

**CONSTRAINTS TO EFFICIENT PERFORMANCE
OF BROADCASTING IN UGANDA : A CASE STUDY
UGANDA BROADCASTING CORPORATION RADIO.**

BY

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BMC / 2951 / 31/ DF

**A DISSERTATION SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF BACHELOR DEGREE IN MASS
COMMUNICATION IN KAMPALA INTERNATIONAL
UNIVERSITY**

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DECLARATION

I here by declare this work is originally produced by me Ndegwa Mary Wachuka and has not been submitted before for an academic award.

Signed: 

Date: 18/11/2016

This dissertation has been submitted for examination with the approval of my supervisor

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DEDICATION

To my dear father Manasse Ndegwa, my late beloved mother Miss Easter Wanjiru, they have really made what I am. My grandmother Racheal Njeri. My Aunt Sophia Anderson and all my brothers and sisters.

ACKNOWLEDGEMENT

With God everything is possible, without assistance from circles, compiling this work would be impossible my great thanks go to my supervisor Miss Sylvia Byamukama for her enthusiastic help, valuable comments, encouragements and constructive criticism without which this work would never have been completed.

Without financial assistance, things would have ground to a stand. I am most grateful to my family members for the financial help. Thanks are also due to my dear father for the invaluable assistance in typing my research.

I am especially indebted to Mr. Jack Tumwaljaka Commissioner Ugandan Broadcasting Corporation Radio, the head of presentation, the assistant Controller of programs, Ugandan Broadcasting Corporation Radio Richarch Bagumpa news editor, for the important information they availed to me.

A vote of thanks goes to all those people who filled and circulated my questionnaires. I cannot forget to pass over my appreciation to all those who have assisted me in any way or the other in the compilation of this work, and need through my stay at the university. I would like to thank Bexnie, Sophia, Emmanuel, Martin, Jane Grace, James and Scovia.

I have had the good fortune to study with Cinythia, Lydia, Mary Joen, James, Charles, Robert and Lathexin and the rest of the Mass communication class. Although neither had a hand in preparation of this research, Such merits as it may have are, to a great extent than they perhaps realize result of their influence.

Special thanks go to my dear sisters Sophia, Joyce, Racheal, Grace, Jane and my brother Sammy, Allan, Pius and Rich for the moral support they have given me during my stay at the university. May the creator God bless them always.

ABBREVIATION.

UBC Uganda Broadcasting Corporation.

N.G.O Non Government Organization

U.B.A Uganda Broadcasting Agency

BBC British Broadcasting Corporation

DEFINATIONS OF KEY CONCEPTS

- ◆ Broadcasting : sending out of message regularly by both radio and television
- ◆ Constraints : Something that limits one freedom of action.
- ◆ Performance : Action liability of carrying something especially needing skills
- ◆ Region : Refers to political divisions of Uganda according to defection.
- ◆ Efficient : Working well and without waste.

HAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND OF THE PROBLEM

Broadcasting is a form of Communication that involves both television and radio. Broadcasting is a well concept in the African Communication framework, having been introduced less than 50 years ago.

According to George Wedell (1980) Africans had a traditional System of communication. They used devices like the dram and smoke to summon people for work. Alerting them in case of danger call them for gatherings and many other purposes depending on the various cultures and social groups. Other tribes uses horns and emissaries especially in the northern part of Uganda as a way of communicating. According to Dominick (1996), broadcasting can be defined as the transmission of vast quantities of information to various levels from transmitters to receivers using the properties of electromagnetic waves.

Birungi, (1992) noted that Radio is a cheap medium and easily accessible to vast majority. Radio tries to provide a great-improved means of downward communication superior to television, which is expensive and serves mainly the urban minority, especially the elite's.

Werner (1988), noted in the magic bullet theory, the media content was received by all individuals exposed to it the some way and caused them to think and behave similarly. In relation to Uganda Broadcasting Corporation Radio and its constraints by factors like luck of professionalism, the public is bound to think in a negative way as per what they hear from Uganda Broadcasting Corporation Radio. The message will just penetrate into the audience mind like a shop needle and no chance to serve what is good or bad.

Wedell (1980) writes, 80% of Uganda's populations live in rural areas and thus listen to radio than television. This is because most people in rural areas are illiterate. This explains why radio as a medium penetrates deep in rural area than any other media say news papers and television, though factors like power supply and affordability also matter.

There are theories advanced to explain further the significance of the media especially radio in developing and developed countries, among which is the two step flow, the agenda setting theory and the magic bullet theory and talk about media influence of public opinion. The magic bullet theory the media content was received by all individuals exposed to it in the same way and caused them to think and behave similarly.

In the dependency theory, it talks about the increased dependency on the media by the public hence increasing on the information flow and ideas. Social responsibility of the media states that the media is expected to be a watchdog for society and it's to perform its roles of educating, informing and entering the public.

Theory is about the media providing the public with issues to be discussed and the media dependency theory is about the increasing dependency on the media for information, which increased urbanization and industrialization.

There is also to do with the social responsibility theory of the media which states that the media expected to play the role of informing, educating, persuading, entertaining and socializing the media is expected to play the role of society's watchdog.

Through analyzing the constraints of efficient performance of broadcasting the researcher will find out if the above theories work hand in hand to Radio, and if they are also relevant to its performance.

1.2 BACKGROUND TO UGANDA BROADCASTING CORPORATION RADIO.

Uganda Broadcasting Corporation Radio was introduced in 1954 on the outskirts of Kampala in Bugolobi. Broadcasting came to Uganda during colonial times as colonialists saw it as a tool for propaganda, entertainment and education writes Birungi (1992). But today Uganda Broadcasting Corporation Radio and Television are operating as one thing under the name of Uganda Broadcasting Corporation.

