

Evaluation of Philippine Broadcast Networks' Implementation Practices on Program Standards

Efren C. Gimoto, Jr.* and Rossanna V. Mendoza**

Received: April 24, 2021 Revised: September 3, 2021 Accepted: September 15, 2021

Abstract

The primary objective of this study was to find out whether the implementation practices on program standards of radio networks in the Philippines are aligned with the existing broadcast code of the Philippines created by the Kapisanan ng mga Brodkaster ng Pilipinas (KBP) or Association of Broadcasters of the Philippines, a self-regulating body that has the sole power to monitor and police its member stations. The researchers selected the respondents based on the following criteria: (1) active member of KBP; (2) the regions in Luzon, Visayas and Mindanao with the most number of AM radio stations according to the National Telecommunications Commission (NTC); and (3) the top two leading radio networks per identified region according to Kantar Media, the commissioned survey firm of KBP.

Content analysis was used to evaluate the program standards and policy-making procedures of radio networks. The effective broadcast strategies stipulated in the conceptual framework were used as indicators to guide the researchers for coding. Majority of the program standards of subject radio stations in Luzon, Visayas and Mindanao are partially aligned with the existing broadcast code of the Philippines created by KBP. However, the policy-making procedures of almost all subject radio stations are not aligned with the aforementioned code.

Keywords: Implementation Practices, Program Standards, Policy-making, Broadcast Strategies, Radio

* University of the East, Caloocan
105 Samson Road, Caloocan City, Metro Manila, 1400, Philippines
E-mail: efrengimotojr@gmail.com

**University of the East, Caloocan
105 Samson Road, Caloocan City, Metro Manila, 1400, Philippines
E-mail: rossanna.mendoza@uc.edu.ph

การประเมินผลวิธีปฏิบัติการดำเนินการของเครือข่ายอุตสาหกรรม ประเทศฟิลิปปินส์เรื่องมาตรฐานรายการ

อีเฟรน ซี กิโมโต จูเนียร์ และ โรสานา วี เมนโดซา

รับวันที่ 24 เมษายน 2564 ส่งแก้ไขวันที่ 3 กันยายน 2564 ตอบรับตีพิมพ์วันที่ 15 กันยายน 2564

บทคัดย่อ

วัตถุประสงค์หลักของงานวิจัยนี้ คือ เพื่อศึกษาวิธีปฏิบัติการดำเนินงานของมาตรฐานรายการเครือข่ายวิทยุในประเทศฟิลิปปินส์และความสอดคล้องกับหลักเกณฑ์การอุตสาหกรรมปัจจุบันของประเทศฟิลิปปินส์ที่กำหนดโดยสมาคมผู้อุตสาหกรรมแห่งประเทศฟิลิปปินส์ (เคบีพี) [Kapisanan ng mga Brodaster ng Pilipinas (KBP)] หน่วยงานกำกับดูแลซึ่งมีอำนาจขาดในการควบคุมและตรวจสอบสถานีสماชิกในกำกับ ผู้วิจัยเลือกผู้ตอ卜แบบสอบถามโดยมีเกณฑ์ดังนี้ (1) เป็นสมาชิกปัจจุบันของเคบีพี (2) อยู่ในภูมิภาคลูซอน วิสาหกรรม และมินดาเนา ที่ให้บริการสถานีวิทยุเอฟเอ็มมากที่สุด ตามสถิติของสำนักงานโทรคมนาคมแห่งชาติ (เอ็นทีซี) และ (3) เป็นเครือข่ายวิทยุชั้นนำสองลำดับแรกตามที่ระบุไว้ในภูมิภาคโดยบริษัทกันตาร์ มีเดีย บริษัทจ้างสำรวจของเคบีพี

ผู้วิจัยใช้วิเคราะห์เนื้อหาเพื่อประเมินมาตรฐานและกระบวนการอุตสาหกรรมเครือข่ายวิทยุ โดยใช้กลยุทธ์ที่มีประสิทธิภาพมากที่สุดดังที่กำหนดไว้ในกรอบแนวคิดเพื่อเป็นตัวบ่งชี้แนวทางให้ผู้วิจัยใช้ในการตีความ

มาตรฐานรายการส่วนใหญ่ของสถานีวิทยุกลุ่มตัวอย่างในเขตลูซอน วิสาหกรรม และมินดาเนา มีความสอดคล้องกับหลักเกณฑ์การอุตสาหกรรมของประเทศฟิลิปปินส์ที่กำหนดขึ้นโดยเคบีพีบางส่วนอย่างไรก็ตาม กระบวนการอุตสาหกรรมของสถานีวิทยุกลุ่มตัวอย่างเกือบทั้งหมดไม่มีความสอดคล้องกับหลักเกณฑ์ดังกล่าวข้างต้น

คำสำคัญ: วิธีปฏิบัติการดำเนินการ มาตรฐานรายการ การกำหนดนโยบาย กลยุทธ์การอุตสาหกรรมวิทยุ

* มหาวิทยาลัยแห่งภาครัฐวันออก, คาโลโอดคัน

เลขที่ 105 ถนนแซมสัน, นครคาโลโอดคัน, เมโตรมานิลา, 1400, ประเทศฟิลิปปินส์

อีเมล: efrengimotojr@gmail.com

** มหาวิทยาลัยแห่งภาครัฐวันออก, คาโลโอดคัน

เลขที่ 105 ถนนแซมสัน, นครคาโลโอดคัน, เมโตรมานิลา, 1400, ประเทศฟิลิปปินส์

อีเมล: rossanna.mendoza@ue.edu.ph

Background of the Study

Radio plays a significant role for change and development in every community. It helps people find solutions to their problems and air their views and sentiments immediately to proper authorities. Radio is also a platform where people may put pressure on local authorities to observe good governance and transparency in all their actions. Estrada and Fraser (2002).

