure and problems at their community level, the Manila CAB planned and conducted its activities with an awareness of their national significance. While the other CABs felt responsible to their respective broadcast areas, the Manila CAB felt a responsibility to all broadcast areas of the country. The national leadership atmosphere of Metro Manila indeed affected the orientation of its CAB.

Language was another environmental factor playing an important role in CAB work. Among the informants interviewed for this study, the near exclusive use of Pilipino in radio and television broadcasts was a major concern. In Zamboanga and Pampanga, for example, the CABs had asked local stations to air more programs in the local languages, and in Zamboanga the CAB had even done translation into Chavacano of scripts written in Pilipino. The language issue was not so important in Benguet and Manila, since the majority of their inhabitants had emigrated there, had brought multiple languages with them, and thus welcomed the unifying use of Pilipino. But in Zamboanga and Pampanga the people were more receptive to broadcasts in their native languages than in Pilipino, and the local CABs had undertaken projects to realize this.

To some degree, the physical environment can affect the nature of the CAB work, as with such factors as terrain or the physical location of the broadcast station. Whereas in Manila, Pampanga, and Zamboanga the surrounding landscape is relatively flat, in Baguio the terrain is mountainous and rugged, and thus the technical aspects of broadcasting were a major consideration there and a high-priority concern. This was particularly relevant for programs transmitted from the Metro Manila area. Physical location appears to have played a part in the decision of the Pampanga CAB to host an inter-CAB seminar for the broadcast areas of Region III. Pampanga is located along an improved national highway and is accessible to all the provinces of Region III. Its strategic location may have been a consideration when its CAB decided to host a regional seminar. In sum, therefore, this study showed that problems and issues related to the environment generally were synthesized and incorporated into the overall planning work of CABs.

Institutional Affiliations of the CAB Planner/Implementor

Within the broader context, those community sectors represented by the more-active officers and members of the CAB

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tended to become more influential in the work of the CAB; conversely, community sectors represented by less-active members (or not represented at all) were less influential. The quality of participation of CAB planners and implementors as representatives of various community sectors tended to affect the general CAB planning/implementation work.

The Zamboanga CAB provides an example. This CAB had more than one representative from the education sector, and they were among the more active members. Consequently, their leadership abilities and active participation related directly to there being more projects involving the education sector than other sectors.

The work of the CABs of Manila, Papanga, and Benguet also tended to demonstrate that certain community sectors played more-active roles in CAB projects and planning. It could be hypothesized that even in the conceptualizing or planning phase of a project, the fact that persons from a certain sector are known to be willing to participate in a project will strongly affect the personality and quality of the CAB's planning/implementation work.

RESOURCES

This study has found that the presence or absence of resources, the volume and quality of resources available, and when those resources are made available have a direct bearing on the planning style and approach of the CABs studied. Such resources include: information guidelines from the BMC; home models as a data base for planning; financial resources; training expertise and media-related experiences of the CAB planner/implementor; multisectoral involvement in the CAB; community resources of the listeners; and communication resources.

Information Inputs/Guidelines from the BMC

Study informants on all the CABs identified the BMC as a major resource for their activities. Many of their plans, projects, and activities were based upon documents and information received from the BMC central office, such as correspondence, annual reports, news bulletins, circulars, and resolutions. These materials created the framework within which CABs organized their activities, helped them decide which issues to focus on, and provided guidance in which areas the CABs could take decisions.

Again, one notes that it was by way of the BMC performance officer that CABs received information from the BMC central office. This study revealed that in the four broadcast areas examined the BMC performance officers fulfilled this function well and all the CABs showed adequate knowledge of what the BMC had wanted to bring to their attention.

Home Models as a Data Base for Planning

As noted above, the CAB planners/implementors were found to occupy key positions in their professions. They were aware of the structure, process, and procedures necessary to develop planning models at their workplaces and were able to transfer this knowledge and experience to the development of the CABs of which they were members. Many of the CAB projects, activities, and research studies were, therefore, based upon analogous work done by the members as part of their professional routines. Also, existing research and baseline data and reports from the member's professional involvements were frequently used by the CAB planners/implementors as bases for their CAB planning work. Since the CABs were still in their infancy, they did not yet have adequate resource materials of their own and thus relied heavily on materials that the members were able to supply from their workplaces. In the Zamboanga CAB, for example, much of the literature on conducting field surveys was provided by the faculty members of the high school where the CAB chairman was principal.

Financial Resources

The adequacy and availability of financial resources had a direct effect on the CAB activities studied. As described earlier, financial support for the CAB was minimal, and the financing of particular projects was most often done on an ad hoc basis; that is, a project planned by a CAB was submitted in a proposal to the BMC central office, along with a budget. Also, supplementary funds were sought from sources within the communities themselves. This procedure had brought about different results in various CABs. In Manila, Zamboanga, and Benguet, for example, the CABs drew heavily upon the resources of the institutional affiliations of the officers and members, which sometimes were able to make available some resources—human, physical, and financial—to carry out CAB projects. In Zamboanga and Benguet, school resources were greatly depended on to carry out specific projects.

Training, Expertise, and Media-Related Experiences of the CAB Planners/Implementors

As cited in chapter 3, a majority of the officers and members of the CABs studied had had training or experience in communications, including production, research, and media management. Local performance officers stated that the CAB officers and members were looked upon in their communities as among the most knowledgeable concerning communication and media and were held in high regard. Performance officers depended upon such local reputations in their consideration of persons to nominate for CAB membership. The human resources within the CAB itself therefore enabled the network to operate with some degree of competence.

Multisectoral Participation in the CAB

A key to the successful operations of CABs was the membership of persons from at least seven different community sectors. The diverse resources and viewpoints available from them were used by the CABs as their planning base. The Metro Manila CAB provides a good case in point. The chairman was a noted professor in Philippine studies and was able to draw upon the rich resources of his institution to contribute to the Manila CAB's planning activities.

In addition to the information and data resources available from the community sectors represented by officers and members, the CABs were also able to draw upon those sectors' human resources, such as students, barangay leaders, and teachers, all of whom participated in different phases of the CABs' planning/implementation work. They had contributed to many activities, audience surveys, content analysis of broadcasts, scripting, and providing such as prototypes for different kinds of programs.

Whereas the CABs were successful in employing the many resources from within the ranks of the membership, they were also able to call upon the community as a whole--the "broadcast clientele," the audience--in relevant and dynamic ways to help carry out CAB plans and projects. In Pampanga, for example, the CAB mobilized leaders and members of the community to help with community mapping prior to an audience survey. They also helped to introduce field interviewers to research respondents and saw to the well-being of the interviewers.

This study reveals that the availability of community or institutional resources from agencies where the CAB planners/

implementors worked yielded mutually beneficial results from CAB projects and activities. Examples of this were found in the cases of the Pampanga, Benguet, and Zamboanga CABs, where officers and members had noted a lack of data on the profile of the broadcast audiences and undertook baseline research studies with help from several community sources. The resulting research data proved to be beneficial not only to the CABs in their work, but to other community institutions as well.* In this and other ways, the resources of the CAB, the community, and community institutions were mobilized to the benefit of all. Thus, the CABs were able to solicit the financial and human support from the community and its institutions, which were in turn able to draw upon the resources and expertise of the CABs and their membership.

Communications Resources

This researcher found that in general the CABs studied had easy access to various local communications media, both in the use of their facilities and in drawing upon their information resources. As already noted, a majority of CAB members had had media-related experiences or training and many were still involved in some form of media work. This gave them the necessary contacts within the broadcast industry to obtain media support of and involvement in the work of the CABs. Also, the fact that the local performance officer was a station manager as well as the key link between the CAB and the local broadcasters provided yet another vital contact with the local media. This was especially useful when a CAB needed broadcast time for its own activities since the requests to stations were transmitted through the performance officer by way of his relationship with the KBP local chapter.

The Pampanga CAB had been able to obtain time on two local radio stations for a regular public service program, "The CAB Hour." The program informed the audience of news and events related to broadcasting and encouraged listeners to let their views and opinions concerning radio and television broadcasts be known.