Munyagwa (1995) noted that broadcasting came as an import from Europe, bringing with it not only hardware but also the method of using the hardware. The initial staff was borrowed from BBC when Uganda Broadcasting Corporation Radio was still under the Uganda Broadcasting service, but after independence it was named Uganda Broadcasting Corporation Radio and started as a department of information.

Munyagwa noted that before 1954, messages were put out by megaphones in public. In 1954, Uganda Broadcasting Corporation Radio relayed news from BBC and broadcasting was in two languages, English and Luganda. English broadcasting was for one hour and Luganda thirty minutes, later extended to one hour and thirty minutes. The studio of Uganda Broadcasting Corporation Radio was later moved into the centre of Kampala in 1955 into a new broadcasting house on Corydon Road. Shortly after Uganda independence more languages like Ateso, Rutoro, Luo were added to Luganda and English broadcast languages, currently the station broadcasts in twenty-six languages.

Birungi (1992) noted that in 1965, a circular building containing fire studios was opened at Shimon School and later the department of information and broadcasting. In 1975, when Uganda hosted the OAU summit meeting, a poor storage office building was opened by the president Idi Amin as one of the functions of making the summit meeting. The external service which had been proposed in the 1960s was also opened on the same occasion.

Four regional transmitters were introduced in an effort to cover all Uganda. One of the transmitters was set up in Butebo in Mbale to cover the Eastern Region. One in Budi in the Northern region this was inadequate in serving the Northern area and a transmitter was later set up in Gilgil, Arua to serve the west Nile region.

The 3rd was set up in Kyeriba to cover the Western region. The fourth was set up at Mawaga in Mityana to serve the central Buganda region. These regional stations broke down during 1960s – 1968 period. By 1986, the FM transmitters was limited to 20 miles radius, technical facilities had broken down.

Presently Uganda Broadcasting Corporation Radio a state owned station has a strong network covering almost all parts of the country in various languages on channels of Blue, Red, Green and Butebo channels with short wave covering all over the country. Medium Wave and Frequency Modulation serving a few areas basically where green channel cannot reach. The read channel which is a Short Wave is supposed to broadcast national programs in English and Swahili.

However, since the regional stations broke, there is failure to link signals from Kampala to these stations some regions are better served than others. For example Luganda, Runyankore, Rukiga., Runyoro, Rutooro dominate the blue channel. Considering the distribution of airtime to the 26 languages, it is noted that some languages dominate some channels are better served especially blue channel with Luganda and other 4Rs unlike others especially the Eastern region by Butebo channel.

This however is farfetched from the colonial days when station, it does not deliver as expected. Therefore the study is to find out why Uganda Broadcasting Corporation Radio is faced with such constraints that affect its operation.

1.3 STATEMENT OF THE PROBLEM

Uganda Broadcasting Corporation Radio is one of the most effective mediums that cover all parts of a particular country. This is because it is cheap to install and manage in terms of technology and personnel unlike television.

Looking at the study, one notes that despite the easy installation of Radio, and its management, Uganda Broadcasting Corporation Radio is faced with enormous constraints that affect its performance. Hence making it impossible to fulfill its objectives of informing educating and entertaining the public. With liberation of the media, Uganda Broadcasting Corporation Radio has lost some of its audience to FM stations because of failing to solve the various constraints it is with.

The researcher found it necessary to find out constraints like government control of the station, poor funding and how they affect the performance of the station. This area of research has been carried out by many people so this study is going to help the researcher to understand more about Uganda Broadcasting Corporation Radio operation, Coupled with its Constraints and also give away forward for the station to perform more efficiently.

1.4 JUSTIFICATION OF THE PROBLEM.

The study of constraints to efficient performance of Uganda Broadcasting Corporation Radio is a new area of research. However the researcher focused on Uganda Broadcasting Corporation Radio mainly because it is a national medium which is supposed to serve the whole public. But it being a government media, Uganda Broadcasting Corporation Radio particular may continue to perform inefficiently.

OBJECTIVES OF THE PROBLEM.

The overall objective of this study will be to establish whether Uganda Broadcasting Corporation Radio has a distinctive and identifiable role in educating, informing and entertaining the public. The research aim at finding out constraints to efficient performance of Uganda Broadcasting Corporation Radio finding solution to its efficient performance.

SCOPE OF THE PROBLEM.

The scope of my study was done the under Government control in the radio operation. In the economic sector where Uganda Broadcasting Corporation Radio is lacking funds for it's effective operation under the cultural aspects Uganda Broadcasting Corporation Radio has not yet changed with current technology. Under the historical study in 1954 we see Uganda Broadcasting Corporation Radio and Uganda Television operated separately but today they operation under one name Uganda Broadcasting Corporation Radio

CONCLUSION.

Considering the importance of Broadcasting in Uganda it is vital to consider what problems it faces it faces in order to solve them and clear away for information flow. Radio is looked as the most viable medium for developing countries with a high rate of illiteracy, so it's services and aims should be strengthened to serve the public interest.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher attempts to review studies, documents, projects and other works related to constraints to efficient performance of broadcasting in Uganda, with regard to Uganda Broadcasting Corporation Radio. In spite of being a station owned and controlled by government at times Uganda Broadcasting Corporation Radio does not offer services in relation to what the public wants.