The legacy or traditional media have long gone digital following the new media landscape. However, in spite of the advent of new media where most radio stations utilize online news portals, traditional radio remains to be an important source of information for most Filipinos. In fact, in 2019 it was recorded as the second most used medium at 75.2 percent of listenership according to the Philippine Statistics Authority. It can be noted that one of the reasons why majority of the people living in local communities of underdeveloped and developing countries like the Philippines rely on radio is because it is the most accessible medium, notwithstanding the fact that the listeners are also the producers, directors, evaluators and even the owners of the network (Grigg, 1999). Radio transforms the very practice of social communication since it is the medium that most likely serves the needs of the community particularly the minorities. Radio also becomes their venue where they can freely express their sentiments and be heard by the public and can be an instrument for community development (Grigg, 1999).

In the Philippine context, press freedom is protected under Article 3; Section 4 of the 1987 Philippine Constitution which states, “*No law shall be passed abridging the freedom of expression, of the press...*” The new freedoms unbridled by the 1986 revolution gave journalists excessive power to report on events and issues. In this regard, the Philippine media become extremely powerful that they have the ability to derail or ruin political careers or institute policy reforms. Unfortunately, many media organizations in the Philippines are profit-oriented and competition to attract more advertisers becomes the ultimate priority (Coronel, 2008).

This is the reason why the role of Kapisanan ng mga Brodkaster ng Pilipinas (Association of Broadcasters of the Philippines) or KBP becomes vital and significant

in monitoring the wrong doings of its member broadcast networks (Gimoto, 2018). KBP, the foremost broadcast media organization in the country, composed of owners and operators of radio and television stations and the only independent organization that has the sole power to monitor radio and television broadcast programs, was organized to elevate professional and ethical standards in Philippine broadcasting, promote social responsibility in broadcasting, work for the advancement of the broadcast industry and protect the rights and interests of broadcasters (KBP Code).

However, in spite of the creation of KBP broadcast code of the Philippines, several violations of different broadcast institutions particularly local radio networks have been reported. Moreover, radio networks have no clear plans and participatory actions on how to comply with the existing broadcast code of the Philippines (Gimoto, 2018).

On the other hand, since there is no government institution that will regulate broadcast networks, many people think that most broadcast institutions abuse their authority to self-regulation. KBP is governed by media owners and operators; there is no guarantee that the program standards created by the body will be strictly followed. Biases may be imposed (Coronel, 2008). Hence, it is the main objective of the researchers to evaluate the implementation practices on program standards of leading local radio networks in the Philippines and introduce broadcast strategies that will enable them to comply with the existing KBP broadcast code. These radio stations are owned and operated by the giant media networks and prominent businessmen in the Philippines.

According to Philippine Center for Investigative Journalism or PCIJ (2010), only few studies have been made regarding the implementation practices on program standards in the context of local radio in the Philippines. PCIJ is an organization composed of journalists and other media practitioners with an advocacy of giving voice to the voiceless like those who have limited access to government services through empowering the role of radio for development.

PCIJ also noted that most educational and development programs of radio organizations do not necessarily reflect the common and basic needs of a particular

community and do not also contribute to women empowerment and the marginalized sectors which is contrary to the very essence of the broadcast code of the Philippines created by KBP (PCIJ, 2010).

Literature Review

Radio for Change and Development

Radio is also a platform where people may put pressure on local authorities to observe good governance and transparency to all their actions and transactions. Moreover, Estrada and Fraser also pointed out that the lack of political will to create relevant policies of local government authorities to help marginalized sectors improve their conditions is a huge factor that impedes real change and development. Meaning, some local government units do not take advantage of the significant role of local radio in fighting corruption, poverty, malnutrition and the like which is important for change and development (Estrada and Fraser, 2002).

Estrada and Fraser also added that although the need for community participation for development has been widely recognized since the late 1970s, it cannot dismiss the fact that communication and participation do not belong to the same class, but may still be considered interrelated from one another. Meaning, when people in the community participate into a dialogue or whatever discussions thereunto appertaining, they must also be given the opportunity to decide among themselves on whatever changes they feel may affect their lives or daily living and be an active participants in implementing them (Estrada and Fraser, 2002). Local media through radio as a form of communication, may provide an avenue or platform for people in the community where they can fully air their views and opinions through which they can define who they are, what they want, and how to get it, as well as the ideas that they want to contribute in order to solve problems in ways that lead to sustainable social change and development (Estrada and Fraser, 2002).

Moreover, Estrada and Fraser emphasized that unlike other forms of broadcasting, local radio must remain a non-profit organization owned and managed

by a particular community. Its programs must rely on the needs and interests of the community. However, most scholars have doubts on the very essence of local radio most especially when it is owned and operated by a particular NGO or religious groups. Meaning, these groups may dominate or take advantage of their own interests rather than the interests of the people in the community or grassroots level. Hence, real change and development can be achieved if the community itself has developed the sense of ownership (Fraser, 2002).

