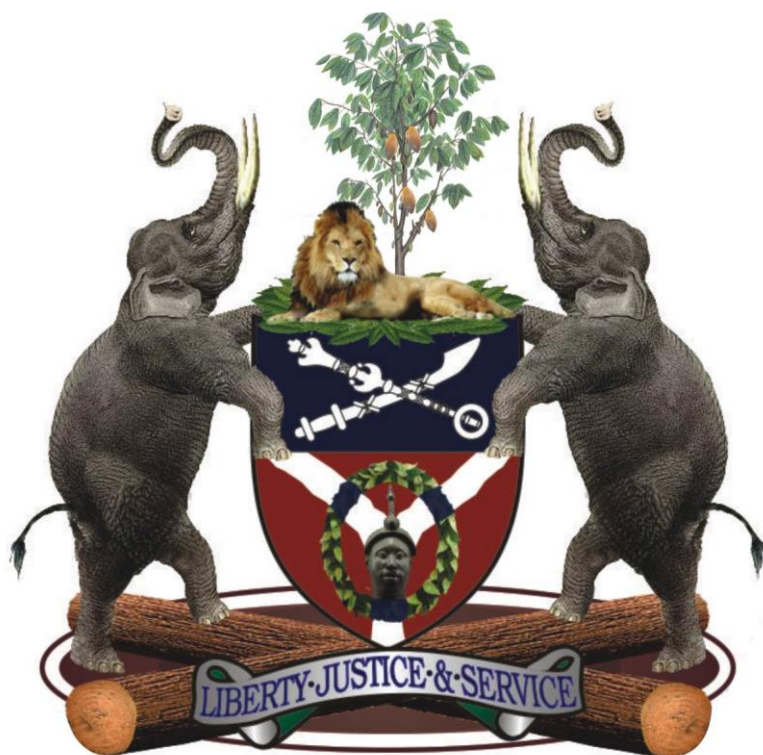


INFORMATION, COMMUNICATION & MEDIA SECTOR

2021 – 2023 MEDIUM-TERM SECTOR STRATEGY (MTSS)



STATE OF OSUN

SEPTEMBER, 2020

FOREWORD

I consider it a great privilege and honour to be called upon to write a foreword to this all - important document: Medium Term Sector Strategy (MTSS) which in turn will form an integral part of the proposed State Development Plan (SDP 2018 – 2028). I take this responsibility very seriously.

This document is a further attestation of the statesmanship of the present indefatigable Governor of the State of Osun, Mr Adegboyega Oyetola. This is futuristic plan for the State of Osun from a Visionary leader, the well-being of the state and people.

Mention must all be made of the vision of the Honourable Commissioner for Economic Planning and Budget, for the navigation and doggedness displayed in the preparation of this document.

This MTSS document, on Information, Communication and Media as put together by technocrats drawn from the two key state government Agencies in the Sector, namely, the Ministry of Information and Civic Orientation and the Osun State Broadcasting Corporation conglomerate, encapsulates a comprehensive policy, projects and programmes in that sector. It is to serve as a roadmap to be used to navigate the Information, Communication and Media Sector in the State of Osun.

It needs be said that *“whosoever does not know where he is coming from and could not understand where he is presently cannot purposefully identify and plan for the future”*. In the same vein, *“whoever fails to plan has invariably plan to fail from the outset”*. It is with this backdrop in mind that the contents of this document were prepared as a strategy to serve as a road map in the operation of the Sector in view for the next three years.

It is in this light, that I wish to humbly commend this document to the practitioners of the pen profession and other relevant stakeholders for their use in this modern day of digitization, emergence and dominance of the Social Media World, *Ministry of Information and Civic Orientation*.

‘Funke Egbemode

***Honourable Commissioner for Information and Civic Orientation
State of Osun***

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This Medium-Term Sector Strategy document on Information, Communication and Media Sector cannot be completed without acknowledging the contributions of some individual Agencies and organizations that have immensely assisted the group in the course of the preparation of the document. First is the Commissioner for Information and Civic Orientation the Coordinating Director Ministry of Information and Civic Orientation and, the Osun State Broadcasting Corporation (OSBC) Director General.