Therefore it has been blamed for its inability to broadcast in the interest of majority of the public yet it's a public service corporation. However, the services Uganda Broadcasting Corporation Radio provides are also handled in this chapter and the problems that limit its performance. Some comparison with other media stations shall be put in the chapter. In this chapter, the researcher talked about the impact of liberalization on the performance of Uganda Broadcasting Corporation Radio and its main objectives of informing, educating and entertaining the public.

2.2 BACK GROUND

Many people had to listen to the Uganda Broadcasting Corporation Radio in the past years especially between 1954 – 1992 because there was no other Radio station to listen to.

Uganda Broadcasting Corporation Radio is a state owned station, and most revenue running comes from the government. It enjoyed the monopoly for a long time until 1992 when air waves were liberalized and saw Radio Capital and Sanyu station coming up as a threat and a challenge Uganda Broadcasting Corporation Radio lost its audience to those new stations.

Walungama (1992) points out that government monopoly of ownership control of broadcasting is limitation. He further notes that unless this is revisited, government the station was first established and also all through the twelve studios and four channels Uganda is trying to meet public needs through its programs.

Kiteyyu (1992) noted that broadcasting in Uganda was to be a public serve and its aim included having a unified control and maintenance of high standard in programming. This shows how radio and television would perform once established.

However, Kabagambe (1998) noted that government influences public broadcast media, right from the colonial times, up today. Some important public issues are suffocated which may have to educate and inform the audience.

Maria Kiwanuka urged at a seminar in (1998) organized by the department of mass communication that as we approach the new millennium, one other challenge for Uganda's media is that it is likely to have too many broadcasting stations for the available advertising market and audience. Looking at her argument, Uganda Broadcasting Corporation Radio has greatly lost its advertisers. The personal announcements which used to cost 1000/= are now costing 500/=. This shows how Uganda Broadcasting Corporation Radio has been out competed by stations like central broadcast services and Radio Simba.

Wedell (1980) agrees with Baguma by arguing that most African countries are faced with a problem of trained personnel and just recruit any one who can speak in a microphone. In the process this affects the efficient performance of broadcasting.

Matovu (1996) noted that although many people are attracted to the new broadcast stations, there are factors that will not let the audience abandon Uganda Broadcasting Corporation Radio, because of its educational and informing programs.

Kartz and Wedell (1977) noted that nearly in all the countries, the national broadcasting systems are owned and controlled by government but the day to day operations are rested in autonomous public corporations. They further noted that in light of the nature of structures, assessing the effectiveness of broadcasting in Africa is not a simple matter.

Domateb (1987) noted that no broadcasting, any matter how well designed, can achieve the desired goals if performance is not evaluated against prevailing circumstances. These broadcasting programs with the hope of supporting social and economic programs and the general development of the society.

In short Mcquail (1969) refers to the feature of immediacy of contact being significant because of the speed of diffusion and response. He views broadcasting as the latest development in train of centuries old changes in man's patterns of communication.

Ugboajah (1977) sees electronic media as an elitist and mighty, which erroneously had been over used for programs in rural areas (Africa). Besides he sees oral media as great legitimizes since they are highly distinctive and credible.

Mbuk (1989) noted that broadcasting reaches a wider audience in variety of languages simultaneously. Its flexibility in programming and immediacy of contact are significant. He also noted that no significant number of countries accommodate privately owned radio or television broadcasting except where such is used for educational or religious purposes. But in all the countries public broadcasting exists and means of programming the commercial and non – commercial do exist.

The commissioner Uganda Broadcasting Corporation Radio said in an interview that always an insufficient budget from the treasury, and the money allocated to the station can not cover all the demands in say cases of emergencies. He said since Uganda Broadcasting Corporation Radio is faced with a lot of competitors, it may be

knocked down in cases the situation had to send a reporter to cover certain events and no money at hand. The bureaucracy is tight and slow and such money is got by writing reacquisition forms which affect the work of the media.

Stevenson (1982) noted that "the advantages of Radio in promoting national development of either the traditional or Revisionist kinds are so obvious that they hardly with stating. But looking at Uganda Broadcasting Corporation Radio the role of national development through its programs seems to be failing to some extent due to some constraints like lack of professionalism in the programs.

Radio is relatively cheap to install and the techniques for producing programs and getting them out over a transmitter are comparatively simple and tools used are portable. However, according to my observation, some programs on Uganda Broadcasting Corporation Radio are not well recorded and not good to be aired.

This according to the senior Engineer in charge of communication and projects is due to poor equipment especially the poor unprofessional recorders that reporters use in collecting material for those programs hence making the output very poor to air out.

The assistant controller of programs said Uganda Broadcasting Corporation Radio has got ten sections and ten heads of programs. It is these heads that various programs on the station depending on the need for them. It is noted that at times some of the programs are not well packaged and due to poor recording they are not air worthy.

However, despite all these inefficiencies Uganda Broadcasting Corporation Radio will not lose all its audience Minister Nsababuturo said Uganda Broadcasting Corporation Radio has the biggest audience than any F.M station in Uganda. He said it's a national station and F.M stations operate on a small radius.

According to statistics carried out by Sydney out of the 20 million people in Uganda, 12.5 million people in Uganda listen to Radio Uganda. This is because it covers a wide range than any F.M stations which are urban based so the rural dwellers are not catered for as Uganda Broadcasting Corporation Radio does.

CONCLUSION

Despite the fact that all national broadcasting are owned by the government like the case for Uganda Broadcasting Corporation Radio their day to day operations are rested in the autonomous public corporations, to allow them to perform efficiently. However considering the nature of operation for Uganda Broadcasting corporation, it is greatly influenced by the government which at times affects its performance.

