

# African Media Leaders Forum

Shaping the future of  
African media



## 4<sup>TH</sup> AFRICAN MEDIA LEADERS FORUM

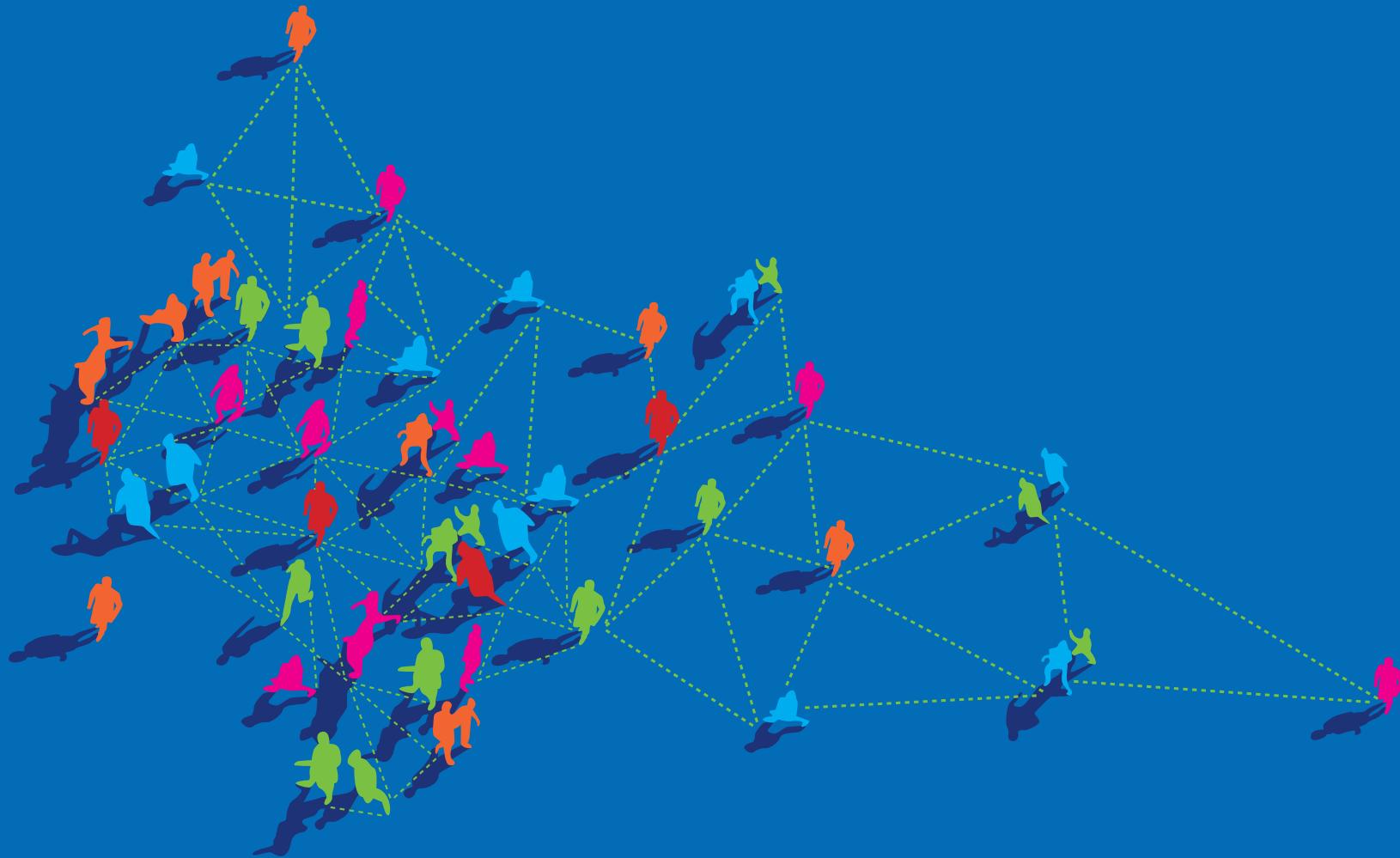
### WHAT FUTURE FOR TRADITIONAL MEDIA?

10-11 November 2011  
Tunis, Tunisia



AMLF supported by:





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African media

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Tunis, Tunisia  
November 2011

Published by the African Media Initiative  
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Designed and Produced by Integra Africa. [www.integraafrica.com](http://www.integraafrica.com)  
Layout Design by Arthur Twigge.

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# AMLF 2011 CONVENORS



Amadou Mahtar Ba



Tendai Mhizha



Afif Ben Yedder



Omar Ben Yedder

## AMI CEO

Amadou Mahtar Ba is the CEO of the African Media Initiative and a seasoned Media leader. He is also a co-founder and Chairman of AllAfrica Global Media and AllAfrica.com - an international multi-media content service provider. Amadou is a member of the World Economic Forum's Global Council for the Future of Journalism, advisory board member of the Reporting Developing Network Africa, a member of the Advisory Committee of the Knight International Journalism Fellowship administered by the International Center for Journalists (ICFJ) as well as a member of the Africa Policy Advisory Board of ONE. In 2011 he was selected as one of the 100 most influential Africans by New African Magazine. He is also listed among the 500 most influential African leaders of the Africa24 Magazine published in March, 2011.

## FORUM DIRECTOR

Tendai Mhizha is the African Media Leaders Forum Director. Tendai is a Pan African Strategist and she works with large corporates across the African continent on organisational transformation, corporate and brand strategy. She is an entrepreneur in her own right winning the 2001 Entrepreneur of the Year Award in Zimbabwe. Tendai is the author of the only sub-Saharan African Living Standard Measure which is a tool that serves as a surrogate for income and socio-economic sector classification across the sub-continent.

## 2011 HOST

IC Publications represented by the founder, Afif Ben Yedder and the Managing Director, Omar Ben Yedder, has over 50 years experience in publishing magazines, newsletters, country supplements, industry reports and market intelligence on Africa and the Middle East. Among the group's best selling magazines are New African and African Business, the most widely read pan-African monthly publications on the market. The group recently launched French versions of its titles as well as a woman's lifestyle magazine, New African Woman and a business and finance title, African Banker. With over 2.6 million readers across its portfolio in more than 100 countries, their publications are the region's undisputed market leaders.

Both their distribution network and reach are unrivalled, in terms of scope, numbers and quality. IC Publications' readers and clients represent the elite from business, political and academic circles. In 2007 the group also added an events management division and a communications consultancy.

# AMLF 2011 PARTNERS AND SPONSORS

## Forum Partner



## Forum Partner



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## African Development Bank

Africa's Preferred Development Partner

Providing quality investment and advice to improve the living conditions of millions across Africa, the African Development Bank (AfDB) Group is the continent's premier development institution.

For African countries, the AfDB is the preferred partner in the financing of infrastructure, higher education, good governance programs and the development of a more robust private sector, among its areas of operational focus. Through investments in these areas, the AfDB Group is contributing to regional integration across the continent. It provides support to middle-income and low-income countries, including assistance to fragile states.

Climate change, in particular, has come to the forefront in Africa and the AfDB has made this a priority in its operational focus. In this regard, African leaders have asked the AfDB to host a Green Fund for Africa to bring resources to bear on climate change.

The AfDB is a multilateral development finance institution created in 1964 to mobilize resources for Africa's economic and social development.

## Konrad Adenauer Stiftung

The Konrad-Adenauer-Stiftung (KAS) is a foundation from the Federal Republic of Germany. As an independent, non-government organization, it runs four international media programmes mandated to contribute to democratization. Within that framework, KAS Media Africa regards a free and independent media as crucial for democracy.

Hence, it is committed in the region to a diverse media landscape, the monitoring role of journalism, as well as ethically-based political communication, with particular attention paid to digitalisation. KAS Media Africa is based in Johannesburg, South Africa.

# MESSAGE FROM THE AMI CO-CHAIRS



Trevor Ncube



Charlayne Hunter-Gault

Tunisia, the source and inspiration of the Arab Spring, witnessed a significant milestone in the growth of the African Media Initiative (AMI) and the maturity of African media.

When we chose Tunis as the fourth venue for our flagship program, the African Media Leaders Forum (AMLF), it was with the clear intention of positively exploiting their revolution to enhance our programme of creating a revolution in the management of African media.

Social media played a significant role in the extraordinary developments that launched the Arab Spring. It was with the idea of exploring the implications of social media for Africa that we titled our annual gathering: Empowering Citizens Through Social Media and Technology Adaptation: What Future For Traditional Media?

Revolutions in the past have happened without social or even traditional media. And, no doubt in time, Tunisians and the citizens of the other countries of the Arab Spring would have eventually thrown off the yoke of oppression.

As the American civil rights martyr, Martin Luther King, Jr. often said: "No lie can live forever."

However, there is no question that social media accelerated the Arab uprisings and in most cases, limited the human toll that sometimes accompanies revolutions, as we are seeing alas, in Syria. But that, thankfully, is the exception.

Since our meeting in Cameroon, which concentrated on helping African media owners develop more effective business models, we have concentrated on concrete projects that would take AMLF closer to the goal of developing a media sector that would help citizens affect social, economic and political change, not least, holding their leaders accountable.

Social media has become key in realizing those goals. So we held workshops that gave experts time to explore the possibilities of the new technologies. The Tunis Declaration, that came out of the Forum, emphasizes the need to continue focusing on improving professionalism, management, content and timeliness of reporting by harnessing the strengths of media technology.

The declaration acknowledges that "deficits in democracy and governance are inimical to the growth of Africa's media sector".

The Forum applauded and endorsed AMI's core principle of ethics and principled leadership.

Our plan now is to get media associations around the continent to endorse the principles that promote ethics and best practice now being circulated among them.

Already the Tanzania Media Owners Association has endorsed these principles and have officially launched the guidelines in their country.

What encourages our efforts to strengthen African media is that we are clearly growing from strength to strength. From an attendance of 50 at the inaugural AMLF meeting in Dakar, Senegal four years ago, the Forum has grown to a record 350 from 48 African countries at our Tunis meeting.

We are committed to building on the solid foundation of action and innovation we have laid, it is AMI's intention that the ideas that drove the Arab Spring also create the kind of revolution in African media that will truly empower Africa's people, giving them the freedom, justice, prosperity and equality they so richly deserve.



# INTRODUCTION

## Africa: Opportunity Knocks

In 2000, the reputed British magazine, The Economist, featured on its cover "Hopeless Africa". A decade later the same magazine ran a cover story entitled, 'Africa: the Hopeful Continent'.

These two headlines speak to two important truths about Africa. Firstly, at times, foreign publications with the brush of their pen easily dismiss places and countries as lost causes and in the process do an enormous amount of harm. The second is more positive – that the continent in the space of just a decade has become a land of opportunities, be it at the level of trading, human capital, cultural richness or governance best practices.

The yearly African Media Leaders Forum (AMLF) has become an important platform to tell African stories in a different way – one that reflects the realities on the ground, the building of new conversations and partnerships between the different stakeholders and the forging of a true Pan-African spirit. Since its inception in 2008 with its inaugural launch in Dakar, Senegal, the AMLF has grown both in stature and influence as attested by the number and high calibre of delegates that attended (350 in total) the fourth edition of the AMLF held in Tunis in November 2011.

However, the AMLF is not merely about headcount but also about bringing to the fore the pressing and pertinent issues faced by media owners and practitioners, policy makers, democracy activists and citizens, and in the process creating the necessary synergies and solutions for the continent.

The question that must be posed is - what has made AMLF such a success? As you browse through this booklet you will find that many influential stakeholders of the media world from Africa and beyond, key development partners, major information and communication technology companies, digital strategists and academics are engaged with the Forum and were present in Tunis. The AMLF is unique in that it is the only meeting of African Media Owners and Operators.

You will also read about the quality of the debates, the breadth and depth of the conversations, the diversity of side events that defined and shaped the 4th edition of the AMLF and last but not least the ability to ensure that the Head of State of the host country officially opened and endorsed the event.



In fact, it is a combination of all the above features that made the AMLF 2011 a richly rewarding and progressive meeting. The uniqueness of the event was further enhanced by the choice of the host country – Tunisia.

By choosing Tunisia, the African Media Initiative, AMI, wanted to acknowledge the place and the people that had been the trigger of a new democratic dawn – the Arab Spring. The Arab Spring, to a great extent, came to life thanks to the presence and accessibility of new technology which allowed citizens, despite decades of repression, oppression and state controlled and manipulated media, to combine their voices, opinions and forces to chase ailing despotic regimes and allow change to happen in their respective countries. In fact, new information and communication technologies and their impact on media and societies are among the key themes that were widely debated at the AMLF 2011.

The AMLF 2011 theme - "Empowering Citizens Through Social Media and Technology Adaptation: What Future For Traditional Media?" is an important one that needed to be debated thoroughly especially in light of the declarations of certain pundits that predict the demise of traditional media in the next 30 years or so!

The themed panels featured at the AMLF 2011 were as follows:

- Media in times of political and social change: Are legacy media still relevant?
- How mobile technology is disrupting media distribution models
- How are advertising and revenue models changing?
- Building a coalition for media development in Africa
- Ethics and leadership for sustainability

Against this background and as you read through this Forum booklet you will discover that the necessary space, time and scope were devoted to debate and understand how best African media can position itself as a relevant, credible and sustainable ally of democratic, but also of market principles.

Since its inception the different thematic chosen for the AMLFs demonstrate not only the pressing issues faced by media in Africa – 'Harnessing the power of new ICT for media development' (2009), 'Funding African media in an age of uncertain business models' (2010) and 'What future for traditional media' (2011) – but also present a natural succession of ideas, conversations and concrete actions that makes AMLF the one event on the continent not to be missed.



## From the desk of the AMI CEO

Dear Colleagues and Fellow Media Leaders,

It was my pleasure and great honour to convene the 2011 African Media Leaders Forum (AMLF) on November 9-11 in Tunis, Tunisia.

The decision to have Tunisia host our fourth annual event was dictated by the dramatic events that took place in the country. The fireball that exploded in Tunisia, sparked by Mohamed Bouazizi, a 26-year-old street vendor, who sacrificed his life in protest against injustice and public humiliation, had an unprecedented effect.

The subsequent spontaneous Jasmine Revolution brought down a regime, which until its fall, was seen as one of the most stable in the region because of its good economic indicators and its success in containing the "Islamist Threat". What followed in Egypt, Libya, Morocco, Yemen, Syria, and in many other countries, known as the Arab Spring, is history unfolding.

As media leaders, we cannot ignore the fundamental changes our societies are undergoing and their profound consequences on the very nature of our industry. Indeed, we are compelled to look at the situation critically, not only to analyse its deep causes and immediate consequences, but to also pose the inevitable question about our relevance today and what the future holds for us all in a context marked by unprecedented technological changes that have affected the way news and information are disseminated.

Are we still the voice of the voiceless? Are our media outlets still adequate to deliver the messages and reach the widest possible audiences? Is the Fourth Estate in peril?

To answer all these questions and many others, at the fourth AMLF we chose to discuss, the theme: "Empowering Citizens Through Social Media and Technology Adaptation: What Future for Traditional Media?" As in past editions, our teams worked hard to bring the best African and international expertise to guide our deliberations.