On the other hand, the increasingly globalized commercial media has undeniably affect local cultures with its entertainment programs. Meaning, most programs do not respond to the socio-economic and development needs of a particular society. Globalized media and community media are not comparable since the former caters irrelevant entertainment programs, while the latter focuses on local issues and community development (Estrada and Fraser, 2002).

Setting the Agenda for Development Action and Policy Formation

Agenda-setting aims to gain the attention of media professionals, the public and policy makers. It also explains that media does not tell the public what to think, but what to think about the issue (Dearing & Rogers, 1996). Meaning, why in a democratic society, information about definite issues is available to the public; how these issues try to shape public opinion; and why some issues are addressed through policy actions while others are not. Hence, agenda-setting focuses on social change and social stability. It rotates around the media agenda, the public agenda and the policy agenda and their apparent interrelationships as illustrated below (Dearing & Rogers, 1996).

Gatekeeping and News Flow Theory

News and other information can be altered or shaped by the gatekeepers as it passes through different channels before it reaches the target audience (Shoemaker, 1999). Shoemaker also recognizes the diverse power and influence of a gatekeeper, whether a correspondent, content officer, editor, etc. in whittling news contents. In addition, Shoemaker does not also debunk the fact that these

peculiarities which have greater impacts on the selection of news items are products of the views and attitudes of the gatekeepers which sometimes can be considered self-serving (Shoemaker, 1999).

New Policy Guidelines on Philippine Media

According to Grigg (1999), before Martial Law, Philippine media exercised the concept of Libertarian system. Meaning, media was out of government control. In fact, other scholars view this system of Philippine media as one, if not, the freest in the world. This excessive freedom was abused by some media organizations. The practice of yellow or envelopmental journalism become rampant and incessant (Grigg, 1999). However, all these excesses and abuses of Philippine media were suddenly vanished when then President Ferdinand Marcos declared Martial Law on September 21, 1972 (Grigg, 1999).

The declaration of Martial Law gave rise to the creation of an alternative media. For the first time, the considered freest media in the world was under the control of the government through the establishment of Broadcast Media Council (BMC) and the Kapisanan ng mga Brodkaster sa Pilipinas (KBP). The primary function of these agencies was to support the initiative of the government in developing the masses, through massive dissemination of information and development broadcasting. The libertarian system suddenly turned into Authoritarian system (Grigg, 1991).

When President Marcos was ousted in 1986, a new Philippine Constitution was created. The new freedoms unbridled by the 1986 revolution once again gave journalists excessive power to report on events and issues. In this regard, the Philippine media become extremely powerful that they have the ability to derail or ruin political careers or institute policy reforms. Unfortunately, many media organizations are profit-oriented and competition to attract more advertisers becomes the ultimate priority (Coronel, 2008).

Since the creation of the 1987 Philippine constitution, KBP was no longer under the control of government and become more liberal in its policy-making process.

KBP is an assembly of media practitioners, which seeks to self-regulate and standardize the broadcasting industry. Likewise, it seeks to inspire and encourage development broadcasting. The general objectives of KBP are: 1. *to unify broadcast practitioners*; 2. *to formulate policies and standards*; and 3. *to represent broadcasters as their spokesman regarding matters concerning policies and legislation* (KBP official webpage).

The following are the thrusts of the Top Level Management Conference (TLMC) acts as the KBP's highest governing: 1. *Professionalize and elevate standards of broadcasting*; 2. *Enhance mass media for national development*; 3. *Effectively disseminate information to all sectors*; 4. *Consultations on matters concerning policies*; and 5. *Preserve Filipino culture and heritage* (KBP official webpage). KBP also handles complaints and enforces different rules and regulations such as, 1. *Fines, suspensions and expulsion of members*; 2. *Standard rules and regulations*; 3. *Complaints and violations*; 4. *Monitoring*; and 5. *Inspections and investigations* (KBP official webpage).

However, several members of the military have criticized the communication policies of then President Aquino because these allow the members of the press to expose anything they want including confidential matters that might put the national security in danger. Grigg cited the study of Clad in 1988 that this particular event would also discourage foreign investors to come in the Philippines. Girard also referred to the study of World Press in 1988 that due to these new communication policies, some corrupt members of the media practice under-the-table activities including supporting the communist rebels for the sake of media coverage (Grigg, 1991).

Philippine Media Regulation

McChesney (2008) was concerned about the essential public and social nature of media systems. Once media is deregulated to private organizations, it would be very difficult for the public to be engaged in the policy-making process; hence, public debates are more important than structured media policies created by few because these will observe liberal democracy as it allows public participation

in the policy-making process that will eventually address the needs of the people accordingly. Media deregulation can also be a threat to a free society (McChesney, 2008). McChesney reiterated the case of America where only powerful private individuals and some corrupt officials of concerned federal agencies and nobody else are allowed to participate in policy deliberations.

It is clear that several media organizations overstepped their limits. This led to the strengthening of the very role of the Kapisanan ng mga Broadkaster sa Pilipinas (Association of Broadcasters in the Philippines) or KBP as the only regulatory body that has the sole power to regulate over radio and news and commentary programs on radio and television. It is composed of the owners and/or operators of a majority of the radio and television stations in the country. It has its own set of rules and guidelines for news, public affairs and commentaries, political broadcasts, children's shows, religious programming, and including advertising to be followed by and observed by its members (KBP Website).

