INTERNATIONAL ACADEMIC WORKSHOP – NEWS MEDIA DEVELOPMENT IN AFRICA: STATE OF THE ART

Academy and Journalism and Media & Enterprise Institute
University of Neuchâtel
22/10/2015

CHALLENGES OF MEDIA SUSTAINABILITY IN NIGERIA

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Nigeria has one of the largest and the most vibrant media industry in the sub-Saharan Africa region. Its media industry, which emerged from the nationalist struggle and Christian missionary venture in the 19th century, has witnessed an exponential growth in the last five decades. With the competitive mixture of private, community and public-owned media outlets in every region of the country, there are 99 radio stations and 93 television stations in the country (Olorunnisola & Lugalambi, 2011). Excluding the online only newspapers, there are more than privately owned 100 daily newspapers, weekly newspapers and magazines operating within the country (Momoh, 2010). The media ownership in the print media industry is predominately controlled by the individual entrepreneurs and corporate entities, while the government owns the several media outlets in the broadcasting industry.

In addition to the exponential growth in the news media outlets, the post-secondary institutions for the journalism and media training in the country have also morphed. From less than 5 institutions in 1960 when Nigeria got its independence from Britain, there are now 30 accredited post-secondary institutions that are offering journalism and media training across the country.

However, in spite of this rapid growth in the media outlets and journalism/media training institutions, Nigerian media industry is plagued with a series of multi-faceted challenges of sustainability that range from the financial sustainability to the socio-cultural and institutional sustainability. This paper examines various dimensions of media sustainability challenges in Nigeria and the root causes of these challenges. The paper also explores the potential ways of addressing these challenges of media sustainability in Nigeria.

"WHY AND HOW?" MASS MEDIA FAILURE IN AFRICA: THE CASE OF THE MASS MEDIA IN THE HORN OF AFRICA

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As many African countries are liberalising, deregulating their economies, and allowing more freedom, not a few are on the opposite side - restricting and showing a digressing media atmosphere. The aim of this study is to examine why most media outlets in the Horn of Africa (HoA) fail or have failed in the past decade and how the international community could assist their sustainability. This study will use the cases of at least four HoA countries: Kenya, Ethiopia, Sudan, and South Sudan in tracing the historical trajectory of media growth in each country and finding out the challenges. The study is thus macro rather than a micro study of individual media houses. Archival and official national data analysis and semi-

structured interviews are conducted to collect empirical data from each country.

Theoretically, as there is no media related theory available to study mass media sustainability, theories from economics such as Social Change, Systems Theory and the Four Capital Model have been consulted. The study has found that the reasons why most media fail in the region and what the international community could do to assist sustainability are "contextual", the contextual difference being binary between Ethiopia, Sudan and South Sudan on the one side and Kenya on the other polar.

BUILDING BLOCKS OF MEDIA SUCCESS: IMPLICATIONS FOR MEDIA DEVELOPMENT AND SUSTAINABILITY IN AFRICA

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Studies investigating success factors of different media genres are plentiful, especially for movies (Clement, 2004; Simonton, 2009). However, the state of research is fairly fragmented, as no common standards regarding the measurement of success and the operationalization of variables exist. Studies focus on a single factor or a small set of factors. In addition, most research is conducted for single markets only: One media genre in one country. In the context of converging media development, production, distribution and consumption, distinct media categories are more and more replaced by trans-medial story worlds or -brands: Physical means of distribution become less important in times of digitalization and convergence (Albarran, 2010). Development and production processes converge, and so do products and services themselves. Media consumption appears to be cross- or multiplatform by now as well. Therefore, the eroding borders of media technologies should no longer separate research on success factors of media products (Author 2013). Consequently, we integrate the results from existing studies in a trans-medial framework and identify ten building blocks of media success: content, design, environmental orientation, internal processes, organizational aspects, leadership, human resources, marketing, distribution and external evaluation. They are empirically evaluated based on case studies of 20 media brands in Austria, Germany and Switzerland. Data was collected through 39 semistructured in-depth interviews with media professionals. From our analysis we can derive similarities and differences in the design of certain building blocks of success across various media brands. In our presentation, we will apply our findings to the context of developing countries and discuss the implications for media development and sustainability in Africa.