We attracted over 350 delegates from Africa and beyond who participated in this 4th edition of AMLF – the only gathering of African media owners and operators – and the flagship programme of the African Media Initiative (AMI). Guided by the search for efficiency and to encourage full participation in the deliberations, the Forum was structured around a combination of plenary sessions and three working groups:

1. Funding & Business Development;
2. Technology & Innovation;
3. Governance, Ethics & Leadership

For the 2011 Forum we continued our strong and progressive partnership with the **African Development Bank**. This year AMI also partnered with the Regional Media Programme for sub-Saharan Africa of the **Konrad-Adenauer-Stiftung** (KAS Media Africa) that previously funded the African Media Leadership Conference (AMLC) for nine years. By combining our efforts, we were able to provide media leaders and other stakeholders from around the continent and beyond, a unique, world class platform for the examination and agenda setting of critical issues facing our industry and continent.

As Tunis was the first AMLF gathering since AMI started implementing its' pilot programmes, we also seized the opportunity to share some of the first results of our activities and launch important ones, such as the Leadership Guiding Principles for African Media Owners and Managers, for the years to come.

My deepest gratitude goes to the AMLF 2011 Guest of Honour Dr. Frannie Léautier, and special guests, The Prime Minister of Tunis - Beji Caid El Sebsi, Dr Donald Kaberuka and Dr. Mo Ibrahim. Four African Leaders working to empower the people of the continent.

On behalf of the AMI board and all the staff, I would like to thank our partners African Development Bank and KAS Media Africa for their invaluable support.

I would also like to thank the AMLF 2011 co-chairs Dele Olojede, Kiprono Kitony and Ramanou Kouferidji for their advice and input to the Forum. I extend a special thanks to our AMLF 2011 host, Afif Ben Yedder, Founder and Editor-in-Chief IC Publications, and his wonderful team. Through their total commitment and relentless efforts, Afif and his team led by Omar and Nejjib, ensured the delivery of the highest standards of professionalism both in the logistics and deliberations of our meetings.

To our sponsors NORAD, Omidyar Network, Bill and Melinda Gates Foundation, Tunisie Telecom, rDNA, International Centre For Journalists, Ecobank, Mo Ibrahim Foundation, AllAfrica Global Media and Tunis Air, I would like to assure them that by supporting this unique event they are helping shape the future of media on the continent.

Lastly but not least I would like to thank Tendai Mhizha, our Forum Director, and her team for their professionalism, hard work and resilience, without whom the Forum would not have been possible. The AMLF team are already hard at work preparing for our fifth African Media Leaders Forum to be held in Abidjan, Cote D'Ivoire on the 8th and 9th November 2012.

The theme for our fifth anniversary edition will be "Africa 3.0. Strengthening media and governance through citizen's engagement and innovation".

We look forward to welcoming you in Abidjan to participate in these important deliberations.

Sincerely,

Amadou Mahtar Ba  
Chief Executive Officer



**"Nowhere have media owners  
been governed by a code of  
ethics as opposed to the journalists  
who work for them."  
Amadou Mahtar Ba - Speaking  
at the Opening Session**



Dr Donald Kaberuka



Afif Ben Yedder



*In his emotive welcome address Afif Ben Yedder stated, "we are beginning to see a true emergence of a free press. The number of applications for newspaper, radio and TV licences has exceeded all expectations. Quality websites have emerged overnight and of course new media and social networks are transforming the relationship between news provider and end consumers and the way news is created and distributed. For someone who has lived, breathed and slept media for the last 50 years, this is extremely encouraging. To see how new technologies helped change the course of history in Tunisia and the Arab world and brought a new lease of life to the media scene is fascinating. What the future holds and how these new technologies will challenge the conceived paradigm and change the dynamics makes for an absorbing debate."*

## MESSAGE FROM AMLF 2011 HOST

Aff Ben Yedder extended a warm welcome to all those present, with special mention to the Tunisian authorities who facilitated the holding of AMLF 2011 in Tunis. A special word of thanks was addressed to the Prime Minister of Tunisia for making time to officially open the Forum.

Ben Yedder spoke of his passion for Africa that started some 50 years back when he spent 3 months in Francophone Africa working as a journalist for Jeune Afrique. At that time the tide of independence was sweeping across Africa and there was great need to be involved in building new opportunities and telling about possibilities for an Africa that was moving away from the shackles of colonialism.

According to Ben Yedder, Africa is a marvelous continent that has a real 'joie de vivre'. He has made it his personal mission to market Africa to the rest of the world. He was particularly saddened by the various stereotypes in which the continent is portrayed as one of doom and gloom. He urged the media to play a constructive role in the positive portrayal of the continent. He asserts that there is much to tell about a continent which is home to 1 billion people, has some 300 million middle class citizens and a young and dynamic population.

Ben Yedder clearly addressed the inherent structural difficulties of running a smooth media business operation in Africa due to low readership levels, distribution networks and scarce advertising budgets. However, he reiterated his confidence in the excellent opportunities that Africa has to offer. He ended by reminding the Forum that as media, it is our collective responsibility to portray a successful Africa.

## MESSAGE FROM PARTNER AFRICAN DEVELOPMENT BANK

Dr Donald Kaberuka, President of the Tunis-headquartered African Development Bank, said democracy is critical to material as well as political progress.

"Poverty is not just material or physical but its principal source is primarily about lack of voice, lack of ability to influence governance, lack of empowerment and inability to hold rulers accountable" Kaberuka said.

"We all know that in an environment where the media is not free, wealth cannot be generated. It is likely to be an environment where corruption and kleptocracies prosper at the expense of the citizens, where crony capitalism rather than a competitive private sector flourishes, and where individual entrepreneurship and innovation are repressed," he said.

According to Kaberuka, it is possible for undemocratic governments to deliver some economic results to their people, but these results are not sustainable. "Essentially, the idea that repressive governments can deliver superior economic results is a myth," he added.

He said "the onus is on media to make democracy inclusive for all. Facebook and Twitter are democracy at its best, as they deliver news in real time," Kaberuka said.

Kaberuka concluded by saying that Africa is the only continent with only two countries registering negative growth, and that democracy is the catalyst bringing the continent relative economic development – a trend to be protected.

### SPECIAL GUESTS



**Guest of Honour**  
**Dr Frannie Léautier**

Executive Secretary of  
the African Capacity  
Building Foundation



**Special Guest**  
**His Excellency**  
**Beji Caid El Sebsi**  
Prime Minister of Tunisia



**Special Guest**  
**Dr Donald Kaberuka**  
President of the African  
Development Bank



**Special Guest**  
**Dr Mo Ibrahim**  
Founder of the Mo  
Ibrahim Foundation

# MESSAGE FROM PARTNER KAS MEDIA AFRICA

Markus Brauckmann representing KAS Media Africa, a key partner of the AMLF.

Konrad Adenauer Stiftung's (KAS), Markus Brauckmann said it is KAS's belief in a robust media that underpins its' partnership with the AMLF. Brauckmann urged the media heads to consult with KAS on any innovative project they could partner in, involving citizen participation and motivation to democracy.

KAS's main concern remains in the vault of bridging the rural/urban divide; opening conversation and creating discussion on democracy. He hailed the 3-I's (Innovation, Insight, Interest) to replace the four D's (Death, Disease, Disaster, Despair) which have portrayed and propagated the notion of darkness where Africa is concerned.

"The central role of social media in the Tunisian revolution led to the decision to hold the AMLF in Tunis in 2011. Media must at all times be on the side of the people," he told the opening session. "This meeting would not have been possible in Tunisia a year ago. Holding a pan-African media forum in a country where the people have been able to force their government towards transparency and accountability is appropriate on many levels", he said.

## AMLF 2011 CO-CHAIRS



**Ramanou Kouferidji**  
President, Director General,  
Imanle Africa Television,  
Benin



**Dele Olojede**  
Publisher and CEO,  
Timbuktu Media Group,  
Nigeria



**Kiprono Kitony**  
Chairman of Radio Africa  
Group and Vice Chairman  
of the Media Owners  
Association, Kenya

# Media, Revolution and the MEDIA REVOLUTION



Dr Donald Kaberuka, President of AfDB (left) talks to the Tunisian Prime Minister before the Forum.



KAS's Markus Brauckmann (left), AMI CEO Amadou Mahtar Ba (middle) and Tunisian Prime Minister Beji Caid el Sebsi (right) share a light moment before the opening ceremony of the AMLF in Tunis.



# Media, Revolution and the MEDIA REVOLUTION

## Tunisian Prime Minister opens AMLF 2011

Addressing well over 350 media owners and operators from 48 African countries, The Prime Minister said the Tunisian revolt "was unarmed, unorganised and leaderless. It had no ideological or religious basis and was not supported by foreign groups". Nevertheless, he said, "the regime of almost a quarter of a century disappeared".

The decision by Ben Ali to "disappear from the country was probably the only good deed that he did for this country," El Sebsi said to appreciative applause. El Sebsi had the difficult task of running the transitional government in Tunisia from 27 February 2011 when he became Prime Minister.

He said that revolutions do not always end up with democracy, but that Tunisia had done its level best to ensure that this revolution would lead to democratic governance.

During the question and answer session Prime Minister El Sebsi responded to questions about media freedom in Tunisia. In contrast to the former state-controlled broadcaster, El Sebsi said, the public station today sees itself as serving society rather than serving the government that funds it. "I can assure you that the public TV station is harsher in its judgment of government actions now, than the private stations."

Even if a free press sometimes goes overboard, those excesses are preferable to curbing freedom of expression, he said. Independent media "can speak the truth about what is good and what is bad and let us know if we are not going in the right direction".

The Tunisian revolution was precipitated by high unemployment, food inflation, corruption and a lack of freedom of speech and other political freedoms. Since the 'Jasmine Revolution', which was facilitated in no small measure by Twitter and other social media, Tunisia's print

and broadcast media have multiplied. The local press has increased from a single organisation to over 140 newspapers, and there are now three television channels, two of them privately owned.

The Tunisian Prime Minister declared his optimism about the future of popular movements for change. However, he cautioned that the revolution is not complete. While the 23 October 2011 vote selected a parliament that is developing a new constitution, the future government faces daunting challenges.



Tunisian Prime Minister  
Beji Caid El Sebsi  
November 2011

El Sebsi spoke of the frustrations and despair of a skilled Tunisian youth whose self-sacrifice opened the eyes of the world to tyranny. Unemployment is high and is concentrated among young people. Fourteen of Tunisia's 24 administrative areas "are in a dire economic situation," he said. "There is no infrastructure that would support development. We've had to start from scratch."

The revolutions under way to make governments everywhere more responsive to the needs of their citizens hold promise for the future, he said. "An appropriate framework and the right leadership can create a virtuous circle that leads to enduring democracy.

*Editor's note: El Sebsi subsequently left office on 24 December 2011 when Hamad Jebali of the Islamist Ennahda Movement, which had won the elections in October, was appointed. Report by Gabi Falanga and Tami Hultman (allafrica.com)*

## Guest of Honour's Key Note Address THE MEDIA AS AN EFFECTIVE DEVELOPMENT PARTNER IN AFRICA

The following are the highlights of the keynote speech by Dr Frannie Léautier, Executive Secretary of the African Capacity Building Foundation.

"The role of media in development is important because it makes the state effective and promotes development due to respect for the rule of law. Human rights are protected and it is important for building an open and democratic society. Media help citizens hold government accountable and play an important role in societal transformation"

For Dr Léautier, the rise of social media brings changes. Journalists are increasingly using it to report and there is constant interaction between traditional media and social media. However, African journalists are not yet at the level of literacy that is needed to effectively use these new media. Traditional media remains the mainstay in most of these countries. Social media can help dispersed people come together on an important issue. Social media can help Africa leapfrog the gaps in traditional media.

She pointed out that there are three important processes underpinning citizen engagement in development

processes: inclusion, ownership and implementation. The good news for Africa is that with regard to inclusion, there has been progress in dialogue mechanisms at the country level. There is however, a need to continue to support platforms for dialogue between state and non-state actors. Implementation lags at the country level, which depresses the potential for all stakeholders to achieve significant outcomes.

"Another big challenge to the media being an effective development partner in Africa is the unevenness of the quality of news professionals in Africa. Also problematic is the legal framework that is meant to guarantee freedom of speech and freedom of the press, enabling the growth of pluralistic media structures and creating room for state and independent media."

"For the last 20 years we have moved away from traditional technical assistance based model, and are now promoting national control, local ideas and broad-based dialogue and participation. There are now country and regional-level content providers and opinion shapers, including policy units and think tanks."

Dr Léautier emphasised the fact that media needs to be ahead of

the real trends, setting and shaping them, and bringing information needs in line with development needs. The success of Africa depends on presenting an image of success, bringing our portrayal of development needs in line with the favored responses, and aligning the way the responses are portrayed to Africa's vision.

Dr Frannie Léautier  
Executive Secretary of the  
African Capacity Building Foundation



# TUNIS DECLARATION

**We, the owners of African media** organizations met at the Fourth African Media Leaders Forum (AMLF) in Tunis, Tunisia, during November 10 -11, 2011, to discuss the state of Africa's media sector, and work collaboratively to strengthen and develop Africa's media industries for economic, political, social and cultural change.

With more than 350 participants from 48 African countries, the Tunis meeting was a landmark and the largest and only gathering of media owners and operators representing the African continent. Since launching the AMLF in Dakar, Senegal, in 2008, both the AMLF – and its' parent body, the African Media Initiative (AMI) – have grown in scope, stature and expanse of operations, united by the common purpose of creating ethical, sustainable, diverse and pluralistic African media.

**Aware** that the African continent is at the cusp of a promising economic transformation, and as demonstrated by the Arab Spring that was born in Tunisia, media have a profound role to play in social transformation, giving voice to people, and promoting freedom. Taken together, these developments hold out the promise of greater participation by citizens and increased pluralism.

**Cognisant** of the need for us to work together to strengthen the media sector as a partner in development and viable platform for investment, we therefore commit ourselves to becoming a more integral part of Africa's development success story by expanding coverage of development topics, placing people at the center of our reporting, and focusing our effort toward changing Africa's stereotypical narrative of death, disease, disaster and despair into one of hope, innovation, insights and interests, as well as opportunity. As media leaders, our commitment is to the overarching goal of improving access to good information and positive development of the continent.

**Responded** to these challenges by focusing our discussions in Tunis on key issues impacting Africa's media sector, namely:

- **Role and Relevance** of Traditional Media. African media leaders see the rise of social media as an opportunity for traditional media to enable citizens to bring about social change. The media sector in Africa needs to continue its' focus on improving the quality of content and timeliness of reporting by harnessing the strengths of new media technologies.
- **Challenge** of Building a Coalition for Media Development in Africa. We recognize our role as purveyors of news, ideas, and innovation, and believe that the cause of the public



good is better served by telling the untold success stories of development in Africa. The role of media in nurturing debate is central to the process of sustainable development itself and for improving the lives of ordinary Africans.

