

## SWOT Analysis of ASC Radyo Pasaan: Basis for Strategic Development Planning

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**Abstract:** Community radio has surfaced as a dynamic medium for intercommunication and as an instrument in providing learning opportunities for all citizens, particularly those in the countryside. In higher education institutions, campus-based radio stations stand as a tool in transferring knowledge, in engaging communities, and in delivering extension services especially in far-flung areas. This study examined the institutional and operational capacities of ASC Radyo Pasaan, the campus-based radio station of Apayao State College, using a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analytical framework. The study employed a descriptive assessment research design that made use of an institutional assessment checklist, key informant interviews, and document analysis that included administrators, faculty broadcasters, technical personnel, and student volunteers. According to the findings, ASC Radyo Pasaan possesses substantial institutional strengths including close affiliation with Apayao State College, alignment with the college's extension mandate, participation of faculty and students in broadcasting activities, and localized community oriented programming. Nevertheless, there were also internal weaknesses that were identified such as limited financial resources, technical infrastructure limitations, and the absence of a long-term strategic development framework. The evaluation further highlighted cropping up opportunities that include the expanding recognition of community media in development communication, possible integration of digital broadcasting technologies, and opportunities for collaboration with agencies of the government and development organizations. Simultaneously, threats related to competition from digital media platforms, regulatory compliance requirements, and fast technological changes in the broadcasting industry were also observed. The study concludes that strategic development planning grounded in SWOT analysis can support the sustainability, governance structure, and community impact of ASC Radyo Pasaan. The findings give insights for institutional leaders, development communication practitioners, and policymakers to heighten the role of campus-based community radio in the promotion of inclusive communication and the sustainability of regional development.

**Keywords:** Community radio, development communication, participatory communication, SWOT analysis, campus broadcasting, strategic planning.

### INTRODUCTION

Community radio has turned into a significant tool in communication that promotes participatory exchange of views, community empowerment, and grassroots development in various areas of the world. Different from commercial broadcasting systems which primarily focus on generating profit and reaching mass audiences, community radio stations are intended to serve the informational and developmental needs of specific groups. With localized programming and participatory broadcasting, community radio permits underrepresented groups and local stakeholders to express their concerns, share knowledge, and contribute to community decision-making processes (Fraser & Estrock, 2001). All these attributes make community

radio an indispensable tool in promoting inclusive communication and democratic participation of marginalized groups.

In development communication, community media has a very important role in the dissemination of knowledge and in the advancement of social transformation. Development communication has to do with the strategic use of communication processes, media technologies, and participatory engagement for the promotion of social change and the sustainability of development enterprises (Manyozo, 2012). Community radio stations operate not just as channels for disseminating information but more importantly as mechanisms for community mobilization, for capacity building, and for imparting locally relevant knowledge.

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Participatory communication theory enforces the role of community radio in development assertiveness. This theoretical standpoint emphasizes dialogue, collaboration, and the active involvement of the members of the community in the process of communication that affect their lives. Communities are not just resigned recipients of information but also active contributors of knowledge production and dissemination based on participatory communication models (Servaes, 2008). Community radio stations illustrate this model by providing accessible venues where community members, educators, local leaders, and development practitioners can collectively discuss issues and materialize possible solutions for social arguments.

In the Philippines, community broadcasting has a big role in supporting public education, disaster preparedness, cultural preservation, agricultural extension, most particularly in far-flung and underserved communities. Broadcasting institutions operate under regulatory frameworks that put stress on their liability to attend to public interest and contribute to national development goals (National Telecommunications Commission, 2016). Being responsive to these mandates, many state universities and colleges have established campus-based radio stations that function as instruments in research dissemination, in extension services, and in community engagement initiatives in alignment with the larger mission of higher education institutions (Commission on Higher Education, 2017).

Campus-based community radio stations give invaluable opportunities for incorporating academic knowledge with the needs of the people. These avenues enable universities to impart research findings, advertise educational programs, and involve local communities in knowledge exchange. Furthermore, campus radio stations offer experiences to students when they can develop their skills in journalism, broadcasting, and development communication (Gerald, 2007). Because of these functions, radio stations operated by universities and colleges can help strengthen the societal impact and community relevance of HEIs.