Deserving mention are Directors from Ministry of Information and Civic Orientation as well as and Osun State Broadcasting Corporation whose commitment resulted in the success of this document.

The contributions of the Nigerian Union of Journalists, Osun State Council, as represented by the Chairman, and the Secretary, acknowledged.

The above Mentioned contributed immensely in ensuring the success of this MTSS document.

Thank you all.

Coordinating Director,
Ministry of Information & Civic Orientation
State of Osun,

Table of Acronyms

Acronym	Definition
BCC	Budget Call Circular
BON	Broadcasting Corporation of Nigeria
MTSS	Medium Term Sector Strategy
MIS	Ministry of Information & Civic Orientation
MoEPB	Ministry of Economic Planning and Budget
NBC	National Broadcasting Corporation
NDTV	New Dawn Television
NUJ	Nigeria Union of Journalist
NEPAD	New Partnership for African Development
OSBC	Osun State Broadcasting Corporation
RRS	Reality Radio-vision Services
SPT	State Planning Team
RRS	Reality Radio Vision Service
SDGs	Sustainable Development Goals
SDP	State Development Plan
SEEDS	State Economic Empowerment Development Strategy
RATTAWU	Radio, Television & Theatre Workers Union

Executive Summary

In order to respond to international best practices in governance, technocrats in the State of Osun having been motivated by the giant strides of the current administration in infrastructure development across all sectors of the economy and the all-encompassing initiative of the Ministry of Economic Planning and Budget under the able leadership of the distinguished scholar and Honourable Commissioner in the Ministry, Prof. Olalekan Yinusa, members of this sector were facilitated to prepare a three- year sector plan for 2021 – 2023, which will serve as a roadmap for consolidating the already attained heights in the more than two decades old State.

This document was prepared by selected public-sector technocrats with diverse professional background, that include Administration, Journalism, Marketing, Engineering, and Accountancy in the two Ministry and Agency which made up the Media, Information and Communication Sector. The top hierarchy in the two major Ministries, i.e., MI&CO and OSBC participated fully in the preparation of the document.

Four major programmes and multiple outcomes are highlighted by the sector to be pursued on medium term basis between 2021 and 2023. These include Broadcast System Digitization, which is expected to bring about improved programme content. Others include E-marketing strategies aimed at enhancing patronage through social media adverts etc. The need to invest in human capital development was also considered paramount because of the need to improve technical expertise and reduce man-hour wastage. Mass social mobilization is another integral part of the programmes aimed at boosting awareness by members of the public about government policies, programmes and activities.

The key strategy for an organization often revolves around objectives such as increasing the revenue base, customer satisfaction, cost savings and innovations into programme presentation styles and production. The awareness that government Agencies should generate more revenue therefore forms the bedrock upon which the strategy for the Information and Communication Sector was developed. The document also proposed a review of the Business Model that the Sector currently operates, which is State subsidized, Delimited Model to a Commercial, Diversified Multimedia Model. This calls for understanding business model development and transition management process in a harmonized manner. However, the Sector, through the Osun State Broadcasting

Corporation, is already putting into operation a number of ventures aside the conventional broadcast ventures. Such include the establishment of the OSBC Model School and recreational facilities at the OSBC Gardens etc. A department named OSBC Global Ventures has been dedicated to handle extra broadcast ventures.

In addition, in the spirit of revenue generation objective, the Ministry of Information and Civic Orientation is hoping that the Government Printing Press and the Conference Hall shall be resuscitated to boost its revenue generation drive.

The total costs estimated for the programmes for each of the years in the MTSS, i.e., 2021 to 2023 are N685,571,264.98, N178,248,673.03 and N405,753,450.29 for 2021, 2022 and 2023 respectively.

Teams of relevant officers shall embark on the Monitoring and Evaluation of projects within the ambit of their professional competence. A Sector Performance Review (SPR) will be carried out after one year of implementation of this MTSS to assess the extent of the achievement of the stipulated performance targets.