*It is noted that the officers and members of the Metro Manila CAB did not see the need for further studies in this area, probably because several studies dealing with broadcast audiences were available to them within easy reach.

THE PLAN

It has been noted previously in this report that one of the BMC's major objectives was to create a nationwide, cooperative, community-based network to provide suggestions and guidelines for the BMC's national broadcasting planning work. This is implicit in BMC's Resolution No. 25, which created the CAB and which made clear that the CAB is viewed as a grass roots planning arm of the BMC and is designed to provide recommendations, advice, and suggestions concerning the communications media and the broadcast industry in such areas as the content and message of programs and advertising, the technical quality of broadcasts and transmissions, the conduct and behavior of broadcasters, and so on. The CAB did not, however, have any official responsibility for planning--that responsibility was reserved for the BMC alone. These concepts had a great effect on the parameters within which the CAB conducted its plans and projects and help explain why the CAB operated in the way that it did.

Several observations emerge regarding the nature and scope of CAB plans. One is that the plans proposed by CABs are not considered to be official plans--they are part of the total planning base of the BMC. CAB planning falls mainly in the areas of (1) formulating recommendations and suggestions on how to localize the plans that come from the BMC in order to make them relevant to community needs and (2) providing the BMC with reactions to the content of broadcasts (programs, news, advertising, etc.), whether speaking institutionally for the conglomerate of 54 CABs or for a particular community sector represented within the CAB structure. The problems and needs to which the CABs addressed themselves, described earlier, required action in the form of projects and other activities that responded to the CAB planning process.

Thus, there were in general two categories of CAB plans: (1) those for which the BMC provided the impetus in terms of national planning and (2) those that related to local community reactions to various aspects of broadcasting. This study has revealed a greater emphasis on the second category of planning, wherein the CABs were more concerned with community-based problems related to broadcasting. To reiterate, the reason for this may be the organizational structure of national broadcast planning, where there was a distinct lack of direct linkage between the CABs and the BMC. Thus, the affairs of CABs leaned heavily toward involvement with issues concerning local communities.

The plans and project activities thus far evolved by CABs tended to relate most often to the community surveillance role perceived by the study informants. For example, three of the four CABs studied, those of Zamboanga, Pampanga, and Benguet, had carried out research studies that would help them determine their communities' feelings toward broadcasting. And although the Manila CAB had not actually performed any research studies, it had developed prototype research instruments that could serve as models for other CABs. Also, the monitoring of plans and projects had been done by three of the four CABs studied. Even the more glamorous activities undertaken, such as awarding recognition to broadcasters, were related to the surveillance role since giving an award to the most outstanding announcer required a preliminary monitoring of broadcasts to determine the winner. The Zamboanga CAB's evaluation of advertisements to determine whether they project Filipino values and the Benguet CAB's dialog with community broadcasters both involved surveillance tasks.

Looking at the entirety of CAB plans and projects as responses to the needs and problems identified by the four CABs studied, this study has shown that the more concrete plans and actual implementation work had been in the area of formally soliciting community reaction to radio and television programs for the improvement of their content and message with a view to ensuring the relevance of broadcasts to the communities represented. Such formal research activities occupied the highest priority among activities of the CABs studied and were also considered by the officers and members to have been the more successful of their projects. One may infer that this is natural given that most of the CAB officers/members had achieved relatively high levels of education, including graduate work, and were professionally involved with agencies and institutions that often conducted research studies and surveys. Thus, respect for research and formal studies among the CAB membership was a predominant attitude.

The plans made by CABs were not formally labelled as plans per se; they were most often found noted informally within correspondence, memos, and monthly reports, as was evident from the content of meeting minutes and other documents examined in this study.

The array of documents examined and interviews conducted led this researcher to conclude that the CAB plans examined may be characterized as multifaceted and diverse. They were intended to meet a number of different problems and needs related to broadcasting at the community level. And except for

the Metro Manila CAB with its plans of national dimensions, the plans of the three other CABs were location-specific and applicable only within the broadcast areas represented.

Another observation from this study was that the plans and activities developed by CAB planners/implementors were in general palliative and short-term in nature. They were designed primarily to meet the exigencies at hand and respond to the problems immediately identified rather than to reckon with issues of longer-range import or to deal with future problems. One possible reason for this is the relatively short duration of the one-year term of office for CAB officers and members. Sensing the pressure of a relatively brief assured time in office, members tended to evolve plans and activities that could be completed within that time frame.* This situation could be considered as both advantageous and disadvantageous. The plans developed, being oriented toward immediate action, produced results—whether favorable or unfavorable—right away. On the other hand, however, the tendency was for the CAB to become a network that deals only with issues and problems of an ad hoc nature. Given that the CAB remains in a process of institutionalizing its nature and character, a review of CAB plans is probably called for in order to determine if it is desirable for the CAB to become the kind of broadcast planning arm that it seems to be under the present organizational framework.

THE PROCESS

As is evident in the discussions of problems and plans, there are two planning processes in operation among the four CABs studied: (1) that involving the localization of national plans and guidelines formulated by the BMC central office and (2) the planning process by which the CABs determine community reactions to broadcasting.

The process of localizing the BMC's national plans and guidelines is part of a larger planning system that involves the BMC, the KBP central office, and the KBP local chapters. The overall responsibility for planning belongs to the BMC, but it depends heavily upon the KBP and CAB networks.

*Although the term of office is nominally one year, many of the CAB members interviewed had been reappointed two or even three times.

In the initial phase of needs assessment and setting priorities, the CAB and KBP local chapters are very actively involved. The CAB is the primary source of data for the BMC in stating the needs and interests of the audiences it represents. The KBP local chapters are the primary source of information on the realities of the broadcast industry at the community level. Information from KBP local chapters is synthesized at the KBP central office.

Once the problems and needs are identified and priorities are set, the BMC undertakes the actual formation of official national policies, guidelines, and action plans required to meet those needs. In this activity, the KBP central office plays a major role in drawing up various policy suggestions and recommendations to be evaluated and assessed by the BMC before it issues official policies, guidelines, and action plans.

During the testing phase, when proposed policies, guidelines, and action plans are implemented on a limited scale, only a few of the 54 broadcast areas and their CABs and KBP local chapters are involved. Responses from a small number of CABs and KBPs serve as the basis for BMC decisions on whether the proposals should be made official and implemented on a national basis.

Following the testing phase and any subsequent revisions that may be made to the proposals, the BMC issues them nationally to all 54 CABs and KBPs for their implementation and reaction, which may subject the national plans and guidelines to further evaluation and reviews. The CABs are expected to localize the implementation of BMC plans and guidelines to make them more relevant to the community and acceptable by the broadcast audiences. The KBP local chapters assess the plans concerning their workability in the context of local broadcasting realities. Suggestions from the CABs are transmitted to the KBP local chapters via the BMC performance offices, reviewed by the KBPs, and incorporated in final versions of the plans and guidelines. The CABs also transmit their suggestions to the BMC, again via the performance officers. The BMC synthesizes all the inputs from CABs and KBPs, determines if revisions are required or if new policies, guidelines, and plans are necessary.

The description above is how the total broadcast planning process has emerged as revealed by interviews with representatives of all the entities involved.

The second phase, drawing up community reactions to broadcasting in the local community, primarily involves those in local communities and does not involve the central offices of the BMC or KBP. Although the CABs share their plans with the BMC, the primary recipients are broadcast stations and broadcasters in the local areas. This process comprises two activities: (1) monitoring broadcasts for content and for continuing evaluation of radio-television programs in the area and (2) soliciting audience reactions to broadcasts.

When these activities have been carried out, the CAB draws up a formal and institutional reaction on behalf of its community and transmits this to the BMC central office and to the local KBP chapter. Locally, the KBP and CAB chapters discuss the reactions and make changes in the approach, format, or treatment of programs, topics, and issues as warranted in light of the community's feelings.