Though community radios contribute to community development, still many of them face operational problems related to finance, technical infrastructure, and human resource capacity. Many studies have discovered that community broadcasting organizations frequently encounter restraints on funding, maintenance of equipment, and problems on strategic management (Buckley *et al.*, 2008). To address these challenges requires a systematic institutional assessment identifying strengths, operational gaps, and opportunities for improvement.

SWOT analysis provides an effective framework to examine both internal organizational capacities and external environment conditions that affect institutional performance. It enables organizations

to determine their strengths and weaknesses while also examining opportunities and threats existing in the external environment (Bryson, 2018). Through analysis of these factors, institutions can craft strategies that improve sustainability and effectiveness of operations.

ASC Radyo Pasaan, the campus-based radio station of Apayao State College, serves as a communication platform which supports the institution's extension programs, community engagement initiatives, and public education functions. As the college pushes forward strengthening its task in regional development, it becomes essential to evaluate the institutional and operational capacities reinforcing the radio station. Undergoing a SWOT analysis provides a complete understanding of the station's internal capabilities and external challenges. The findings of this study consequently serve as a foundation for strategic development planning, To enhance the sustainability, operational efficiency, and community impact of ASC Radyo Pasaan.

## METHODOLOGY

This study employed a descriptive institutional assessment research design to review the operational conditions and institutional capacities of ASC Radyo Pasaan. Descriptive research design is appropriate for systematically documenting organizational structures, operational practices, and resource capacities within institutions (Creswell and Creswell, 2018). This research design allowed the researcher to evaluate the current operational status of the radio station and to determine certain areas for improvement.

The study was conducted at Apayao State College, specifically on ASC Radyo Pasaan as the institutional radio station serving both the academic community and nearby local communities. Participants in the study consisted of individuals directly involved in the management and operation of the radio station, including administrators, faculty broadcasters, technical personnel, student volunteers, and institutional stakeholders who were knowledgeable about the station's operations. Purposive sampling was utilized to guarantee that participants possessed suitable experience and perceptions regarding the institutional and operational processes of the radio.

Data collection included multiple instruments to make comprehensive assessment certain. An institutional and operational assessment checklist was used to evaluate governance structures, operational systems, programming practices, and resource capacities. Key informant interviews were conducted with administrators and operational personnel to collect qualitative understanding about management practices, operational difficulties, and development needs. Document analysis was also undertaken to examine institutional records like program schedules, operational

reports, policy documents, and administrative guidelines applicable to the functioning of ASC Radyo Pasnaan.

Quantitative data from the assessment checklist were analyzed using descriptive statistics that included frequency counts and percentages to describe institutional capacities and operational practices. Qualitative data gathered from interviews and document analysis were scrutinized using thematic analysis to

identify recurring themes related to governance, resource availability, programming practices, and sustainability challenges. The integration of quantitative and qualitative findings provided the basis for the SWOT analysis presented in this study.

## RESULTS AND DISCUSSION

### SWOT Strategic Matrix for ASC Radyo Pasnaan

**Table 1: SWOT Matrix of Radio ASC Radyo Pasnaan**

<b>Internal Factors</b>	
<b>Strengths</b>	<b>Weaknesses</b>
1. Dedicated personnel and staff committed to community service and educational broadcasting	1. Limited number of regular radio programs and content diversity
2. Digitized broadcasting setup enabling efficient recording, editing, and archiving	2. Limited engagement of line agencies and community sectors
3. Flexible recording capability allowing program production at any time	3. Heavy workload among faculty and student broadcasters
4. Wide potential audience reach within the province and surrounding communities	4. Limited technical manpower with advanced broadcasting skills
5. Presence of curricular programs integrated into academic instruction	5. Limited marketing and audience engagement strategies
6. Presence of Campus Ministry providing values-oriented programming	6. Irregular program scheduling due to academic commitments
7. Institutional support from Apayao State College's extension and development agenda.	7. Limited operational budget for program expansion and equipment upgrading.
<b>External Factors</b>	
<b>Opportunities</b>	<b>Threats</b>
1. Supportive Local Government Units (LGUs) willing to partner in development communication	1. Growing reliance on digital media platforms for information dissemination
2. Potential collaboration with national government agencies and NGOs	2. Changing media consumption habits, especially among younger audiences
3. Development of innovative radio formats such as podcasts and hybrid radio-digital programs	3. Competing priorities of faculty and students limiting sustained participation
4. Expansion to online streaming platforms and social media broadcasting	4. Limited financial support or budget constraints affecting sustainability
5. Integration of indigenous knowledge and community narratives in programming	5. Natural disasters or infrastructure disruptions affecting broadcasting operations
6. Growing interest in community-based participatory communication initiatives	6. Competition from other government communication channels and media outlets

