





### Third African Media Leaders Forum

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**African  
Media  
Leaders  
Forum**

Shaping the future of  
African media

# Convenors, Host and Forum Director



## Convenor

**Amadou Mahtar Ba** is the CEO of the African Media Initiative and Chairman of allAfrica Global Media.



## Convenor

**Eric Chinje** is the Global Media Programme Leader at the World Bank Institute. The World Bank Group, among the world's largest development institutions, is a major source of development knowledge and financial and technical assistance to developing countries around the world. It advances knowledge and experience on international projects such as trade, finance, health, nutrition, poverty, education, infrastructure, governance, climate change and more to benefit the poor and increase their opportunities. Promoting sustainable development in Africa is a corporate priority.



## Host

**Colin Ebarko Mukete** is the Chairman and CEO of the Spectrum Group which is a diversified business conglomerate with interests in mobile telecommunications, TV broadcasting, Satellite Pay TV, Property Development, Energy and Communications Infrastructure Construction, Advertising and Asset Management. The Flagship of the Group is SPECTRUM TELEVISION (STV) which is a Cameroon-based licensed broadcaster with one of the largest viewership in the country. STV has one of the largest TV broadcasting libraries in sub-Saharan Africa in both French and English.



## Forum Director

**Tendai Mhizha** is the African Media Leaders Forum Director. She has been responsible for strategy formulation, planning, branding and communications' support since the first African Media Leaders Forum. She also serves as Senior Advisor for communications and outreach to the African Media Initiative.



# AMLF 2010 Co-chairs



Papa Madiaw Ndiaye  
CEO Advanced Finance &  
Investment Group (AFIG)



Joyce Barnathan  
President of the  
International Center for  
Journalists (ICFJ)



Salim Amin  
Chairman A24 and  
Camerapix





# Introduction

The 2010 African Media Leaders Forum Report is brought to you by the African Media Initiative (AMI), a Pan African Media development institution. AMI's mission is to strengthen the private and independent media sector so that it plays its role in promoting social development and economic growth as well as in empowering citizens to hold governments and other institutions to account for better democratic governance.

AMI acts as a catalyst for transformational change within the media sector, seeking to support private and independent media that is professional, financially sustainable, technologically adaptable, and socially responsible.

The African Media Leaders Forum (AMLF) is AMI's flagship event. The Forum mobilises owners and operators to look into critical issues and debates affecting media growth on the continent. By continuing to provide a platform for this pan-African annual Forum, AMI seeks to grow a robust and a positively influential media force. We see the continued growth of the AMI membership and the African Media Leaders Forum, including

the involvement of owners and operators in its programme, as an important indicator of success.

## 2010 AMLF Overview

In 2010, the African Media Leaders Forum (AMLF) convened its third annual meeting. AMLF is the only annual gathering of African private and independent media owners and operators. From 55 participants in 2008 when it first met in Dakar, Senegal, the Forum grew to 185 participants in 2009 in Lagos, Nigeria. In November 2010, in Yaoundé, Cameroon, the AMLF attracted over 280 participants from around Africa and beyond.

Here are some of the messages, comments and thoughts of those at the forefront of the 2010 AMLF.





Dear Media Colleagues,

In 2005, on the eve of the G-8 Summit in Gleneagles, the Africa Commission, otherwise known as the Blair Commission released its report "Our Common Interest." One of the overarching findings was the centrality of media in the development process of the continent. Thus, the G-8 adopted a recommendation that "a facility" be created to help improve the African media landscape.

Unlike most reports on Africa that languish as nothing more than words on a page, the best African and international expertise breathed life into this recommendation to place media at the centre of Africa's progress. The result is the African Media Initiative (AMI).

We all fully know the many challenges facing the media. But we also know without doubt, that African media owners and operators together represent an incredible force with a powerful voice to overcome them and unlock the many opportunities in this continent of a billion people. I strongly encourage all of us to identify without complacency where and how African media participate in building success and improving the lives of citizens and engage in that endeavor.

At AMI, we are committed to have the African media remain the independent and honest voice of the African people as we declare our vision for a better tomorrow in which all of Africa's children have the same opportunities as children across the globe.

Looking at the 2 days of the 2010 AMLF, I note with pleasure the exceptional goodwill behind this Forum from media professionals, to development partners, financial experts and technology visionaries. Nevertheless I would also like to underscore the reality that this goodwill will amount to nothing else than a sore disappointment if we do not resolutely work towards solving the core leadership and ethics problems that we clearly identified in our sector.

The discussions held in Yaoundé provided a clear mandate for actions on funding, technology adaptation and business development support as well as on a set of guiding principles for media owners and operators. AMI is committed to deliver on this mandate to the benefit of all.

On behalf of the AMI board, I want to express my highest appreciation to our 2010 co-chairs: Joyce Barnathan, Papa Madiaw Ndiaye, and Salim Amin. Many thanks to our 2010 Host Colin Mukete, and his team led by Ben Fondufe and Halima Mengue, as well as to the national organising committee, especially Alain Blaise Batongue, for their strong support. Merci to our partners and sponsors: AfDB, Spectrum Media, MTN, Ecobank, Bill & Melinda Gates Foundation, Carnegie Corporation of New York, Highway Africa - rDNA and Coca-Cola.