Some of the critical success factors for the implementation of the MTSS include strict adherence to the document by succeeding administration, prompt and timely release of fund etc.

The State of Osun Ministry of Economic Planning and Budget has streamlined budget ceilings for all sectors, for even distribution of resources. The Ministry has equally put in place strategies to ensure Monitoring and Evaluation at each stage of implementing the three-year programme.

It is believed that the document is to set out the projects and programmes expected to be carried out in the sector as a way of achieving success rather than the usual yearly budget exercise.

Chapter One: Introduction

1.1 Objectives of the MTSS Document

The Medium-Term Sector Strategy (MTSS) of the Information, Communication and Media Sector is essentially targeted at formulating a three-year strategy, linking feasible policy, planning and budgets to mobilise, inform and educate the populace about the policies, programmes and activities of the government through organs of mass media*.

The document sets out the projects and programmes expected to be carried out in the sector, including the cost and prioritization.

1.2 Summary of the Process used for the MTSS Development

The MTSS for the sector was developed based on bottom-up, participatory approach. The Information, Communication and Media Sector Plan Team members were divided into sub-groups to provide inputs to develop the MTSS document. This allows for the engagement of every member of the sector, while the views of such relevant stakeholders as NUJ, RATTAWU & NBC were sought, through which such documents as Union contributions (having provision for professionalism) and NBC code (for broadcasting ethics) were obtained for consideration. For instance, the NBC Code essentially provides for the ethics guiding operations in the Information, Communication and Media Sector. It stipulates how professionalism, objectivity, creativity etc. can be ensured. It also states the limitations on revenue generation; specifically, what forms of enterprises should be featured on media organs. The document is however, currently being reviewed to accommodate issues of digitization, which incidentally is the topmost focus in programmes the sector plans to use in attaining the objectives of the sector.

In the same vein, the SDGs (Sustainable Development Goals) is a document containing 17 goals which though, is not directly related with the Sector, but requires the Sector as a platform to communicate to the members of the public. This with the objective to sensitize citizens to the essence and principles of the goals with result that they are able to comply with them.

Furthermore, 2019 and 2020 approved budgets of OSBC and Ministry of Information and Civic Orientation guided the planning for Personnel overhead and capital expenditures input while overhead figures for 2019 and 2020 (January-October) releases were obtained from relevant annual and monthly reports of the sector.

To situate the sector's objectives within the state goals, State Development Plan (SDP), the State Economic Empowerment and Development Strategy (SEEDS), the Six Integral Action Plans of the administration and the five goals agreed upon at the Iloko Workshop on MTSS provided useful data

It is pertinent to state that the nature of the official duties of the SPT members did not allow for full engagement in the assignment, thereby making timely conclusion of the assignment difficult. Most members were even continuing state assignments with the MTSS assignment. The sector therefore appeals that circulars be issued to mandate full release of SPT members in future.

1.3 Summary of the sector's Programmes, Outcomes and Related Expenditures

Table 1: Programmes, Expected Outcomes and Proposed Expenditures

Programme	Expected Outcome	Proposed Expenditure		
		2021	2022	2023
1.1. Broadcasting Reforms	Improved quality programme content	569,308,334	207,368,660	50,000,000
1.2 Mass Social Mobilisation	Enhanced public awareness	231,965,000	59,520,000	46,466,000
Total Cost		801,273,334	266,888,660	96,466,000
Indicative Budget Ceiling		155,830,830	132,832,839	184,794,256
Indicative Budget Ceiling – Total Cost		-645,442,504	-134,055,821	88,328,256

1.4 Outline of the Structure of the Document

This MTSS report is in five chapters. The contents of each chapter are briefly described as follows:

Chapter One: This Chapter summarizes the key objectives of the MTSS document; the process used for the development of the MTSS; and the sector's programmes, expected outcomes and related expenditures. The chapter ends with an outline of the structure of the MTSS document.