Several observations may be drawn from an analysis of the planning process operative within the CAB structure:

In general, the findings of this study suggest that while the overall process of national broadcast planning is highly centralized within the BMC structure, genuine efforts are made to solicit and act upon planning suggestions from the community-based mechanism of the CAB. The 54 CABs were established by the BMC in order to allow audiences to contribute to national planning, and this process is in effect.

The centralized system for national broadcast planning, which attempts to undertake its tasks in a decentralized manner via the CAB network, has thus far elicited planning suggestions that are more reactive than anticipatory—that is, whereby the CAB planners have simply reacted more to initiatives of the BMC and to realities of broadcast activities in their communities than they have tried to anticipate future problems and needs. All four CABs studied reported activities that reacted to such facets of broadcasting as the content of broadcasts, language used in broadcasting, the competence of broadcast personnel, and other issues such as commercials, announcements, music, and the technical quality of broadcast transmissions.

In chapter 3, in describing the planning, implementation, and evaluation work of four CABs, we noted a strong tendency to and interest in formal or informal research on audience reaction to broadcasting, especially in Zamboanga, Benguet, and Pampanga, which may be viewed as an attempt to institutional-

ize the sectoral community reactions of their broadcast areas. The CAB action guidelines based upon those reactions further strengthened the reactive quality of planning and other activities undertaken by them.

Even such activities as script writing and language translation of radio scripts as done by the Zamboanga CAB were the results of a reactive process. CAB members subsequently showed the model scripts to local broadcasters to indicate what kinds of programs the audience wanted and in what language they should be broadcast. The annual awards project was also of a reactive nature, since there first had to be a monitoring and judging of programs and announcers before awards could be made.

Likewise, the process of determining the relevance of the BMC's national policies and guidelines had reactive qualities. The CABs would criticize, assess, and evaluate such materials only after having received official communication from the BMC.

Several other observations may be made relative to the reactive quality of the national broadcast policy process. On the part of the BMC itself, with the help of the KBP central office, revisions or redefinitions of policies and plans were done only after a number of CABs presented reactions of a similar nature or content. To illustrate, this study revealed that only after several CABs and KBPs had suggested that there should be no limit to the number of hours devoted daily to radio drama programs did the BMC resolve to lift the 10-hour-per-day limit on those programs.

This type of reactive planning does not allow the CAB to draw up long-range plans. As noted in the discussion on plans, the planning activities that have emerged from the CAB structure are mostly immediate reaction to policies, guidelines, and plans issued by the BMC and to radio/television programs in the communities involved.

Finally, comparison among the actual planning process of the CABs, the CAB process prescribed by the BMC, and that which is perceived by the CAB planner/implementor, indicates that the three—the actual, the prescribed, and the perceived—correspond closely with one another. Study informants seemed to have had a thorough understanding of what they should do as CAB planners/implementors, and the activities that they carried out reflected that understanding. There was only one activity perceived by the CAB planner that appeared

to be additional to the seven functional tasks prescribed by the BMC (see appendix 8). Among those tasks, the CAB was expected to participate in broadcast activities sponsored by the BMC, the KBP, and others. But the CAB planner/implementor viewed this as a two-way street: he felt that broadcasters and the broadcast industry should participate in community activities and projects also. This role was more strongly perceived by CAB members in the rural provinces of Pampanga and Zamboanga (as compared to Manila and Benguet).

It was observed that among the four CABs studied, it was the BMC performance officers, working in close cooperation with the CABs, who were most instrumental in assuring that the actual, prescribed, and perceived CAB roles corresponded. Their constant and reliable transmission to the CABs of materials originating from the BMC helped CAB members and officers to perceive clearly their roles as part of the policy, planning, and execution network of the Broadcast Media Council.

SUMMARY

Generalizations and inferences of this study relevant to the CAB as a planning/implementation arm of the Broadcast Media Council may be summarized as follows:

The CAB Planner/Implementor

1. The CAB planners/implementors are not formally affiliated with the institution that they serve, the BMC.
2. Composed of leading and highly credible members of the community, the CAB draws upon the prestige, authority, and leadership of its officers and members in conducting its planning work and other activities.
3. The CAB is able to rely upon the resources and social structures of the community primarily because there is role transference among the CAB officers and members.
4. The CAB planners/implementors are very familiar with broadcasting either through training or experience; this gives them confidence in carrying out their functions.
5. The CAB planners/implementors feel more accountable to the community than to the BMC; this was brought about by the organizational structure, wherein there is no apparent direct linkage between the CAB and the BMC central

office, except (indirectly) by way of the BMC performance officer.

6. The CAB planners/implementors have clear perceptions of their major role as members of the grass roots arm of national broadcast planning. This role is primarily one of surveillance, and CAB planners/implementors feel that they should institutionalize community surveillance and monitoring of the broadcast industry.
7. The CAB planners/implementors look to the BMC as their primary source of plans and policies in the CAB's formulation of localized plans and in the preparation of recommendations concerning how to make BMC policies and guidelines more relevant to their communities, as well as in drawing up the community's reactions to broadcasts.
8. CAB planners/implementors look upon the community—the end users of broadcasting—as the ultimate broadcast planners and as the major source of broadcast planning inputs.
9. BMC planners at the national level recognize and acknowledge the importance of planning suggestions and recommendations from the CABs in the BMC's formulation of national plans, policies, and guidelines.
10. The BMC central office planning staff allows and encourages the CAB/KBP local chapters to originate localized plans based upon those articulated by the central office.
11. The CAB planners are also the primary implementors of CAB plans. This assures a holistic approach to CAB activities.

The Problems

12. The problems and needs to which CAB planners/implementors address themselves are multifaceted; ranging from areas that are highly creative to those that are highly technical.
13. The CAB identifies problems and needs and sets priorities on the basis of two primary sources: baseline data obtained from the audience itself and the wealth of professional experience of the CAB planners/implementors themselves. Their varied experiences include not only those

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that are media-related but also those related to their activities as community leaders, from which they had gained knowledge of community problems and needs.

14. The problems and needs identified by the four CABs studied fall basically within the same areas of concern stated by the BMC and KBP central offices as areas that should be identified and for which priorities should be set at the community level.
15. There is close correspondence between the BMC-prescribed and CAB-perceived problems in terms of problem identification and priorities.
16. As the grass roots mechanism for needs assessment, the CABs studied had successfully carried out activities to determine community-based needs and problems related to broadcasting.
17. Respect for formal research studies is a predominant attitude among CAB planners/implementors in the process of identifying problems and needs and setting priorities pertaining to broadcasting.
18. Casual, informal discussion with members of the community is a major source of information for the CABs in identifying problems and needs and setting priorities.
19. The problems and needs identified by the CABs tend to be location-specific and limited to those that are close at hand and that can be addressed within a relatively brief time.
20. CAB planners/implementors tend to address themselves to problems and issues related to the community since there is no direct linkage from the CAB to the BMC except through the performance officers and because the community's needs and problems are closer to the CAB planners' "action space."
21. The problems and needs thus far identified by CABs tend to be those that require immediate attention and that can be solved relatively simply, not requiring a complex, long-term action plan.
22. The short-term nature of CAB action apparently results from the relatively brief term of office of CAB planners/implementors. Appointed for one year at a time, they

tend to address themselves to those problems and needs that can be identified and solved within that period.

The Environment

23. Several environmental factors greatly affect the parameters and dimensions of the space within which a CAB may take effective action and also affect a CAB's planning approach and style.
24. Regarding the political environment, the national leadership expects broadcasters to govern themselves with a high sense of responsibility. The creation of the CAB is an attempt of broadcasters to achieve effective and efficient self-regulation by means of a mechanism that will provide community-based needs assessment and audience reactions. This mechanism attempts to complete the broadcast communication cycle and to provide the BMC with information concerning whether the performance of the broadcast industry is acceptable to the nation at the community level.
25. The creation of the CAB is also regarded as one component of a national demonstration that the media can indeed be free in a country under martial law. The CAB is therefore a critical entity that can help to ensure continuing self-governance within the broadcast industry.
26. The CAB network is the response by the broadcast sector to the national policy of decentralization and dispersal of development efforts in order to complement, enhance, and enrich the central planning work of various development agencies. It is hoped that the CAB will evolve into a grass roots mechanism supportive of the broadcast planning work of the country.
27. Community factors, including the physical, sociopolitical, economic, and linguistic ones, affect the planning process and concerns of the CAB.
28. CAB planning tends to be conceived within the context of contemporary community needs and problems. Priority issues of the community tend to occupy a high place in the hierarchy of CAB concerns.
29. The dynamics of leadership within a given community affect the character of the CAB involved. If, on the whole, a community is highly motivated in other development work, its CAB tends to be active as well.