Sincerely,

Amadou Mahtar Ba  
Chief Executive Officer

# A message from AMI Co-Chair Trevor Ncube

In June 2010, I announced that the third AMLF would be held in Yaoundé, Cameroon. As you know, AMLF is the continent's only gathering of top media owners and operators across all platforms: print, broadcast, online and new media.



We chose the theme, "FUNDING AFRICAN MEDIA IN AN AGE OF UNCERTAIN BUSINESS MODELS", which was both relevant and challenging. Indeed, funding and technology adaptation remain some of the most pressing issues our industry is facing. The Forum is growing from strength to strength and the 2010 AMLF brought the brightest brains in Africa and beyond to discuss critical issues and map out solutions for the future. After the success of the Yaounde meeting we certainly believe that we are well on our way to shaping the future of African media and indeed the fortunes of the entire continent!

In just three years, we have seen the AMLF grow to become a true continental forum, a powerful voice for media in Africa, and a real force for change and excellence in one of the most critical sectors of growth in this region. We have to strengthen that voice; vigorously pursue the excellence we seek, and reposition media as a partner in Africa's efforts to emerge from the stranglehold of poverty and despair.

African media leaders illustrated at the 2010 AMLF that they have the will and the power to change the nature of the conversation on this continent, to

enrich the national and regional dialogues on the issues we must address if we are to see a better Africa in our lifetime. African media leaders also have the power to inspire and to lead; to change the narrative on Africa in Africa and beyond; to give our youth hope and something to believe in; to bring the best of global knowledge to citizens in our towns and hamlets; to make us all dream again of a better tomorrow in a region that has known despair and frustration for far too long.

We will achieve these objectives if we take ourselves and our businesses seriously. That is why I am very encouraged by the Forum's decision to work toward defining a set of guiding principles for media owners and operators. Such an initiative is critical to the future and credibility of our industry in the face of the many changes and challenges we are going through. My heartfelt thanks go to our 2010 host, co-chairs and sponsors.



Trevor Ncube

# A message from AMI Co-Chair Charlayne Hunter-Gault



We chose the 2010 Forum to launch AMI's pilot phase programmes (2011-2013). These follow on projects are ensuring that the critical discussions held at the AMLF are now taken forward into solutions and strategies for the future.

We have met with great success in engaging the owners and operators who attended the 2010 Forum as key players in these programmes.

Guided by the search for efficiency and the need to encourage full participation in the deliberations, the Yaoundé Forum's format was very different from previous years which were all organized as plenary sessions. In Yaoundé, the Forum was structured around a combination of plenary sessions and three working groups, closely tied to the theme:

## **Financing**

### **Technology Impact & New Business Models**

### **Improving Ethics, Leadership and Social Responsibility**

As we discussed and reflected on the challenges and opportunities facing our industry in Cameroon, we also paid tribute and celebrated the life of the late Pius Njawe who died in a tragic car accident just before the Forum while travelling in Virginia, USA. Pius was one of the greatest champions of media freedom and a pioneer of private and independent media in Africa.

We would like to thank our 2010 host, Colin Mukete, Chairman and Founder of the Spectrum Media Group. Colin and his dedicated and highly spirited

team worked hand in hand with the AMLF team headed by Forum Director Tendai Mhizha to deliver the highest standards of professionalism both in the logistics and deliberations of our meeting resulting in resounding success.

We send our highest appreciation to our 2010 co-chairs: Joyce Barnathan (President of the ICFJ), Papa Madiaw Ndiaye (CEO of Advanced Finance & Investment Group - AFIG) and Salim Amin (Chairman of Africa 24 and Camerapix). Many thanks to the members of the national organising committee for their support. A big thank you to our Partners and Sponsors: AfDB, Spectrum Media, MTN, Ecobank, Bill & Melinda Gates Foundation, Carnegie Corporation of New York, Highway Africa - rDNA and Coca-Cola.



Charlayne Hunter-Gault

# Comments from co-convenor Eric Chinje

African Media leaders must tell a new story and dare to dream of a different Africa - an Africa where schools work and hospitals dispense the best care man can provide, of farms that produce and mines that create wealth - dream of this Africa and work to make that dream come true.

It is a challenge that history has laid at our front doors and we cannot run away from it. I hope that, together, we will take up that challenge! I want to believe that is why we convened the AMLF – to talk about the media sector and how we can strengthen it at a time when democratic opening has changed the nature of the message and introduced a multiplicity of voices in the social marketplace; when technology has introduced new and exciting ways of finding out about the world we live in, and when audiences are no longer passive consumers of the media product; they are, increasingly, producers of that product.

The AMLF is a Forum where we must talk about the challenges and opportunities that democracy and technology have brought to the media space in Africa and how media will re-define its role, re-position its image and survive and prosper through it all.

The AMLF has taken this conversation forward on how you do that. At The 3rd AMLF 2010 in Yaounde we came up with the first ideas on how we will fund media to do what it has to do to bring about a new African morning and formed action groups to make it happen with AMI's support. In Cameroon we say that "one hand cannot tie a bundle" ..,but together we can.



Eric Chinje



African textile industries are garnering lucrative export markets, a story waiting to be told.

Credit: Arne Hoel

# A message from the AMLF 2010 Host

## Colin Mukete

It was a great honour and pleasure to welcome my fellow African Media leaders to Yaoundé, the capital city of the Republic of Cameroon, on the occasion of the 3rd African Media Leaders Forum (AMLF).