Table 1 present the SWOT analysis of ASC Radyo Pasnaan, emphasizing the internal and factors that influence operational effectiveness and strategic development. The assessment reveals that the radio station has several institutional strengths that make it as a potentially important platform for community engagement, education, and development communication within the service area of Apayao State College. Community radio stations operated by educational institutions are generally recognized as substantial instruments instruments for participatory communication, knowledge dissemination, and grasscoats development (Fraser and Restrepo - Estrada, 2001, Jallo, 2012)

One key strength identified is the presence of dedicated personnel and staff who demonstrate

commitment to the station's mission of public service and educational broadcasting. Human resources perform a vital role in sustaining community media initiatives and the dedication and interest of faculty members, students, and staff involved in Radyo Pasnaan. They (human resources) also provide a strong foundation for program continuity and content development. Many studies on community broadcasting emphasize that volunteerism, commitment of staff, and support from the institution are critical factors in the sustainability and effectiveness of community radio initiatives (Buckley, Duer, Mendel, and O Siochui, 2008; Jallo, 2012). The participation of faculty members and students contributes much not only to the continuity of radio operation but also to the integration of academic knowledge into public communication.

One more strength of the station is its digitized broadcasting setup that allows efficient recording, editing, and compiling of programs. This technological capability enables program production to be flexible and it also enables the station to produce content even outside traditional broadcasting schedules. Digitalization has remarkably modified community media operations by allowing stations to adopt more flexible and efficient production processes, hence improving content management and accessibility (Bonini and Mondus, 2015). Moreover, the pursuit to record programs at any time of the day allows Radyo Pasnaan to fit into the schedules of faculty and student broadcasters, by that, participation and creation of content are maximized.

The station benefits also from a positively wide audience within the province and neighboring communities. As a campus-based community radio station, Radyo Pasnaan serves as a communication link between the college and the listening public. Community radio has long been recognized as an impressive platform in spreading educational and development-oriented information to local populations, most especially in the countryside (Fraser and Restrepo-Estrada, 2007). Curricular programs integrated into radio broadcasting can further strengthen the station's role as an educational instrument. These programs give way to students to engage in experiential learning and at the same time contribute informative and educational content to the public. Studies, previously, highlight that campus radio stations serve as learning laboratories that hone communication skills among students and promote community engagement and knowledge exchange (Sauls, 2000; Cordeiro, 2012).

In addition, the inclusion of Campus Ministry in radio programming adds a values-oriented dimension to the station's content, upgrading moral and spiritual well-being among listeners. Values-based programming is usually part of community broadcasting, specifically in educational institutions where radio serves not only informational but also social and cultural functions (Jallov, 2012). Support from Apayao State College also reinforces the station's strategic importance as part of the college's extension and community development initiatives. Nowadays, HEIs utilize media platforms like community radio to extend their outreach and strengthen college-community linkages (Fraser and Restrepo-Estrada, 2001).

Though strengths exist, the SWOT analysis also reveals several internal weaknesses that control the station's full operational potential. One strong limitation is the relatively small number of regular radio programs currently being aired. Limited programming reduces engagement among audiences and may likely hamper the variety of topics tackled in the station. Research on community radio sustainability indicates that program diversity and consistent scheduling are important factors in sustaining audience interest and participation

(Buckley *et al.*, 2008). Another challenge is the on and off participation of line agencies and external sectors which results in underutilization of the station as a venue for development communication and public information dissemination. Through strengthened collaboration with government agencies, civil society organizations, and other stakeholders, program variety and relevance could be enhanced significantly.

Another remarkable weakness is the burdensome workload of faculty members and students who participate in radio production. Broadcasting responsibilities added to existing academic and administrative duties make program production difficult to sustain. Similar challenges have been documented in several campus radio stations where operational responsibilities are shared among faculty and students who already have heavy academic workloads (Sauls, 2007). There is also a limited number of technical personnel with specialized skills in broadcasting and media production which worsens the challenge all the more. Moreover, the station currently faces difficulty related to limited marketing and audience engagement strategies which may affect its visibility and listenership. Studies suggest that community radio stations that actively engage their audience through participatory programming and promotional activities can sustain listener interest and institutional support (Jallov, 2012).