THE AFRICAN MEDIA LANDSCAPE AT THE CROSSROAD FOR DIGITAL TRANSITION

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During the last decades the transition from analogue to digital media has been accomplished in most developed countries. In Africa the situation is very different, even though in the last years there has been a strong willingness to reduce the digital divide with developing countries. Globally by the end of 2015 the percentage of households with internet access in the African continent will be 10.7%, while the percentage of individuals using Internet will be 20.7%. Of course, these data show an evident delay of the African continent in terms of digital development compared to developed countries. Moreover, in those African countries where the internet connection is established, the speed is not excellent with the exception of Morocco and Tunisia. The low connection quality prevents some digital services to develop, especially the audiovisual ones such as streaming or video on demand. Furthermore, due to higher fees for fixed broadband, the internet connection in Africa is made mainly by mobile phone. Nonetheless, while developed countries' markets – Europe for instance – are static and saturated, the African ICT market is boosting very fast. Even if the digital revolution is being developed mostly in specific areas of some given regions, creating an inhomogeneous digital infrastructure in Africa, no doubt that the rate of digital infrastructure implementation is rapidly increasing.

African countries are thus an emerging market for digital media and considered by many stakeholders as a new opportunity to create new business. The rapidly growing new digital services are attracting new international investors such as legacy media firms of developed countries. Within this context this article aims to describe a preliminary general overview of digital media in Africa at the eve of the deadline for the digital transition. This will help to understand how the audiovisual and online content industry can feed the new channels and online news sites that can be created by the digitalization of frequencies and content distribution. Furthermore, this article can also contribute to understand how new international stakeholders may be interested in the African market, and how the African audiovisual and online content industry may be exported in developed countries.

NEW MEDIA TECHNOLOGIES, CHANGING TOPOGRAPHY OF MEDIA PRACTICES AND THE CHALLENGES OF SUSTAINABLE MEDIA INNOVATION IN NIGERIA

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New Media Technologies (NMTs) have ushered in a new era in global and national journalism practices. There is, for instance, a paradigm shift in the processes of information

search, gathering, processing, storage, retrieval and dissemination. All these processes have attendant implications for journalists, information managers, news organisations and sustainable news media innovation. In the first place, these processes employ New Media Technologies for effective delivery; consequently they demand from journalists' functional digital competencies and literacy. Secondly, there is the dire need for the availability of these technologies and the infrastructure needed for smooth functioning of news organisations. It has also been observed that "computer-based technology has caused a blurring of some traditional responsibilities in the workplace" (Molony, 1996). This means New Media Technologies have shaped and redefined the operations, roles, responsibilities and functional tasks of journalists, disrupted the status quo and heralded innovation. In other words, New Media Technologies have to a large extent changed the way in which journalists work on the one hand, and the very nature of journalism practice on the other hand. This paper therefore assesses the performances of Nigeria journalists and news media organisations within the context of media innovation influenced by New Media Technologies. It examines issues of content and curriculum reforms in contemporary journalism training and anticipates the future of sustainable news media development in Nigeria.

"DIGITAL STORYTELLING" UNPLUGGED: CREATING A SUSTAINABLE DIGITAL STORYTELLING EXPERIENCE WITH EXISTING MEDIA PRODUCTION AND DISTRIBUTION RESOURCES

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Freedom of expression, protected by the South African constitution and respected by the government, allows South Africa to be one of Africa's media hubs. However, most citizens are unable to benefit from this flourishing media landscape due to high access costs and predominantly English content. According to communication infrastructure theory this limited access to media weakens the communication action context (CAC) of communities, which is necessary for residents to construct community and to organize collective action for common purpose. To strengthen the CAC NGOs have introduced Digital Storytelling projects, where residents by telling private stories through videos turn their private voices into public voices connecting with other residents and the media. However, the expensive nature of video production and distribution makes Digital Storytellers dependent on the resources of the projects, which often have a short life span due to budget cuts.

This case study in a South African township aimed at creating a more sustainable Digital Storytelling experience by using the township's pre-existing media production and distribution resources. Thereby the research unveiled distinctive mobile media production, display and sharing practices and two distribution channels useful for Digital Storytelling; (1) a mobile media exchange network via Bluetooth and (2) the participants' appropriation of phones into 'mobile phone profiles'. In conclusion, using existing resources for Digital Storytelling can help strengthening the CAC. However, the research participants' struggles

to distribute their videos shows that it is important to carefully study the local meaning of technology to determine the extent to which mobiles are not only a tool for calling, but also for conspicuous consumption, impression management and communication of cultural capital to gain status. A public voice is not something monolithic and pre-existing, but rather constructed as a result of how the speaker is perceived and thinks (s)he is perceived by the audience.