We, the National Organizing Committee, were happy to host this event because we believe that a professional and sustainable media can play a critical and transformational role in the economic, social and political life of nations. The men and women who attended are the founders of the modern African media industry. They are the ones who started or invested in media companies as soon as the political systems in Africa began to open up in the early 1990s; and they are the ones most responsible for the rapid expansion of the African media over the last decade.

Like many of you from around the continent, we believe that media play a critical role in invigorating and strengthening our societies. In this regard, media owners and operators have a professional responsibility to inform, educate and entertain while upholding the highest standards of ethics, fairness and objectivity. As we witness fundamental changes in the way news and information is gathered and delivered, the emergence of new media, forces us to re-think our traditional models and to explore new business models.

We also know, that with the impact of the new information and communication technologies, smart adaptation becomes a necessary condition to survival. It is our firm belief that in this Forum, we have gathered amongst the best and brightest, to deliberate on the subject and help guide action for the future, so that media in Africa can fully play its rightful role in the economic and social development of the continent.

By coming together regularly, under the umbrella of African Media Initiative and the African Media Leaders Forum, media owners and operators from Africa are demonstrating that they have a higher common purpose and are not just creating a networking opportunity. Indeed, we are sending a clear signal that we are committed to the progress of our societies, and that we have decided to work together resolutely to achieve it. We therefore take our ongoing presence at AMLF as a commitment from each and every one of us to participate on the long and laudable journey to improve the African media landscape.

Let us face that task with resolute forthrightness, as we move to play the rightful role as agents of change while we inform, educate and entertain! Despite a full agenda we did not miss the rare opportunity to get to know each other a little bit more.



# Opening Session



Colin Mukete

Our theme for 2010: **FUNDING AFRICAN MEDIA IN AN AGE OF UNCERTAIN BUSINESS MODELS** deals with a key pressing issue in our industry. Indeed, we all know that access to funding is one of the core challenges facing many media entrepreneurs throughout the continent, who are desperately seeking ways to grow their businesses.

Colin Mukete



The Honourable Issa Tchiroma Bakary, Minister of Communications, Cameroon.

Hon. Issa Tchiroma Bakary officially opened the 3rd AMLF stressing the critical role media play in the development process of African nations and strongly appealing for "more responsibility" from media owners and operators.



Amadou Mahtar Ba



# Funding African Media in an Age of Uncertain Business Models

The AMLF 2010 focused on three core areas considered critical to the development of a robust media that can play a positive role in promoting social development and economic growth as well as in empowering citizens to hold governments and other institutions to account for better democratic governance.

These three core areas are:

Financing / Funding

Technology Impact and New Business Models

Improving Ethics, Leadership and Social Responsibility

A variety of sessions, debates, talks and discussions revolved around these three issues. The opening session took a positive stance and looked at “Exploring Opportunities In The African Media Landscape”.

While it was acknowledged that there has been sustained economic growth in many sub Saharan African countries and the continent has been attracting more and more foreign investors, particularly in the financial and technology sectors, it is clear from numerous studies and consultations around Africa that there are real constraints to the emergence of a professional media environment and freedom of the press.

**Access to long-term funding remains high on the list of core constraints preventing the development of a professional, ethical and sustainable media sector in Africa.**

# Exploring Opportunities in the African Media Landscape



Joyce Barnathan, president of the International Center for Journalists (ICFJ) who has 26 years' experience behind her, spoke about how the ICFJ (providing programs aimed at raising journalism standards worldwide) has trained more than 65,000 reporters, students, media managers and citizen journalists around the world. The approach of 'by journalists for journalists' demonstrated that a reliance on practical, results-driven techniques works across all platforms and the result is the ICFJ's reputation for quality – it also enables flexibility because not only are the audiences changing but journalism too, along with ever changing tools used to tell the stories.



Joyce Barnathan

Youssouf Ouedraogo

## From the perspective of the regional financial institutions,

**Youssouf Ouedraogo**, special adviser to the African Development Bank President, spoke about the theme of the 2010 AMLF as an unprecedented opportunity to seek ways of breaking the inertia that plagues media ability to contribute to development.

Ethics, professional code of conduct and corporate social responsibility are codes of honour of prime importance to Media leaders. Better than anyone, media leaders and practitioners are aware of the importance of their commitment and daily vigilance. He said how the very notion of leadership builds on this, however such a concept cannot depart from essential and unimpeachable prerequisites, especially those related to freedom of media professionals to practice. He encouraged a push for the mobilization of all political and economic circles on the continent, in order for the media to be considered a development priority.

The African Development Bank has already undertaken several initiatives aimed at directly or indirectly promoting media development in Africa.

An example is the establishment of the African Capacity Building Foundation based in Harare, which has provided significant financial support to several media organizations in Africa. In addition, funding has been provided for many programmes and projects in its Member States, sub-regional Banks and other financial or governance support institutions, comprising information and communication components. The AfDB has also initiated several training and capacity building seminars for the African media, with the particular aim of strengthening their economic and financial analysis frameworks.

He reaffirmed the AfDB's commitment to partnership with the African media and organizations such as the African Media Initiative and that it will also continue to play a catalytic and advocacy role for media financing in Africa.

# Funding The African Media

“Funding the African Media” was a subject of discussion that involved developing an understanding of the financial sector’s approach to funding media. This session explored how to bring down barriers to access to capital and how to promote media as a growth sector.