CHAPTER THREE

3.0 METHODOLOGY

3.1 INTRODUCTION

The study focused on the constraints to efficient performance of broadcasting case study Uganda Broadcasting Corporation radio. This chapter therefore reports on how the study was conducted in this study the researcher used a case study method.

3.2 POPULATION USED AND AREA OF STUDY

The populations that are used for the study are the staff of Uganda Broadcasting Corporation Radio, The Government and the public who listen to radio. The area of study was the staff of the Uganda Broadcasting Corporation Radio, Parliament and the publics of Uganda.

3.3 RESEARCH DESIGN

The researcher used a case study method (qualitative research technique) to systematically investigate the constraints to efficient performance of broadcasting in Uganda.

3.4 DATA COLLECTION

The researcher used the following method for data collection;- use of documents, pamphlets, letters and dissertations. The researcher used a survey method by conducting personal interviews which involved meeting respondents in their office. The researcher listened to Uganda Broadcasting Corporation Radio in order to observe of its constraints in programming. The researcher also used structured questionnaires and give to journalists, staff of Uganda Broadcasting Corporation Radio and the management of Uganda Broadcasting Corporation radio.

3.5 RESEACH INSTRUMENTS

The researcher used the following categories of research instruments namely; questionnaires, intensitive interviews and by listening to Radio Uganda.

3.6 DATA ANALYSIS

Data analysis was done on Uganda Broadcasting Corporation Radio for easy analysis, time was allocated to the researcher to listen carefully to Uganda Broadcasting Corporation Radio programs. The information was analyzed and recorded for compiling.

3.7 LIMITATION OF THE STUDY

One limitation is the incomplete collection of data. By this I mean to some extent the researcher was unable to locate appropriate respondents to give correct data, some respondents were absent during the researcher's visit, some times data was difficult to be retrieved. I over came the problem through obtaining information from other places for example ministry of communication, it's research room was of great help in providing extra information that I did not manage to get from some respondents

The cost component includes the expenditure and maintenance, transport, upkeep, stationery, tuition; vis-à-vis anticipated income did not project the actual reality in ground. I over came the problem through trying to utilize the budgeted money efficiently and sought for more financial support from some relatives who indeed were of great help.

BUGDET

For the purpose of research on assessment of the constraints to efficient performance of Uganda Broadcasting Corporation Radio, the budget below was drawn

1. Time budget of three months.
2. Money budget as stipulated in the table.

BUDGET

ITEM	<u>COST (kshs)</u>
Stationery	1.500
Printing and Binding expenses	4.000
Transport	2.000
Airtime - Communication	2.000
Miscellaneous	1.500
Typing	4.000
	15.000

CHAPTER FOUR.

4.0 PRESENTATION AND DISCUSSION OF FINDINGS.

4.1 INTRODUCTION

The findings discussed in this chapter are related to the objectives of the study. The study was to find out constraints to efficient broadcasting in Uganda particularly looking at Uganda Broadcasting Corporation radio. The researcher wanted to know why a government owned station is faced with constraints like for operators, moreover it does not pay tax compared to the private stations. In this chapter findings and interpretation are presented under subsections.

4.2 OBJECTIVES OF UGANDA BROADCASTING CORPORATION RADIO.

Radio broadcasting in Uganda was not conceived until 1952 and the protectorate major foundations were laid in Kampala under the expertise of BBC. Regular broadcasting started in 1954 with the following objectives (Munyagwa 1952)

Linking people of Uganda more closely with administration at seat of the colonial government, so that they are told what the government was doing for them.

Engendering confidence and secure corporation measures necessary for the protectorates economic and social advertisements.

Publicizing Uganda abroad.

Counteracting rumors and combating subversive propaganda which might be aimed at the government these aims still make the foundations to the guidelines of the information.

When Uganda Broadcasting Corporation Radio was started its main aim was to publicize government programs and administration of the colonial regime assisting a

system that crept in after independence. The traditional role of informing was therefore suffocated as nothing much was done for the local people.

Uganda Broadcasting Corporation Radio given time came up with 200 programs which are informative, educative, and entertaining. These programs are in the interests of the government of the day and are classified into ten sections headed by heads of programs.

In order for Uganda Broadcasting Corporation Radio to fulfill the role of providing education it broadcasts a number of educational programs tackling a wide range of issues in various aspects of life. Educational programs tackle issues on public health like Cholera, farming, development, culture and environment. The impact created by Uganda Broadcasting Corporation Radio and offering these programs aims at changing audience attitudes. These educational programs are ones knowledge and are of concern to the public because they tackle day to day issue in society.

Educational programs are transmitted in twenty - nine languages namely Urufumbira, Ruhuri, Rukiga, Lukingu, Hindu, Ramba, Lusamya/ Lugwe, Lugbara Kupsabiny, Madi, Runyoro, Rutoro, Runyankore/rukiga, Rukonjo, Kiswahili, Karimojong, Kakwa, Rumasaba, Alur , Teso, and English.

Uganda Broadcasting Corporation Radio therefore has two hundred and ninety one (291) educational programs weekly in other wards the entire population is reached making Uganda Broadcasting Corporation Radio to be a public medium

To further the education role, the commissioner of broad casting Uganda Broadcasting Corporation Radio said, some experts are invited to give a talk by donating air time experts are drawn from all sectors of the economy agriculture, culture, where agricultural officers are invited to inform on products for example a talk on quality coffee growing and how to control the coffee wilt. Doctors or other medical personnel give talks on health like how to maintain hygiene, how to control

diseases finding their causes and cure, how to prevent the spread of communicable diseases like tuberculosis. Experts in women affairs and children are all broadcast on radio Uganda. Sometimes listeners send in questions letter, concerning public affairs and they are answered on air by experts.