Limitations on operations like irregular scheduling of programs and limited resources on finance for the upgrading of equipment also become a problem in sustaining the radio. Financial and logistical constraints are common issues for community radio stations worldwide, those operated by educational institutions or non-profit organizations in particular. (Buckley *et al.*, 2008).

Regarding external factors, the analysis spells out several opportunities that Radyo Pasnaan can champion to enhance its development impact. One most promising opportunity lies in the support of local government units (LGUs) which can work together with the station in disseminating information on government programs, disaster preparedness, public health campaigns, and community development initiatives. Community radio stations have been used most oftenly for development communication and public service broadcasting especially in collaboration with government and non-government organizations (Fraser and Restrepo-Estrada, 2001). Partnerships with national government agencies, non-government organizations, and civil society groups can give chances for collaborative programming and resource sharing.

Furthermore, the increasing popularity of innovative broadcast formats like podcasts, interactive talk shows, and hybrid radio digital platforms give ways for enlarging the station's audience reach beyond the traditional FM broadcast range. The merging of

traditional radio broadcasting with that of digital platforms has been extensively observed in modern media environment, enabling community radio stations to reach broader and more diverse audiences (Bonini and Monclus, 2015).

The integration of indigenous knowledge and community chronicles into radio programming also shows a valuable opportunity for Radyo Paaraan to contribute to the preservation of culture and comprehensive communication. Community radio is widely recognized for its ability to place an avenue for marginalized voices and promote the representation of local cultures and identities (Jallov, 2012). A community radio associated with a state college has the potential to serve as a platform where local voices could be heard, including those from underserved and indigenous communities. However, the SWOT analysis also identifies various threats that could affect the sustainability and competitiveness of the station. The speedy growth of digital media platforms including social media and online streaming devices, has influenced immensely the way people absorb or even destroy information. Studies suggest that younger audiences rely mostly on digital media platforms for news and entertainment which challenges traditional radio broadcasters (Bonini and Monclus, 2015). Most, if not all government agencies and organizations, now use the digital channels to spread out announcements and programs which reduce reliance on traditional FM radio broadcasting.

Another possible threat is the competing priorities faculty members and students who serve as

program broadcasters and producers have to face. Administrative duties, academic responsibilities, and research work may pose time constraints for radio programming. Many operational challenges have been reported in campus radio stations where broadcasting activities depend mostly on voluntary participation (Sauls, 2008). Problems on finance and limitations on institutional resources could also affect the station's ability to maintain and upgrade broadcasting equipment. In addition, natural calamities and infrastructure disruptions, which usually happen in many rural areas, may interrupt broadcasting operations.

The SWOT analysis shows clearly that Radyo Paaraan possesses strong support from the college, has committed personnel, and has a sufficient technological capacity to serve as a community communications center. Notwithstanding, addressing internal limitations particularly in program expansion, stakeholder engagement and resource mobilization, will be very important in accelerating its potential. By capitalizing on available opportunities such as partnerships with LGUs, embracing innovative broadcast formats, and integrating with academic programs, Radyo Paaraan can fortify its role as an imperative platform for education, community participation, and sustainable development communication. These observations are consistent with studies in the past emphasizing the significance of institutional support, participatory programming and technological adaptation in attesting the sustainability and influence of community radio stations (Buckley *et al.*, 2008; Jallov, 2012)

#### TOWS Strategic Matrix for Radio Pasnaan

**Table 2: Strategic Directions Based on TOWS Analysis**

	<b>Opportunities (O)</b>	<b>Threats (T)</b>
<b>Strengths (S)</b>	<b>SO Strategies (Maxi-Maxi)</b>	<b>ST Strategies (Maxi-Mini)</b>
	1. Utilize the digitized broadcasting system to develop innovative podcast and hybrid broadcast programs in partnership with LGUs and agencies	1. Leverage institutional credibility and wide audience reach to maintain relevance despite digital media competition
	2. Integrate curricular programs and campus ministry initiatives into community-based educational broadcasts	2. Use flexible recording capabilities to sustain programming despite faculty and student workload constraints
	3. Expand collaborations with government agencies to position Radio Pasnaan as a platform for public service announcements and development communication	3. Utilize the institutional mandate of ASC to strengthen advocacy-based programs that differentiate the station from commercial media platforms
<b>Weaknesses W)</b>	<b>WO Strategies (Mini-Maxi)</b>	<b>WT Strategies (Mini-Mini)</b>
	1. Develop training programs for faculty and students in broadcasting and digital media production through partnerships with agencies and media practitioners	1. Establish structured program schedules to manage workload and ensure program continuity
	2. Strengthen multi-sector partnerships to increase radio content and program diversity	2. Develop resource mobilization strategies to address operational and financial constraints
	3. Utilize digital streaming and social media to increase audience engagement and program accessibility	3. Implement capacity building for radio staff and volunteers to reduce dependency on a limited number of personnel