- **Strengthening** Role of Media in Consolidating Democracy and Good Governance in Africa. We believe the media sector can play a hugely supportive role in the expansion of democracy through an informed citizenry, and support processes of good governance through exercising the traditional watchdog function. Deficits in democracy and governance are inimical to the growth of Africa's media sector.
- **Expanding Financing Sources** for Africa's Media Sector. Africa's media sector has been hampered by lack of capital, and adequate financing is critical for advancement. We need to deepen discussions with a broad range of stakeholders – development partners who want to see development returns, financial institutions such as banks and venture capitalists, and mobile operators who want to see financial returns – so that the media sector can begin to attract newer sources and develop innovative models of financing that are critical for its' success.

Our meeting in Tunis was successful on several fronts. Following on earlier workshops held in Cameroon, we looked at revenue and business models for media, discussed digital transitions including advertising and strategies for the near to mid-term future, debated improvements in newsroom management, convergence, streamlining, and other issues relating to media development. These discussions helped us to define the next steps for strengthening Africa's media sector, improving the professional skills of journalists through enhanced training opportunities, and the need for AMI and AMLF to work collaboratively with governments and civil society for expanding access to information.

We therefore:

**Commend** the progress that AMI and AMLF have made in the past four years, and thank the AMI Board for the leadership and guidance it has provided for strengthening Africa's media sector;

**Appreciate** AMI's pioneering effort to develop the "Leadership and Guiding Principles for African Media Owners and Managers," and see this as a central pillar of the overall push toward improving the viability and sustainability of Africa's media industries;

**Endorse** the African Platform on Access to Information (APAI), a landmark Declaration adopted by stakeholders at the Africa Information and Media Summit (AIMS) in Cape Town, South Africa, on September 19, 2011.

## TUNIS DECLARATION CONTINUED

**The Declaration**, if fully implemented, will enhance the free flow of information in Africa and we accordingly urge the relevant organs of the African Union (AU) and the United Nations (UN) to similarly endorse and give effect to it.

**Endorse** the creation of national associations of media owners and operators in all African countries so that there is greater engagement and interaction at the national, regional and continental levels. The establishment of AMI's office in Kenya is a welcome development, and we look forward to finalization of the AMI's host country agreement with the Government of Kenya;

**Welcome** the support received from the African Development Bank and look forward to greater engagement with other multilateral institutions such as the World Bank, International Finance Corporation, the African Capacity Building Foundation, international donors and civil society.

**We acknowledge and thank** the Konrad Adenauer Foundation for its support to AMI, and thank all our donors and partners for their continuing collaboration and assistance. We urge that a technical meeting to discuss innovative financing be held before the 2012 Forum.

**Entrust** the AMI Secretariat to review the various offers received for hosting AMLF 2012 and inform the membership accordingly.  
Issued on November 11, 2011, after the Tunis Forum.



## A Green Fund for equitable growth in Africa

The creation of a Green Fund for Africa that addresses the continent's equitable growth needs is an urgent necessity. Housed at the African Development Bank, this fund would provide for the development of a low carbon emission economy, making Africa a pivotal partner in the global fight against the effects of climate change.

African Development Bank  
[www.afdb.org/climatechange](http://www.afdb.org/climatechange)

# Legacy media: Quo vadis? Turning threats into opportunities



Trevor Ncube

## Media in times of political and social change: are legacy media still relevant?

Africa and the Middle East are being rocked by grassroots uprisings. What is the role of media in this context? Is it the voice of the Establishment or is it the voice of the Streets? How do news organizations remain relevant in an increasingly polarised and rapidly changing world?

How can legacy media remain relevant when user generated content (UGC) is reshaping the public's definition of news, with everyone from WikiLeaks to iReporter usurping the traditional role of journalists? Is journalism dead or does the content revolution simply provide an opportunity to tell better stories?

Citizen media pioneers, as well as some renowned journalist and media owners share their practical strategies for harnessing citizen journalism and social media.

According to AMI co-chair, **Trevor Ncube**, the projection was that in 2012 there would be around 720 million phones in Africa (for a billion Africans). "What does that mean for our industry? Do we see this tsunami as a threat or an opportunity?" he asked.

Philip Meyer, in his 2004 book, 'The Vanishing Newspaper', predicts that the final copy of the final newspaper will appear on somebody's doorstep one day in 2043.



Emna Ben Jemaa

**Emna Ben Jemaa is a Tunisian journalist and blogger.** Her view was that "The new journalist should be a writer, a photographer and always be present on social networks. Social networks should be like having a pen," She has stopped writing in newspapers because she finds social media is more efficient. In response to Ncube's question, she stated that it would be very unfortunate and dangerous if traditional journalists regard the social media as a threat and she hopes that at least the majority do not.

**Said Laswad of the Tripoli Post, Libya,** responded saying that social media played a major role in overthrowing Gaddafi, Libya's long-time dictator. "Youth used social media in a way that the regime was previously unaware of, thus introducing the powerful element of surprise. They didn't realise the dimension or impact of it until it was too late," Laswad said. The Gaddafi regime was aware that something was going to happen, but because of the nature of the communication, they could not control it. This led to the revolt that involved people who were more than 1200 kilometres away from each other. It was social media that started the ball rolling.

The only traditional media present at the time of the revolution were small newspapers owned and controlled by the regime. As a result there is a challenging situation in Libya now – there is no real legacy media. You don't have professional journalists. "Because of the weakness of

traditional media in Libya, social media will probably take over," Laswad predicted.

**Kamel Labidi, a Tunisian Media Regulator INRIC,** also attributed the overthrow of Tunisia's Ben Ali largely to social media. He said that while post-revolutionary legacy media is starting to improve in Tunisia "it is difficult for traditional media to perform well, because for decades they were muzzled and journalists were turned into tools of propaganda (both public and privately-owned media)". Labidi believes that social media offers an opportunity for legacy journalists to do a better job, because they can elicit quality information from citizen journalists. However, journalists need to be provided with better training in order to excell. He asserts that "while young people are not inclined to read newspapers, the traditional media will continue to play an important role in this region".

After bloggers and online journalists lobbied the Tunisian media regulator, it was decided that regulating the internet was not a top priority, despite some of the lies and misinformation we find on Facebook and so on", he added.

For **Kabiru Yusuf, CEO Daily Trust, Nigeria,** it is far too early to write off legacy media. He highlighted the fact that there was only a 2% decline in newspaper readership worldwide between 2009 and 2010. Newspaper readership is actually growing in Asia, South America and in Africa, which means that it is too early to pronounce the death of newspapers. Al Jazeera has played an equally important role in the Arab Spring as online media channels, "Al Jazeera is a partner in the Arab revolution." Yusuf stated.

Yusuf informed the Forum that the Daily

Trust is dealing with the onslaught of social media by improving their digital platforms and making them attractive to advertisers. A decline in print media readership is compensated for by digital audiences, so there is a possibility of co-existence. The challenge is to convince the advertiser to follow the digital audience.

"We are embracing social media – we can't resist," said Yusuf. "But, I don't see it destroying the business model we have, at least not in this part of the world."

**Omar Belhouchet, Directeur de Publication, El Watan, Algeria** said that in the past, traditional media in Algeria was restrained by the government, but now they have gained some legitimacy due to their resistance to the government. Until the revolution in Tunisia, the internet and social media in Algeria were not well developed. Now the print media has increased and newspaper circulation is high, and more investigative journalism takes place.

Belhouchet emphasized that the training of journalists is important for quality reporting. He said "We believe that going into the villages and the back world of our country brings out the realities of our people and this is quality journalism".

**Kim Norgaard, CNN Africa Bureau Chief** stated that social media and legacy media should not compete in an 'us' versus 'them' scenario. "The question for traditional media is; What systems are we putting in place to incorporate it without losing what is at our core?"



Kamel Labidi



Kabiru Yusuf



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## Legacy media: Quo vadis? Turning threats into opportunities



Omar Belhouche



Kim Norgaard

"Why do people still come to CNN when there's so much information available?" he asked. His answer was that CNN is the network that is organised and professional and people can trust. This means that people would not have to sift through piles of data before finding valuable or useful information.

CNN has developed iReport to incorporate social media, and more than 2.4 billion people worldwide have tapped into it to send stories and photos. "If there's a big story, CNN will pick up on it, vet it using journalistic standards, and only then move it onto the CNN platform, so you can trust it".

Kim Norgaard shared that one of the things that social media has forced us to do is focus less on what happened (the audience know what happened from Twitter). "So our job is to answer the questions; why did it happen, what did it mean, what was it like being a journalist there. That's how legacy media can distinguish itself from the social media".

The long and short of the response from the Forum was a clear consensus that social media, although extremely challenging, does not pose a threat to legacy media unless the traditional media houses accept it as such and shy away. On the contrary, social media actually broadens conversations and includes the fringes of civil society in the dialogue that determines the

state of the world. Legacy media has to meet the challenges and step up it's role in deepening and authenticating coverage of important stories and providing greater analysis of issues for the greater good.

### QUOTES OF NOTE

**Question from Sylvia Mwichuli, AGRA (Alliance for a Green Revolution in Africa):** "Where does radio fit into this? From where I sit it remains the most impactful media in Africa."

**Response from Kamel Labidi, Tunisian Media Regulator INRIC:** "Radio remains one of the most popular and appreciated media outlets. In the few weeks aftermath of the revolution, the Tunisian media regulator received 74 applications to establish new radio stations. The commission recommended the establishment of 12 radio stations, most in areas of Tunisia that were denied a voice in the past."

**Response from Kabiru Yusuf, CEO Daily Trust, Nigeria:** "There has been a 22% drop in listenership since 2006. TV is still the world's largest advertising medium followed by newspapers. Radio and internet combined have less advertising revenue than newspapers."



## Advertising is dead. Long live advertising – how are advertising and revenue models changing?

*Changing media consumption habits are impacting advertising spend patterns. Advertising executives, media buyers and digital thought leaders discussed what traditional media need to do to keep attracting advertising money.*

### Welcome to the new order!

**Gavin Rooke, Group Managing Director of Trigger/Isobar** gave a key note address where he asserted that a new order is starting to unfold. He said that throughout the 1980s and into the mid-90s the creative idea itself was king, and we saw the rise of creative agency networks and the importance of impact against the importance of media placement.

That slowly made way for the media independents and this was driven by media proliferation. Out of that came a shift away from creative agencies making decisions about where the big money is spent – media independents started making those decisions and reach became really critical.

Gavin believes that we have come to a new phase where digital platforms are taking the lead. "For the first time we've got communication channels that are also business channels. So the channel you use to communicate with your clients – or in our case an agency where we communicate with our client's clients – is the same channel through which our

clients are able to do business with us. What we have got is a significant change in business models.

While bought media – which is the world in which most of us work – is definitely seeing an increase in spending, the lion's share is actually going into owned media. A lot of clients are building their own media channels, their own way of doing business".

So it seems that the middleman may be out of a job in the near future as Gavin stated, "if media owners are able to provide clients with direct access to business channels, they are going to get them direct". And therein lies further opportunities for legacy media.

### Staying relevant: an advertising agency's view on media

**Rick de Kock from TBWA in South Africa** gave an advertising agency perspective. It was all about staying relevant. De Kock stated "Here's the good news: Africa has a young population of a billion people and growing. By 2020 consumer spending will have doubled. Discretionary income is forecasted to double as well.

From a client point of view it is looking even better. You've got global brands rushing into the continent such as Airtel, KFC, Wallmart, as well as regional brands like Shoprite from South Africa".



Gavin Rooke



Rick de Kock



Graeme Pitt



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**De Kock** warned that although it was still 'happy days' for media owners, change was rolling in rapidly with first world clients coming into Africa with developed world processes.

Global advertisers expect quality, value and compliance. Media owners and operators need to rise to the challenge and move from being media-centric; a uni-dimensional media channel to being idea-centric and offering real marketing solutions that can generate new income".

Rick gave an emotive address and in his own words, "You must make a shift: stop being so prescriptive. Stop telling clients you can only do a certain size ad. Stop insisting on upfront payments. Start putting your clients at the centre of what it is you do. Start offering value".

"Let's get production quality right! We have to move away from this lack of trust and transparency when it comes to media houses. Why don't media owners start their own media monitoring agencies that are independently audited and offer the service to clients".

### Measuring media ROI: introducing the media path to persuasion

As stated by Rick de Kock, today's client is demanding authenticated value for money.

**Graeme Pitt, Freshly Ground Insights**, a research agency working across Africa, gave a research perspective.

He said "It is very difficult to isolate the impact of a specific campaign or advert. However, there are various indicators that have been developed over the years to evaluate which channel is working hardest for an advertiser. One such model is called the 'path to persuasion".

"What channels are going to be strong in persuading me to make a purchase? Well, different media all play a role in the path to persuasion". The intrinsic qualities of each medium make them more or less suited to certain roles. TV is intrinsically a powerful visual medium that can entertain.

So while television may be good at introducing and entertainment, it doesn't engage as strongly with the customer as some other media. With newspapers the entertainment value is not as high, but the powers of purchase persuasion are far greater.

"Media can be indexed to identify what is working hardest for clients, the relative strength of each medium in the marketing mix" Pitt said.

## The changing face of advertising: the power of telling the right story

According to **Salwa Smaoui of Microsoft in Tunisia**, audiences are changing and so are their perceptions of media. They are influencing change in advertising business models as well. Advertisers are becoming publishers. "Pampers has useful tips to moms, L'Oreal has some tips for health care. Is that advertising or is that useful information that happens to be provided by an advertiser?"

Publishers are walking the traditional pathways of advertisers and they are also providing content. Smaoui gave MSN as an example, "they are including content and creative formats and they sometimes provide some creative solutions for advertisers".

What never changes is a good, creative, innovative idea – a good story stays a good story. The people of Tunisia changed their history by deciding to tell their story to each other and the world.

Over 10 million people stood up and used mobile technology to film what was happening in their country because the traditional media in their country did not do this. Tunisia suddenly had 10 million executive producers. Smaoui asserted, "I believe in the power of telling the right story".

### QUOTES OF NOTE

**Question from panel chair, Nevo Hadas:** "A common thread in this panel was the theme of ideas over the specific choice of medium. I remember TBWA spending a whole lot of money on statues for a campaign for Adidas instead of on media. That got you media attention and therefore you got your media coverage. My question is: What percentage of budget is going towards producing these big ideas versus media – how is that ratio shifting?"

**Response from Salwa Smaoui:** "Not enough is going towards the big ideas or digital media. The percentage of advertising spend in Africa going into digital – an innovative platform for connecting with audiences – is just 2%. We are not unleashing the potential of the digital media".

**Other responses from the panel:** "Our customers/consumers are running ahead of us with their digital cameras, phones, computers - and they are starting to invent things. We are trying to play catch up with them. We have to start acting fast in terms of these big ideas".

"We are often frustrated with how little our clients are prepared to invest in digital – but, it is simply a factor of how little proof we put in front of them in terms of how valuable it is. If we are able to do that, there is an endless amount of spend".

**Question from panel chair, Nevo Hadas:** "As we are moving more and more into big ideas, are we going to see a shift where agencies keep more of the spend and media owners get less of the spend?"

**Responses from the panel:** "It is not even agencies because a lot of agencies now are on hour-based fees – so the agencies aren't seeing that money either. It is the suppliers – it is the guys who are building the billboard itself or putting up the signs. It is not the media owners – it is the producers who are making the money."