Chapter Two: Attention on this Chapter focused on the Sector and the State's policy. It begins with a brief introduction to the State which is followed by an overview of the Sector's institutional structure. The current situation in the Sector is highlighted while the Sector policy is enunciated. The Sector's Mission, Vision and Core Values are stated. The Chapter closes with a statement of the Sector's objectives and programmes for the MTSS period.

Chapter 3: The Chapter is about "The Development of Sector Strategy". Major challenges confronting the Sector are outlined and resource constraints highlighted. This is followed by prioritization of projects and the presentation of both the existing and projected

personnel and overhead costs. A description of likely activities of partners in the Sector is given while cross-cutting issues were addressed. Next is the outline of the main strategies and core activities of the Sector's MTSS. The justification for the strategies chosen are described while the organizational responsibilities for implementing the strategic plan are stated

Chapter 4: Three-year expenditure projections are given in this chapter. The process of making the projections are elucidated.

Chapter 5: Monitoring and Evaluation constitute the focus of this concluding chapter of the MTSS document. The conduct of the annual sector performance review and organizational arrangements for monitoring, data collection and analysis as well as the mode of reporting the results and the use of same are articulated to conclude the document.

Chapter Two: The Sector and Policy in the State

2.1 A Brief Introduction to the State

The State of Osun, created as Osun State on August 27, 1991 by the General Ibrahim Babangida regime is located in the South Western part of Nigeria, with total area of approximately 14,875 Square Kilometers. It lies between Longitude 0400E and Latitude 05558 and bordered by Ogun, Kwara, Oyo and Ondo States in the South, North, West and East respectively. The people are predominately the Ifes, Ijeshas, Igbominas, Oyo, Osun and Ibolos stock.

The Information, Communication and Media Sector of the State consists of a number of Media organizations, both electronic and print including Radio and Television Stations, either owned privately or by the two tiers of Government. As at the time of putting this document together, the following electronic media stations are found in the State:

1. The State Government owned:
Osun State Broadcasting Corporation with Six Channels spread across the 3 Senatorial Districts namely:
 - a. 89.5 FM Orisun at Ile – Ife,
 - b. RRS Radio and TV Services, Iwo
 - c. 104.5 FM Radio, Oke Baale, Osogbo
 - d. Channel 32 UHF TV, Oke Baale, Osogbo
 - e. Channel 22 UHF TV, New Dawn, Ibokun
2. Federal Government owned:
 - a. NTA Oke Pupa, Osogbo
 - b. FRCN Gold FM 95.5 at Ilesha, both Federal owned
3. Private Sector owned:
 - a. AIT TV , Oke Pupa, Abere – TV station
 - b. Ray Power FM, Oke Pupa, Abere – Radio station
 - c. Unique FM 103.1, Ilesha – Radio station
 - d. Freedom TV at Ilesha – TV station
 - e. RAVE FM 91.7, Osogbo – Radio station
 - f. Crown FM 101.1, Ile-Ife – Radio station
 - g. Oodua FM 99.1, Ife. – Radio station

Furthermore, the State Ministry of Information and Civic Orientation is an organ of Government in the area of Information dissemination. Its responsibility is to promote the image of the Government, the members of the public with developmental activities of the Government through public enlightenment programmes and then feed the Government back on the response of the public towards its activities.

There is also the Osun Defender News Paper, published by Moremi Publishers, Osogbo.

These numbers of electronic and print media indicate a copious and diverse platform through which the State Government is able to mobilize, inform and educate the populace about the policies, programmes and activities of the government through organs of mass

media. The Sector can be a game-changer depending on how it is strategically placed to perform its statutory roles.