Access to long-term funding remains high on the list of core constraints preventing the development of a professional, ethical and sustainable media sector in Africa. From political risks to inadequate regulatory frameworks, lack of interest from funders and little management capacity within the media houses, the debate sought to clarify the funders’ view of the media sector and define a possible blue print in addressing long term media financing.

**Papa Madiaw Ndiaye, CEO, Advanced Finance & Investment Group (AFIG)**, made some incisive points in his keynote. He made it clear that most fund managers DO NOT have a “media specific funding model”. Furthermore, because the African financial markets are still in their infancy, there are few investment funds existing and they have not developed a customised niche for media. In addition, fund managers generally do not have effective risk assessment tools for media businesses. Consequently, the blame for media not being adequately funded cannot rest solely on media managers.

Ndiaye noted that fund managers in Africa bear a share of the responsibility by not being pro-active and being more risk averse with this sector as compared to more “traditional” investments.

However these are challenges that funding institutions face in dealing with African Media as well as other sectors.

Indeed, many businesses share characteristics with media enterprises which block them from being able to access funding. These include: not understanding funders requirements and processes, having a low base of equity and unhealthy debt, having insufficient transparency particularly in terms of governance and accounting, having weak business plans backed by multi-year projections and thorough feasibility studies, lacking quality human resources and little access to capable support services.

What to do about this? The blueprint for changing mindsets looked at:

Firstly, educating the financial sector about the media industry. Groups such as African Media Initiative (AMI) can produce material explaining the business of media and providing some readily available technical support to banks, funds and other financial sources.

Secondly, educating media entrepreneurs on the business of funding.

On that note, the 2010 AMLF was said to be a good start. As an industry group, it was suggested that AMI must “nudge” providers of funding, to “take a chance” with the media sector by helping to set up a loan guarantee facility; encouraging the establishment of funds dedicated to media and or, with the mandate to co-invest with other more generalist funds; working with DFIS (e.g. MIGA, AfDB) to develop customised risk insurance facilities and liaising with a banking group

such as Ecobank to set up facilities to fund “low hanging fruits” of the media sector (e.g. equipment, purchases, etc).

The theory? Once fund managers successfully get exposed to the media sector, their appetite for risk in this arena is bound to grow.

Further advice included the suggestion that both short-term and long-term ways to increase the access of media to funding MUST be implemented concomitantly to create a virtuous circle, allowing media to move away from its current “niche business” status to more mainstream.

This was seen as the key to become identified as a growth sector – and attracting funding and some examples on how to turn into a growth sector, were discussed. Examples included: the telecom/ GSM way (i.e. introduce or leverage an alternative technology to turn a boring utility sector into a vibrant tech one) and the farming-to-agri-business way (i.e. respond to global demand trends with appropriate adjustments in the business model).

Either way, the key message was that African media entrepreneurs must be creative on the business front.

Media is critical to African political and economic development because its cross-societal reach involving content development, distribution and connection to new technologies provides a great opportunity to meet the needs of Africa’s most promising potential such as the youth.

Recent technological advances have dropped many of media’s business costs drastically, however, at the same time, technology has brought its share of challenges such as to find new ways to generate revenue and do business.

In essence the issue of funding MUST be dealt with by African media quickly to reduce the risk of being left behind, as global media rises to the challenge of innovating as it deals with rapid technological change.



Papa Madiaw Ndiaye



Paulo Gomes



Arnold Ekpe



Linus Gitahi



Photograph by John Hogg

# Taking a Reality Check



Given a background of forward thinking and positive criticism of where African media needed to improve – and where it could make quick wins, it was time for a reality check.

**Looking into the issue of Gatekeeper versus Networker Journalism**, this was about taking a good hard look at what the principles of journalism in the 21st century are considered to be and who can claim to be a journalist today – and what possible models could be applied? In the 21st century media landscape, almost everyone can publish everything. The citizen journalist, blogger or hobby photographer or videographer has access to a worldwide audience. As a result the idea of professional journalists setting the news agenda and controlling the distribution of information and as gatekeepers has been challenged in Africa and globally.

“In a very fragmented media environment what works is to build, measure and learn in a continuous cycle”

**Geoff Cohen**

Since accustomed definitions are becoming harder to apply, shouldn't journalists reinvent themselves and answer the following questions? How can traditional values of journalism (like holding power to account, providing a forum for debate, freedom of expression...) be invigorated and applied in the new media environment? How can journalists still be trusted guides and engage local and global audiences? What training do they need? How can journalists take advantage of new media technologies and new social forces? How can they generate dialogue, based on public participation? What business models exist? In a debate that saw world renowned journalists, technology pioneers and leading academics rise to the challenge, they explored the core question: How can a new kind of networked journalism save journalism.

**Guido Baumhauer, Director of Strategy Deutsche Welle, spoke about the fact that the role of journalism in society is different**, wherever you are. However he did pose the question: “If journalists are not gatekeepers, then who will represent journalistic values of freedom of expression, holding power to

account, providing information and a forum for debate and empowering citizens to take decisions about their lives?”

While the role of journalism in society can be different from one country to another, the current trend is a fast evolution from gatekeeper to networker. Why?