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30. Institutional affiliations of the CAB planners/implementors form part of the environment that gives direction to CAB planning and implementation work.
31. Those community sectors represented by the more active CAB officers and members tend to become more directly and substantially involved in the activities of the CAB.

Resources

32. The presence or absence of resources, their quantity, and the time of their availability have a direct bearing on the nature, scope, approach, and style of a CAB's work.
33. The BMC is a major planning resource for the CAB, providing information, guidelines, expert staff, and financial assistance. The BMC substantially directs planning work done by the CABs.
34. Planning models and project implementation schemes used by the agencies and offices where members/officers work are important resources for the CABs. Research studies, baseline data, and other information available from those agencies and offices also serve the CABs as planning resources.
35. The CABs studied have modest financial resources. This has resulted in the development and implementation of CAB projects that can be accomplished using community resources, especially those resources available from the community sectors represented by a CAB's members.
36. The multisectoral participation in the CAB assures the inclusion of data and other information from various community sectors in the planning and implementation work.
37. The training and expertise of its members, along with their media-related and other professional experiences, are built-in resources for a CAB and greatly improve and enhance the quality of its work.
38. The community as a whole--the broadcast clientele--serves as a critical source of information to verify and validate the data bases used by the CAB.
39. The CABs studied have ready access to the various media of communication, especially the broadcast media. These

resources have helped the CABs to obtain necessary data and to inform the community about CAB projects and plans.

40. CAB projects benefit not only the CABs, the broadcasters, and the broadcast clients, but also the participating community agencies.

The Plan

41. Official broadcast plans do not emanate from the CABs but from the BMC, since the CABs have no legal capacity to undertake official planning. Their major role is to contribute to the planning process with recommendations, suggestions, and advice, thus to become part of the total planning base of the BMC.
42. The plans thus far formulated by the CABs studied may be divided into two categories: (a) recommendation and suggestion concerning how to localize the national plans issued by the BMC and (b) institutionalized reaction to what is broadcast on radio and television.
43. Of the two categories of plans (q.v., 42), CABs tend to become more involved with the second. Most CAB planning work and project activity are related to community-specific problems.
44. The planning and implementation work actually carried out by the four CABs studied is in the area of formally soliciting community reactions to radio and television programs for the improvement of their content and message with a view to ensuring the relevance of broadcasts to the communities represented.
45. CAB plans are not formally labelled as such. They tend to take the form of thoughts and concepts informally integrated into various institutional documents such as memos, letters, reports, meeting minutes, and the like. Nevertheless, these informal expressions are considered to be official by those involved, namely the BMC performance officers, the BMC, community broadcasters, and CAB officers/members.
46. CAB plans tend to be varied and diverse, relatively short-term, and relatively simple to carry out. This situation is attributable to the short term of office of CAB planners/implementors, who tend to develop action plans that can be accomplished within one year.

The Process

47. Planning work done by the CABs is a major component of the total national broadcast planning system, which also involves the BMC, the KBP central offices, and the KBP local chapters.
48. As part of a larger planning system, the CABs function generally as a mechanism for continual needs assessment and problem identification to answer needs of the total planning system.
49. The CABs are major resources for the BMC in its task of formulating national broadcast policies, guidelines, and plans.
50. Two major planning processes operate in the four CABs studied: (1) the process of formulating recommendations and guidelines on how to make relevant the plans and policies of the BMC to local communities and (2) the process of determining and presenting community reactions to broadcast activities.
51. Although it is acknowledged that the process of broadcast planning in the country is highly centralized, this study has determined that the BMC does attempt to draw upon CAB recommendations in its formulation of official national broadcast plans.
52. At present, the centralized broadcast planning system of the BMC, which depends upon the CABs as decentralized sources of planning suggestions, has elicited more reactive than anticipative planning work. CABs tend to concentrate on reacting to givens from the BMC and to existing broadcast programs.
53. When similar reactions and suggestions originate from several CABs and are brought to the attention of BMC planners, the BMC, with assistance from the central office of the KBP, carries out planning revisions and policy redefinitions.
54. The reactive nature of the CAB planning process does not allow or encourage CABs to undertake long-range projects. Most of their projects are short-range in nature.
55. In the decentralized planning process of the BMC, a close correspondence is achieved among the actual, prescribed,

and perceived tasks of the CABs, primarily because of the efforts of BMC performance officers, who serve in key liaison positions and who represent the perspective of the BMC central office. In all four CABs studied, there was a solid understanding by their officers and members of what was expected of them. And in all four cases, the performance officers saw to it that BMC perspectives were clearly understood by the CAB planners/implementors.

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Appendix 1

PERSONNEL OF THE BROADCAST MEDIA COUNCIL,
ASSOCIATION OF BROADCASTERS IN THE PHILIPPINES,
AND COMMUNITY ADVISORY BOARDS

STAFF OF THE BROADCAST MEDIA COUNCIL (BMC) AND THE
KAPISANAN NANG MGA BRODKASTER SA PILIPINAS (KBP)

National Staff

Mr. Teodoro Valencia
Chairperson, BMC

Mr. Flor Ocampo
Executive Officer, BMC

Mr. Antonio Barreiro
Vice-Chairperson, BMC

Mr. Luis Buenaventura
Operations Director, BMC

Mr. Andre Khan
President, KBP

Ms. Emmie Joaquin
Operations Director, BMC

Provincial Staff

Mr. Demetilo Mendoza
Station Manager, DZWT
BMC Performance Officer, Baguio

Mr. Jose Jalandoon
General Manager, Inter-
Island Broadcasting Corp.
KBP Chapter Chairperson,
Metro Manila

Mr. Eduardo Valdez
Station Manager, Philippine
Broadcasting Corp.
BMC Performance Officer
Manila

Mr. Romulando Lopez
Station Manager, DXEQ
KBP Chapter Chairperson,
Baguio

Dr. Luis Garcia
Owner-General Manager, DZAP
BMC Performance Officer,
Pampanga

Mr. Fernando Pangan
Station Manager, DZYA
KBP Chapter Chairperson,
Pampanga

Mr. Francis Lucas
Station Manager, DZLT
Lucena

Mr. Mar Crisostomo
Station Manager, DWCW
KBP Chapter Chairperson,
Quezon

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Mr. Armando Lopez
Station Manager, DXPL
BMC Performance Officer,
Zamboanga

Mr. Eddie Rodriguez
Station Manager, DXXX
KBP Chapter Chairperson,
Zamboanga

OFFICERS/MEMBERS OF THE COMMUNITY ADVISORY BOARDS (CAB)

Benguet CAB

Ms. Sofia Cathagan, CAB Chairperson
Dean of College, University of the Philippines
Baguio City, Benguet Province

Fr. Pedro Rulloda, CAB Chairperson
Parish Priest, St. Vincent Parish
Baguio City, Benguet Province

Major Venancio Duque, CAB Member
PC Station Commander, Ass't. Provincial Commander
Benguet Province

Mr. Faustino Lapira, CAB Member
President, Market Vendors Association
Baguio City, Benguet Province

Mr. Pablo Amansec, CAB Member
Assemblyman
Sangguniang Panlungsod
Baguio City, Benguet Province

Mr. Ricky Aguilar, CAB Member
Station Manager, DWBW
Baguio City, Benguet Province

Mr. George Jularbal, CAB Member
Station Manager, DWHB
Baguio City, Benguet Province

Atty. Edilberto Tenefrancia, CAB Member
Dean, Baguio College Foundation
Baguio City, Benguet Province