EXPLORING AN AFROCENTRIC MEDIA BUSINESS MODEL: THE CASE OF UGANDAN LOCAL LANGUAGE MEDIA

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This paper uses three cases of [formerly] donor-funded radio programs and projects in Uganda to scrutinize the extent to which such a model remains plausible for media development in Africa. Through mainly interviews with editors and journalists, the paper observes that contemporary media development in Uganda is tending towards local language media. All media conglomerates in the country, particularly the New Vision Group, have expanded into local language broadcast and print media outlets with discernible success. The paper draws from theoretical perspectives such as peace journalism, participatory communication/citizen journalism, and political economy theory, to reflect on how audiences (and/or local communities) can be best harnessed to support media development, and the implications for journalism training.

THE DILEMMA OF COMMUNITY PARTICIPATION AND SUSTAINABILITY: A CASE STUDY OF ATL FM CAMPUS RADIO IN GHANA

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The quest of a campus radio station to sound professional, competitive and popular is not a bad ambition. However, this ambition needs to be balanced with the epistemological frames of community radio which include: participation, community ownership, opposition to hegemonic discourse in the mainstream media and independence of political and market influences. This article describes how a solid business model developed by ATL FM, a campus radio stations in Ghana, has affected programming, participation and sustainability. The article draws on semi-structured interviews and documents analysis for data collection.

The article argues that ATL FM has traded off the epistemological frames of community radio for financial sustainability. Notwithstanding, the station presents a unique case of a business model that requires adjustments to be considered a leading campus radio model across Africa.

BROADCAST MANAGEMENT IN NIGERIA: THE SYSTEMS APPROACH AS AN IMPERATIVE

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Approaches to the management of organizations are numerous. Many of them however fall within the three popular schools of management, that is, Classical/Formal; Human Angle/Public Relations; and Modern schools. Through a comparative analysis of the several approaches, this paper identifies those that are most suited to the management of broadcasting in developing societies like Nigeria. The chosen approaches are then reviewed to underscore the merits of each for easy assimilation by any broadcast manger. In the process, the paper observes that whereas the management techniques adopted by many successful broadcast stations such as good personnel recruitment and training policies, total quality management and effective leadership may be easy to follow, it is not similarly easy to emulate how others handle the crucial nature of their organization's environment. The paper therefore suggests the need for managers to always apply the systems approach particularly its macro dimension to their management processes and procedures. It is envisaged that such an approach if combined with effective coordination of the organization's internal public would illuminate how best to manage a broadcast station.

DEVELOPING SUSTAINABLE NEWS MEDIA IN AFRICA: A PROFESSIONALIZATION MODEL TO CURTAIL THE "BROWN ENVELOPE" AND OTHER CORRUPTING INFLUENCES

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The development of free, independent and sustainable news media in Africa is bedeviled by the "brown envelope syndrome," the widespread practice of accepting money for news coverage. The practice has a corrupting influence that strikes at the core of developing democracies, but it is deeply embedded in African societies that value gifts and gift-giving. Accordingly, despite the apparent conflicts created by accepting payment for news coverage,

the "brown envelope" is widely accepted in African journalism. The syndrome is more than simply an extension of a culture of gifts; its prevalence can be attributed to how journalists are socialized in their work: through their university educations, journalism work experiences, sense of professional journalism ethics, and their news managers. At each level of this socialization, the brown envelope is understood as a nefarious force, yet it remains widely accepted and practiced. This paper asserts that for African news media to achieve sustainability and serve as a tool for nation-building, it must first resolve that the brown envelope syndrome has no place in professional journalism. To curtail the practice, the paper suggests a collaboration of media and non-media actors (i.e., government, NGOs, foundations) to strengthen the professional ethic of journalism work by developing: *higher education programs* that teach professional values and reveal the damaging practices in relation to democracy, *professional associations* that define and assert the values that inform journalism practices, and *professional news management* that incentivizes and rewards best practices. The paper is structured as follows: first, it explores the state of African journalism and the "brown envelope syndrome;" second, the paper explains what it means to be a profession, and how professions develop and sustain themselves; next, a framework is proposed for addressing the brown envelope and other corrupting influences through collaborations that involve three essential elements to a developing profession: education, professional associations, and professional management.