Because networked journalism is about working under universal values and principles of journalism (Transparency – about the sources / Relevance – for the audience / Credibility – of the content). It is also about taking advantage of new media technologies and new social forces, developing new business models and strategic partnerships on every possible level, constant advancement in the field of journalistic education and involving the audience in news production and distribution.

**Herman Heunis, CEO Mxit, quoted Robin Sloan (Museum of Media History), “It is the best of times. It is the worst of times.** In the year 2015, people have access to a breadth and depth of information unimaginable at an earlier age. Everyone contributes in some way. Everyone participates to create a living, breathing mediascape. However, the press as you know it has ceased to exist.... Twentieth-century news organisations are an afterthought, a lonely remnant of a not-too-distant past.”

In short, African media needs to move on and adapt. Opportunities were identified by recognising that technology is not the enemy, but rather a chance to generate revenue by selling content, looking at different pricing models (pay per view, subscription, sponsored

content, free via advertising sales), exploring entering new value chains such as building social communities, by more engagement with readers/communities and doing better market research.

“The mobile phone is your best bet!”

**Herman Heunis**

**Richard Addis, The Day News, London, spoke on effective business models for media owners**

under the theme ‘I want to start a business’ and insisted that of all the hundreds of media brands around the world, large and small, that he worked for, the biggest single mistake they have all made (without question) is that they failed to imagine the size and speed of the revolution coming their way.

Therefore, the challenge is how to marry the collaborative depth of Wikipedia, the networking power of Facebook, the speed and simplicity of Twitter, the resources of Google and the quality of a media like the BBC with the universality of the computer in your pocket (i.e. your mobile phone)?

The market for mobile based news is huge in Africa with over 500 million mobiles phones, over a billion people and a large youth population (in some countries 50% are under the age of 15).



“The biggest single mistake they have all made - without question - is the failure to imagine the size and speed of the revolution coming their way.”

Richard Addis - The Day News, London



Marie-Roger Biloa



Jessica Verrilli



Maria Kiwanuka



Herman Heunis, Geoff Cohen



Salm Amin, Guido Baumhauer



# African Media and the development challenge

The crucial role of media in the development process was discussed at length in a session organized in partnership with **Highway Africa - rDNA**. Studies on the continent and beyond demonstrate the potential of media to influence positive development. The question debated by panellists was whether or not commercial media can serve the public interest and whether or not there is a business model better suited to support media's focus on the development agenda. Presentations revolved around defining the development challenges of Africa, the responsibility of the media sector as a corporate and social citizen as well as ways to reconstitute itself in order to respond effectively to the pressing development needs.

**The key statement, written by Archbishop Winston Ndungane** the former Archbishop of Cape Town in South Africa, defined the development needs of the continent and challenged media houses to be closer to the aspirations of the people to live dignified lives. Archbishop Ndungane stressed that media have recorded great progress towards professionalization yet many constraints remain to be dealt with. He insisted that the acid test of a media that can legitimately call itself African is that it is organically linked, accounts to and can be defended by 'the people'.

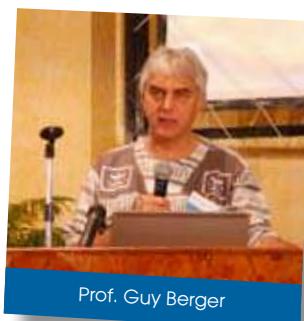
**Bruce Wharton, the US Deputy assistant secretary for public diplomacy, spoke about how the United States defends and promotes the principles of freedom** of expression and freedom of the media in Africa. He further insisted that it is up to the media to build the models that will promote Africa's development while acknowledging the bright future of the continent and the positive role the media will play in it. He concluded that "the media industry needs to develop a human resource reward and incentive system that encourages the best, to take interest in the real-life issues of African people, and the transformation that takes place in that 'invisible' space".

**Sarwat Hussain of the World Bank** argued for the necessity of reconciling needs of the 'balance sheet' with those of the public good and public interest journalism. He advised that media leaders must focus in a laser like fashion on innovation and embrace new technologies and challenges to halt the retreat of 'development content'.

**Professor Guy Berger** of Rhodes University, South Africa, spoke about development and democracy as one coin with two sides insisting on the necessity to do both, consciously. Using an analogy he said, "We need more media...to mint more MDG coins". To achieve growth, we need to get the context right, plus capital, plus capacity – and also to exploit new social media and ICT to really engage with development issues.



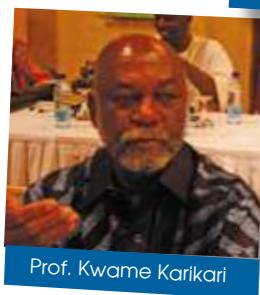
Sarwat Hussain, Susan Brynes,  
Bruce Wharton



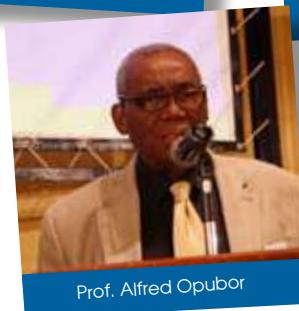
Prof. Guy Berger



Branko Brkic, Antoinette Batumubwira



Prof. Kwame Karikari



Prof. Alfred Opubor

# Press Freedom and Professional Standards



In a special session on press freedom and professional standards some pointed questions were asked. Are low journalism Standards feeding into the threat against Media Freedom? How can Media Owners and Operators help improve Media Freedom in Africa?