According to Coronel (2008), in spite of the existing broadcast code of the Philippines created by KBP, the media have used their freedoms in the present system of democracy to shape the practice of journalism such as the content of newspaper, radio and television programming, to name a few. The ownership of the media by a handful of elites brings to the fore the reality that they have the power to control the way of thinking of the average Filipino citizens. Most of the time, advertisers and other elite or unknown groups have the power to plot the content of news and information for their own personal and political interests and this practice is clearly unacceptable in the aforementioned code (Coronel, 2008). This system of liberal media becomes profit-oriented and is willing to compromise the news and information for the affluent individuals instead of giving the public more relevant and significant information beneficial for social development (Constantino, 2008).

Since there is no government institution that will regulate broadcast networks, many people think that most broadcast institutions abuse their authority to self-regulation. KBP is governed by media owners and operators; there is no guarantee

that the program standards created by the body will be strictly followed. Biases may be imposed (Coronel, 2008). However, since the Philippine Constitution restricts the government from controlling broadcast media and only KBP, as the only self-regulating body, can impose standards over broadcast organizations, it is very important that the implementation practices on program standards and the policy-making procedures of broadcast organizations are aligned to broadcast code of the Philippines created by KBP. It is the only way to eliminate, if not, alleviate biases and other cases of misrepresentation (Gimoto, 2018).

Effective Broadcast Strategies

Several broadcast organizations have no clear plans and participatory actions on how to comply with the existing broadcast code of the Philippines (Gimoto, 2018).

Gimoto's 2018 study entitled "*Effective Broadcast Strategies for Bombo Radyo-Iloilo to Meet the Existing Broadcast Code of the Philippines*" developed a framework for effective broadcast strategies such as: (1) reflect and promote local Identity, character and culture, (2) create diversity of voices and opinions, (3) encourage open dialogue and democratic process, (4) promote social change and development, (5) promote good governance and civil society, (6) involve the stakeholders in the formulation of program standards, (7) train and educate all broadcast practitioners to have direct knowledge on the existing broadcast code, (8) require all broadcast practitioners to secure accreditation from KBP, and (9) make an annual assessment of the programs with the involvement of other stakeholders to analyze whether the broadcast strategies are met. These broadcast strategies will help broadcast organizations in the Philippines to align their program standards and policy-making procedures to the existing broadcast code of the Philippines created by KBP.