MEDIA SYSTEMS AMD MARKETS DYNAMICS IN THE AFRICAN COUNTRIES: THE CASE OF ANGOLA, MOZAMBIQUE, CAPE VERDE, GUINEA BISSAU, SAN TOME AND PRINCIPE

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Angola, Cape Verde, Guinea Bissau, Mozambique and Sao Tome and Principe were Portuguese colonies, and, for many authors such as Maxwell (1985), to better understand the process of transformation of these countries into independent states is necessary to understand the relationship between decolonization in Africa and the revolution in Portugal (occurred at 25th of April of 1974). Except Cape Verde and Sao Tome and Principe, after decolonization Guinea Bissau, Mozambique and Angola confronted with long periods of internal instability that hampered the development of democracy in these countries and therefore its economic development.

In 5th of July of 1975 was proclaimed the independence of Cape Verde, but only in 1991 was established a parliamentary Western-style democracy. Today, Cape Verde is a social and politically stable country which enjoys credit from governments, companies and international financial institutions. Sao Tome and Principe become independent on 12th of July of 1975. For its part, Guinea-Bissau was the first Portuguese colony to declare independence, recognized in 10th of September of 1974, however, thereafter, was deeply marked by civil wars. Similarly, Angola has set the date of 11st of November of 1975 for the general framework for its independence, even though from there - especially since March

1975 – suffered a long last civil war until 2002; and, Mozambique declared independence on 25th of June of 1975, but also plunged into a bloody crusade that lasted until 1992.

The PALOP's countries and Portugal continue to relate to because of its strong cultural bond that manifests itself above all from the official language. Being the official language of Portuguese-speaking countries, the need to join forces in the cultural affirmation is common. The Portuguese-speaking world is fundamental in PALOP's geography, that it is a decisive element of cultural aggregation and economic development in various sectors, particularly in the media sector.

Despite the progress that has been taking place in the media sector in African Countries of Portuguese Official Language (PALOP) and the fact that each of the countries concerned to present peculiarities and different contexts, there are still political, economic, social and technological constraints to free exercise of media activity in these countries. In the case of Angola - and considering the particularity of the economic aspects - easily it follows that is at a much higher level, in terms of quantity and size of public media companies operating in the market, situation that is justified for being the country - in the context PALOP - which features a more robust economy and because it has, together with the political stability, a considerable number of inhabitants, about 18.5 million. For its part, Mozambique, despite being the largest country, with about 22 million inhabitants, does not evidence a dynamic in the media market. Angola, however, has been growing in new market players, also following the positive trends of economic development. At another level, especially the aspect of market size - substantially lower - are Cape Verde (0.5 million), Guinea Bissau (1.5 million) and Sao Tome and Principe (180 000 inhabitants). Though, these countries have very different performances (economic, political and social): Cape Verde has a structured media system, alongside with a stable and consolidated democracy; and, although Sao Tome and Principe is not at the same level of economic and social development of Cape Verde, from a democratic point of view both countries are considered positive examples. In contrast, Guinea Bissau has a recurring history of political instability and a very weak and nationalized media system.

Currently, the five countries consider themselves democratic regimes, namely Angola, Mozambique and Guinea Bissau have enacted legislation to safeguard the impartiality and independence of the media. Yet, this is rarely put into practice, as point out some international reports, e.g.: the *Freedom House Report*. In fact, they have been denounced situations in which professionals suffer reprisals in the exercise of their duties; the relationship between political power and the media is promiscuous; added the fact that media companies are facing financial difficulties related to the high costs of activity and the publicity is reduced. Nevertheless, Angola has revealed, particularly in the last five years, a substantial growth of the media market dynamics; Mozambique is also revealing, especially in the last two years, a dynamic in the same direction, which can enhance the offering of products and media companies operating in the market. For its part, and despite its small size and lower economic dynamics of their respective markets, Sao Tome and Principe and Cape Verde are countries singled out by *Freedom House Report*, as success stories in Africa with regard to press freedom.

In this context, this article aims to answer three main questions about the media market systems in African Countries of Portuguese Official Language (PALOP), namely:

i)   *How is organized the media sector in terms of market structure, practices*

management and public policy?

ii) *To what extent can identify development trends of the media market systems in each of the countries concerned?*

iii) *How it is that media companies in the PALOP's countries have promoted international cooperation to share knowledge and promote sustainability in the sector*?

To support the answers to these questions, the research methodology will be based mainly on secondary information sources, including reports from international organizations, reports on studies of hearing and other dispersed statistical data, information from the websites of media companies; articles in the press about the media in these countries; scientific articles and specialized books on the subject.