Table 2 presents the TOWS strategic matrix derived from the SWOT analysis, indicating potential strategies that Radyo Pasnaan may take to strengthen its operational capacity and elaborates its contribution to community development. The TOWS matrix summarizes the internal and external factors singled out in the SWOT analysis into actionable strategic directions by combining strengths, weaknesses, opportunities, and threats. This strategic planning approach is usually used in organizational and institutional planning because it helps institutions tally internal capabilities with external environmental conditions in order to achieve sustainable development outcomes (Weihrich, 1982).

The Strength-Opportunity (SO) strategies highlight imposing the station's internal strengths to build up opportunities from the outside. One important strategy is using the station's digitized broadcasting infrastructure and flexible recording capabilities to develop new program formats like podcasts, hybrid radio, digital broadcasts, and interactive talk shows. Media consolidation has abruptly transformed traditional broadcasting by integrating radio with digital platforms permitting radio stations to reach larger and more diverse audiences (Bonini and Monclus, 2018). By using hybrid communication strategies that merge FM broadcasting with digital streaming and social media platforms, Radyo Pasnaan could widen its reach beyond its usual geographical coverage while enriching listener engagement.

One more important SO includes integrating curricular programs and campus ministry initiatives into community-oriented radio programming. Campus radio stations are generally recognized as learning laboratories where students develop their skills in communication and contribute to public knowledge dissemination (Sauls, 2000). Studies have shown that integrating academic programs into community radio broadcasting firm up the connection between universities and colleges with the communities they serve through promotion of participatory learning and civic engagement (Fraser and Restrepo-estrada, 2001). Through these actions, Radyo Pasnaan can fulfill its educational mandate and its role in community development communication at the same time.

The matrix also emphasizes the importance of expanding collaboration with local government units, national government agencies and civil society organizations. Collaboration with these institutions can bring change into the station to become a reliable platform for public service broadcasting and development communication. Studies have proven that community radio stations become more effective and sustainable when they engage in multi-sectoral partnerships that support information dissemination, resource sharing and community participation (Jallov, 2012). This partnership may facilitate the sharing of

programs related to governance, health education, disaster preparedness, and environmental awareness.

The Strength-Threat (ST) strategies concentrate on using internal strengths to remedy external threats. One major threat that community radio stations face is the unabated dominance of digital media platforms which has considerably changed patterns of media consumption. Research indicates that the young audiences are shifting toward digital platforms for news and entertainment, presenting challenges to traditional radio broadcasting (Bonini and Monclus, 2015). To counter this challenge, Radyo Paaralan can use its institutional credibility and community presence to keep up its connection being as a trusted source of information. Community radio stations often maintain loyalty from the audience because they focus on local content and participatory programming, which commercial radios neglect to offer (Fraser and Restrepo-Estrada, 2001).

Another ST strategy includes using the station's flexible recording capabilities to maintain production of programs in spite of the competing academic responsibilities of faculty and students. Recording programs in advance provides operational flexibility that allows contributors to participate without disrupting their academic commitments. This step has been recommended in studies of campus radio management, where there is flexible scheduling and decentralized content production considered as effective strategies in maintaining program continuity (Sauls, 2000).

The Weakness-Opportunity (WO) strategies are intended to address internal limitations with external opportunities. One recommendation in the matrix is the conduct of training and capacity-building programs for faculty members and students working or volunteering in the radio. Initiatives on capacity development, media production, and digital communication can improve technical competencies and enhance the quality of programming. Training and professional development are generally considered as important elements for sustaining community media initiatives and ensuring effective program management (Buckley, Duer, Mendel, and O'Siochru, 2008).