Conceptual Framework

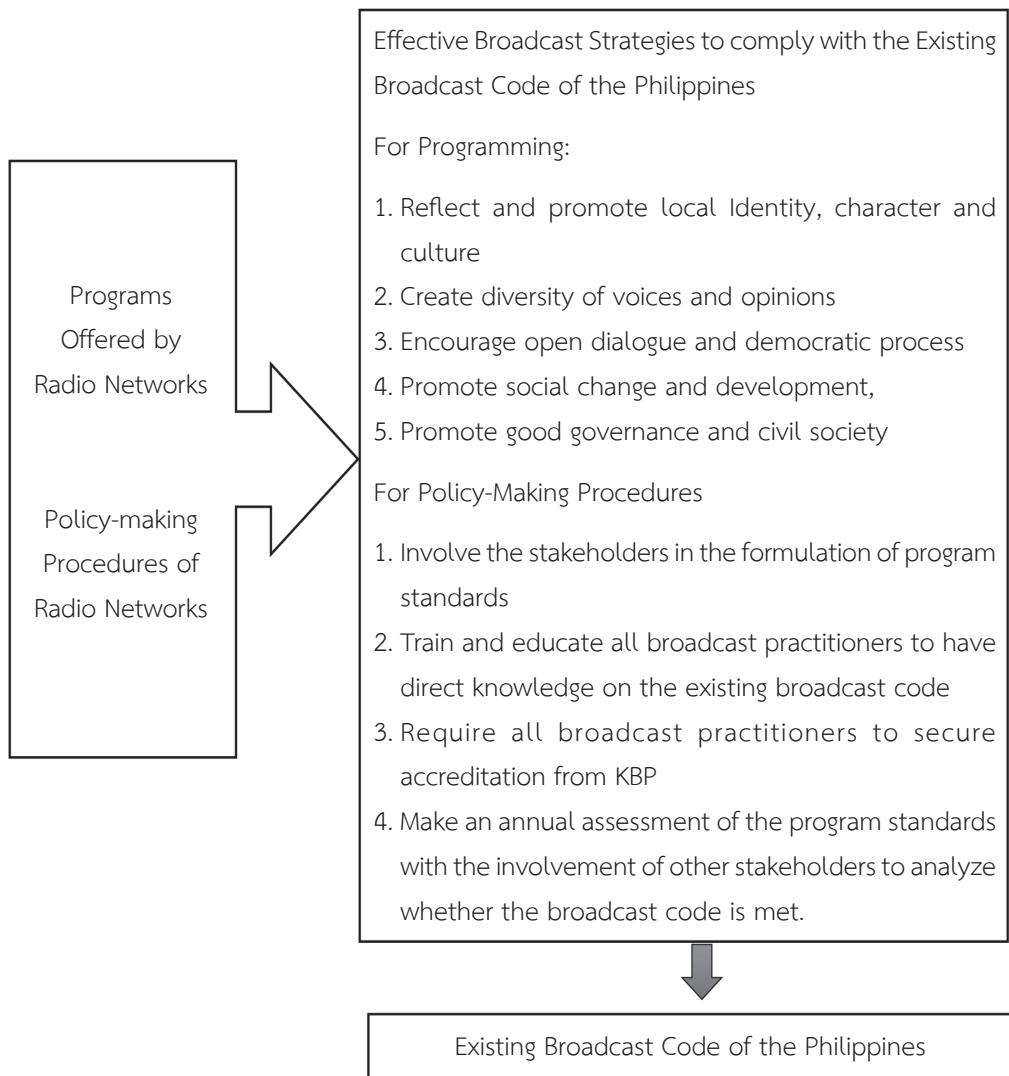


Figure 1: Schematic Diagram of the Conceptual Framework

The researchers want to find out whether the programs offered and the policy-making procedures of radio networks are aligned with the existing broadcast code of the Philippines created by KBP. The aforementioned strategies are adopted from the study of Gimoto (2018) entitled *“Effective Broadcast Strategies for Bombo Radyo-Iloilo to Meet the Existing Broadcast Code of the Philippines”* since no similar studies

were conducted. The formulated effective broadcast strategies are developed to help broadcast networks aligned their program standards with the existing broadcast code of the Philippines created by KBP. Hence, these strategies will serve as indicators to evaluate the alignment of the program standards and policy-making procedures of radio networks. The following are the guidelines for each broadcast strategy:

For Program Standards:

1. Reflect and Promote Local Identity, Character and Culture.

- 1.1 Focus principally on local content;
- 1.2 Integrate segments that are particular to community's identity and character;
- 1.3 The programming of the network should include the languages of any minority groups in the community;
- 1.4 The value of content or Localness should not be used as an excuse for sub-standard technical production; and
- 1.5 Strengthen the local culture of the people in the community.

2. Create a Diversity of Voices and Opinions.

- 2.1 Acknowledge that conflict is necessary for democracy and for democratic communities;
- 2.2 Air objectively all sides of a discussion without itself taking sides;
- 2.3 Through an understanding of why conflict exists, the radio station should help people in the community to understand themselves better and pave the way to resolve conflicts;
- 2.4 Allow other stakeholders to have an access on decision-making process; and
- 2.5 Allow other stakeholders to participate on decision-making process.

3. Encourage Open Dialogue and Democratic Process.

- 3.1 Provide forum for open dialogue to happen;
- 3.2 Aim to bring democratic decision-making closer to the people concerned;

- 3.3 Stakeholders' preferences should be taken into account in deciding what formats are most suitable;
- 3.4 Content should be mainly determined by the lifestyles and livelihood by the community and by the problem it faces; and
- 3.5 Relay the opinions of the stakeholders to policy makers, thus making it possible to design development initiatives that best meet the aspirations and needs of the people.

4. Promote Social Change and Development.

- 4.1 Provide perfect platform for people in marginalized communities to hear their individual perceptions about their situation;
- 4.2 Develop a collective perception of the local reality and of the options for improving it as required for change and development;
- 4.3 Initiate collective perception through internal discussions to analyze specific problems, identify possible solutions, and mobilize the appropriate people or groups for action;
- 4.4 Exert pressure from the majority through community radio programs to modify anti-social behavior by minorities in a community; and
- 4.5 The network through its programs should explain how a civic sense is needed if new-found freedoms are to result in harmony and social progress.

5. Promote Good Governance and Civil Society.

- 5.1 Broadcast live the discussions of local government meetings;
- 5.2 Play a community watchdog role that makes local authorities and politicians more conscious of their public responsibilities;
- 5.3 The marginalized and the oppressed normally have no way to complain when authorities take advantage of them, but the network should give them a voice to air their grievances and obtain their due rights;
- 5.4 Broadcast the discussions, or questions and answers between members of the community and local authorities on some issues; and

5.5 Encourage the participation of the people by providing a platform for debate.

For Policy-making

1. Involve the Stakeholders in the Formulation of Policy

- 1.1 Allow the stakeholders to participate in the policy-making processes to meet the demands of the community; and
- 1.2 Allow the stakeholders to decide in the creation of broadcast programs.

2. Train and Educate All Broadcast Practitioners to have Direct Knowledge on the Existing Broadcast Code

- 2.1 Provide necessary trainings and seminars for their practitioners to observe the protocols and other provisions of the existing code; and
- 2.2 Assign an independent body that will monitor the demeanor of the broadcast practitioners based on the guidelines of the existing broadcast code.

3. Require all Broadcast Practitioners to Secure Accreditation from KBP

- 3.1 Broadcast practitioners must undergo series of accreditation as basis of their compliance and commitment to the existing broadcast code of the Philippines.

4. Make an Annual Assessment of the Programs with the Involvement of other Stakeholders to Analyze whether the Broadcast Code is Met

- 4.1 Create a body that will assess the implementation practices of the program standards to cope with the existing broadcast code of the Philippines;
- 4.2 Allow the stakeholders to air their thoughts and views on the implementation practices of program standards as part of the assessment;

- 4.3 Create a committee with the involvement of the stakeholders that will re-examine the effectiveness of the program standards;
- 4.4 Make necessary adjustments on strategies that have weaknesses or loop holes; and
- 4.5 Improve all formulated strategies regularly based on future developments and demands.