**Question from Gerald Ankrah, Ghana Independent Broadcasters Association:** "In all these presentations I don't think the real issue was addressed: is advertising dead? How is it changing?"

**Responses from the panel:** "There is very little information about advertising spend across Africa. What we do know is that the organisations that are being more creative on the big idea, using the news channels mixed with the traditional channels are making a huge impact."

"Advertising is not dead, but the revenue models are changing. We are now in a situation where our clients are starting to build their own channels and are relying in certain cases on agencies to do that."



Salwa Smaoui



# FUNDING and business development

## From Aid to Investment: The Potential of African Media, by the AfDB

The African Development Bank believes that the media plays an important role in development. As they develop an inclusive growth agenda the media helps to reach the bottom of the pyramid and also plays an important role in democratisation.

**Tim Turner, director of AfDB Private Sector Development** stated, "I was shocked to discover that only 2 of our 25 private equity funds had chosen to invest in media companies – a very small percentage of the total investments. I was also unable to confirm any significant lending to media companies by our partner financial institutions that are also lending to SMMEs. Given the vibrancy of this industry, this to me seems very strange".

In answering the important question, 'Why has the African media industry received so little attention from investors and bankers thus far?' Turner did some research to see how investors understand media investments. The feedback that he received was on the positive side. There is clearly an opportunity as the African media is growing and is expected to accelerate, stronger players will become very profitable. Nevertheless he found that potential investors were also very wary of the significant risks, including political

involvement – no one wants to end up in company with strong political ties that start to over rule smart business decisions.

"Political interference and censorship is always a concern as well. However, the good news is that investors seem to be saying that the balance is tipping towards the positive side and they are actively looking for ways to participate in the industry. They will bring capital, expertise and their network of connections, which are all good assets for media owners" Turner said.

"At the African Development Bank we will do all we can to use our network of development partners to accelerate the provision of financing to the media industry. However it is going to be up to Media Leaders to shape their businesses into attractive opportunities and make the investment case to the marketplace".

"The AfDB must play a role in private sector development but we need to become an institution that is more catalytic. We are a drop in the ocean of what needs to happen in Africa, but we need to make that a 'golden drop' that catalyses more financing dollars?

The world is looking at Africa in a new way – no longer an AID destination but an investment destination".



Tim Turner



## QUOTES OF NOTE

**Question, Paolo Gomes, AMI Board Member:** "Is there anything policy-wise that would prevent the African Development Bank from financing media?"

**Response, Tim Turner:** "Are we against media investments? No not at all but, media competes with other sectors for investment attention. We have a filtering process that we apply to all potential projects and investments. It is in four parts:

1. A strategic fit test – we would need to do things that are in countries that we operate in; to the extent that media becomes a priority in these countries, then we can align to that.
2. Commercial viability – our vectors for reaching media will be through other intermediaries (private equity funds or commercial banks or sub-regional development banks.
3. We need to make a case in terms of the developmental outcome.
4. We have a condition called additionality – we have to show that what we bring to the table is something that commercial institutions can't do better than us.

We use African intermediaries to reach you. There is nothing policy wise that stops us.

An important point is the role of media in regional integration. You've got 54 little markets. This is an advantage and a disadvantage – there are no economies of scale. Nevertheless, media can cross markets and can help push the regional integration agenda.

**Question, Ali Abdi, Shabelle Media Network, Somalia:** "There are countries, like mine, that have no stability and infrastructure. There is no government, banking financial system – how would African Development Bank support Somalian media to develop?"

**Response, Tim Turner:** "We are certainly very sympathetic to the huge challenges you face. The most important role we as an institution can play in that context is advocacy; making the case of keeping the industry free. The best way is by supporting groups like this. By the power of numbers, you become a powerful lobby group".



## FUNDING MEDIA: What options are there for growing media businesses in Africa?

Billions of US dollars are being invested into new digital media businesses in the US and Europe. Is Africa still “the dark continent” or have Venture Capitalists and other startup funds finally woken up to the opportunities in Africa? This conversation explored the African funding landscape for both new and existing media businesses.

**Jay Naidoo** spoke about the need to establish what the criteria for funding are. “Then we must find what the needs are of those that have funds and what is the process to connect one to the other.”

“When we come back next year we should have established a concrete set of funding criteria and also know what we need to learn

to create the best business models. Not everyone wants a Rolls Royce – some want a bicycle, others are happy to take the bus. Different models work in different places.”

## A rationale for supporting the African media sector

**IFC’s Mamadou Toure** told the Forum that AMI and IFC have been working on some solutions. “From a banker’s point of view, media has huge developmental impact but we also want to look at it as a money-making proposition. The African media industry is poised to boom for a few reasons including: an emerging middle class, and better quality telecoms infrastructure. Everyone has to play a part.”

### Key success factors:

- Public-private engagement: the private sector has to play its role.
- Regional integration: the key challenge facing the media in Africa is that the market is extremely fragmented. The GDP of Togo is 7% of Manchester. Without critical mass you cannot be an attractive investment. Africans need to exchange skills and cross fertilise to create a significant mass.
- Data: we need to know our markets. We need more rating agencies. South Africa has AMPS (the all media product survey), Zimbabwe has ZAMPS, but many African countries don’t have those quantitative media measurement systems that can give a banker the confidence to invest. We will have to start putting those rating agencies in place because investors shy away from risk and uncertainty.

### The key criteria for successful funding:

- A diversified portfolio: a media house with a single publication is too high risk for a financial institution to consider. In order to become a more attractive investment, the media house could diversify by offering the same publication, digitally on a mobi-site. Let’s explore digital opportunities.
- In the past we have failed to work as one group: AMI has now built a critical mass, so as African Media you now have the weight that gets people to listen.
- Pan African media fund: How would this work? You have different kinds of investors – development finance institutions (such as AfDB), development agencies, foundations, social investors and private investors. A Funding model that incorporates all parties would be ideal.

Toure suggested that, “One challenge is that the average media industry profitability level cannot always compete with other high return industries. There are also strong capacity-building investments to be done and the media sector needs to professionalise itself as a business sector in order to benefit from these.”

## Sell a stake in your business to big media!

### Nevo Hadas, Business Innovation consultant at AMI also shared a couple of basic insights;

1. Media is a hugely risky business. There are often no fixed assets unless you own a network or printing press – unlike other businesses where you have a factory or railways or some physical assets that the investor is buying.
2. Media is for creative people. That makes it very difficult for any commercial person to understand. They ask, “Why are people walking in and out of the office? Why are the trade relations so difficult?”
3. Journalists don’t make good business managers! There are some exceptions, but the core value most Media Leaders are worried about is the truth and getting a great product out to clients. Unfortunately, the client you perceive is the audience, not the business people paying for the advertising and other revenue models. This makes it hard to commercialise most of the media business entities because they’re not really run as professional businesses. They are often stand-alone family shows that are not corporatised.

4. “Why not sell a stake in a smaller business to one of the large media players, like Nation Media Group or Kagiso? If you do this, two things will happen:

- You will gain the ability to build a bigger business,
- You will get to grow as a business person.

You will pick up skills that are very hard to attain as a stand-alone entity.”



Jay Naidoo



Mamadou Toure



The ‘Funding Media’ panel: Tom Mshindi (MD, Nation Media Group), Peter Whitehead (MDLF Director), Jay Naidoo (Chair), Kate Senye (SAMDEF), Nevo Hadas (Business Innovation Consultant), Mamadou Toure (IFC) from left to right.



Nevo Hadas

## Bridging the funding gaps



**Kate Senye, Southern African Media Development Fund SAMDEF** provided some background to her organisation. She told the Forum that SAMDEF was set up by the Media Institute of Southern Africa (Misa).

It is a small fund, that invested around \$30-million in 20 companies in 11 countries in about 13 years. In 2007 they were faced with sustainability challenges and had to relook their model.

They brought other investors into the fund, not just donors. SAMDEF set up a vehicle to address risk issues and established a private equity fund for the media in southern Africa. They required a ROI of 30% but were unsure whether media could deliver that.

"You need to create vehicles with these development finance institutions that are much closer to the media enterprises themselves" said Senye. One of SAMDEF's main objectives was to close the gaps between commercial banks, development finance institutions and the media.

## Risk capital is drying up, but it's not gone!

**Peter Whitehead, Media Development Loan Fund** explained "We provide low cost capital, but we expect to have good returns.

So these are loans, quasi-equity investments, equity investments and guarantees. The MDLF are a non-profit, mission-driven investment fund, but they operate on business principles."

"The MDLF has worked in 27 countries and their current portfolio is just over \$40-million, with about 20% in Africa.

They specifically support independently owned news media and good quality ethical journalism.

They don't support anything owned by the state or any business oligarch interests. Risk is clearly an issue that is faced by all, but interestingly, the MDLF has only written off 2% of their funding so far."

## Are you clear about what you want the money for?

**Tom Mshindi, MD of the Nation Media Group** stated, "I am in the happy position where we don't have problems with money. The Nation Media Group has taken 50 years to become successful".

"There are certain lessons that are critical. For one thing it seems clear that there is money available, whether through private institutions or other entities".

The challenge we face in our businesses is to define what kind of monies we are looking for and where we want to utilise it in our business.

The Nation Group operates across geographies in East Africa and realises

that media owners have very disparate needs. Some are looking for money for start-ups, others need refinancing whilst a few are mature and want to reinvest.

"The needs can range from \$100 000 to \$15-million if you want to buy a big press. Money is available but investors have to be persuaded. How persuasive are you? Are you clear about what you want and what you want it for? An applicant must show that they have the capacity to absorb the funds effectively."

## Going big: scaling your media business to build pan-African brands

The issue of pan-African brands, or the lack thereof, has been a standing discussion point in Africa. The questions that keep surfacing are: How do you scale your media regionally or continentally? Is there a market out there? Is there funding support? The Forum explored the successes and failures of African media that have grown beyond their home markets.

**Thebe Ikalafeng of Brand Leadership** asserted that "There are no African brands in the top African brand surveys. Brands are important for two reasons: (1) They drive the nation's wealth – countries with the leading GDPs have the leading brands and (2) brands drive the reputation and image of countries and continents."

"A couple of weeks before the Forum Brand Leadership launched the first Africa league of 100 brands! In that league 67% of the top brands are international, but that also means that 33% are African, so we are getting there."

"What about media brands? USA, Britain and France have the leading media brands in the world. We are looking at media as a catalyst for building brands. Can we build successful regional media brands in Africa? Yes we can."

## QUOTES OF NOTE

**Comment from Jouseph About El Faki, Sub-Saharan Informer:** "I am skeptical about funding because I think a lot of the private equity funds are in it for PR. The deal breaker is at the point of conditionalities.

They give you conditions that they know you can not meet. These funds raise money in the West by saying they are in Africa, but in reality they are not. Also, you suggest that journalists are not good managers.

Well, you have to come into the newsroom to see our problems. We know our cost centres. We know how to cut those cost centres and pay you back. We do know how to manage our own media companies".

**Response from Tom Mshindi:** "If we do not understand fully the business of managing media, we must make ourselves knowledgeable about how we manage other people's money. The onus is on us to go with believable and tight business cases".

**Response from Nevo Hadas:** "Are you really the best at running your business? If not, invest in yourself, read books, go on a course, or find a business partner. Look for a team. The critical component is profitability and a broad, diverse business. Single entities are risky."

Kate Senye

Tom Mshindi



Thebe Ikalafeng



Peter Whitehead

## Build on an established brand

**Gary Alfonso of CNBC-Africa** stated that "If you do not have time to build your brand, the next best thing is to get a reputable brand (like CNBC) associated with you, and then build on the trust of that brand".

He shared that "CNBC-Africa is part of Africa Business News. We have produced more than 600 000 minutes of African content. That is more African content than every international news channel has put together over the past five years. We will only break even in year five – it is expensive."

"Content is the surfer on the digital tsunami hitting newspapers, radio and TV." Alfonso stated that as media owners our business is about content! This is what we do but are we telling African stories and in a format that is commercially attractive.

There is something powerful about how everyone in Africa shouted for Ghana in the 2010 Football World Cup. According to Alfonso we need to tell stories with real human resonance that people can relate to. The economic revolution is one story that relates to everyone. "Why can't I see a one hour bulletin about what happens across Africa?" Gary Alfonso asked.

## Scale from aggregation

**Dr Tami Hultman** of the media giant **AllAfrica** shared, "AllAfrica.com was co-founded by **Amadou Mahtar Ba** and currently operates from offices in Cape Town, Dakar, Monrovia and Nairobi as well as maintaining a small presence in Washington DC.

AllAfrica aggregates content from over 130 African news organisations who benefit from an equal share in a small but growing revenue stream from advertising and royalties. They also benefit from the visibility and scale that aggregation gives them".

"We have 1500 articles a day and rank very highly on search engines. The challenges for African media trying to scale internationally remain enormous. Infrastructure remains a very powerful deterrent. All our offices struggle daily with challenges such as power cuts and slow internet".

"There is a massive site redesign under way, which will allow for user generated content" We don't believe that one should fight the tide of information for all that is pulling our way. Let's work with it to make a better future for Africa and the world at large".

## Total domination!

**Charles Onyango-Obbo, Executive Editor for Nation Media Group** said

"Nation Media Group's newspaper division has the highest return on dollar invested out of any newspaper in the world.

It started as a Kenyan company in 1960 but it now has a physical presence in four countries. It is committed to dominating markets."

"Another principle is to spread our wings and have footprints in the rest of Africa. This is where the digital element comes in. This game is about content not real estate. Digital allows us to do this.

Onyango-Obbo stated that the Nation Media Group has associates, stringers and correspondents in 35 African countries. There are about 50 people involved. "We are committed to being an authority on

Africa. We have six specialist regional editors on Africa who have great knowledge of the continent".

## French can be a handicap

**Marie-Roger Biloa a Board Member of AMI and CEO of Africa International Magazine** which was founded in Dakar in 1958 especially to publish opinions about the independence issue asserted that, language can be a limitation.

There are less than 100 million French speaking Africans in 14 Francophone countries (less than the population of Nigeria).

"This is a handicap as it is not possible for us to grow beyond that border. Africa International is one of the leading magazines in Francophone Africa, but we sell only 50 000 copies."

## Monetising Audiences: Unlocking value – how premium content can generate new revenue

The key issue of why media houses should invest in investigative reporting and other original content when there is so much cheap stuff out there on the Net, was raised.

Well beyond ethical issues, involving taking responsibility for enriching African lives, a strong business and leadership case was made for how premium content is giving media pioneers the competitive edge.