Despite the explosion of media outlets around the continent, the fact that the sector is still facing a mostly hostile environment in which media houses are closed down regularly, and journalists killed or sent to jail, remains a dismal reality. The key statement was given by Professor Kwame Karikari, the Executive Director of MFWA . The passionate discussion that followed explored the causes and possible solutions, including looking critically at the quality of journalism produced and how attacks by governments and other groups influenced the profession.

**Alison Meston spoke about the ‘Declaration of Table Mountain’**, which is an earnest appeal to all Africans, particularly those in power, to recognise that the political and economic progress they seek flourishes in a climate where the press is free and independent of governmental, political or economic control.

The ‘Declaration of Table Mountain’ calls for the repealing of insult and criminal defamation laws in Africa in order to set a free Press higher on the agenda. It also advocates for an African Media which promotes editorial quality and upholds ethical journalism – so that journalists raise their standards and society makes the connection between the power of a free press and the power of free people.”



### 3 Working groups

The AMI is focused on productive outcomes and generating positive movement that will improve the media landscape. To deliver on this mandate, the AMLF 2010 was organised around plenary sessions and 3 working groups.

Several key questions were debated and the outcomes of these groups now form the basis of **4 key focus areas for AMI to take forward** with the Media leaders.

**Following are the key Questions and Challenges discussed in the working groups.**

#### **ETHICS, LEADERSHIP AND SOCIAL RESPONSIBILITY**

Why adopt a set of guiding principles?

Does corporate governance, ethics, and leadership matter to the bottom line? Experiences from the media owners and operators.

What are the elements of a voluntary set of leadership principles for media owners and operators? (What would such a code of conduct look like?)

Taking the first steps toward defining a voluntary code? (What is needed and where to start?)

#### **FINANCING / FUNDING**

Is funding the real problem?

Experience in seeking funding (i.e. owners' and operators' experience in seeking funding.)

What mechanisms are needed to fund the private media sector in Africa?

How to mitigate the economic risks? (Are loan guarantees a viable solution?)

What other mechanisms are available? Is greater technical assistance needed to prepare media businesses for funding?

How to mitigate the political risks associated with funding the African media?

Looking at audience measurement and media monitoring as tools to guarantee revenue flows and funding from the lending community.

#### **TECHNOLOGY IMPACT AND BUSINESS MODELS**

New platforms and new opportunities: Dispatches from the frontlines.

Salvation or bane: Are digital platforms worth the investment?

Generating tomorrows' income today.

Social Media in Africa: What's in it for traditional media?

Mobile Technologies in our newsrooms: How can we use cell phones for journalism?

# Africa's Preferred Development Partner

The African Development Bank (AfDB) Group is a multilateral development finance institution created in 1964 to mobilize resources for Africa's economic and social development.

AfDB aims to become Africa's preferred development partner, providing quality investment and advice to improve living conditions on the continent.

The Bank, through its 2008-2012 Medium-Term Strategy, focuses on infrastructure, governance, developing a more robust private sector, and higher education. Through investments in these areas, the Bank promotes regional integration, Middle Income Countries and fragile states assistance, human development, and agriculture.

The Bank's 200% Sixth General Capital Increase has raised its authorized capital from USD 35 billion to USD 100 billion.

As part of its climate change impacts mitigation programme, the Bank launched the African carbon support project in 2010. It is collaborating with other Multilateral Development Banks on climate change innovation programmes. The Bank is an active supporter of African leaders' call for an African Green Fund. The Bank also approved the Climate Investment Fund Implementation Mechanism, enabling Africa to secure as much as USD 810 million financing from Climate Investment Funds.



# The Way Forward

The AMLF 2010 provided clear orientation to the African Media Initiative in refocusing the activities of its pilot phase (2011-2013). Moving forward we will focus on four key areas:



## FOCUS AREA ONE

### Strengthening the African Media Owners and Operators Community

A key characteristic of media development in Africa has been the heavy concentration on journalism support at the expense of addressing the business aspects of media. Many of the constraints regularly identified in the emergence of a professional, financially sustainable and socially responsible media can only be addressed at the owner and operator level.

Fundamental to AMI's success is the strengthening of the African media owners and operators constituency. AMI will identify, connect and expand the AMI "members" group through a robust technology platform and programme activities. It will identify key opportunities to mobilise owners and operators into critical debates affecting media growth on the continent. It will continue to provide a pan-African annual forum to explore critical issues and trends and to showcase and learn from AMI projects.

The growth of the AMI membership, the AMLF and the involvement of owners and operators in its' programmes, is an important indicator of success in AMI's Pilot Phase.

### Outputs will include:

#### Consolidation of AMI Membership

AMI will conduct an initial baseline survey to commence the creation of a formal AMI membership community that it aims to grow to 300 media leaders by 2013. AMI membership details will provide an important window into the commercial media sector in Africa. The baseline survey will also serve as an immediate, up-to-date needs assessment of the community it aims to serve. AMI will build a dynamic database and technology platform. This platform will serve as a rich environment in which AMI members can network, interface with investors and development partners, access vital information and resources, as well as learn from, apply to and participate in AMI projects.