Methodology

Research Method

This research used mixed method. Content analysis was applied to evaluate the program standards and policy-making procedures of radio networks. The effective broadcast strategies stipulated in the conceptual framework were used as indicators to guide the researchers for coding. According to Krippendoff (2014), content analysis can be both quantitative and qualitative method because all reading of texts is qualitative while counting of codes is quantitative. Other qualitative methods like in-depth interviews, observations and focus group discussion were utilized to have a profound understanding of the program standards and policy-making procedures of all subject radio stations.

Research Locale

The locale of the study are the regions in Luzon, Visayas and Mindanao with the most number of AM radio stations according to the National Telecommunications Commission (NTC) and these regions are as follows: Metro Manila and Bicol for Luzon, Iloilo and Cebu for Visayas and Davao and Cagayan De Oro for Mindanao.

Selection of Respondents

The researchers selected the respondents based on the following criteria: (1) active member of the Kapisanan ng mga Brodkaster ng Pilipinas (KBP); (2) the regions in Luzon, Visayas and Mindanao with the most number of AM radio stations according to the National Telecommunications Commission (NTC); and

(3) the top two leading radio networks per identified region according to Kantar Media, the commissioned survey firm of KBP.

Results and Discussion

The researchers group the programs of every subject radio station per theme, namely, news, analysis and commentaries and public service then, analyze whether the standards of these programs are aligned with the existing broadcast code of the Philippines created by KBP. On the other hand, the policy-making procedures of each network are also analyzed. More so, the researchers do not reveal the identity of the network as a matter of courtesy and confidentiality; hence, a number code was used for every radio station.

Furthermore, the programs for each theme of the subject radio stations must meet all the indicators for effective broadcast strategies to say that they are fully compliant of the existing broadcast code of the Philippines created by KBP same with their policy-making procedures. The total number of radio stations that the researchers have visited was thirteen. Four in Metro Manila and Bicol Region for Luzon, four in Central and Western Visayas and five in Davao Region and Northern Mindanao.

Summary of Findings

Program Standards

1. Reflect and Promote Local identity, Character and Culture

Majority of the programs of subject radio stations in Luzon, Visayas and Mindanao comply with the indicators that measure the first strategy which is to Reflect and promote Local Identity, Character and Culture. Specifically, they focus on local content, integrate segments that are particular to community's identity and character, include the languages and needs of any minority group, value the content or localness of the program and strengthen the local culture of people in the community. However, there are stations that do not consider much the languages of any minority group. According to the station managers of the concerned radio stations, it is difficult for them to consider the needs of the minority groups since

they have to balance the content and the demands of the majority which is one of the bases of most advertisers whether they will invest in the program or not. Moreover, there is one radio station that does not meet any of the above indicators. The focus of this station is to promote business and attract more advertisers. Its station manager noted that since many radio stations in the region that focus on local identity, character and culture, the network feels that they have to divert into a different strategy that will keep their station afloat. Therefore, the contents of their programs are dependent on their advertisers.

2. Create a Diversity of Voices and Opinions

The findings of the study show that majority the programs of subject radio stations in Luzon, Visayas and Mindanao meet most of the indicators that measure the second strategy which is to create a diversity of voices and opinions. Particularly, these networks acknowledge that conflict is necessary for democracy and for democratic communities; hence, they provide programs for democratic discussions, air objectively all sides of issues without taking sides and help people in the community to understand themselves better and pave the way to resolve conflicts, such as, by giving free legal assistance, life coaching, family planning, marriage and some others. However, majority also of the radio stations do not allow other stakeholders like the community leaders, Non-Governmental Organizations (NGOs), etc. to have an access and participate on their decision-making process. This process refers to the creation and implementation of program standards. The participation of the aforementioned stakeholders plays a very important role to meet the existing broadcast code of the Philippines created by KBP. In addition, one radio station admits that the above indicators are not fully observed since most of their programs are driven by profit. It also acknowledges that their programs are compromised by the needs and demands of the advertisers.

3. Encourage Open Dialogue and Democratic Process

The results of the evaluation reveal that majority of the programs of subject radio stations in Luzon, Visayas and Mindanao observe most of the indicators for

the third strategy which is to encourage open dialogue and democratic process. Specifically, these radio networks provide the forum for open dialogue to happen, determine the content based on the lifestyles and livelihood by the community and by the problem it faces and relay the opinions of the stakeholders to policy makers, thus making it possible to design development initiatives that best meet the aspirations and needs of the people. However, another findings show that majority of these subject radio stations do not bring democratic decision making closer to the people concerned and take into account the preferences of other stakeholders in deciding what formats are most suitable. Hence, people in the community have no chance to recommend what programs are beneficial for them which is not a good strategy to meet the existing broadcast code of the Philippines created by KBP. On the other hand, one radio station confesses that most of these indicators may not be applicable for them since their advertisers are somehow powerful in determining the formats of their programs. This kind of practice is absolutely not in accordance with the guidelines of KBP.