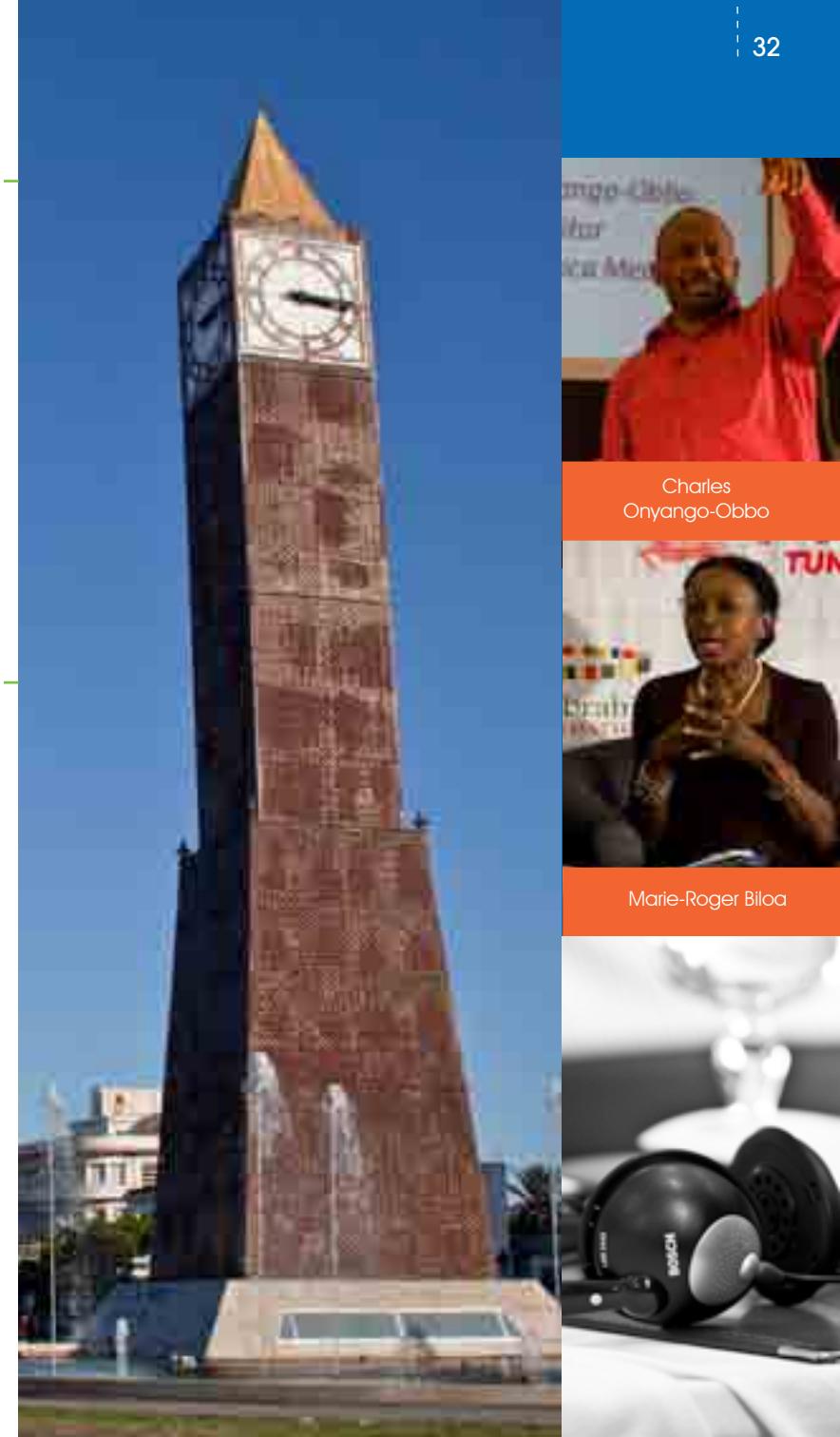
The debate questioned what exactly premium content is, whether premium content can be considered popular or if it is purely elitist. Also discussed was how premium content would affect existing models and whether consumers would be willing to pay the costs.

Gary Alfonso

Dr Tami Hultman

Charles  
Onyango-Obbo

Marie-Roger Biloa



**Chris Roper, editor of Mail & Guardian Online**, defined premium content as content that is original or peculiar to a certain environment, which can't be replicated. Premium content could also be based around time. "Premium is defined by what it is, how quickly you get it to people and how you can make sure it's unique," said Roper.

According to **Tim Legg, MD of digital media business, Teamtalk**, "Premium content is content you can persuade people to pay for. "In his discussion, Legg stressed that media companies have to embrace the digital world because it is a relatively low cost content distribution model, as well as a fairly straight forward process. Africa is the second largest mobile market in the world, after Asia and, in Legg's opinion, "is a phenomenal agent for social, economic and media change on the continent".

Although print, television and radio still dominate and are much bigger than mobile, Legg says that digital channels cannot be ignored and need to be integrated into these existing platforms.

Before using digital platforms to generate revenue, Legg says it's important to understand the psychology of the consumer. What does your audience want? How do they interact with their cell phones? How do you get them to spend more money?

#### **Tim Legg, MD of Teamtalk - suggestions for non-traditional revenue streams:**

1. Content is king. Content has value and people will buy content from us as content creators. Some of those clients will be super brands.
2. Publishers and media houses need to collaborate more. Provide content to other media houses. In some cases, media houses might have to work together on certain projects.
3. Content aggregators. This is a huge new industry that has developed and specialises in generating revenue from digital consumers. They build brands primarily through mobile channels and consumers pay to receive their content every day. In this way a range of content is available for one small fixed daily fee.
4. Audiences are hungry for premium content. Create content that is specialised and valuable.



Tim Legg

5. Mobile world. Handset operators and networks are interested in building up audiences and developing 'stickiness'. To do this, they are all building up content portfolios. They pay content creators and media houses to create and provide that content.
6. Media houses can build up large digital communities around their brands and then use them to advertise on a commercial basis.
7. Communicate with audiences even if it's on a basic level like SMS, because it is available to all cell phone subscribers at a very low cost.
8. Pay per click technology. Offer content free of charge through mobile and digital portals. Give consumers an interesting headline and they will pay to read that article.

#### **Making Money off Content and your Brand: Tips from Chris Roper, Editor of Mail & Guardian Online:**

1. Remember your content is a brand.
2. Create content that is different to your competitors and sell it to a niche audience. You will make money by selling specialist content to a specialist audience.
3. Sell different experiences of the same content. For example, a newspaper is different from a website. Repurpose content for tablets, iPad and Kindle. To make money out of content, you're selling the delivery mechanism. The stories themselves have become free, but you're selling them differently depending on the delivery mechanism.
4. Mobile apps are a new place to generate advertising revenue and to sell content.
5. Use your brand to hold critical thinking forums and events.
6. Make a choice between volume and building a brand identity.

## A Business Case for Development News in Africa

A lively discussion was held on how African Media could boost their audience through increased and better coverage of development issues.

**Joyce Barnathan, International Centre for Journalists (ICFJ)** stated that "we know that entertainment news, sports news and even business news sells, but, how can we make important issues, such as pneumonia vaccines, better irrigation, maternal health and rural education sexier? "Can we report on health and development issues in ways that resonate with the public and attract advertising? I think you can do this. Better information can help people live their lives better? Journalists need to know how to cover disease, science, how to cover public health budgets, they need to know experts in the field and they need to become experts themselves, stay on top of the field. They need health journalists networks and associations" said Barnathan.

### Radio that listens

**Baye Oumar Gueye of SudFM** shared their experience with the Forum, "SudFM breaks the monopoly of public television by taking into account the aspirations of ordinary people.

"We listen to Senegalese people and the content of our programmes is inspired by their needs, concerns and their identity." SudFM now has interactive development programmes:

- "On Tuesdays we have a programme called 'Hello Doctor'. The doctor explains a disease followed by a session where listeners phone in for questions".
- "We have successful enterprise programmes which deal with how you can gain access to investment and microcredit. Interactive programmes are a priority for us because they enable every citizen to take part, which contributes to democratic governance."

### Monetising high-impact development journalism

**Elvis Kwashie of JoyFM Ghana** which is an English language broadcaster with a 20% share in a highly competitive market, stated that "We are regarded

as the most credible news provider. We try to move journalism from simply reporting events to setting a development agenda. The majority of media in Ghana ignore this critical agenda".

"Our editorial mantra for this year is, 'What matters to you matters to us!' We have developed a documentary programme called 'Hotline'. We have produced stories on quality health care, protection of the rights of children and the vulnerable and access to potable water. For example, we visited a village near the capital and found that residents had to share their stream with cattle. Many had guinea worm infestation and other diseases. After we did the story, lab technicians from across the country teamed up and went to the area and screened residents and provided critical medication for them."

"Another example is a story we ran entitled 'When drugs do not heal'. 40% of drugs in Ghana are fake because the regulating institutions are corrupt. The issue is now before parliament. Yet another story was on albinism and discrimination by colour. The Health Minister called JoyFM, came to the studio and promised that anyone that practises discrimination will be dealt with by the laws of the country."

"These examples and the resultant actions just go to show that it is possible to monetise high impact development news in Africa."

### QUOTES OF NOTE

**Input from Jesse Kwayu, Nipashe newspaper:** Our project was conceived by the private sector, who were concerned about the peasants who had no access to media. Every week for the past two years we have had a specialised pullout in Nipashe and in the Guardian where we focused on agriculture. It has raised a lot of awareness and it has been supported financially. Banks are now taking agricultural projects seriously.

**Question from delegate from the Central African Republic:** "When there is a scandal, it sells like hot cakes. How can people become interested in the real issues?"

**Comment from a delegate from Burundi:** "Phone-ins do not cost much and you can get close to the population this way."

**Response from Elvis Kwashie, JoyFM:** "Politics sells but is that all people are looking for? We need to know how to impact on the real issues that impact on the lives of people and also make a conscious effort to report on community issues that we are part of."



Joyce Barnathan



Baye Oumar Gueye



Elvis Kwashie

# TECHNOLOGY and innovation in the media



Colin Mukete

**Information and Communications Technology** and **change** were the challenging concepts at the 2011 African Media Leader's Forum. Hosted in a country celebrating its' recent induction into democracy, aided by social media and bloggers, it was easy to see the positives of technology and change. However, delegates were uncertain about exactly how to use this new media. In response many speakers reiterated the same idea: the platforms may be different, but journalists still need to tell compelling stories.

## How to get content to Africa's huge mobile audience

Mobile technology is often seen as the medium for Africa – the personal, portable devices are more numerous on the continent than traditional desktop computers.

A plenary discussion titled '**How mobile technology is disrupting media distribution models**' centred on the potential mobile technology has to disrupt traditional distribution models for media content, and how media organisations can make use of this medium to reach their audience.

Mobile platforms like cell phones give media organisations the opportunity to interact with communities on a device that is always on and used throughout the consumer's day. The devices allow for a level of personal interaction that is not possible with traditional media outlets.

Despite the strengths of the mobile platform, many companies find it difficult to make money from mobile devices. Audiences are often reluctant to pay for content, and some media organisations find it difficult to generate revenue.

The speakers emphasised the need for unique, quality, contextually relevant, local content if media organisations aim to profit from mobile platforms. "People are only willing to pay for things that interest them," said **Chairman of Spectrum Media Group and MTN in Cameroon, Colin Mukete**.

**Mobile Entertainment Forum's Emma Kaye** said, "There is a deep need to interact and the mobile platform has the potential to actively engage the end user. Traditional media has its' limitations and the mobile screen is the next platform."

## Are you ripe for mobile disruption?

**Vincent Maher, Chief Technology Officer, Motribe**, stated "My mandate in life is to 'disrupt' using mobile technology.

The key question raised are; How do you recognise the conditions for disruption? What are the tools for disruption? How can you disruption-proof your own organisation?

"An industry is ripe for disruption when it has been slower than its' audience in embracing new technologies.

Journalists and concerned citizens are now the same thing. One writes professionally, while the other writes to support the cause.

The mediators in this situation are the business structures of the media and the editors. What has happened over the past 10 years is that there have been question marks around the value that has been added by this mediation especially in situations where things are happening on Twitter well before they are happening in print and broadcast".

Mobile disrupts not just traditional media but also digital media. If you are talking about reaching big audiences in Africa there is only one channel and that is mobile. There is a deep personal connection with that device which is always on.

"Over 95% of mobile users are in the pre-paid market and they have the ability to make micropayments right now. This allows media organisations to profit from subscription fees and other payments, while allowing users to make a quick, safe and easy transaction".

"In Nigeria, the Guinness beer company decided to launch a content community around football and over the 7-month period that this campaign lasted they grew to just under one million users (a fifth of the size of Facebook in Nigeria). There was a massive hunger for content from the people who joined."

According to Maher, the questions that must be asked are: why is this being done by an alcohol brand as opposed to a media company? What does this say about the media companies? What you have at your disposal are editorial processes, huge amounts of content, multimedia, photographs and all of these things can be repackaged into something which is new and can delight your audiences".

He concluded by saying that "media is fundamentally a disruptor and this is the role that the media originally carved out for themselves a couple of centuries ago".

## Welcome to the mobihood

"In Africa we are going straight to the mobile phone and tablet. We are starting to see the consumer's deep need to interact, to have a voice, to be able to engage with their environment, their politics, the economy and using technology to do that" said **Emma Kaye of Bozza.mobi**.

"The application we have developed to help do this is Bozza, which sits on phones from Nokia Express through to the smarter phones. It is addressing a deep need for distribution and a marketplace to trade. We are focusing primarily within informal markets that have not been considered as a vast contributor to the GDP. The majority of people in informal markets do not have access to distribution mechanisms, to express, to trade, to develop and produce their own content".

"Why, when we have got this amazing, ubiquitous platform to express and disrupt, is there little to no local or hyper local content? In other words, where is the African content that means something to me whether I am in Khayalitsha or Lagos. Is there a demand for generic content or is there a demand for local content?"

"We worked in two townships, Alexandra (Johannesburg) and Khayalitsha (Cape Town) producing seven minutes of hyper local news. We had 40 000 users in two days through word of mouth.

We shot up to 170 000 users in two months with just seven minutes of content. We discovered that there was an enormous, deep appetite for local news, stories around local culture, local language, local environment and local community. Bozza is a platform on the mobile device – a **mobihood** – that can enable voices to be heard."



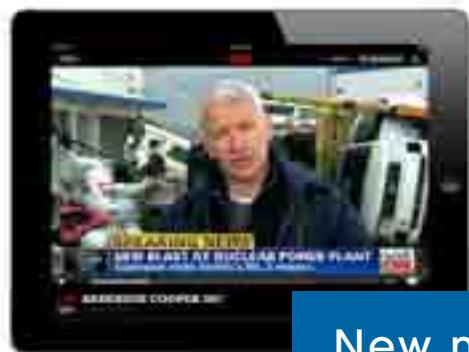
Vincent Maher



Emma Kaye



"We have a variety of content creators that are coming from all over Africa, including over 250 artists, musicians, poets. We are now starting to encourage small to medium enterprises to come on board our platform".



## New media: new challenges and new opportunities

AMI's Chief Digital Strategist, Justin Arenstein stated at the start of the media technology and innovation breakaway session, content produced by media organisations is still paramount.

Technology can be used to augment and promote the content, but is still simply a platform which can be used to tell the story.

The benefits of technology for media organisations were mentioned in numerous presentations, for example, the ability to:

- track and monitor consumer information and engagement with both mobile and online media to reach audiences in distant locations and in different ways;
- represent information in ways not possible with traditional media.