#### Development of "Leadership and Guiding Principles" followed by Activities to Promote their Adoption and Implementation

AMI's leadership work is specifically geared towards supporting a growing cadre of African media leaders committed to high standards of corporate governance and social responsibility. In this work, AMI will aim to expand a discussion that has often focused narrowly on journalism ethics, codes of conduct and hostile relationships with governments to one that looks at a comprehensive and relevant owner and operator set of standards. AMI will work to help high standards to be seen as integral to the bottom line and to the successful implementation of the Declaration of Table Mountain.

In this regard, AMI will facilitate an industry-led process to develop Leadership and Guiding Principles for African Media Owners and Operators. The process will build on existing codes and principles including the Declaration of Principles for Freedom of Expression, the Universal Declaration of Human Rights and the International Labour Organisation’s Declaration of Fundamental Principles and Rights at Work. It will also draw from both African benchmarks on corporate governance outside the media sector and international models such as the UN Global Compact and the Code of the Society of Professional Journalists, but as applied to owners and senior managers.

Once adopted, AMI will condition membership based on organisations’ endorsement of the Principles and will lead a marketing campaign to recruit media owners and operators into it. It will also set the scene for the consideration of the Principles as an AMI “kite mark” in future years, and will explore the development of online training materials to support this work.

**Annual Forum for Agenda-Setting and Learning Strengthened**

The African Media Leaders Forum (AMLF) is the flagship event of AMI, affording owners and operators an exciting opportunity to interact with peers, investors, policymakers, development partners and technology leaders. From its inaugural 2008 event in Dakar to its recent third annual Forum in Yaoundé, the AMLF has grown from 55 African media CEOs, Managing Directors, Publishers and others to close to 300 participants in 2010. The AMLF will continue to act as the key AMI annual event for the showcasing of its project work and for the examination and agenda-setting of critical issues facing the sector. AMI will continue to seek support for AMLF costs during the Pilot Phase and will work towards additional revenue streams, including attendance fees, from 2013.

**Collective Advocacy Voice of African Media Owners and Operators Leveraged**

For AMI to help strengthen the media sector in Africa, it needs to influence a wide range of high-level stakeholders that are vital to the sector’s development. These include governments, investors, media and technology industries, and development partners. In 2011-2013, AMI will identify up to six opportunities in which it will mobilise customised groups of owners and operators to add their voice, with a special emphasis on increased professionalism and adaptation within the sector, and on the economic benefits of media as well as development and political contexts. These fora may include the AfDB Annual Meeting, WEF, African Economic Summit, Mo Ibrahim Foundation annual Forum, African Union Summit, African Editors Forum, Highway Africa, annual United Nations General Assembly and Clinton Global Initiative. AMI members will also use their collective voice through editorials or mediation in media and governance arenas.



Michael Daka



Georges Phillippe Mpoudi Ngole



The entire African continent produces 68 gigawatts of electricity, equivalent to that of Spain. Chronic power shortages are an impediment to the growth of media industries.  
Credit: Arne Hoel



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## FOCUS AREA TWO

### Technological Adaptation and Innovation

The greatest challenge currently facing the media industry everywhere is adaptation to fast-evolving technology with interactive Internet platforms and cheap or free mobile phone access to multiple news services upending established business models, as well as consumer habits. This technology opens up enormous opportunities for innovative media companies and public-service journalism alike, especially when the expanding capabilities of mobile phones and the digitisation of radio offer opportunities to diversify content for wider audiences. Nowhere is this truer than in Africa, where radio and mobile phones are the dominant information platforms. Realising these opportunities will take a deeper understanding of technology adaptation among African media owners and operators, especially small and medium-sized ones.

This will require new partnerships and business models that bring together traditional media players with new sources of delivery and innovation. Input from private media houses to AMI and AMLF has indicated a huge appetite and unmet need for expert assistance and opportunities for innovation.

### Outputs will include:

#### Testing of Innovative Mobile News Models

AMI will undertake 4 projects in 4 countries to help identify new models of news gathering and delivery of news content over mobile. The aim of this exercise is to support innovation of models that have not been developed or scaled, and, to accelerate the marketplace between content providers and mobile operators. Pilots will be chosen by a small Advisory Committee to reflect diversity in audiences, size, geography and media platform and will be designed to test a variety of factors such as the use of SMS and or smart phones, citizen journalists, etc.

#### Development and Launch of an African Media Innovation Challenge Fund

The creation of an Innovation Fund can be an important tool for incentivising and rewarding risk-taking and innovation in the media sector that is at risk of moving too slowly to harness technological change. An African Media Innovation Challenge Fund, to be promoted through AMI, the AMLF and elsewhere, can serve to create significant excitement and awareness for this work. In conjunction with a small Advisory Committee (possibly shared with the Mobile Pilots Project), AMI will lead the development process for this Fund (consultation, design and fundraising) and act as its Host and implementer once the Fund is launched, likely at AMLF 2011.

#### Hosting of Seminars to Learn from International and Regional Case Studies

Case studies are invaluable opportunities to learn from others' successes and failures. While AMI's technology platform will serve as an important place to share and showcase case studies, the ability to closely interact with practitioners in person is critical to understanding what lessons can be applied at home. In 2011-2013, AMI will organise and host three day-long seminars in Nairobi in between the annual AMLF that AMI members can attend in order to learn first-hand from international and leading African media companies such as Bloomberg Multimedia, Thomson Reuters, the Nation Media Group and Naspers.