The work integrates empirical research activities, including interviewing 10 experts and scholars who, through their experience and professional skills, know best the market reality and operating media systems in those countries.

MEDIA DEVELOPMENT, DAC AND CHINA: DIFFERENT APPROACHES, SAME PUBLIC DIPLOMACY

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More than US $441 million was spent on media development worldwide in 2012, with Africa receiving 28 percent of that amount. This funding came from a variety of sources, including both established DAC countries and emerging donors such as China. These countries and their funds represent a plethora of diverse governmental systems as well as media systems, such as public service broadcasting, privatized media, community media and, in the case of China, exclusively state-run media.

While there has been much research and debate focused on the entrance of China in African media development, there has been less question of the diverse approaches and goals of the DAC countries involved, which make up a significantly higher percentage of funding. As such, media development aid often has differing, and even contradictory, objectives and processes, thereby eliminating any chance at sustainability before projects even get started.

By utilizing existing statistics on media development assistance from DAC countries and emerging donor countries; case studies in Kenya, Ethiopia, Ghana and Mozambique; and the author's own research on media development interventions in South Sudan; this research examines donor countries' media development aid patterns in relation to their own media systems, in order to determine how the media systems of donor countries attempt to influence aid recipients' own systems.

THE NEED AND THE OPPORTUNITIES FOR SUSTAINABILITY – THE CASE OF LOCAL RADIO STATIONS IN TANZANIA

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In the last ten years local radio stations have mushroomed in many regions in Africa, as well in Tanzania. Many refer to them as community radio stations. They receive support from international donors, due to their potential to inform the local population about local issues, to broadcast their voices thus to create a democratic space to publicly debate relevant issues of local people.

The paper is based on two empirical research projects on rural radio stations in Tanzania in 2014 and 2015; an exploratory case study on the status of rural radio and a structured content analysis of radio news and programmes of 14 stations. The empirical results will be assessed against a model of economic sustainability of radio stations tested earlier in Uganda. The paper shows that the lack of economic viability is a major constraint for local radio stations. They cannot generate sufficient revenues from advertisers to sustain the station. This leads to high turn-over of staff due to low pay, results in low quality of content and lack of capacity to do serious programming, which in the end hinders the achievement of the radio stations' objectives. It needs to be acknowledged that the challenges of local radio are interrelated, and so are the solutions. The paper will argue that the donor community has largely overlooked the need to invest in media sustainability of rural radio stations, as it has invested mainly in journalism capacity but hardly in media management capacity.

The conclusion is that a viable economic model in Africa requires to simultaneously support three different fields, (a) the development of content jointly with (b) the development of media management capacities and (c) local media research covering the extent and satisfaction of the local audience in order to develop local advertising markets that serve local media.

TOWARD THE DEVELOPMENT AND SUSTAINABILITY OF INDIGENOUS LANGUAGE MEDIA IN AFRICA

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Publishing newspapers in indigenous African languages has largely been a precarious business as many of such newspapers disappear no sooner than they appear on the newsstands. A number of factors may be responsible for this short life-span of the newspapers. A possible one is the apathy to indigenous languages in Africa which results in low patronage in terms of copy sales and advertisement placement. It is of little wonder then that many African languages are not present in the cyberspace, either on social media, blogs

or digital version of traditional newspapers. There are however some outstanding success stories in African language newspaper publishing. Such include *Isolezwe*, *Ilanga*, *UmAfrika* (Zulu, South Africa), *Bukedde* (Luganda, Uganda), *Alaroye* (Yoruba, Nigeria) and *Addis Zemen* (Amharic, Ethiopia). Two models of managing African language press have been identified: the Mainstream and the Subsidiary. In the Mainstream model, we have local language newspapers that exist as sole or main products of a media organisation. The Subsidiary Model consists of local language newspapers that exist as subsidiary products of a foreign (but dominant) language media organisation. However, other than the model of management in which a local language newspaper finds itself, three factors stand out to determine the success of such a newspaper. These are the largeness of the population of the speakers of the language of the newspaper, power equation and resource allocation as well as the ability of the newspaper to pamper to the taste of the youths and growing urban elites in terms of language use and contents. The factor of government ownership is also critical to the growth and sustainability of indigenous African language media. *Bukedde* and *Addis Zemen* have proved the importance of this. Essentially, governments and non-governmental organisations have a role play in the development and sustainability of indigenous language media in Africa.

Notes