Strengthening partnerships with government agencies, non-government organizations, and community groups is another WO strategy in order to offer different program content to increase stakeholder participation. Many studies have observed that community radio stations that collaborate with multiple sectors can produce more relevant and distinct programs that address local needs (Jallov, 2012). In addition, the use of digital streaming platforms and social media channels could help resolve geographical limitations and could increase audience engagement. Integration of digital technologies into community radio operations is

recommended to enhance accessibility and audience interaction (Bonini and Monclus, 2015).

The Weakness-Threat (WT) strategies focus on lessening both internal weaknesses and external threats through precautionary and adaptive measures. A structured program scheduling system is highly recommended to ensure regular broadcasting despite the hectic schedules of faculty and student broadcasters. Program scheduling and organizational structure are necessary in maintaining community radio operations and in keeping up audience loyalty (Buckley *et al.*, 2008).

One more WT strategy is the development of resource mobilization initiatives to address problems on finances and limitations encountered in the operation of the radio. The source of funds remains a common concern among community radio stations those operated by educational institutions and non-profit organizations. Strengthened institutional partnerships, development grants, and collaboration with local stakeholders can ensure the long-term sustainability of radio operations (Fraser and Restrepo-Estrada, 2001). Moreover, perpetual capacity-building programs for radio staff and volunteers can help assign responsibilities to others and

can reduce dependence on a limited number of individuals.

Collectively, the TOWS strategic matrix shows that Radyo Pasnaan has a substantial possibility to strengthen its role as a community development communication platform. Through alignment of institutional strengths with emerging opportunities side by side with addressing operational weaknesses and external threats, the station can maximize its contribution to education, public information dissemination, and participatory communication. These directions are coherent with previous studies which emphasized the importance of innovation, collaboration, and capacity development to ensure the sustainability and impact of community radio initiatives (Buckley *et al.*, 2008; Jallow, 2012).

**Alignment of Radio Pasnaan with Sustainable Development Goals (SDG)**

Community radio stations managed by HEIs perform a very crucial role in development communication and public education, that helps attain multiple Sustainable Development Goals. The current programming of Radyo Pasnaan and its initiatives in community engagement can be aligned with the following SDGs.

**Table 3: Alignment of Radio Pasnaan with Sustainable Development Goals (SDG)**

SDG	Contribution of Radio Pasnaan
SDG 3 – Good Health and Well-being	Broadcasting health education programs, public health advisories, and medical awareness campaigns in partnership with health agencies
SDG 4 – Quality Education	Providing educational broadcasts, instructional content, and community learning opportunities through radio programming
SDG 10 – Reduced Inequalities	Amplifying the voices of marginalized communities, including indigenous groups, through participatory communication
SDG 11 – Sustainable Cities and Communities	Promoting disaster preparedness, environmental awareness, and local governance programs
SDG 16 – Peace, Justice, and Strong Institutions	Disseminating information on governance, transparency, and civic engagement

SDG 17 – Partnerships for the Goals Facilitating collaboration between the university, LGUs, national agencies, and civil society organizations through radio programming.

Table 3. presents the alignment of Radyo Pasnaan with selected Sustainable Development Goals (SDGs), showing how the radio programming, institutional role, and community engagement activities could help achieve broader global development priorities. Community radio has been recognized since time immemorial as an efficient platform for advancing sustainable development because it encourages participatory communication, knowledge sharing, and inclusive dialogue in the local communities (Fraser and Restrepo-Estrada, 2011; Jallow, 2012). By serving as a communication link between Apayao State College and the nearby communities, Radyo Pasnaan supports

various SDGs related to education, health, social inclusion, governance, and partnerships.

One area of alignment is SDG 4: Quality Education, which features inclusive and equitable access to education and lifelong learning chances. Being a campus-based radio station, Radyo Pasnaan can be utilized as an extension arm of the college in delivering educational content to a bigger audience. Instructional programs, academic discussions, and knowledge-sharing segments aired over Radyo Pasnaan can give opportunities for community learning beyond the formal classroom. Many studies have proven that educational radio broadcasting can enhance access to information and promote lifelong learning, most especially in rural and underserved communities where educational resources is limited (Buckley, Duer, Mendel, and O Siochui, 2008). Moreover, campus radio stations offer a good location for experiential learning where students

develop their skills in communication and media production as they engage with real-world social issues (Jallov, 2000).