4. Promote Social Change and Development

Majority of the programs of subject radio stations in Luzon, Visayas and Mindanao obey the fourth strategy which is to promote social change and development. Mainly, these radio networks provide platforms for people in marginalized communities to hear their individual perceptions about their situations, develop a collective perception of the local reality and of the options for improving it as required for change and development, initiate collective perception through internal discussions to analyze specific problems, identify possible solutions, and mobilize the appropriate people or groups for action, exert pressure from the majority through community radio programs to modify anti-social behavior by minorities in a community and explains how a civic sense is needed if new-found freedoms are to result in harmony and social progress. However, it is alarming that one radio station does not follow any of the above indicators due to its nature of broadcast programs where advertisers have the power to manipulate the programs in their favor.

5. Promote Good Governance and Civil Society

The results divulge that majority of the programs of subject radio stations in Luzon, Visayas and Mindanao conform to the fifth strategy which is to promote good governance and civil society. Primarily, these radio networks broadcast live the important discussions of local government meetings like senate investigations, significant speeches of the President, promulgation of court decisions, etc., play a community watchdog role that makes local authorities and politicians more conscious of their public responsibilities, provides the marginalized and the oppressed the voice to complain authorities who take advantage of them, air their grievances and obtain their due rights, broadcast the discussions or questions and answers between members of the community and local authorities on some issues and encourage the participation of the people by providing a platform for debate. However, as discussed several times in previous strategies, there is one radio station that does not comply with any of the above indicators. The demands of the advertisers are more powerful than its community watchdog role.

Policy-Making Procedure

1. Involve the Stakeholders in the Formulation of Policy

Majority, if not, all of the subject radio stations in Luzon, Visayas and Mindanao are not compliant to any of the indicators of the first strategy which is to involve other stakeholders in the formulation of policy. Specifically, these radio networks do not allow other stakeholders like the community leaders, Non-Governmental Organizations (NGOs), youth, etc. to participate in their policy-making processes to meet the demands of the community, as well as to participate in the creation of broadcast programs. Gimoto's 2018 study entitled "*Effective Broadcast Strategies for Bombo Radyo-Iloilo to Meet the Existing Broadcast Code of the Philippines*" emphasized that the involvement of different stakeholders are very important to meet the existing broadcast code of the Philippines created by KBP. Only through this process where the radio networks may develop programs beneficial for the community.

2. Train and Educate All Broadcast practitioners to have Direct Knowledge on the Existing Broadcast Code

Majority of the subject radio stations in Luzon, Visayas and Mindanao meet one of the two main indicators of the second strategy which is to train and educate all broadcast practitioners to have direct knowledge on the existing broadcast code of the Philippines created by KBP. Particularly, these radio networks provide necessary trainings and seminars for their practitioners to observe the protocols and other provisions of the existing broadcast code, except for one radio station. The station manager admits that most of their programs are offered to block timers or for those who want to buy a time slot in their station. In this case, they cannot oblige the owner of the program to observe this guideline religiously. On the other hand, majority, if not, all of the radio stations concede that there is no independent body that will monitor the demeanor of their broadcast practitioners in accordance with the guidelines of the existing broadcast code due to lack of human resources. They only rely on public complaints or investigations being initiated by KBP.

3. Require All Broadcast Practitioners to Secure Accreditation from KBP

Majority of the subject radio stations in Luzon, Visayas and Mindanao follow the sole indicator of the second strategy which is to require all broadcast practitioners to secure accreditation from KBP. Mainly, these radio networks oblige their broadcast practitioners to undergo series of accreditation from KBP as basis of their compliance and commitment to the existing broadcast code of the Philippines. This also ensures that they maintain high level of professionalism. However, one station does not comply with this. As discussed previously, the station manager discloses that most of their programs are offered to block timers or for those who want to buy a time slot in their station. In this case, they cannot oblige the owner of the program to observe this guideline religiously, except to advise the owner of the program to require their broadcast practitioners to secure accreditation, but it is not mandatory which is in contrary to the guidelines issued by KBP that every broadcaster must secure an accreditation.

4. Make an Annual Assessment of the Program Standards with the Involvement of Other Stakeholders to Analyze whether the existing Broadcast Code is Met

Majority of the subject radio stations in Luzon, Visayas and Mindanao only implement two out of five indicators of the fourth strategy which is to make an annual assessment of the program standards with the involvement of other stakeholders to analyze whether the existing broadcast code is met. Mostly, these radio networks make necessary adjustments on strategies that have weaknesses or loop holes and improve all formulated strategies regularly. On the other hand, three of the five indicators for this strategy are not observed by majority, if not, all of the radio stations, such as, create a body that will assess the implementation practices on the programs to cope with the existing broadcast code of the Philippines, allow the stakeholders to air their thoughts and views on their implementation practices on program standards and create a committee with the involvement of other stakeholders that will re-examine the effectiveness of the program standards.

Conclusion

Based on the findings of the study, majority of the program standards of subject radio stations in Luzon, Visayas and Mindanao are aligned with the existing broadcast code of the Philippines created by KBP; however, although the above radio stations are compliant of the code, the researchers do not dismiss the fact that some important indicators for effective broadcast strategies are not fully met. Therefore, it can be concluded that the program standards of subject radio stations are partially aligned. This result somehow affirms the null hypothesis of the study that the implementation practices on program standards of Philippine broadcast networks are not aligned with the existing broadcast code of the Philippines created by KBP.