## QUOTES OF NOTE

**Question from Ali Abdi, Shabelle Media Network, Mogadishu, Somalia:** "We are aware that there are a lot of countries in Africa where you cannot receive fast internet services. To provide content through the mobile phone you need to have fibre optic or satellite infrastructure. Media organisations need the support and cooperation of network operators. That cooperation is hard to come by in Africa. I am not including South Africa in this. In some countries the telecom sector is controlled by the state. This creates obstacles and restrictions on how you can create a platform to reach out to more people".

**Response from Vincent Maher:** "From an operator point of view, if you are arguing that you have a very powerful and high-demand content service then why are you coming to me without any audience and expecting the operator to help you build the audience. The operator will say bring us something that is working and let us help you accelerate that. Data and internet revenues are still below 15% for operators. However, from the content producer's point of view, what you are saying to the operator is that you are acting like a gate and you are preventing me from reaching your audience. How the operator controls the operator portal fundamentally affects where the traffic gets distributed because of the power they have on that portal".

"You have to fight this out based on individual circumstances. In many cases, operators are prepared to have this discussion with you. The problem is they are not prepared to tell you who the correct person is to initiate the conversation with. There is a long history of organisations approaching operators with ideas that are not novel and don't add any value. The operators have built systems to prevent spending time with people who waste their time experimenting as opposed to being really serious and bringing something of value to the table".

## Mobile media: what does it really mean and how is it changing our businesses?

The large number of mobile phones in Africa has left media owners wondering how to use the tool to their advantage and adapt current practices to reach audiences using mobile technology.

The make and model of cell phones in circulation vary greatly, and so handset detection is a very important step in the process. This ensures that images and text can be rescaled to fit any screen, so users with any handset can receive clear images and legible information.

**Ver Se Innovation India's Virendra Gupta** suggested that media organisations should enter into partnerships with local mobile operators, who have the expertise and infrastructure necessary to distribute media content to audiences, instead of investing in the technology themselves.

**Grocott's Mail's Steve Kromberg** explained how the oldest independent newspaper in South Africa has developed 'Grahamstown Now', a mobile platform that delivers news updates, information and advertiser specials to subscribers.

Kromberg said that by working closely with the advertisers, to find out their specific needs, 'Grahamstown Now' was able to ensure the continued use of their services and the success of the platform, while still catering to the interests of their readers.



## How personalised broadcasting and live streaming are changing radio and TV

**"Who died and put radio and TV programmers in charge of my life?"**

Gone are the days when audiences were content to consume radio and television programmes at set times. Now they want to watch and listen when it suits them, and will produce their own content if the offerings of the media are not to their taste. Is user generated content the end of journalism?"

"People can make their own content, but the content that is the most popular is the content with the highest production value," explained **Kagiso Broadcasting's Nick Grubb**. He encouraged media organisations to produce unique, high quality content to ensure the continued success of their broadcast programmes. Information that can be found easily online through a simple search is unlikely to form the basis of compelling, exclusive and popular programming.

**Ellington Kamba the M.D. of Research Bureau International** a pan-African research agency based in Zimbabwe said that traditional radio stations are seeing a decline in listenership in some areas, as "the young consumer has access to portable mobile devices where they can download music" and stream radio programmes from stations in distant areas and even different countries.

**CNN's Kim Norgaard** explained how CNN's citizen journalism project, iReport, has become a way for the broadcaster to gather user generated content which, if it meets production standards, can be



Virendra Gupta



Steve Kromberg



Ellington Kamba

## TECHNOLOGY and innovation in the media

broadcast alongside the stories produced by CNN staff. All of this is done at a fraction of the cost and the amount of time it takes to send reporters and film crews to distant locations.

He emphasised that the content is still the most important aspect of media production – the platforms used by the media may change even more in the future, but the content produced for those platforms must still be worth the audience's time.

## QUOTES OF NOTE

**Kostas Vrahnos** (Athens Technology Centre) on the importance of monitoring staff's adaptation to new tasks and training them effectively in new technologies: "People working with an organisation for a long time are not happy with change but we need to actively bring them along on the journey if we are to succeed."

**Mira Milosovic** (WANIFRA – WAN Mobile Case Studies) on organisations' focus on generating revenue: "Digital media carries no guarantee that you're going to earn anything."

**Ellington Kamba** (Research Bureau International) on personalised, user-generated programming: "Legacy Media must realise that nowadays people can choose their own content and become their own programmer."

**Nick Grubb** (Kagiso Broadcasting) on trends in broadcast: "Radio as a medium has not kept up with the production values of TV and video. Radio station production hasn't increased or improved in the same way."

**Kim Norgaard** (CNN Africa) on User Generated Content (UGC): "As long as you have a system in place that verifies what you're getting, UGC is



Kostas Vrahnos



Mira Milosevic



Kim Norgaard



## The African News Innovation Challenge (ANIC)

A \$1-million fund dedicated to media innovation and experimentation in Africa

AMI is proud to announce the creation of an annual innovation fund to drive experimentation and to lower costs and risks of innovation. Legacy media are facing great challenges and are therefore very risk averse. The idea is to draw on innovation models from around the world – including the Knight News Challenge in the United States which has proved that there is a wealth of creativity in legacy media. However, it is often a challenge to find people who can implement the engineering of those ideas.

Justin Arenstein of AMI explained that the fund AMI has put together will try to find tangible solutions to media challenges in Africa. It will have a wide ambit ranging from the journalism side of our work right to the back office systems that make our work profitable and sustainable. It is aimed at identifying solutions that can be scaled continentally and even globally.

Funding will range from small seed funding allowances of \$12 500 all the way up to \$100 000. The prize packages include additional news mentorship, engineering and innovation support, as well as rolling out market traction strategies.

Applications will happen in the second quarter of 2012. Rigorous judging processes will happen in the second half of 2012, where some applicants will be weeded out.

The first phase winners will be announced at the 2012 AMLF and money will be given out in stages so that people are assisted in meeting developmental benchmarks. The project aims to help people solve the unexpected problems they encounter in reaching their solutions. ANIC wants to be sure that solutions that are developed are appropriate for African newsrooms. AMI member organisations will be used to test these innovations and once working prototypes have been developed, winners will be assisted in taking them on a global road show.

A network of hacks and hackers chapters across Africa will be built separate from the awards process itself. These will be societies for individual journalists, programmers, developers and digital creatives to come together at least once a month to develop solutions to local problems that they are facing in their local economies and, more importantly, to take advantage of local opportunities.

Each chapter will roll out quarterly mini-challenges. The idea is that a pipeline of tested prototypes and proven ideas is created that can be channelled into the major million-dollar-a-year challenge.

Successes and failures will be documented in a repository of case studies. Failure is a necessary part of any innovation process.



Justin Arenstein



# GOVERNANCE, Ethics and Leadership

## Mo Ibrahim on Media and Governance in Africa

Ibrahim urges AMLF delegates to have the confidence to lead



## Mo Ibrahim on Media and Governance in Africa

Straight-talking Sudanese mobile communications billionaire, Dr Mohamed "Mo" Ibrahim, lamented the "tremendous lack of governance in the European Union" over the debt crisis at the closing ceremony of the fourth African Media Leaders Forum.

Ibrahim, whose foundation supports the AMLF, said that "something interesting" had happened to capitalism because we now have a situation where "banks keep profits private and socialize their debt".

"If the banks did not know Greece was bankrupt, who would know? Sometimes you look at Africa with despair, but [compared with Europe] maybe we are not so bad, actually. Yes, we have Mugabe, but they [Europe] have Berlusconi," he joked.

He urged over 350 of Africa's independent media proprietors and leaders at the largest-ever AMLF conference to stand together in the face of intense political and economic pressure.

"The best protection for you is this togetherness. Let us, with confidence, drive Africa," he said.

Dr Ibrahim said that economic pressures on media organisations led to the temptation to write sensational journalism and said that he had once asked a group of journalists what headline would sell their paper the next day. They came up with, 'The Queen is pregnant!'

"Secrets, scandals, sex, royalty, religion sells, so you have that pressure on your business. At the same time you have to be correct, proper, responsible – we hope you make the right choices," he said.

Asked by a Forum delegate for a single tip for success in leadership, Ibrahim responded that clarity of purpose was important: "Stick to it. Don't change with fashion. Have your vision clear and focus on it. We must also know that nothing comes for free."

## Media Leaders Perspectives on Ethics and Leadership

**Lotfi Madani of the AfDB introduced the question:**

**Are journalism-schools and media leaders collaborating effectively to produce properly trained journalists?**

Madani also asked: "at the interface between media management and training structures (specialized training centers, schools of journalism), how do we set up negotiation processes to match required skills and training offered? Does new media emergence mean that we have to find new ways to teach and prepare media professionals?"

**Robert Kabushenga of New Vision Media Group in Uganda and Chris Roper of South Africa** discussed their frustrations with the training of journalists in Africa and made suggestions on how it could be done. Kabushenga highlighted a number of problems with the training or lack thereof at African training institutions.

Kabushenga's first gripe was with the lack of technological training for journalists. There are very few, and in many African countries, no colleges which will train printers in print technology or teach radio technicians. He then focussed on the problems in the radio industry. "Because the radio industry, in the part of the continent where I come from, is essentially entertainment, most of the people who work on radio are entertainers and the first time they learn how to work in a radio station is when they are on air. With that kind of a situation, it's no wonder that

some of these technologies are used for hate speech and insurrections that cause big problems."

Kabushenga also said that a worrying amount of teachers at training institutions have never spent a meaningful period of time in a newsroom. As a result the industry is failing to get people with skills.

To the audience's amusement, Kabushenga stated, "I have lost faith in the formal training institutions and have fallen in love with the Germans!" The reason for this is that the Germans have two systems of training. At universities, students study media studies and become teachers. For those students who want to practise journalism or do media work, they go to polytechnics. Media companies in Germany are actively involved at the polytechnics in developing practical skills that are required in the media industry."

### QUOTES OF NOTE

"This debate about technology just frustrates me so much. If you find me standing naked in the car park, it's partly because of that frustration. My journalists have no clue how to be impactful online" **African Media Leader.**

"It was only last year that social media overtook pornography as the number one activity on the internet, which is great." **Chris Roper, editor of Mail and Guardian online.**

**Ingrid Louw, Nii Laryea Sowah and Louise Vale gave various reasons why the creation of associations are beneficial to media owners.**

**Ingrid Louw is the Chief Executive Officer of Print Media South Africa (PMSA).** This voluntary association consists of three member associations, namely, The Newspaper Association of South Africa, The Magazine Publishers Association and The Association of Independent Publishers.

The Association, which is funded by media houses, provides secretarial support for community journalism, shares funding for the joint industry research and responds to their members' needs.

Louw listed the benefits of having an association:

- The cooperation and collaboration. We understand that media owners are fierce competitors, but are joining forces in certain areas for the greater good.
- The Association provides a safe space for the collective intelligence of the industry to deliberate on public issues. A safe place is important, because if they did not have that they would not have the opportunity to deliberate and discuss and come up with solutions.
- We have unified representation on critical industry issues.
- We have strategic relationship management with the advertising and marketing industry.
- We have public-private partnerships with government.
- We lobby on legislative matters.

**Nii Laryea Sowah of The Association of Private Newspapers in Ghana,** then discussed why the formation of newspaper associations is imperative.

"It is important that media owners realise that it is only when they come together that they can fight inimical laws that are posed by dictatorships," said Sowah.

Through structures such as the media associations as well as civil society organisations, criminal libel law, which is detrimental to media freedom and free expression, can be fought. "Recently we had to fight parliament on the access to information bill because they had smuggled some clauses into the bill. We also mobilised other civil society organisations. We are only able to fight some of these laws because we have these media structures in place," said Sowah.

**Louise Vale,** the Executive Director of the Association of Independent Publishers (AIP) in South Africa, describes AIP as a national association for grassroots independent print media. "This association represents the under belly or possibly the unknown and not understood sector of the media in South Africa."

Most of AIP's members publish in the rural areas and disadvantaged communities and as such they often function on a financial knife edge. According to Vale, the purpose of the AIP is to fully promote and express the interests of the industry and to help each individual to become a profitable and sustainable business. AIP works with freedom of expression and free press and adheres to codes of conduct such as the press code.

AIP also provides management, editorial and business training, assists members in obtaining legal advice, fair practise and a stable and transparent industry.



Lotfi Madani



Robert Kabushenga



Ingrid Louw



Louise Vale



Nii Laryea Sowah

## The African Platform for Access to Information (APAI): a strategy for building an informed citizenry and combating repressive media laws

**Alison Meston, from the World Association of Newspapers (WAN),** highlighted why access to information laws are needed and some of the difficulties surrounding them:

- The first right to information law was enacted in 1766 in Sweden when the public demanded to know what information the king had. By 2010, 82 countries around the world had access to information laws. However, only 10 countries in Africa have access to such laws.
- They are needed for economic and social processes that are free of government control.
- In a study conducted by WAN in Europe, most journalists did not know how to get these documents. Journalists highlighted a lack of toolkits in order to gain access to information.
- The main reasons for journalists not using access to information laws were that there was no certainty of actually getting the information.

### Why APAI?

**Edetean Ojo of Media Rights Agenda Nigeria** explained the history leading up to the establishment of APAI and expressed his hope that AMLF would support APAI.

The process of establishing APAI started two years ago when only five African countries had access to information

laws and as such Africa was lagging behind other continents and regions in this regard. According to Ojo, APAI is essentially seeking to establish clear and comprehensive principles which will guide the promotion and protection of the right of access to information in Africa, by looking at issues of adoption of information laws at national levels as well as effective implementation.

This process has been driven by a group of organisations called the Windhoek +20 campaign, with a working group of 9 member organisations from across the continent, the declaration for which was adopted in Cape Town on 19 September 2011.

Three outcomes that APAI seeks are:

1. The proclamation by the UN General Assembly of September 28, as International Rights Reformation Day, which will raise awareness of the importance of the right of access to information around the world;
2. To get the African Union (AU) at its' summit to similarly adopt 28 September as Africa's Right to Information Day. We are seeking the development and adoption by the AU of a legally binding instrument on access to information in Africa, such that even in countries where they don't have a national office, the right to access to information will be covered in some ways;
3. Hope that this Forum will endorse

the declaration. We think that such an endorsement would help the planned advocacy initiative at both regional and international levels. These efforts are targeted at the AU and the UN, which we are hoping will recognise the declaration, apply the principles contained in it and proclaim the 28th of September as International Right to Information Day."

**Justine Limpitlaw, the author of the Media Law Handbook in South Africa,** discussed the existing repressive media laws that undermine access to information and which need to be addressed. Access to information laws are important for a free press, which in turn is needed to ensure democracy.

### About existing and repressive media laws

Limpitlaw pointed out that African media law often fails international standards for democratic media freedoms, and focused in her presentation on security related censorship laws.

According to Limpitlaw, a shocking number of countries cling to pre-independence, colonial era security legislation that was used against them in the past and this despite having gained independence. She gave the examples of Zambia's Penal Code which comes from 1930, Lesotho's Sedition proclamation (1938), Botswana's Penal Code (1964) and Malawi's Official Secrets Act (1913).

### What do we have to do as Media Leaders?

1. "We have to amend and appeal pre-independence security related censorship legislation. We have to bring this up to date to meet international standards, in line with the so-called Johannesburg principles that were developed for what are legitimate grounds for using security related grounds for prohibiting publication information".