Radyo Pasnaan also contributes to SDG 3: Good Health and Well-being through the circulation of health information and public awareness campaigns. Community radio has played an important role in promoting health education, most especially in developing areas where people could hardly receive reliable health information. Radio programs on public health advisories, mental health awareness, nutrition, and disease prevention can teach communities to adopt healthier practices. Previous studies point out the effectiveness of radio-based communication strategies in enhancing public awareness on health and improving health-related behaviors among rural folks. (Jallov, 2012; Fraser and Restrepo-Estrada, 2001) By partnering with local health units and medical professionals, Radyo Pasnaan can prove that it is a reliable source of information on public health education.

Another area of alignment is SDG 10: Reduced Inequalities, which promotes social inclusion and a forthright access to information and opportunities. Community radio stations are generally known in providing a voice for the underserved groups, to include the indigenous peoples and rural communities. If local narratives, indigenous knowledge systems, and community concerns are given airtime on Radyo Pasnaan, information gaps will be addressed; communities which are often underrepresented in mainstream media are empowered (Jallov, 2012). Community members involved in production and discussions have become engaged strongly in community and social activities (Buckley et al., 2008).

Radyo Pasnaan also aligns with SDG 11: Sustainable Cities and Communities, through programming related to environmental awareness, disaster preparedness, and community resilience. Radio stations based in the community have been tested to be effective communication tools in times of emergency because they can provide timely and localized information to affected populations. In numerous rural communities, radio remains to be one of the most popular channels of communication in times of crisis. Previous researches prove that community radio stations are effective instruments in disseminating disaster risk reduction information and in promoting environmental awareness, hence, helping communities become more resilient (Fraser and Restrepo-Estrada, 2001).

In addition, the community radio contributes to SDG 16: Peace, Justice, and Strong Institutions through promotion of transparency, civic participation, and informed public discourse. Programs that discuss public policies, governance issues, and civic responsibilities can intensify public understanding of government processes and can encourage citizens to participate in decision-

making in the community. Community media platforms are essential tools for increasing democratic participation and for promoting accountability among public institutions (Buckley et al., 2008). Radyo Pasnaan contributes in building a more informed and engaged citizenry through airing programs about governance and development issues.

Finally, the alignment with SDG 17: Partnerships for the Goals emphasizes the importance for various stakeholders to collaborate in achieving sustainable development outcomes. Initiatives of community radios often depend on the partnerships among government agencies, civil society organizations, educational institutions, and the local communities. Such partnerships not only provide resources and technical support but also ensure that radio programming reflects the needs and preferences of the community. Several studies on community media point out that multi-sectoral collaboration increase the sustainability and effectiveness of radio initiatives by expanding resource networks and nurturing collective action toward development goals (Jallov, 2012).

All in all, the alignment of Radyo Pasnaan with the SDGs boosts the expansive developmental role that community radio stations can play besides their traditional broadcasting functions. Through integration of educational, health, cultural, and governance-related programming, the radio contributes to initiatives on local development and at the same time supports global development priorities. These contributions show how college-based community radio stations can serve as fruitful platforms for participatory communication, knowledge dissemination, and community development.

## CONCLUSION

ASC Radyo Pasnaan has a very important role in sustaining the communication and community engagement actions of Apayao State College. Being a campus-based radio station, it serves as a center for knowledge dissemination, public education, and participatory communication among local stakeholders. The SWOT analysis conducted in this research revealed that Radyo Pasnaan benefits from noble institutional support, community-oriented programming, and breaks for student participation.

However, problems related to finance, technical infrastructure, and human resource capability should be given attention in order to ensure long-term sustainability. Moreover, opportunities related to digital communication technologies and collaborative partnerships open optimistic avenues for strengthening the influence of the radio station. Strategic development planning based on the SWOT framework enables ASC Radyo Pasnaan to accelerate its institutional strengths, address operational difficulties, and widen its role as a community development hub.

## RECOMMENDATIONS

Based on the results of the study, Apayao State College needs to develop a comprehensive strategic development plan for ASC Radyo Pasnaan that outlines institutional goals definitely, operational priorities clearly. The station's operational capacity will be improved if funding mechanisms is strengthened and if resources for broadcasting infrastructure will be allocated honestly.

The radio station should also increase its capabilities on digital broadcasting through online streaming platforms, podcasts and social media broadcasting. Further, strong partnerships with government agencies, local government and civil society organizations will truly strengthen community-based programming enterprises.

Finally, there must be a continuous capacity-building programs for faculty broadcasters, student volunteers, and technical personnel to upgrade competence in broadcasting, digital media production, and development communication.

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