In order to fully comply with the existing broadcast code of the Philippines, the subject radio stations must focus on the following effective broadcast strategies:

1. To create a diversity of voices and opinions, the radio stations must allow other

stakeholders like the community leaders, Non-Governmental Organizations (NGOs), etc. to have an access and participate on their decision-making process; and 2. To encourage open dialogue and democratic process, the radio stations must bring democratic decision making closer to the people concerned and take into account the preferences of other stakeholders in deciding what formats are most suitable.

Moreover, the researchers find it very alarming that one radio station does not comply with almost all indicators for effective broadcast strategies to meet the existing broadcast code of the Philippines created by KBP. Prudence dictates that KBP must review the program standards of the radio stations in the Philippines.

On the other hand, almost all of the subject radio stations in Luzon, Visayas and Mindanao are not compliant of most of the indicators for effective policy making to meet the existing broadcast code of the Philippines created by KBP. This result upholds the null hypothesis of the study that the implementation practices on policy-making of Philippine broadcast networks are not aligned with the existing broadcast code of the Philippines created by KBP.

In order to fully comply with the existing broadcast code of the Philippines, the subject radio stations must focus on the following effective broadcast strategies: 1. Involve the stakeholders in the formulation of policy and the creation of broadcast programs; 2. Create an independent body that will monitor the demeanor of the broadcast practitioners based on the existing guidelines of KBP; 3. Organize a committee with the involvement of other stakeholders that will re-examine the program standards; and 4. Make an annual assessment of the programs with the involvement of other stakeholders to analyze whether the existing broadcast code is fully met.

Recommendation

Based on the above findings and conclusion, the following are the recommendations:

1. The management of each radio station must revisit its implementation practices on program standards and may adapt the findings of this study to meet the existing broadcast code of the Philippines created by KBP;
2. The standards authority of KBP must strengthen its police power by creating a more potent program standards committee dedicated solely to supervise the program standards and policy-making procedures of member radio stations; and
3. Future researchers may consider different research locale with a larger scope of radio stations. They may also identify the factors why many, if not, some of the radio stations are not compliant of the existing broadcast code.

References

Constantino, Anne. (2008). *Media Control and Ownership in the Philippines*. Retrieved March 15, 2018, from <http://groundreport.com/media-ownership-and-control-in-the-philippines-takes-a-new-form/>

Coronel, Sheila S. (2008). *Media Ownership and Control in the Philippines*. Retrieved March 15, 2018 from http://www.wacc.org.uk/index.php/wacc/publications/media_development/...4/media_ownership_and_control_in_the_Philippines

Daquilanea-Tanoy, Amy. (2009). *The Future of Public Broadcasting in the Philippines*. Retrieved March 15 2018, from http://www.jamco.or.jp/2009_symposium/en/005/index.html

Dearing, James and Rogers, Everett. (1996). *Agenda-Setting*. Los Angeles: SAGE Publications, Inc.

Estrada, Sonia and Fraser, Colin. (2002). *Community Radio for Change and Development*. Retrieved March 15, 2018, from http://www.tranquileye.com/free/files/Community_Radio_for_Change_and_Development.pdf

FAO. (2001). *Community Radio Handbook*. Retrieved March 15, 2018, from www.fao.org/sd/ruralM. Young, The Technical Writer's Handbook. Mill Valley, CA: University Science, 1989.

Gimoto, Efren Jr. C. (2018). Effective Broadcast Strategies for Bombo Radyo-Iloilo to Meet the Existing Broadcast Code of the Philippines. *Journal of Public and Private Management, National Institute of Development Administration, Bangkok*, 25(2), pp. 103-119.

Grigg, Daniel Walter. (1991). *Mass Media Policies and Systems of the Marcos and Aquino Administrations: A Comparative Analysis*. Regent University, Virginia: UMI Publishing.

Guazo, Novie. (2013). *Radio is still Iloilo's Most Influential Medium*. Retrieved March 15, 2018 from <http://www.iloilometropolitantimes.com/radio-is-still-iloilos-most-influential-medium>

Krppendorff, Klaus. (2004). Content Analysis: An Introduction to Its Methodology 2nd ed. Lons Angeles: SAGE Publications, Inc.

McChesney, Robert W. (2008). *The Political Economy of Media*. Retrieved March 15, 2018 from <https://books.google.co.th/books?id>

Philippine Statistics Authority. (2020). Functional Literacy Rates of Filipinos by Exposure to Different Forms of Mass Media. Retrieved September 01, 2021 from <https://psa.gov.ph/press-releases/id/163686>

Shoemaker, P. (1999). Media Studies: Policy, Management and Media Representation. In P. Fourie (Ed.), *Media Studies* (2nd ed., pp. 238-239). Cape Town, South Africa: Juta & Co.

About the Authors

Professor Dr. Efren C. Gimoto Jr. is currently the Chairman and Research Coordinator of the Department of Communication, College of Arts and Sciences, University of the East-Caloocan and holds the academic rank of Full-Fledged Professor. He is also a part-time professor at the University of the East Graduate School teaching Advanced Research Methods across Disciplines and Administration Courses for both masters and doctorate programs.

Associate Professor Dr. Rossanna V. Mendoza was the Chairperson of the Department of Languages, College of Arts and Sciences, University of the East-Caloocan for two terms. She was also the previous Research Coordinator for the College of Arts and Sciences SY 2017-2018, with the task of planning seminars and guiding the graduating students of Communication and Tourism in their thesis (June 2016-May 2018)