



# MESSAGE FROM PARTNER KAS MEDIA AFRICA

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

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

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

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



# Media, Revolution and the MEDIA REVOLUTION



Dr Donald Kaberuka, President of AfDB (left) talks to the Tunisian Prime Minister, Beji Caid el Sebsi.



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



## AMLF 2011 CO-CHAIRS



**Ramanou Kouferidji**  
President, Director General,  
Imanle Africa Television,  
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**Dele Olojede**  
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**Kiprono Kitony**  
Chairman of Radio Africa  
Group and Vice Chairman  
of the Media Owners  
Association, Kenya



# Media, Revolution and the MEDIA REVOLUTION

## Tunisian Prime Minister opens AMLF 2011

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

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

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

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

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

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

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

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



Tunisian Prime Minister  
Beji Caid El Sebsi  
November 2011

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

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

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

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

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

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

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

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

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

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

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

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

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

Dr Frannie Léautier  
Executive Secretary of the  
African Capacity Building Foundation



# TUNIS DECLARATION

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

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

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

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

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

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



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

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

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

We therefore:

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

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

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

## TUNIS DECLARATION CONTINUED

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

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

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

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

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



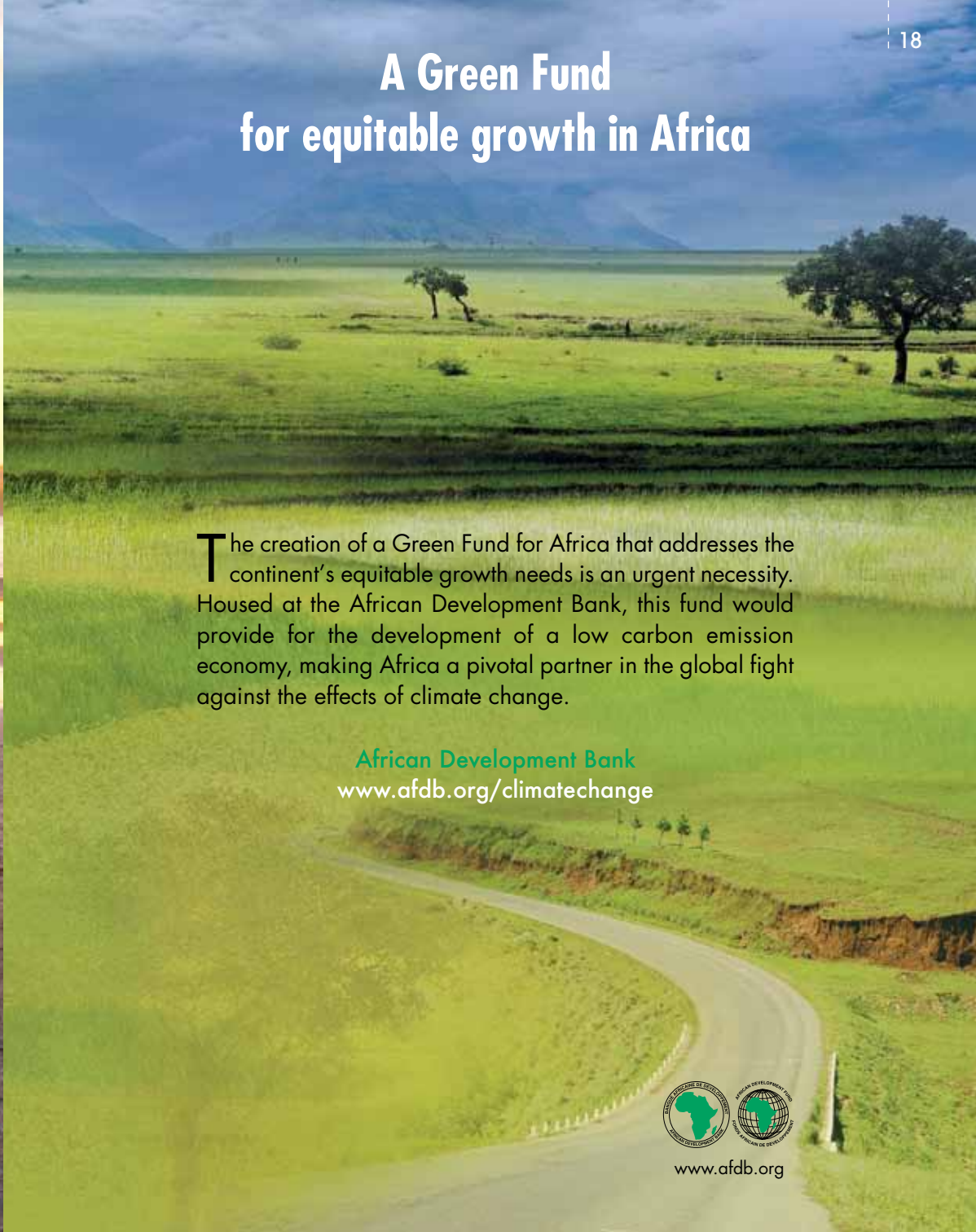
## A Green Fund for equitable growth in Africa

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

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



[www.afdb.org](http://www.afdb.org)



# Legacy media: Quo vadis? Turning threats into opportunities



Trevor Ncube

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

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

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

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

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

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



Emna Ben Jemaa

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

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

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

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

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

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

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

Yusuf informed the Forum that the Daily

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

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

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

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

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



Kamel Labidi



Kabiru Yusuf



Said Laswad

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



Omar Belhouche

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

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

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

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

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

### QUOTES OF NOTE

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

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

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



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

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

### Welcome to the new order!

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

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

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

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

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

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

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

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

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



Gavin Rooke



Rick de Kock



Graeme Pitt



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### QUOTES OF NOTE

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

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

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

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

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

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

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

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

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



Salwa Smaoui