## FOCUS AREA THREE

### Business Development Support

Over the 2011-2013 Pilot Phase, AMI will work with 6 media houses in 6 countries to support the development of improved business plans and to increase their capacity to attract funding and revenues. Elements will include: (a) new revenue and distribution models, (b) technology adaptation and innovation, and (c) corporate governance & professional management. AMI will solicit applications from members that will be selected based on criteria jointly developed with a small Advisory Group to include diversity in size, region, media platform and needs. Advisory services will be built from a selection of leading professionals and institutions, and will be provided through a combination of concerted, on-site and remote mentoring.

The aim of these pilots is to: (a) increase the capacity of AMI members to access financing and or increased revenues; (b) create shared learning and case studies for AMI members through access to this process on the technology platform and at the 2011 and 2012 AMLFs; and, (c) lay the foundation for the creation of a sustainable advisory service through membership fees or other support models.



Vanessa Mazal and Charlayne Hunter-Gault



Lumke Mtimde, Kaitira Kandjii, Kate Senye



Asif Sheikh, Habiba El Mejrj-Cheikh

## FOCUS AREA FOUR

### Expanding Access to Finance and New Revenue Streams

Improving financial sustainability of media businesses is a must if the sector is to play its full part in Africa's economic and social development. In order to do so, the funding needs of the sector and the requirements of private financial lenders and investors must both be clearly understood. Mechanisms to help bridge "funding gaps" between available and interested capital and media businesses – especially SMEs – need to be established and promoted. A wider investment community for media needs cultivation. The sector's capacity needs to be strengthened to engage in effective business planning, corporate governance development and management and technological adaptation. AML's activities in this area will consist of piloting solutions that can be scaled.

#### Outputs will include:

##### Development and Promotion of Media Specific Funding Support Mechanisms

AMI will facilitate a policy development process to develop or extend funding support mechanisms to better attract or enable loans and private investment (local and foreign) into the sector. Priority action will be around the stated interest by DFIs and commercial banks to explore the creation of a pan-African, media specific loan guarantee and or lines of credit. Secondly the exploration of the extension of the World Bank Multilateral Investment Guarantee Agency (MIGA) services into the media sector, among others. The perception and reality of political risk will always be a challenge in attracting investment into the media sector. AML's work to leverage for the first time – the collective voice of African media owners and operators is a concerted attempt to help diminish this risk through dialogue alongside the development of risk insurance mechanisms and guarantees.

##### Establishment of a "Media Investment Circle"

Using its technology platform, activities and reports, AMI will creatively cultivate an expanded group of investors who are interested in the African media sector. Pilot activity will begin with investor education, market documentation and analysis, and eventually, linkages to media funding opportunities. In doing so, the Media Investment Circle will act as a precursor to a formal deal pipeline and Media Fund. The Media Investment Circle will include a wide range of existing and new funders including DFIs, commercial banks, private equity funds, SME funds, microfinance lenders, patient capital and venture funds, loan funds and donors, many of whom have already expressed keen interest in participating.



African Development Bank Stand



Ramanou Kouferidji

# AMLF Secretariat & Registration



# Welcome Reception



Chris Kabwato,  
Highway Africa

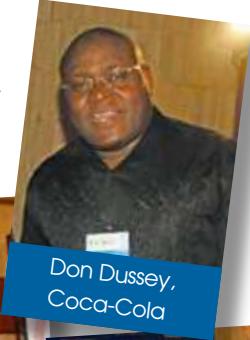


We thank Highway Africa – rDNA for sponsoring our welcome reception.

# Gala Dinner



# Lucky Draw



We thank Coca-Cola for generously providing laptops and BlackBerrys for the lucky draw.

# AMLF 2010 Participants



Technology Working Group



Ramanou Kouferidji, Paulo Gomes

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 Press Freedom and Media Development  
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 Alternative Newspapers  
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 Union of Cameroon  
 World Bank Institute  
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# AMLF Yaoundé

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Charles Rayhan



Luthando Kiti - Highway Africa - rDNA stand



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Ms Anasthasie Tudieshe	Africa Number One



Boubka Kaele, MTN Cameroon



Youssouf Ouedraogo, Arnold Ekpe, Nabi Souleymane Ouedraogo





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Lumko Mlimde, Anathasie Tudieshe

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Mr Che Wamucho  
Mr Kange William Wasaloko  
Mr Charles Wirsuiy  
Mr Roger Roger Ngoh Yom  
Mr Guy Martial Youmeni  
Mr Jean Simon Ngann Yonn  
Mr Felix Zogo

## Organisation

Raia Mwema Newspaper  
Twitter  
Ministry of Defence  
Summit Magazine  
Ocean City Radio  
Ici Les Gens Du Cameroun  
Interpreter  
MTN  
Ministry of Communication



Youssouf Ouedraogo, Charlayn Hunter-Gault,  
Antoinette Batumubwira



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Kaitira Kandjii



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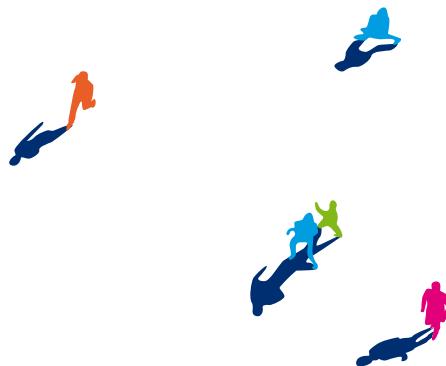
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