Mr. Johnny Salcedo, CAB Member
Coordinator, Association of Baguio Barangays
Benguet Province

Metro Manila CAB

Dr. Ifor Solidum, CAB Chairperson
Professor, Philippine Center for Advanced Studies
Diliman, Quezon City

Mr. Gregorio Cendana, CAB Member
Director, National Media Production Center
Manila

Mr. Rene Dalogdog, CAB Member
Station Manager, GTV-4
Manila

Ms. Sylvia Munoz, CAB Member
Director, YSTAPHIL
Manila

Mr. Eduardo Soliman, CAB Member
Deputy Minister, Ministry of Local Government
and Community Development
Manila

Pampanga CAB

Ricardo Manalastas, CAB Chairperson.
General In-Charge, Mercantile Insurance Corporation
Angeles City, Pampanga

Mr. Jesus Panilio, CAB Member
Owner, J.C. Supermarket
Angeles City, Pampanga

Mr. Felix Loy Lao, CAB Member
Owner and President, Loy Lao Real Estate Company
Pampanga

Mr. Brigido Sicat, CAB Member
Math and Science Supervisor
Pampanga Division, Ministry of Education and Culture

Mr. Felix Balat, CAB member
Director, Dept. of Local Government and Community Development
Pampanga Office

Mr. Ramiro Mercado, CAB Member
Owner, Randy and RAM Hotel, and
Director, Ministry of Tourism, Pampanga

Dr. Jose Arceo, CAB Member
Chief Surgeon, Angeles City General Hospital
Pampanga

Quezon Province CAF

Dr. Julio Alzona, CAB Chairperson
Director and Owner, Alzona Hospital
Lucena, Quezon Province

Fr. Conrado Reynoso, CAB Member
Director, Mother of Perpetual Succor Academy
Lucena, Quezon Province

Ms. Rebecca Villanueva, CAB Member
Family Savings Bank and Chairperson,
Kabataang Barangay
Lucena City, Quezon Province

Mr. Fred Villabona, CAB Member
Fiscal of Lucena City
Quezon Province

Mr. Romeo Nido, CAB Member
Lieutenant, Philippine Constabulary
Lucena City, Quezon Province

Alicia Bunag, M.D., CAB Member
Physician
Lucena City, Quezon Province

Mr. Rodolfo Alilio, CAB Member
Private Business in Agriculture
Lucena City, Quezon Province

Zamboanga CAB

Mr. Roberto Villares, CAB Chairperson
Principal, Zamboanga City High School
Zamboanga

Mr. Alberto Javier, CAB Member
Management Consultant, Ofc. of the Regional Commissioner
Zamboanga

Mr. Jesus Bass, CAB Member
Pilipino Supervisor, Ministry of Education and Culture,
XII Region Office, Zamboanga

BMC, KBP, AND CAB PERSONNEL / 105

Mr. Tomas Castillo, CAB Member
Associate Professor, Zamboanga College
Zamboanga

Mr. Lazaro Bernardo, CAB Member
Branch Manager, Insular Life Insurance Company
Zamboanga

Mr. Juan Gaspar, CAB Member
College Instructor
Ateneo de Zamboanga

Mr. Veneranda Ibanez, CAB Member
In-Charge, DXLL Radio Station
Zamboanga City

Mr. Juanita Enriquez, CAB Member
Board Member, Water District Services
Zamboanga City

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Appendix 2

REVISED SCHEDULE OF FIELDWORK ACTIVITIES
(APRIL 1, 1978--MARCH 30, 1979)

OBJECTIVE	ACTIVITY	DATES
	<u>Preliminary Visits</u>	
Orient BMC/KBP central office staff on the study	Discussions with BMC/KBP staff	Apr. 1-5, 1978
Identify the CABs to be included in the study	Reproduction/distribution of CAB proposal to BMC/KBP staff for their reactions and comments	Apr. 1-15, 1978
	Consolidation of comments on the CAB proposal	Apr. 25-30, 1978
	<u>On-Site Inspection</u>	
Initial consultation with CAB/BMC/KBP local chapter staff	Initial visit to CABs to be included in study	May 1-20, 1978
	Preliminary talk with BMC performance officers/staff of KBP local chapters	May 1-20, 1978
	Decision on which CABs to be included in study	May 25-30, 1978
	Selection of coresearchers	May 15-30, 1978

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Library Work

Synthesize literature/ documents on BMC, KBP, CAB and KBP local chapters	Visits to resource centers/library, BMC, KBP, and/or CAB and KBP and/or CAB and KBP local chapters	June 1-15, 1978
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Data collection and/or reproduction	June 1-15, 1978
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Synthesis of data	June 16-30, 1978
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Office Work

Finalize research instruments	Preparation of interview schedule and observation guides	June 16-30, 1978
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Pretest interview schedule and observation guides	July 1-15, 1978
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Finalization of interview schedule and observation guides	July 16-22, 1978
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Reproduction of interview schedule and observation guides	July 23-30, 1978
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Fieldwork

Conduct fieldwork	Interviews and observation: Lucena CAB	Aug. 1-31, 1978
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a. Interviews/ consultations	Interviews and observation: Baguio CAB	Sept. 1-30, 1978
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b. Observation of activities	Interviews and observation: Metro Manila CAB	Oct. 1-31, 1978
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Interviews and observation: Pampanga CAB	Nov. 1-30, 1978
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REVISED SCHEDULE OF FIELDWORK ACTIVITIES / 109

	Interviews and observation: Zamboanga CAB	Dec. 1-31, 1978
	<u>Data Processing</u>	
Consolidate data and prepare first draft of report	Collation/coding	Jan. 1-31, 1979
	Data interpretation	Jan. 1-31, 1979
	Outline report	Jan. 1-31, 1979
	<u>Visits</u>	
Validate data	Further consultation with BMC, KBP, and selected CAB staff	Feb. 1-28, 1979
	Further refinement of data and preliminary write-up	Mar. 1-31, 1979

6. Place of Residence:

6.1 How long have you lived in this community?

7. Mother Tongue:

7.1 Other Dialects Spoken:

8. Educational Attainment:

Primary/Elementary Graduate
Some Secondary Schooling
Secondary School Graduate
Some Post-Secondary Schooling
College Graduate
Vocational School Graduate
Post-Graduate
Others: (Specify)

9. Employment

9.1 Are you presently employed? Yes ___ No ___

9.2 What is the nature of your work? (Position in the company or agency)

9.3 If self-employed, describe nature of work:

B. The CAB Membership

10. How long have you been part of this CAB?

11. Have you ever had any activities related to media work before you became Chairman (or member) of this CAB?
Yes ___ No ___

11.1 If yes, what were these activities/work:

12. How did you become the Chairman (or member) of this CAB?

13. Have you had any training, formal or non-formal, in communication or media work? Yes ___ No ___

14. Have you had any formal training, in communication/ media work: Yes ___ No ___

14.1 If yes, what were these?

15. Have you had any non-formal training in communication/
media work? Yes No

15.1 If yes, what were these?

16. Are you able to apply the knowledge you acquired from
your communications training (formal or non-formal) in
performing your functions as the CAB Chairman (or mem-
ber)? Yes No

16.1 If yes, what are the specific theoretical areas
in your training which you have used in performing your
functions and responsibilities?

C. CAB History, Routines and Procedures

17. In what year was this CAB established?

18. Where is its office?

19. How many members are there in your CAB?

20. (Try to determine when each member was installed in of-
fice. Find this out from the Chairman.)