4.2.1 ENTERTAINMENT

Entertainment on Uganda Broadcasting Corporation Radio in most cases carries developmental messages this is done through drama, music of different kinds. There is a section which is music, drama and features that deals with entertainment.

“Entertainment broadcast in all languages is meant to relax the listeners” says the assistant controller of programs of Uganda Broadcasting corporation radio.

A lot of air time is allocated for entertainment through out the week. Entertainment is also in the children’s programs like one on Sunday on the blue channel 1:30 pm to 2:00 o’clock and religious programs like Tumutendereze every Sunday from 2:00 pm to 3:00pm Sunday services from 10:00 to 11:00pm on blue channel.

The head of presentations John Arinaitwe says, the programs messages carried through entertainment are directly and broadcast at prime time “emphasis is put on local artist and drama groups” he added. The local artists commonly known as kadongo - kamu pick issues of public issues like family life, starvation, aids, famine, orphans, poverty and use songs to either call on society to find solutions or to join efforts and to fight the common problems sexually

4.2.2 INFORMATION

On provision of information Uganda Broadcasting Corporation Radio has current affairs sections dealing with news both local and foreign, information on political, economic and social events. News or information is designed to suit the interests of the government of the time. This is so because the government aims at protecting its

citizens from consuming harmful information that is likely to cause conflicts in society, says the commissioner of broadcasting.

The researcher found out that in news presentation, a lot of caution is taken to report in issues concerning rebel activities and war such information needs authenticity.

In an interview with Richard Baguma Uganda Broadcasting Corporation radio's news editor said that politicians especially the president of Uganda is always number one in the news “ we give precedence to political events and top officials first”. News is also got through information officers by facts or telephone to the stations, reports at the scene press conferences, seminars and workshops and through direct monitoring of other international stations like BBC.

News is then translated into various languages by news anchors. There are also announcements which include officials pronouncements like declaration of public holidays such provide useful information to the clients and provide an efficient ways of communication to the people private announcements basically handled by the commercial division of Uganda Broadcasting Corporation Radio make modification of deaths, feasts and parties and fetch the station some money. The constraints by funds however.

4.2.3 SOCIAL MOBILISATIONS

Due to daily advertisements and growing months Uganda Broadcasting Corporation Radio added another paramount role of social mobilization. Apart from programs intended by government to mobilize the public there are several organizations like Uganda committee based for children (UCOBAC), Uganda Red Cross and UNICEF that campaign on gender issues orphans and seeks solutions for their problem. However, the assistant controller of programs Julius Assimwe for the NGO'S are limited to luganda, English which are most frequent and other 24 languages this

makes Radio to serve less than it is supposed to be .However, there are other multiple of constraints that affect Radio Uganda.

4.3 CONSTRAINTS TO EFFICIENT PERFORMANCE OF UGANDA BROADCASTING CORPORATION.

4.3.1 FUNDINGS:

Uganda Broadcasting Corporation Radio currently under the presidents office is faced with financial problems. Radio gets little money as salaries and as for information gathering. The freelances in Uganda Broadcasting Corporation Radio are paid four thousand shillings (4,000sh) per story and the rural areas to come, Reporters roles go out to rural areas to cover events because of lack of transport to such areas. This limits the stations information and incase a reporter is taken to cover a story up-country and paid money he may not be very objective in reporting. In fact incase there is no one interested in transporting the reports for coverage and meeting their expenses, some of the programs are not covered.

Yona Hamara, senior engineer in-charge of communication and projects said other in an interview that the problem of fund result into other problems like poor equipment, poor payment, "we are not a priority ministry as for as government is concerned".

Mr. Hamara said that the ministry of finance allocates inadequate funds to the station which fails it to operate as expected. As all result we depend on grants donations and loans to purchase equipment⁶ which at times are not sufficient to pay the whole package.

John Arinaitwe, head of presentation also expressed concern over the lack of utilities or implements to use as staff and money too to the level that some programs are run on humanitarian ways. That is through borrowing or use of person quality production as such records are not professional hence efficiency is affected and lack of funding breaks down every effort of the staff.

The dependency of the station on government budget which is also inefficient affects the performance of the station. The work of the media is unpredictable so sufficient budget is relevant. But in case of any emergencies, there is a lot of bureaucracy to follow in order to get the money, a reacquisition form has to be sent to the treasury for approval first. The commissioner of Broadcasting, said, the bureaucracy is also a constraints itself as news does not wait till it expires.

4.3.2 LACK OF PROFESSIONALISM

Well as professionalism is priority to efficient performance of station, its not a priority to Radio Uganda, any one can be employed provided you can deliver. Another reason why Uganda Broadcasting Corporation Radio does not employ highly educated staff is because it may not afford to pay them very highly looking also at the personnel along public service management by way of recruitment falls sort of desirable standards.

John Arinaitwe, head of presentations said, "Some staff are not interested in broadcasting but because of a degree they are in Uganda Broadcasting Corporation Radio which is terrible to communication". He said the personnel leave a lot to be desired in terms of ability and interest. This coupled with lack of motivation leads to a very slow morale in the staff too.

4.3.3 LACK OF PROPER TRAINING

Well as highly educated personnel leads to the best kind of production, Uganda Broadcasting Corporation Radio lacks proper training of its staff although in house courses conducted by BBC, Detcherella, Seminars, Workshops are in place to help uplift the staffs' levels of education, says the commissioner Jack Tumwaijuka.