2. "We need to pass access to information legislation in countries where it does not exist. There should be a right of access to information including information held by the private sector, particularly when there are rights involved such as environmental issues or health related issues that could be disclosed through private sector information".
3. "We need administrative justice legislation so that when regulators are dealing with broadcasters or any kind of regulatory issue they are required to act fairly and are required to provide reasons".
4. "We need whistle-blower protection legislation in all countries that includes a measure of protection for the press. Whistle blowers should be able to go directly to the media, so that should be a protected avenue for them".
5. "We need a culture of transparency and accountability, particularly on the part of government".
6. "We need a commitment to public debate and discussion, again, particularly on the part of government."

## QUOTES OF NOTE

"As media, we are more vibrant in debating the result of a soccer match but when it comes to issues that affect our operations we don't put up such a vibrant campaign." **Fred M'bembe, The Post, Zambia.**

"What we need is to break it (access to information laws) down to the general public, because otherwise they cannot connect, because they perceive it as technical legalese, which is hard to understand and get your head around. It is not just the right of the media, it's their right too." **Markus Brauckmann, KAS Media Africa.**



Alison Meston



Justine Limpitlaw



Edetean Ojo



Fred M'bembe

## Are Journalism Ethics At Risk?

Lessons from the Wikileaks saga and News of the World scandal. What impact on Africa? What is the ethical impact of social media?

### Social media for global good

New social media technologies are creating fresh opportunities to build "global constituencies of online support across national barriers for global good", said **Kate James, chief communications officer for the Bill and Melinda Gates Foundation** in the final plenary session on ethics and leadership at the AMLF 2011.

James offered an example of the Gates Foundation's partnership with FC Barcelona (FCB) to fight polio. FCB has over 20-million followers on Facebook and the Foundation was able to harness the enthusiasm of the loyal FCB base in support of their anti-polio campaign. Comments came in from over 120 countries.

James said that while social media usage in Africa is still nascent - less than 4% of the population in Africa use Facebook - it is growing exponentially. In the last six months there was a 30% rise in Botswana, a 50% rise in Mozambique and a 140% rise in Chad.

"This holds great opportunity for us as it allows us to participate in conversations that inform our decision making," she said.

The global recession and the decline of revenues in legacy media in the developed world have led to drastic cutbacks. The Washington Post now has only one correspondent to cover the whole of Africa, which means that the opportunity for indigenous media is huge.

"The appetite for African stories is there, evidenced by examples like 'The Nation

Online' achieving a significant increase of traffic coming in from Europe and the US. We are seeing an opportunity for African media to drive the conversation about issues that matter to Africa on the global stage - to connect global decision makers with people on the ground," James said.

"The world should hear the voices of Africa and the issues that matter to Africa. We cannot afford to lose sight of the urgent need to help ensure that millions of small farmers come out of poverty and that through vaccination we are able to give all our children a shot at life," she added.

### Leadership guidelines for African media

**Dr Christopher Kolade, Pro-chancellor at the Pan-African University in Lagos,** reported on a set of leadership and guidelines principles for African media leaders and owners, drafted by a team from the African Media Initiative, AMI. Kolade outlined some of the main principles of the guidelines that include:

- Promotion of the highest standards of corporate governance;
- Building of trust through good performance, accountability and transparency;
- Tailoring of media products towards best public interest;
- Practise of best employer to employee relations;
- Commitment to protecting the interests of media stakeholders.

He said media leaders were "custodians of effective communication in society", and responsible for ensuring that stakeholders in the communication endeavour are empowered to fulfil their roles in managing society's best interests through effective communication.

"To facilitate this process, we must earn the respect, the confidence and the trust of those stakeholders. You can't entrust an important activity to someone whom you don't respect, have confidence in and trust," Kolade said.

"To earn this trust, we need to look at our values and practices. However, both values and standards are sustained only if we have the discipline of making sure we are consistent in what we say, consistent in what we do - and what we do reinforces what we say."

"People who want to support us, will do so more readily if they believe us to be apostles of best practice. If we can adopt these guidelines and implement them faithfully, they constitute the best platform from which we can begin to fight back and resist some of the pressures that we are under," he concluded. The Leadership and Guiding Principles for African Media Leaders and Operators will be rolled out across the continent in partnership with local media associations, as soon as possible.

### The state of African Media Ethics

African media ethics face much more serious threats than Twitter and Facebook, said **media lawyer Justine Limpitlaw** in answer to the question "Are journalism ethics at risk?".

The very structure of much of African media is a threat to journalism ethics, good practice and professionalism, because many countries continue to be dominated by state/government broadcasters. The reach of these pro-government state broadcasters is huge and they wield power through the state's adspend.

"Where there are independent, non-state media, they are funded by opposition parties to counter state broadcasters. That's hardly a professional independent source of news," Limpitlaw argued.

There is a lack of genuinely independent broadcasting regulation, and even independent print media is too reliant on government advertising. She suggested that it may be time to ban party political organisations from owning media outlets.

Meanwhile, Limpitlaw argued that social media can and do act as a spur to report "what is really going on". She gave the example of Egyptian journalists working for the state broadcaster, who changed sides just before Mubarak left.

"The journalists said that they just realised that what they were saying was ridiculous and that no one believed it any more. They realised that if they really wanted to be journalists, they needed to start doing their job properly. They started broadcasting stories that would never previously have seen the light of day on Egyptian television."

Broadcasters are beginning to use on-the-ground citizen journalists. The raw footage is critical in bringing about a sea of change. The unsophisticated propaganda role of state media is becoming a thing of the past in Africa because of the impact of social media.



Kate James



Dr Christopher kolade



Limpitlaw said Wikileaks shows how "pointless, irrelevant and unnecessary so many state security and classification laws are".

"If Wikileaks represented the single biggest release of classified information in the history of the news media, did democracy crumble? Did countries fall? In fact, what happened is that a lot of people got insight into some straight talking from their governments and diplomats which they found refreshing, which they found made sense. They felt their governments had more intelligence than they had given them credit for."

"There are dangers, though. Wikileaks publishing the names of informants in Afghanistan and Pakistan is potentially very serious. We need journalists to mediate that flow of information so there must be protection.

The News of the World phone hacking scandal teaches us that ethics is not some kind of "bolt-on luxury item", said **Charlie Beckett from the London School of Economics** during the "Are journalism ethics at risk?" plenary session.

As Rupert Murdoch learned, to his cost, in being forced to close down Britain's most profitable and popular newspaper, "ethics is part of the business model", Beckett said. "In the past, journalists relied on regulation and ethical codes to police what they did - but this isn't remotely enough especially in the digital environment, in a situation where mainstream media is increasingly mixed up with social media."

Beckett said he would avoid the question of whether Twitter is journalism or not: "It's a waste of time. The fact is that news is broken on Twitter, news is reported on Twitter and people

pass on news on Twitter. It is intimately part of the world of journalism and it demands of us that we move from a traditional ethical environment to an ecology of trust," Becket said.

"We are in an age of relative abundance, relative diversity and a highly competitive environment where media is now all based on whether you can get people's attention. How do you get attention on Facebook? It's by people trusting you - your friend 'likes' what you say and they therefore pass that on. Also, people act as your watchdog. So when journalism is on these networks, to get attention it has to be trusted."

"In the new online environment, there has to be a new set of ethics in addition to all the traditional ethics that I cling to - old fashioned ideas like accuracy, professional standards, and quickness."

"Firstly, you have to be transparent; you have to show your source (which could be as simple as putting a hyperlink in). Second, you have to be interactive. People should feel they are allowed to comment on/ respond to what you are doing. Third, you have to be participatory: you have to be open; the audience are not just the subject of what you create, they have to be engaged very directly."

The Guardian now publishes its morning news list online. Readers can see what The Guardian thinks is important, so that they can contribute. If you don't act editorially in this way, somebody else will. That could be someone like Julian Assange, the founder of Wikileaks. For Beckett, Wikileaks "created the biggest act of journalism in journalism history".

"It revealed important secrets that were deeply hidden - and in that sense it challenged power in a way that mainstream media has not been able to do. So, whatever you think of Wikileaks judgementally, you certainly have to realise that it makes us think again about journalism ethics.

"Complexity and uncertainty are good news if you believe in the vital importance of journalism. In this increasing abundance of information, what do people want? They desperately want help in filtering and understanding this information. You need to package it in a way that is understandable.

They want information, above all, that they can trust. That, for me, is the core mission of journalism. I would argue that this journalism needs to be networked and it needs to have networked ethics if it is going to succeed.



## ONE-ON-ONE at AMLF 2011

### AMLF Offered Private One-on-One Consultations with Publishing Expert

An exciting feature at the AMLF 2011 was the offer of six private, one-on-one problem solving clinics with a senior expert from the World Association of Newspapers and News Publishers. (WAN-IFRA).

The expert, **Olivier Bourgeois is CEO of WAN-IFRA South-West Europe and also president of the Society of News Design, France (SND)** has worked for more than 20 years in the media. He works with the most well known French language newspapers, including Le Monde, Le Figaro and L'Express.

Bourgeois speaks at conferences all over the world. He is an expert on reorganisation, business development and new media projects. He conducted counseling sessions on the following broad areas for print media houses:

- Revenue and business models for media
- Digital transition & strategies for the near to mid-term future
- Newsroom management, including convergence, streamlining and other issues.

The clinics were offered to those facing the most pressing challenges or issues and who demonstrated convincing determination to address the problems in a tangible way.

### Research Advice Offered

One-on-one media research advisory sessions were also offered by Research Bureau International and Freshly Ground Insights.



Olivier Bourgeois,  
WAN-IFRA

# Building a Coalition for African Media Development



Eric Chinje



The Forum discussed a fresh perspective from international and regional development institutions on strengthening and funding African media.

The key issues raised were: What is the responsibility of media as a corporate and social citizen of Africa? What are the development challenges of Africa? How is African media framing these development challenges and how to partner with it in order to tell the untold stories of development? How should African media reconstitute itself in order to stay relevant by responding to these challenges and participate in improving the living conditions of Africans in these times of unprecedented technological changes? How to build a grand coalition of stakeholders to address the core constraints of African media, and where to start?

Speaking from the chair of the plenary session 'Building a coalition for media development in Africa', Eric Chinje said media should play a central role in the design and implementation of the development agenda of Africa.

"Yet when we analyse African media content we see the widening of the gap between media content on the one hand and the development agenda of nations on the other," Chinje said.

"This is especially true as you go down the development pyramid – the poorer the country, the wider the gap between what the media serves the population and what the government says its' development agenda is and as countries become industrialised, that gap narrows".

He compared the healthy development coverage in a relatively developed country like South Africa to the dismal development content of media in underdeveloped countries such as Niger. "How do we bring media into the development space?" Chinje asked.

Chinje concluded on the fact that in order to narrow the development gap the media must be supported in a variety of ways and "that is the coalition we are talking about building."

## Inclusive Governance is the key

Following the Key Note Adress by Guest of Honour Dr Frannie Léautier, **Jay Naidoo** took the floor and said "There is one thing that sits at the core of everything we debate – whether the media, development or business - that is politics. Politics drives all. If you consider the challenges facing media, such as who gets a license, how is it regulated, who is able to stop your revenue streams, who is able to bully you or harass your journalists – it comes back to the issue of politics. The core of the development challenges of Africa is governance" stated Jay Naidoo

"However, it is great to see that there is an opening of space being pushed by people on the ground. We are in Tunis – the cradle of the Arab Spring and celebrating these winds of change that will define global development for the next decade. It is not Twitter or Facebook that runs revolutions – those are tools, it is people. People should be at the centre of our development paradigm".

"What is the development role of media? It is a question of trust. Do people trust us? We must think about what the messages are and the appropriate messaging platforms we need to build for those messages".

"By 2020, 60% of our people will be living in slums where their vulnerability will be intense. In Kibera, Nairobi, 43% of kids are stunted, 15% are wasted. There is no public investment there. Where is the story?"

"If you think about theft in Africa – how Africa has been robbed! The biggest crooks of all are the multinationals. Between 60% to 70% of all money that has left illegally from Africa is through tax evasion".

"This is taking money away from our ability to provide a better life. If we really are convinced that we have a role to be a watchdog it means we have to take a stand against all vested interests".

## We need a gender revolution

**Bineta Diop, Executive Director, Femme Africa Solidarity** asserted, "We should not shy away from the fact that African women are suffering. We should be the ones to tell those stories. The good ones and the bad ones".

"We have seen an Arab revolution. For me the women of Tunisia have gained tremendously over the past decade. Even before the time of Ben Ali, they fought for their fundamental rights. What we need is a gender revolution across Africa. The first thing we need to do is challenge some of our culture



Jay Naidoo



Bineta Diop



Paulo Gomes

which is fundamental in the development of Africa. We must change our attitudes about the relationship between men and women.

In conflict zones we are using women's bodies as part of strategy of war. What kind of culture is this? This is not a western conspiracy; it is something that is happening in Africa, of Africa. I have seen it".

Diop concluded by saying that the gender revolution will happen as the rights of African men are no different from the rights of African women. When it comes to the development of our continent we need to make sure that women are part of the mechanism of governance, but also that we all benefit from the resources of our continent. "I want to see an alliance between our networks that our issues become your issues and that your issues become ours."

### Transforming ideas into sustainable development projects

The Forum Heard from **Magatte Wade of the AfDB**. He stated that the AfDB is already present and involved in the development and strengthening of media on the continent. However, there is an urgent need to develop a framework for the financing of media in Africa as the continent positions itself as a global player. Media plays a critical role in purveying the image of Africa and promoting development. A state that is transparent, a government that promotes a culture of good governance is reflected in its media that is free and where freedom of opinion and expression are upheld.

The 2000 Presidential Election in Senegal is a case in point. The media played a crucial role in consolidating democracy. In fact, as the results were made public, journalists were in the counting centers relaying the information to the public. Here we see how the media can be instrumental in the treatment

and transmission of objective and balanced information.

Financing of media must be treated in a holistic manner. The AfDB is the bank for development and we must develop the necessary mechanisms to transform all those ideas into sustainable projects. It is imperative that these projects have a developmental impact.