21. How often does the CAB meet?

22. How long do the CAB meetings take place?

23. Do you follow any procedures in your meetings? Yes
No

23.1. Who calls the meeting?

23.2. Are the members given the agenda prior to the
meeting? Yes No

23.3. If yes, how long before the meeting is the agen-
da given?

23.4. Who prepares the agenda of the meeting?

23.5. Who presides in the meeting?

23.6. Describe a typical CAB meeting.

24. Do you have any problems/difficulties in convening the CAB meetings? Yes ___ No ___

24.1. If yes, what are these?

25. Do you encounter problems in procedures and in conducting your CAB meetings? Yes ___ No ___

25.1. If yes, what are these?

26. Do you have a chance to meet the Chairman/other members in your CAB in other projects or activities?

Yes ___ No ___

26.1. If yes, please mention some of them.

D. The CAB Planning Work

27. What needs and problems does your CAB address itself to whenever it meets?

28. As Chairman (member) of this CAB, what are your functions and responsibilities?

29. As a member of this CAB, what particular area/s do you interest yourself in during the CAB meetings?

30. How do you identify these areas?

30.1. How do you conclude that these areas are the areas of concern in your community?

30.2. How do you retrieve information about these areas of concern (e.g., talks, informal discussions)?

31. How are the topics/problems/areas of concern identified in your CAB meetings?

32. How are they prioritized so that the most important problem is discussed first?

33. Having identified the problem, what do you usually do to plan your action programs?

33.1. Who exercises leadership in conceptualization of CAB plans of action?

- 33.2 Who is given responsibility in the actual formulation of plans of action?
34. How are these plans conceptualized (individually or as a group)?
- 34.1 Describe a typical conceptualization activity that you carried out in your CAB.
35. When the plans are formulated, does the CAB as a whole decide on whether to adopt the plan? (Describe)
36. After the CAB has decided that this is the plan which it should adopt, to whom is the plan given?
37. After the plan is given to its target user (refer to 36) are there interactions between the CAB members and the person/s?
- 37.1 If yes, describe the types of interaction (meeting, correspondence, etc.)
38. Are there decisions arrived at during these interactions? Yes No
- 38.1 If yes, how are these discussions arrived at?
- 38.2 How long does the decision-making process take place? (Length of time between the CAB adoption of plan and the actual acceptance and for reception/revision of this plan with the target of the plan)
39. Do you monitor whether the CAB plans as accepted or revised are actually implemented? Yes No
- 39.1 If yes, how do you do it?
40. General concluding comments about the CAB:

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Appendix 4

BROADCAST AREAS WHERE THERE ARE CABS

BROADCAST AREA

CAB SITE

A. Luzon

1. Abra	Bangued
2. Albay	Legaspi and Daraga
3. Batangas	Batangas and Lipa City
4. Benguet	Batangas
5. Cagayan	Tuguegarao
6. Camarines Norte	Daet
7. Camarines Sur	Naga-Iriga
8. Catanduanes	Virac
9. Ilocos Norte	Laoag
10. Ilocos Sur	Vigan
11. Isabela	Cauayan, Ilagan, and San Tiago
12. Laguna	San Pablo City
13. La Union	Agoo, Bauang, and San Fernando
14. Mindoro Occidental	San Jose
15. Mindoro Oriental	Calapan
16. Nueva Ecija	Cabanatuan City
17. Pampanga	Angeles City
18. Nueva Viscaya	Solano
19. Pangasinan	Dagupan and Rosales
20. Palawan	Puerto Princesa
21. Quezon Province	Infanta and Lucena
22. Sorsogon	Sorsogon
23. Tarlac	Tarlac
24. Zambales	Olongapo

B. Visayas

25. Aklan	Kalibo
26. Antique	San Jose
27. Bohol	Tagbilaran
28. Capiz	Roxas City
29. Cebu	Cebu
30. Western Samar	Calbayog and Catbalogan
31. Eastern Samar	Borongan

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32. Iloilo	Iloilo City
33. Leyte	Tacloban
34. Ormoc	Ormoc City
35. Masbate	Masbate
36. Negros Occidental	Bacolod and Binalbagan
37. Negros Oriental	Dumaguete

C. Mindanao

38. Agusan del Norte	Butuan City
39. Bukidnon	Malaybalay
40. Catobato	Catobato City and Kadapawan
41. South Catobato	Gen. Santos City, Dadiangas, and Marbel
42. Davao del Sur	Davao City, Digos, and Tagum
43. Lanao del Norte	Iligan
44. Lanao del Sur	Marawi
45. Misamis Occidental	Osamis City
46. Misamis Oriental	Cagayan de Oro
47. Sulu	Jolo
48. Surigao del Norte	Surigao
49. Surigao del Sur	Bislig
50. Tawi-Tawi	Bongao
51. Zamboanga del Norte	Dipolog
52. Zamboanga	Basilan
53. Zamboanga del Sur	Zamboanga City

D. Metro Manila

54. Metro Manila	Makati
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Appendix 5

BROADCAST MEDIA COUNCIL RESOLUTIONS
(Created under Presidential Decree No. 576)

SUMMARY OF RESOLUTIONS 1978

<u>DATE</u>	<u>Res. No.</u>	<u>Subject Matter</u>
31 Jan. 78	B78-02	Deputization of the Phil. Assn. of Record Industry (PARI) to audition, evaluate, or assess all recording materials, musical or spoken selections to prevent the broadcast of materials which are inconsistent with the rules, laws, guidelines, and standards promulgated by the BMC.
23 Jan. 78	B78-03	Recognition of composers or singers or interpreters of Filipino composition to promote and encourage the advancement of Philippine music.
06 Feb. 78	B78-06	Increasing DZME broadcast of Chinese programs to three hours per day.
20 Feb. 78	B78-07	Making available to the Commission on Elections 6:00 p.m.-6:30 p.m., Monday to Saturday for the Comelec time.
22 Apr. 78	B78-16	Lifting the 10-hour maximum for drama shows per broadcast day.
13 Dec. 78	B78-25	Extending petitions for renewal of broadcast operations from December 15, 1978, to January 20, 1979.

SUMMARY OF RESOLUTIONS 1976

20 Jan. 76	B76-01	Extension of Filing of Petition for Recognition of Advertising Agencies to January 31, 1976.
20 Jan. 76	B76-02	Submission of previous BMC requirements for the issuance of Renewal Certificates.
22 Jan. 76	B76-03	Salary adjustment of BMC personnel.
25 Feb. 76	B76-04	Appointing the Philippines Board of Advertising to be the body to screen all commercial announcements.
14 Mar. 76	B76-05	Three (3) Categories of Certificate of Registration and Authority to Operate.
14 Mar. 76	B76-06	All contracts or memoranda of agreement between a Congressional Franchise Grantee or BMC Certificate Grantee and a management firm to be submitted to BMC for approval.
02 Apr. 76	B76-07	Denial of applications of opening and re-opening radio stations in some areas.
07 Apr. 76	B76-08	Conditions to be observed in the preparation and accomplishment of operation logs and Certificates of Performance and Billings/Invoices. Fraudulent Billings.
08 Apr. 76	B76-09	Fine imposed on a station that fails to submit statements of accounts.
20 Apr. 76	B76-10	All TV stations shall schedule at least one newscast daily.

BROADCAST MEDIA COUNCIL RESOLUTIONS / 121

20 Apr. 76	B76-11	Renaissance TV be continued on its present schedule on Wednesday at 7:00-9:00 p.m.
20 Apr. 76	B76-12	Fund Raising without BMC approval thru TV be stopped.
20 Apr. 76	B76-13	Repeated telecast--Each episode of a regular series shall be aired for not more than two telecasts per station per year in prime time.
20 Apr. 76	B76-14	All TV stations shall agree to minimum rates for prime time spots within 15 days.
20 Apr. 76	B76-15	All TV stations must incorporate the concept of development communication in domestic drama programs.
20 Apr. 76	B76-16	Programs in foreign languages other than English and Spanish may be aired subject to some conditions.
03 May 76	B76-17	The Council shall conduct an in-depth qualitative survey program with some provisions.
03 May 76	B76-18	The Council shall prepare a research primer on the interpretation of research data.
24 June 76	B76-19	Requirements to be submitted by distressed stations.
30 June 76	B76-20	Station DZME be granted its request for a grace period of 120 days.
30 June 76	B76-21	Necessary sanction under Res. 28 be imposed (contracted commercial length).
30 June 76	B76-22	Penalty imposed on NBC reduced to 100% of the business aired.