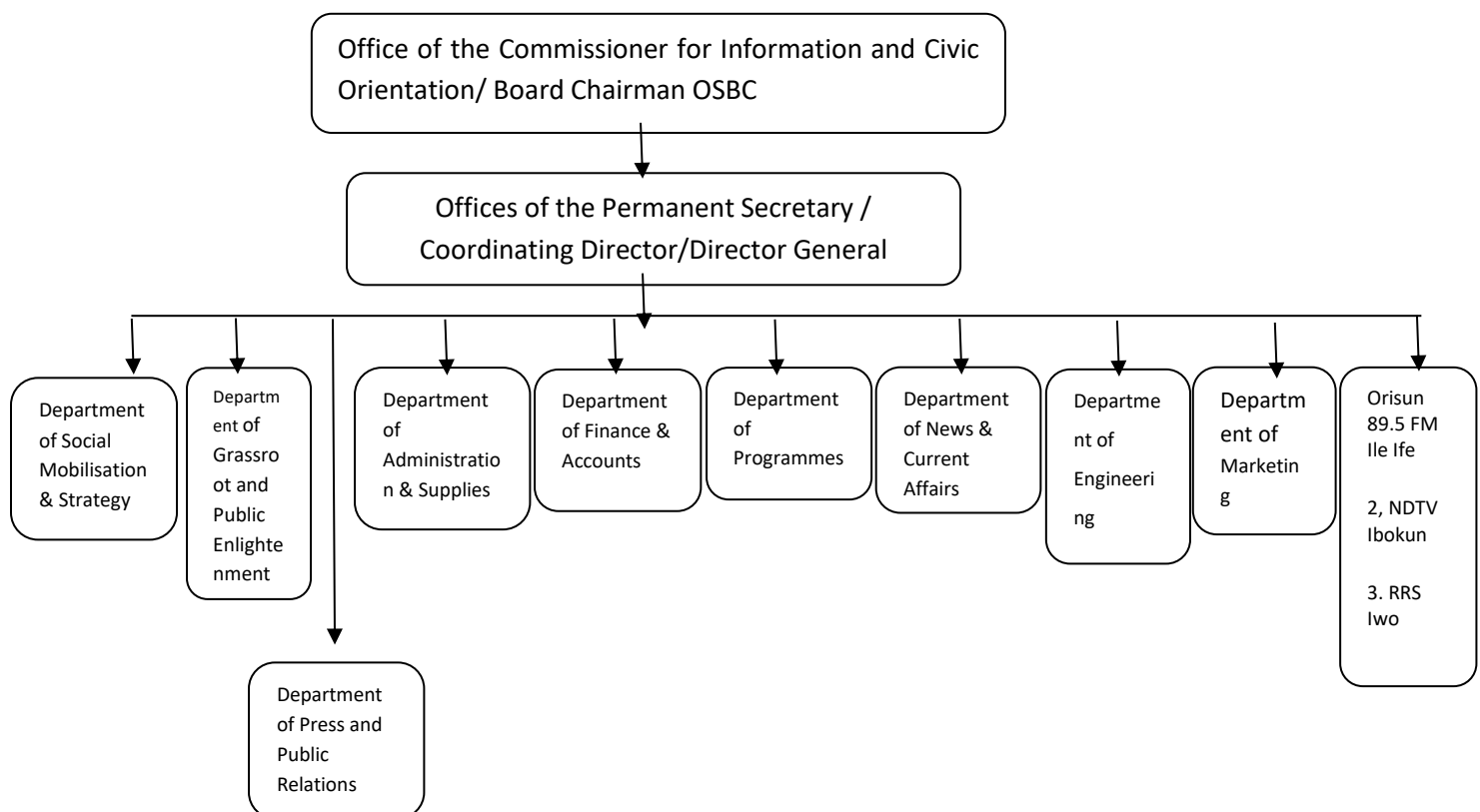
2.2 Overview of the Sector's Institutional Structure

Osun State Broadcasting Corporation (OSBC):- The Board is the highest level for policy making in the Corporation. It is headed by the Chairman with two members. The Administrative head is the Director General and assisted by six directors. Regarding adequacy, there is active interrelationship with adequate symbiotic relationship among the various organs of the sector which show effective and optimization of resources for the attainment of corporate goals.

For the Ministry Information and Civic Orientation, it is headed by the Commissioner followed by the PS/CD and five directorates who are working together to achieve the organization's objective.