### Regional media integration needed for media finance

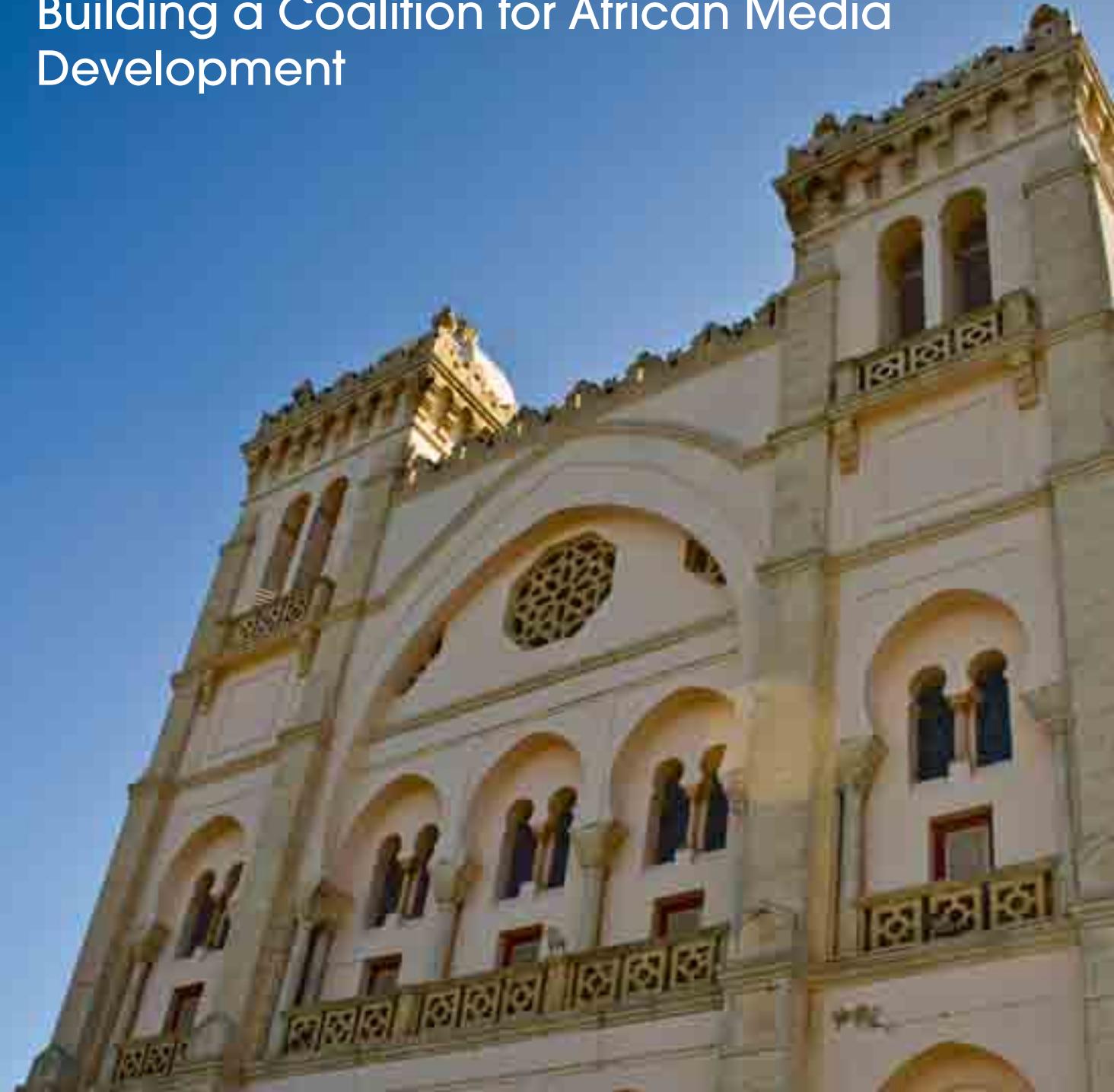
**Paulo Gomes, Chief Executive Officer of the Constelor Group and AMI Board member** stated "For an African Al Jazeera to happen we need a regional integration mind set. We need our leadership to understand that there is no way out for Africa but regional integration".

Gomes said that "I come from a country of 1 million people. Is it reasonable to say we can afford embassies in all major countries in the world? Or afford to pay for a very sophisticated education system, health system, roads, when you know that one third of the country is populated, the rest is not".

"In the media you will also need integration. As a financier I need aggregation to have a comfortably sizable business opportunity. It is difficult with limited resources, as a commercial bank, to fund a small group with a newspaper".

"We need a partnership between the multilateral institutions such as the African Development Bank and the commercial banks. We must find a way to funnel resources through one, two, three, four banks and provide resources to the media but that will be just one side of the coin. The other side is to see what kind of integration the African Media Leaders can effect on your side".

# Building a Coalition for African Media Development



# Building a Coalition for African Media Development



Prof Richard Mkandawire



Bettina Peters



## NEPAD and the African media

**Prof Richard Mkandawire of NEPAD** asserted that, "The media is very slowly starting to embrace the NEPAD (New Partnership for African Development) agenda. NEPAD represents a development paradigm shift. It is a reformist agenda that speaks to the need for regional integration, accountability, transparency, and fast-tracking development. We cannot allow Africa to remain an island of destitution and poverty in the midst of global prosperity. NEPAD is an African consensus".

"NEPAD comes at an opportune time as we see Lion economies on the move. Nevertheless, we need to appreciate the major risks that are unfolding in Africa (abuse of office and resources), in the midst of this growth. Inequality is growing. Who is addressing these challenges? Some of the onus is on the media as it must hold governments accountable".

"We need more development media experts to come into play. We at NEPAD would like to begin a programme that can help build capacity for our friends in the media so that they can bring forth evidence-based information about what is going on."

Mkandawire concluded by saying that there is a need to have NEPAD

correspondents in different parts of the continent so as to enable the African voice within Africa to reverberate with this new vision.

## New Developments

**Bettina Peters, head of the Global Fund for Media Development** was of the opinion that we have asked the media to be drivers of social change, development and the gender revolution. "We seem to want media to do a lot!" Peters believed that the media needed the proposed coalition to support the media in achieving this.

"Economies of scale are needed but at the same time when we are trying to define the key objectives of media development in Africa we need to have the coalition on both sides: on the side of the organisations that may support it (like the **African Capacity Building Foundation**) and on the side of the media development sector itself (the Global Forum for Media Development and the African Forum for Media Development are trying to do this for the media assistance organisations)."

Peters referred to the creation of the Pan African Media Network (PAMNET) launched recently in Cape Town which is constituted of different players such as media owners, AMI, the African Editors' Forum, the Federation of African Journalists, the

African Forum for Media Development, journalism and media educators, the network of African journalism schools and African press freedom advocacy groups.

## QUOTES OF NOTE

**Comment, Melvyn Prescott Foote, President for the Constituency for Africa, an advocacy organisation based in Washington DC:**  
**"For me diaspora equals innovation. A lot of the innovation we are seeking is available in the diaspora.** I think **Oprah Winfrey** should be your keynote speaker next year! What are the ways that Africans can now effectively co-operate with the diaspora to improve the image of Africa in the west? How do we work together to create an African global media agenda? I am from the diaspora and I feel almost like an orphan at this conference. How do we create a real powerful network that can serve all African people worldwide?"

**Comment, Jonathan Lyamgohn, Nigeria:** "Our business is commercially driven. I understand that we should cover development news instead of sensational news but, when I chase a sensational story it gives me the audience numbers which make me commercially viable."

**Comment, Jeanette Minnie, Zambezi Fox, Freedom of expression and media consultant:** "We have a number of countries in Africa where almost no media development takes places - where there is little media or where there is media under extremely difficult conditions. I want us to do research because there are many countries in great need in Africa. We need to have some criteria to determine the worst cases for some serious emergency media development assistance. Make a list. That is where the coalitions are needed. We need to look at creating enabling environments, the education and training environments, media regulation and policy environments. We need to look at it holistically and bring in a whole range of actors inside and outside the country (including other African countries)".



Sister Cecilia Sierra Salcido

## South Sudan's Struggle for a Free Press

Bakhita Radio is a popular Juba-based Christian station in South Sudan that holds weekly political forums. **Sister Cecilia Sierra Salcido is head of the station** and has been asked on three occasions to provide authorities with a staff list with contact details and to stop all political programming.

She has managed to continue operating despite authorities' demands and believes a certain level of understanding is now gradually developing between security agents and the station. The problem, she says, is the lack of organization within the security departments.

"The government security organs are made up of many individuals with an absence of a legal framework, so we do not know who they are or with what authority they interfere in the media. The coalition would need to support our efforts to remain playing a crucial role in developing media under difficult circumstances".



Melvyn Prescott Foote



Jonathan James Lyamgohn



Jeanette Minnie

## AMI Board Members

Charlayne Hunter-Gault



**Charlayne Hunter-Gault, Co-Chairperson of AMI** is an award-winning journalist with more than 40 years in the industry, extending her work at various times to all media. Hunter-Gault joined NPR in 1997 after 20 years with PBS, where she worked as a national correspondent for The NewsHour with Jim Lehrer. She began her journalism career as a reporter for The New Yorker; then worked as a local news anchor for WRC-TV in Washington, D.C.; and as the Harlem bureau chief for The New York Times. She was the CNN Bureau Chief and correspondent from 1999 to 2005, based in Johannesburg. Charlayne is the Africa Bureau Chief for Essence Magazine and the author of 'In My Place'.

Trevor Ncube



**Trevor Ncube, Co-Chairperson of AMI** is the Executive Deputy Chairman of the Mail & Guardian Media Group, South Africa, which he bought in 2002. He is also the Chairman of Alpha Media Holdings (AMH) (Zimbabwe) a company he co-founded 14 years ago. AMH owns three newspaper titles in Zimbabwe namely NewsDay (daily), The Zimbabwe Independent (business weekly) and The Standard (Sunday). AMH also owns Munn Marketing, a magazine and newspaper distribution company in Zimbabwe and Strand Multiprint a commercial and newspaper printing company.

Amadou Mahtar Ba



**Amadou Mahtar Ba, CEO of AMI** heads the African Media Initiative (AMI), an unprecedented pan-African effort aimed at providing the continent's media owners and practitioners with the tools they need to play an effective role in their societies. AMI aims to strengthen the media sector in Africa to ensure the accountability of governments and other institutions and to promote social development and economic growth. See page 1 for more information.

Ory Okolloh



**Ory Okolloh** is Google's Policy Manager for sub-Saharan Africa. She is a co-founder of Ushahidi and served as the organization's Executive Director from inception until December 2010. Ory is also the co-founder of Mzalendo, a website that tracks the performance of Kenyan Members of Parliament.

Paulo Gomes



**Paulo Gomes** has since 2002 served as Executive Director representing 25 sub-Saharan African countries on the Board of Directors of the World Bank Group (IBRD, IFC, MIGA). In this capacity, he actively participates on the board's budget committee and is vice-chairman of its committee on governance, vigorously pursuing effectiveness, fairness and efficient reform in the Bank's decision-making processes. On November 1st 2006, Mr. Gomes went into the private sector and created a new company named Constelor Group. Mr. Gomes is a member of the EcoBank advisory board, a leader in the banking industry in West Africa.

Prof. Kwame Karikari



**Prof Kwame Karikari** is the Executive Director of the Media Foundation for West Africa, a press freedom/freedom of expression advocacy and promotion organisation based in Accra, Ghana. The MFWA covers all 15 countries in the Economic Community of West African States (ECOWAS) and Mauritania. The MFWA engages in media law reform, legal defense of journalists, press freedom monitoring, and in protection for persecuted journalists.

Dele Olojede



**Dele Olojede** is the Founder of Timbuktu Media, which is building a platform-agnostic information company in Nigeria and the rest of Africa, including newspapers and digital products. **The only African to win the Pulitzer Prize** and a former foreign editor at New York Newsday, he is a frequent public speaker on governance issues and the forces driving change in Africa in the 21st Century. He is a member of the governing board of the Aspen Institute's Africa Leadership Initiative, and serves on the international advisory board of the Global Integrity Alliance.

Kaitira Kandjii



**Kaitira Kandjii** is the Regional Director of Media, Media Institute of South Africa (MISA). He began his professional career as a journalist working for a daily newspaper owned by the Democratic Media Holdings in 1990 and later worked as a senior journalist and then Editor of a community magazine called Bricks Community Magazine.

Eric Chinje



**Eric Chinje** is the Director for Strategic Communications at the Mo Ibrahim Foundation, a position he took up at the start of 2012. Prior to that he led the Global Media Program at the World Bank Institute (WBI) and, in that capacity, launched the IMAGE (Independent Media for Accountability, Governance and Empowerment) capacity building program and Network to create a corps of development journalists in the Bank's client countries (see: [www.image-network.org](http://www.image-network.org)).

Marie-Roger Biloa



**Marie-Roger Biloa** is the Chief Executive Director of The Africa International Media Group. She is a journalist by profession, being the Editor of the political magazine "Africa International", and founding Editor of two highly successful local publications, "ICI-Les Gens du Cameroun" (2004) and "ICI-Les Gens du Gabon" (2008). She has also been a very frequent talk show guest in Europe

Mathatha Tsedu



**Mathatha Tsedu** is the Head of Media24 Journalism Academy, South Africa. Having been a former editor of a number of newspapers and broadcast centres; namely - City Press, Sunday Times, SABC and The Star Newspaper. He is the Chairperson of The African Editors Forum (TAEF), which brings together editors and editorial executives from across the African continent. He is also a member of Council of the SA National Editors Forum (SANEF), an organization he chaired for three consecutive years.

Linus Gitahi



**Linus Gitahi** is the Nation Media Group's Group Chief Executive Officer, since November 2006. Mr. Gitahi joined NMG after a long career as a senior executive with Pharmaceutical giant GlaxoSmithKline in East and West Africa, the Middle East and Europe.



Delegates appreciate the attention to detail exhibited at the 2011 AMLF Welcome Reception on 9 November 2011.



# AMLF 2011 Welcome Reception



The band tunes up at the Gala Dinner



# Gala Dinner





AMLF 2011 Forum Moments



The concept of the democratic 'forum' has a very long history in Tunisia. In ancient Rome the forum was a space at the heart of a city, dominated by the Capitol (temple), where public discussions were held. It is an important part of the architectural heritage of Tunisia, exemplified by the Roman ruins of the Capitol in Dougga, which are perched atop an ancient Roman forum.



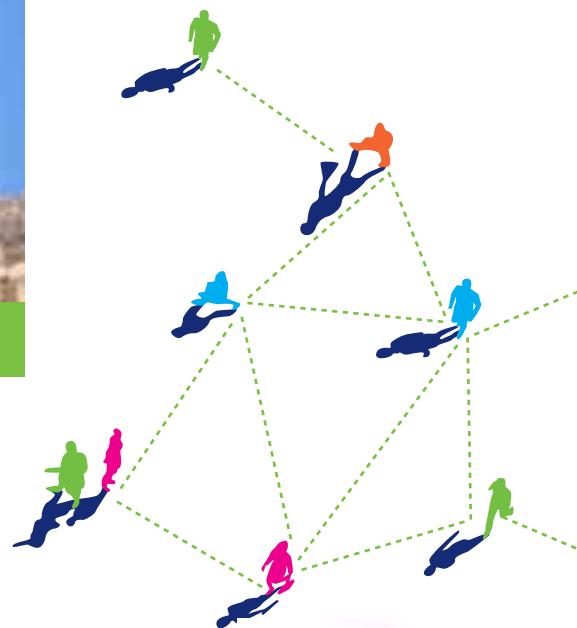
*The Capitol in Dougga, Tunisia*

### **WANT MORE?**

To discover more about the African Media Leaders Forum visit our website on [www.africanmedialeadersforum.org](http://www.africanmedialeadersforum.org).

You will find information on past events and also coverage of the AMLF 2011 Forum. Please interact with us on Facebook or Twitter using the hashtag AMLF# or send us longer contributions or enquiries on [amlf@africanmediainitiative.org](mailto:amlf@africanmediainitiative.org). For news and further information, such as audio and video recordings please visit us on [amlfnews.org](http://amlfnews.org).

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