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30 June 76	B76-23	TV channels are deputized to discharge the responsibility of censoring and scheduling of TV shows.
08 July 76	B76-24	Every station should institute measures to insure full enforcement of the resolution regarding broadcast of one piece of Filipino music within every clock hour).
29 July 76	B76-25	Sales Representations. Commissions.
11 Nov. 76	Implementing Rule No. B76-25-1	Rules and regulations to implement Resolution No. B76-25.
02 Aug. 76	B76-27	Guidelines, rules and regulations for musical programs.
05 Aug. 76	B76-28	A station is allowed a maximum of 10 hours of drama programs per broadcast day.
20 Aug. 76	B76-29	Amendment of B76-10 reprogramming.
23 Aug. 76	B76-30	All radio and TV stations in Metro Manila are enjoined to cooperate and support Metro Manila Chapter.
26 Aug. 76	B76-31	Maximum load of 14 commercial minutes for every one-hour program for TV.
01 Sep. 76	B76-32	Station required to provide bulletin boards wherein pertinent Council documents can be posted.
07 Sep. 76	B76-33	Application for call letter.
16 Sep. 76	B76-35	Additional Filipino selection for every one-hour program.

PRESIDENTIAL DECREE NO. 576

OFFICE OF THE PRESIDENT OF THE PHILIPPINES
Malacanang

PRESIDENTIAL DECREE NO. 576

ABOLISHING THE MEDIA ADVISORY COUNCIL AND THE BUREAU OF STANDARDS FOR MASS MEDIA, AND AUTHORIZING THE ORGANIZATION OF REGULATORY COUNCILS FOR PRINT MEDIA AND FOR BROADCAST MEDIA.

WHEREAS, certain conditions existed in the country at the time of the promulgation of Proclamation No. 1081 which had necessitated temporary government control and supervision of mass media;

WHEREAS, since the abolition of the Mass Media Council and the creation in its stead of the Media Advisory Council, the various sectors of mass media have shown capability for self-regulation and internal discipline within their ranks and have demonstrated responsibility for maintaining standards for professional conduct and excellence;

WHEREAS, the prevailing national situation has become appropriate for taking a further step towards removal of government participation in policy determination and news dissemination activities of mass media.

NOW, THEREFORE, I FERDINAND E. MARCOS, President of the Philippines, by virtue of the powers in me vested by the Constitution, do hereby decree:

SECTION 1. It is hereby declared to be the policy of the state to allow mass media to operate without government intervention or supervision in policy determination and news dissemination activities. For the accomplishment of this purpose, the Media Advisory Council created under Presidential Decree No. 191 and the Bureau of Standards for Mass Media authorized to be created under Letter of Implementation No. 12 dated November 1, 1972, are hereby abolished.

SECTION 2. For purposes of this Decree, mass media shall be divided into two groups: Print Media and Broadcast Media. "Print Media" includes all newspapers, periodicals, magazines, journals, and publications and all advertising therein, and billboards, neon signs and the like. And "Broadcast Media" includes radio and television broadcasting in all their aspects and all other cinematographic or radio promotions and advertising. The Print Media group and the Broadcast Media group are hereby authorized to organize and determine the composition of a body or council within each group which shall be responsible for instituting and formulating systems of self-regulation and internal discipline within its own ranks.

SECTION 3. Each regulatory council or body shall be responsible for the elevation of the ethics and the standards of excellence of mass media in all its phases within each group. Towards this end, each council or body is hereby authorized to adopt policies, formulate guidelines, fix standards and promulgate rules and regulations for the operation and discipline of all mass media under its supervision, and to administer and enforce the same. Such policies, standards, guidelines and rules and regulations shall be in conformity with the provisions of existing laws, especially those on national security.

SECTION 4. No mass media activity shall be undertaken by any person or entity in the Philippines without first being registered with the regulatory council or body concerned, which shall issue certificates of registration to all applicants qualified under its respective rules or regulations; Provided: That each council shall have the authority to suspend or cancel such certificates of registration for such cause or causes as may be provided in the rules and the existence of which each council or body shall have duly determined; Provided, further: That no certificate of registration shall be granted in any manner or under any condition to any of those engaged in mass media which were, in September 1972, ordered closed and/or sequestered upon promulgation of Proclamation No. 1081, by order of the President or the Secretary of National Defense.

SECTION 5. All existing permits for the operation of mass media on the date this decree takes effect shall continue to be valid unless otherwise suspended or withdrawn for cause by the council or body concerned.

SECTION 6. All government agencies are hereby enjoined to extend their utmost assistance and cooperation to the councils.

PRESIDENTIAL DECREE NO. 576 / 125

SECTION 7. All laws, decrees, rules, and regulations, or any part thereof, which are inconsistent with this decree are hereby repealed or modified accordingly.

SECTION 8. This decree shall take effect immediately.

Done in the City of Manila, this 9th day of November, in the year of our Lord nineteen hundred and seventy-four.

(Sg'd.) FERDINAND E. MARCOS
President of the Philippines

/jcs
052777

BROADCAST MEDIA COUNCIL RESOLUTION NO. 25

WHEREAS, in order to achieve the objectives of Presidential Decree No. 576, it shall be most helpful to have a group of citizens in every province and/or broadcast service area to advise the Broadcast Media Council on how the broadcast industry may most effectively contribute to the development of the community and in the implementation of national programs for national unity and development.

NOW, THEREFORE BE IT RESOLVED THAT, in view of the foregoing, a Community Advisory Board shall be constituted in each province and/or broadcast service area composed of representatives of the government sector, the educational sector, civic, religious, social sector and the citizens of the community. The local deputy of the Broadcast Media Council shall serve as an ex-officio member of the Board.

The Board shall meet regularly and submit to the Broadcast Media Council its recommendations to achieve the purpose of its formation.

Unanimously approved,

May 29, 1975.

(Sg'd.) TEODORO F. VALENCIA
Chairman

(Sg'd.) ANTONIO C. BARREIRO
Deputy Chairman

(Sg'd.) HENRY R. CANOY
Director

ATTESTED:

(Sg'd.) ROMEO G. JALOSJOS
Deputy Director

(Sg'd.) EDUARDO L. MONTILLA
Deputy Director

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BROADCAST MEDIA COUNCIL RESOLUTION NO. B78-16

WHEREAS, Resolution No. B76-28 approved on August 8, 1976, allowed a maximum of ten (10) hours of drama presented per broadcast day on radio;

WHEREAS, representations have been made by stations producing drama programs for an increase in the number of hours per broadcast day;

WHEREAS, it is submitted by the proponents that such an increase will allow the stations concerned to accommodate requests for socially oriented drama programs from various institutions and agencies to meet the needs of the community and the nation as a whole;

WHEREAS, the Council finds the representations for increase to be reasonable;

WHEREFORE, BE IT RESOLVED AS it is hereby resolved that effective July 5, 1978, the Council remove the ten-hour maximum of drama programs policy per broadcast day. Provided, however, that that station shall render adequate and comprehensive broadcast service to the community; Provided further, that the station shall integrate social relevance into the program content of each presentation;

RESOLVED FURTHER that a program shall not be broadcast earlier than eight o'clock in the morning;

RESOLVED FINALLY that drama programs shall strictly adhere to the program and production standards outlined by the Council and the Kapisanan.

Unanimously approved,

April 22, 1973.

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(Sg'd.) TEODORO F. VALENCIA
Chairman

(Sg'd.) ANTONIO C. BARREIRO
Deputy Chairman

(Sg'd.) EDUARDO L. MONTILLA
Director

(Sg'd.) ANDRE S. KAHN
Director

(Sg'..) MENARDO R. JIMENEZ
Director

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CAB MEETING NOTICE

BROADCAST MEDIA COUNCIL
COMMUNITY ADVISORY BOARD -- PAMPANGA
ANGELES CITY

_____, 19____

NOTICE OF THE CAB MEETING

DIRECTOR:

____ ARCEO, JOSE G.
____ BALAT, FELIX
____ GARCIA, LUIS B.
____ LAO, FELIX LOY
____ MANALASTAS, RICARDO
____ MERCADO, RAMIRO
____ PANLILIO, JESUS E.