However, the head of presentation, John Arinaitwe in an interview said this training is not proper, because there are not structured units to follow while training and at times this ends up into wrong training. "At times courses offered are not given to right people because of tribalism". He said.

Hamara, senior Engineer said that the Engineering section is faced with lack of staff training for a decade due to Lack of funds and there is a challenge of finding a person qualified to repair works who is also well retrained. With the analogue equipment within the station. The problem is that the training budget is small to cover all section.

4.3.4 EQUIPMENT:

Uganda Broadcasting Corporation Radio is still lagging behind in terms of modern equipment say digital studios. It is still using the analogue, which are maximized till they are worn out. However, the station is planning to set up modern studios but lacks funds.

Hamara in-charge of communication and projects engineering department said, "We are aware of the modern facilities, but the problem is funds, but we are not inferior to digital facilities neither, our stereo equipment can easily fit in digital system." To linkup the studios to modern technology. This however, will not change the signals but will improve in the transmission.

Mr Arinaitwe expressed concern over the stations depending on donations, which at times are inefficient. He said cheap inputs from whoever is to donate gives it to Uganda Broadcasting Corporation Radio and the difference in the donated equipment undermines the quality and durability because of different in the companies and makes.

Lack of equipment even small recorders to collect program material affects the efficiency of the station as at times such recorders are professional and the recording is not of quality.

The minister of information, office of the president, said that the problem of equipments is very crucial in the station but he has secured twenty seven boosters bfor Uganda television to be incorporated with Uganda Broadcasting Corporation Radio and this will improve in the coverage.

He said though the short wave is the overall coverage is disturbed by weather and atmosphere, soon the station will use satellites linked to radius and this will enhance the performance of the station and solve the problem of reaching the audience in terms of transmission and reception.

Mr. Hamara further said that some people think use of analogue and kilowatts is a constraint. But he said it is a result of proper calculation with carefully selected power say 1 KW transmitter this is why every short distance we put a transmitter for clear transmitting. Uganda Broadcasting Corporation Radio will soon competes with other FM stations and by the end of this year Compton will be in quality not technology Hammer said.

4.3.5 PROGRAMMING

Uganda Broadcasting Corporation Radio is a currently broadcasting two hundred (200) programs, excluding news translated in twenty six languages. Eighteen (18) programs are broadcast a day like a Saturday on the blue channel and other eighteen programs on red channel.

The programs under sections and subjects like health sports and drama, farming agenda. News and current affairs and each section is headed by heads of programs equivalent to senior information officer by public service they are responsible for organizing and production of programs and are answerable to any queries about the programs produced to the controller of programs.

In order to ensure good production a body of head of programs called the August body assemble, six – four times a year to evaluate the program performances, see what new programs to initiate on which old ones which to shape up or drop owing to public demands. In the meetings titles, contents direct democratic ideas and current issues like how the programs. Julius Tinka Asiimwe said. No one comes out with an ideal of a program at clarification from the heads of program where ideas are forwarded to the meeting.

The different programs producers are also determined by the heads of programs after testing their voices to ensure their abilities in terms of also presentation. The station has both further stuff recruited by the public service artists who are part timers and earn allowances. However through observation and listening to Radio Uganda. The researcher realized that some programs are not well presented especially a program like the issue on red channel Tuesday at 10:30. This program is more or less a future well as it is meant to create debate on a forum for the public to debate. There are also other' programs which need improvement. But however, the producer of the program Henry Baguma says that the problem of funds at sometimes hinders him to get better material.

Uganda Broadcasting Corporation Radio is a government mouth piece which tolerates little opposing views used for example, regarding the wars in the North and West, it advocates a military solution as opposed to peace talks and any body proposing peace talks will not have his views aired. In nutshell, it is heavily censored. This it is a constraint to efficient performance of the station as the government tends to intervene in the stations programming.

Religious affairs: There is no state religion Uganda Broadcasting Corporation Radio is fair to all but with most time given to Roman Catholicism, protestant, Muslim and seventh day Adventists. However, even these religious, are allocated time ranging serious deep teaching on Christian morals, it is basically songs from religious and cultural section, greetings, interviews with religious heads, this is a constraint to

station performance in terms of programming as you know religious is an essential tool for Uganda as reflected in our motto, for God and my country. Uganda Broadcasting Corporation Radio promotes government views on economics, while opposing views like on privatization rebellion or strikes against any tax introduced are not aired. This fails it to perform as a national station which is meant to be a voice for the voiceless but it just helps the government promote its undesirable policies to the public.

In a nut shell, Uganda Broadcasting Corporation Radio being a government station is constrained in its performance especially through censorship of programs and interference in its operations.

The government is still like the colonialists who used to be fully in charge of all broadcasting stations in Africa. Our leaders at independence thought it was wise to retain these stations to help them in some way as it were with the colonialists. To the colonialists, Radio was second to missionaries as tool of colonization. Uganda politicians likewise controlled broadcasting so that they could approach it that will.

Uganda Broadcasting Corporation Radio has qualities of public service broadcast medium. It broadcasts in a variety of languages however; there is an influence by government. An interview with members of staff established that most programs are directed by government and employers follow what government states "If government is supporting UPE or immunization, there is no way a program. Presenter can follow or direct the program content to his/ her own belief or interest" This shows how the public is being suffocated by politician's interference under the cloak of public interest.

Uganda Broadcasting Corporation Radio is preferred by most politicians as it gives them a chance to further their interests through its 48 talk programs if educational programs and almost 50 phone in programs. On the Blue, Red, Butebo and green channel.

2.6 LANGUAGES

The language use in Uganda Broadcasting Corporation Radio is unbecoming because there is unfair distribution of languages. Most of the programs are heard in Uganda, Kikiga, Rutooro, Runyankore, on especially blue channel as compared to other languages.

Essential programs are not equally provided for in different languages for example educational programs news bulletins, announcements, farming programming. Some languages are given too little time compared to others. For instance news in certain languages have five minutes per day as compared to Luganda, Rutooro, Rukiga, Nyoro says John Arinaitwe.

The researcher noted that there are too many programs in English yet a small percentage of Uganda's population do understand English. The top management has decided to change the programs in their quarterly meetings each year though they know 10% of Uganda's population relies on Radio in rural areas.

John Arinaitwe said it is unbelievable to broadcast in 26 languages on three channels. He said it surprises people abroad. "It surprises people abroad as you talk about a station broadcasting in 26 languages. 'In fact they say it's never successful which is strange'. Apart from the use of English in most programs, still some of the programs heard are repetitive, for example a program Sanyu on Blue channel, since March 2010, hosts only one person Margaret Kivumbi, the deputy residence District Commissioner, Mbule, who only talks about referendum and not anything else. This frustrates the listeners as most of the people know she is no longer an employee of Uganda Broadcasting Corporation Radio but just spreading the gospel of the referendum, and promoting the personality of Museveni.

Secondly some other programs are aired when most listeners are not at home.

Programs which are vital run at hours when people that benefit are not at home. Some school broadcasts always come during school time that is between 10:00 and 11:00 a.m programs that are aired at 7:00 p.m come on when women are still cooking and when men are out. likewise a famous program Agafayo from news and current affairs an equivalent to news hour comes on at 10.20 p.m in the night when people have tired and not concentrated on what is aired.

Mush as the minister of information in the office of the president, Busoga says Uganda Broadcasting Corporation Radio has the biggest audience than any F.M station, Uganda Broadcasting Corporation Radio takes this for granted and does not consider its audience in terms of proper time to broadcast its essential programs and local languages to be used in particular program.

4.3.7 AUDIENCE RESEARCH

One reason why Uganda Broadcasting Corporation Radio is not performing efficiently is because it lacks audience research. The social, cultural department of the population is not catered for.

“There is no system designed to measure efficiency which is audience research.” says the head of presentation.

The head of presentation also said no proper keeping of records and only the situation react to articles in the news papers not pro – active just reactive in terms of programs. It’s better to design research questions to find out audience attitude towards the station and its programs however people are not bothered. “People are not bothered about audience research because of lack of motivation from public service says the head of presentation. He also said a few who carry out research do it for their own interest and unfortunately, all materials about the station was burnt by Amin and up to now, there is no concern of collecting more material to keep in the library.

The proposed restructuring of Uganda Broadcasting Corporation Radio and Uganda television. Into one Uganda Broadcasting Agency (UBA) is another constraint to efficient performance of Radio Uganda. The slow restructuring has demolished the staff and their morale are down "The staff's morale is now low because they fear to lose their positions, this affects the station performance", says the commissioner of broadcasting.

The minister of information in the office of the president also said UBA wants competency and highly educated staff whom it will pay highly, "By June 2006, will operate like the New Vision"

CONCLUSION

From the above research finding, it is important for Uganda Broadcasting Corporation Radio to consider improving on its performance ignored to fulfill its major objective of educating, informing and entertaining the public also it is role of serving the public. Both the management and the government can solve the problem of finance. In this, the top management of Uganda Broadcasting Corporation Radio can diverse means of getting advertising agencies like sponsors of news and the money got will help in the running of the station. Secondly still top managers can try to convince the ministry of finance to increase on its budget as a way of solving the financial problem

CHAPTER FIVE

5.0 SUMMARY CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter presents the summary conclusions and recommendations and recommendations of the study. The objectives of the study were to find out constraints to efficient performance of broadcasting in Uganda, case study Radio. It is imperative to note that broadcasting especially Radio, is the most reliable medium in Uganda which is considered to be a national medium does not serve the public as it's expected because of certain constraints, than communication becomes a major problem at large.

In the previous chapter, the researcher presented the findings about the topic and in this chapter, a summary; recommendation of the whole study is to be drawn.

5.2 THE SUMMARY OF FINDING

The study found out that broadcasting is the most effective way of communicating to the public especially the radio. Radio is used extensively in educational programs, both for adults and children and it is a very effective teacher which influence listeners on pronunciation of languages, broadens their world out look and where the listener is helped, it can be a very potent agent for change. Radio also informs and entertains the public in its various programs.

However, finding indicated that broadcasting. Particularly Uganda Broadcasting Corporation Radio is constrained by many factors which fail it to perform efficiently. Uganda Broadcasting Corporation Radio being a government station, tends to serve too much of government interests by giving precedence to political issue first and considering the public issue second therefore other government directs the broadcast formats.

The researcher found out that much as the government declares the importance of broadcasting (Radio Uganda) in national development through its programs, Uganda Broadcasting Corporation Radio is paradoxically accorded a low priority in national budgetary allocations related to other development sectors. This has greatly contributed to its inefficient performance.

The researcher also observe that professionalism is not a priority in broadcasting (Radio Uganda) its like any one with a talent can present or provide a program well as this my work but for effective broadcasting professionalism has to be considered as a priority.