____ SICAT, BRIGIDO
____ TIMBOL, DANTE

OBSERVERS

____ LINGAT, ROLAND
____ PANGAN, FERNANDO

Dear fellow boardmembers:

This is to remind you that the regular monthly meeting of the local Community Advisory Board will take place as follows:

DATE:
TIME:
PLACE:

Important matters affecting the broadcast industry in our locality are tabled for discussion. Your presence is imperative.

Please come.

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FOR THE CAB:

Mr. Ricardo Q. Manalastas
Chairman
Broadcast Media Council
C.A.B. - Pampanga

BY: Felix Loy Lao
Secretary

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PAMPANGA SURVEY PROPOSAL

19 August 1977

Mr. Ricardo Z. Manalastas
Chairman, Community Advisory Board
BMC Pampanga

Sir:

In connection with our two-pronged project, namely, A Survey and Evaluation of the Broadcast Media in Pampanga, the undersigned chairmen of the two created committees to undertake the study hereby submit a modest proposal, and the estimated budget, to implement the BMC objectives.

Initially, it was agreed by the members of the board in its meeting held last June, 1977, that a survey and evaluation of the radio stations in Angeles City be conducted, but concerned citizens suggested the idea of including the whole province of Pampanga in the project.

I. Briefly, the two committees shall ---

1. Identify problems and opportunities related to broadcast media to be able to upgrade and improve station programming in line with BMC objectives.

2. Study radio-listening habits of the citizens, including preferences for certain formats and presentation, to enable broadcasters to know the various inclinations of the listeners.

3. Find out the acceptability of the present programs to the listening public.

4. Gathering data on listenership as to age bracket, social status, sectoral identification, and academic background.

5. Study the proficiency and skills of broadcasters.

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6. Evaluate broadcasters' performance in communications development.

7. Pinpoint development thrusts in consonance with popular aspirations of the greater number of people.

II. ESTIMATED BUDGET

0.1	Statistical Compilation & Canvassing	₱ 2,000.00
0.2	Analysis, Interpretation, Evaluation	2,000.00
0.3	Supplies and Materials	1,000.00
0.4	Printing and Dissemination	2,500.00
0.5	Travel Allowances/Per Diems of Workers	4,500.00
	TOTAL	₱12,000.00

Attached herewith are the drafts of questionnaires prepared by two committees. As we need at least two months to complete the study, your prompt action to this proposal will be most appreciated.

With wishes of your continued successful leadership in the CAB, we are

Very truly yours,

(Sg'd.) RAMIRO MERCADO
Chairman
Committee on Evaluation

(Sg'd.) BRIGIDO D. SICA
Chairman
Committee on Survey

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SAMPLE BMC-CONDUCTED STUDIES

LAGUNA

A. Population By Age and Sex - 1976

	<u>TOTAL</u> <u>(000)</u>	<u>Below</u> <u>14 years</u> <u>%</u>	<u>15-19</u> <u>years</u> <u>%</u>	<u>20-29</u> <u>years</u> <u>%</u>	<u>30-49</u> <u>years</u> <u>%</u>	<u>50-Over</u> <u>%</u>
Both Sexes	893	42.28	10.47	17.37	18.35	11.54
Males	439	21.80	4.90	8.20	9.05	5.21
Females	454	20.48	5.57	9.19	9.30	6.33

B. Employment by Economic Sector - 1975

	<u>Total</u>	<u>Urban</u>	<u>%</u>	<u>Rural</u>	<u>%</u>
Agriculture	87,957	25,230	28.7	62,727	71.3
Industry	62,997	40,730	64.7	22,267	35.3
Services	90,536	57,359	63.4	33,177	36.6

C. Income and Expenditures of Provincial Government
(in million pesos)

	<u>1972</u>	<u>1975</u>	<u>Annual Growth Rate</u>
Income	6.0	9.9	18.2
Expenditures	6.2	8.2	9.8

D. Family Income

	<u>No. of Families</u> <u>(000)</u>	<u>Total Family</u> <u>Income (₱M)</u>	<u>Average Family</u> <u>Income (in pesos)</u>
Laguna	135.9	873	6,424
Urban	67.6	481	7,115
Rural	68.3	392	5,739

E. Radio Profile

<u>Total</u> <u>Households</u> <u>(000)</u>	<u>W/Radio</u> <u>(000)(%)</u>	<u>Commercial</u> <u>Radio Stations</u> <u>City/Town # Stn's.</u>	<u>Estimated</u> <u>Reachable</u> <u>Households</u> <u>(000)</u>
142	111 78	San Pablo 3	56
<u>Cost Range</u> <u>Per 30 Secs.</u>		<u>Gross Radio Revenue (#000)</u>	
3.00		<u>1975</u> <u>1976</u> <u>1977</u>	
		352.7 397.3 457.1	

QUEZON

A. Population By Age and Sex - 1976

	<u>TOTAL</u> <u>(000)</u>	<u>Below</u> <u>14 years</u> <u>%</u>	<u>15-19</u> <u>years</u> <u>%</u>	<u>20-29</u> <u>years</u> <u>%</u>	<u>30-49</u> <u>years</u> <u>%</u>	<u>50-over</u> <u>%</u>
Both Sexes	1,236	43.94	9.96	16.55	18.12	11.44
Males	622	22.37	4.70	8.21	9.28	5.71
Females	614	21.57	5.26	8.34	8.84	5.73

B. Employment by Economic Sector - 1975

	<u>Total</u>	<u>Urban</u>	<u>%</u>	<u>Rural</u>	<u>%</u>
Agriculture	201,835	25,736	12.8	176,099	87.2
Industry	33,010	16,486	49.9	16,524	50.1
Services	73,205	45,281	61.9	27,924	38.1

C. Income and Expenditures of Provincial Government
(in million pesos)

	<u>1972</u>	<u>1975</u>	<u>Annual Growth Rate</u>
Income	9.3	15.6	18.8
Expenditures	9.3	15.8	19.3

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D. Family Income

	No. of Families (000)	Total Family Income (₱M)	Average Family Income (in pesos)
Quezon	170.6	833	4,883
Urban	49.6	278	5,605
Rural	121.0	555	4,587

E. Radio Profile

Total Households (000)	W/Radio (000)(%)	Commercial Radio Stations City/Town #	Stn's.	Estimated Reachable Households (000)
202	131 65	Lucena	4	85
		Infanta	1	23

Cost Range Per 30 Secs.	Gross Radio Revenue (₱000)		
	1975	1976	1977
3.25 - 5.40	Lucena: 886.6	1,296.7	1,436.7
	Infanta: 75.6	41.1	33.9

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THE EAST-WEST CENTER is an educational institution established in Hawaii in 1960 by the United States Congress. The Center's mandate is "to promote better relations and understanding among the nations of Asia, the Pacific, and the United States through cooperative study, training, and research."

Each year more than 1,500 graduate students, scholars, professionals in business and government, and visiting specialists engage in research with the Center's international staff on major issues and problems facing the Asian and Pacific region. Since 1960, more than 30,000 men and women from the region have participated in the Center's cooperative programs.

The Center's research and educational activities are conducted in four institutes—Culture and Communication, Environment and Policy, Population, and Resource Systems—and in its Pacific Islands Development Program, Open Grants, and Centerwide Programs.

Although principal funding continues to come from the U.S. Congress, more than 20 Asian and Pacific governments, as well as private agencies and corporations, have provided contributions for program support. The East-West Center is a public, nonprofit corporation with an international board of governors.

The Institute of Culture and Communication (uniting the former Communication Institute and the former Culture Learning Institute) studies interchange across cultures and seeks to discover ways in which both the process and the substance of these interactions may be improved. Institute research programs center on the impact of modern communication technologies, the humanities, culture and interpersonal interaction, communication for development, culture and the arts, the news media in international relations, culture and socialization, communication and change, and culture and language. To make its findings available in a timely manner, the Institute disseminates research results through formal and nonformal education and training programs in collaboration with educators in Asia, the Pacific, and the United States.