5.3 CONCLUSION

The findings led to a conclusion that Uganda Broadcasting Corporation Radio is not performing efficiently as expected of a national medium because of being controlled by government right from the colonial times today some important public issue are suffocated which may have led to educating and informing the public. I need, Uganda Broadcasting Corporation Radio trough observation gives precedence to top official even if they do not have any developmental issue and consider other views last.

It's a paradox to note that Uganda Broadcasting Corporation Radio is a government station which under the president but funding is its major constraint that affects its performance, in fact, the researcher found out that Radio Uganda's coverage of events is limited because of funds and it covers up-country events. If any of the organizers are willing to facilitate in terms of finance. This is why in terms of new items, seminars, workshops, top officers launching certain activities dominant the bulletin.

The station also lacks equipment and still relays on donation. Its surprising that the time this research was carried out a primary section of news and current affairs had only one professional recorder to be shared by over ten reports.

5.4 RECOMMENDATIONS

Radio is one of the most important tools of development in most developing countries Uganda. Radio unlike other media penetrates deep in villages where 80% of the population stays. It's therefore a very essential perquisite for communication. However, considering Uganda's national medium which is Radio Uganda, findings found out that it is constrained by many factors and due to its primary function of informing, educating and entertaining the public, the researcher recommends the following for a change.

From the on set that is during colonial time, Uganda Broadcasting Corporation Radio was established to promote and also help the colonialists in their activities. It is therefore recommended that the government considers seriously the need to establish flexible administrative and management structures of the station. In order to improve on its management and operational efficiency for example the proposed Uganda Broadcasting Agency should be quickly implemented to save the situation.

It is noted that poor funding is a major constraint to efficient performance of Uganda Broadcasting Corporation Radio and this affects all operation. It is therefore recommended that government takes keen interest in broadcasting and allocate adequate funds to Uganda Broadcasting Corporation Radio to enable it operate efficiently. Advertising body should also be contacted and given airtime in order for the station to earn enough money.

It is quite apparent that despite laudable efforts. Uganda Broadcasting Corporation Radio has not yet succeeded in devising programs suitable to the listeners in interests and news. The reason is related to inadequate information about listener's needs and interests and also understanding of their conditions of life. Therefore recommend that Uganda Broadcasting Corporation Radio should formulate programs policies which take into consideration the basic culture and social – economic needs of the listeners and this can be well done through regular audience research survey with minimum cost to the station.

The effective organization and management of Uganda Broadcasting Corporation Radio requires skilled man power and all levels and with interest in what they are doing. It is encouraging to note that Uganda Broadcasting Corporation Radio is engaged in the development of communication training but I recommend that in addition to the efforts being made serious consideration should also be given to the trainers, training syllabus and broadcasting training material more suited to the training need in order to avoid wrong training.

Much as Uganda Broadcasting Corporation Radio is affected by the problem of equipment, and depends mainly on donations, it is important for the station to take caution when selecting equipment for the operation needs and also take specific steps to acquire the knowledge of how to carry out modification of the donated or in case imported equipment and adopt it to the local conditions

I also recommend that during the quarterly meetings of heads of programs and producers should be critically analyzed as I have noted that at times producers do not value the kind of information they produce on air.

The researcher also recommends for a change of time allocated to certain programs especially blue and red channel. A program like "Agafayo" should be aired at 8: 00 pm after the Luganda bullet as it is for new hour on red and green channel seen after the English bulleting at 8: 00pm.

On the issue of language Uganda Broadcasting Corporation Radio should know that it is a national Radio which basically serves illiterates and village people, so broadcasting many essential programs in English, paradoxically shows how it does not care about the public and its needs. Local; languages should be greatly promoted in all channels.

APPENDIX

— REFERENCE/ INTERVIEWS

— BIBLIOGRAPHY

— QUESTIONNAIRE

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QUESTIONNAIRE

Dear Sir or Madam;

You have kindly required to fill the questions below to help miss Ndegwa Mary Wachuka who is doing research project on "CONSTRAINTS TO EFFICIENT PERMANENCE OF BROADCASTING IN UGANDA" CASE STUDY UGANDA BROADCASTING CORPORATION RADIO, to complete her bachelor degree of mass communication as a final requirement to the complete of her course at Kampala International University. The information or finding of this research will be treated confidently and are restricted for academic purposes only. Thanks for your co-operation in advance. Below are the questions.

The questionnaire is to be distributed to the staff, Top management, Journalist from other stations media practitioners and listeners.

1. Names.....
2. Sex: male ☐ Female ☐
3. Age 15-20 20-30 35-45
4. Occupation (specify if you work at Uganda Broadcasting Corporation Radio)
.....
5. Nationality: Ugandan..... Non-Ugandan.....
6. Do you listen to Uganda Broadcasting Corporation Radio, If no why?
.....
.....
7. What kind of programs interest you and why?
.....
.....
8. What is your rank at Uganda Broadcasting Corporation Radio, Specify?
.....

9. What kind of programs do you do at Uganda Broadcasting Corporation Radio?
.....
.....
10. Do you assess the listener ship of your programme(s) on individual basis?
.....
.....
11. If so does the result help you to improve on your programmes at Radio Uganda?
.....
.....
12. What contributes to poor production of programmes at Uganda Broadcasting Corporation Radio?
.....
.....
13. What recommendation do you make for a change in programmes say, production? And time they are aired?
.....
.....
14. What constraints does the station face that effect its efficient performance please list from the major constraints.
.....
.....
15. What is the way forward to ensure a better performance of Uganda Broadcasting Corporation Radio?
.....
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