Generally, the Sector's organization structure is illustrated in Figure 1 as follows:

Figure 1: Sector Organizational Structure



The Sector is made up of one Agency and a Ministry (OSBC & MI&CO respectively) The OSBC is a conglomerate of three stations, namely, Orisun 89.5 FM, Ile Ife, NDTV, Ibokun and Reality Radiovision Service, Iwo. The three disused transmitting stations in Iree, Osu and Iwo AM Station Ori Eeru, iwo were inherited as a result of creation of Osun State in 1991. The transmitting stations have become moribund due to obsolete and outdated equipment.

The Sector has one Commissioner in the Ministry of Information and Civic Orientation as the political heads and Permanent Secretaries as the Accounting Officers while the Corporation has Boards which are composed of politicians with Board Chairman as the head. The Accounting Officer in the Corporation is the Director General.

In terms of quality, competence and professional qualifications, the staffing of the sector is inadequate as, there are gaps in the numerical strength of the staff which need to be filled. Regular staff capacity enhancement is also required for sustainable, efficient, effective and prompt service delivery.

2.3 The Current Situation in the Sector

The Information, Communication and Media sector plays a major role in informing, educating and entertaining the teeming audience through news and programme infomercial. In addition, the sector engages in the production of documentaries, publications and quality jingles for transmission on Radio and TV channels, distribution at market/parks rallies, etc., to sensitize the public on government activities. Details of how the services are discharged are contained in the attached programme schedule marked Annex I.

The sector has the sole responsibility of disseminating, among others, government policies and programmes as related to the Agenda of the executive in power for the benefit of the citizens of the State. In the same vein, feedbacks, in form of people's opinions concerning government policies and programmes are communicated to the government as a guide to determine people oriented programmes and to showcase achievements and areas which need remedies. Apart from generating revenue from sale of airtime, the sector equally generates revenue from non-broadcast ventures such as Rentage of Hall, operation of School (OSBC Model School and the proposed Media Institute in NDTV, Ibokun). Others include the operation of OSBC Gardens as an Events Centre.

However, the sector has been constrained as a result of inadequate funds for mobilization and procurement of necessary modern working tools which has been a major hindrance to efficient working of the two MDAs. For instance, there is the need to replace analogue broadcast equipment which has been in use since 2004 to digital mode. Most of the parts of these analogue equipment is no more in existence in the market. As a result of this, the State Government of Osun recently constituted a revitalization committee to look into the situation, analyse it and proffer necessary solutions. The Committee has since submitted its report to the Government for necessary action.

2.4 Sector Policy

Goals 16 and 17 of the Sustainable Development Goal (SDG) are in line with the main policy thrust of the Information, Communication and Media sector. Goal 16 of the SDG emphasizes promotion of peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institution at all levels. All these can be achieved through effective mass social mobilization programmes.

Goal 17 equally stresses the need to strengthen the means of implementation and revitalize the global partnership for sustainable development. Global partnership for sustainable development can be achieved through technological advancement in information communication technology which is peculiar to the roles of the Information, Communication and Media Sector. The Sector is to adopt various strategies of mass social mobilization and other public relations means in producing and broadcasting informative, educative and entertaining programmes to reach out to the populace on government policies and ensure adequate feedback. When members of the public are well informed, feedback from them will be adequate to inform policy decisions.

In fact, all the seventeen goals under SDG cannot be actualized without the active involvement of the Information, Communication and Media Sector.

The SDP document highlighted Revenue generation through various means of mass social mobilization such as printing job, rentage of Public Address Equipment (PAE), photo film and graphics section, adverts, social diaries, news events promo, Hall rentage, live coverage and transmission.

The Economic Recovery and Growth Plan (ERGP) points out the need to create more business –friendly economy to improve Internally Generated Revenue of the State.

Conduct in the sector are being regulated by professional bodies and coded documents such as NBC CODES and BON guidelines as well as veterans in and outside the service. Others include Annual Budgets of the two major MDAs in the Sector, State Economic Empowerment and Development Strategy (SEEDS), amongst others

2.5 Statement of the Sector's Mission, Vision and Core Values

The Mission of this Sector is:

To create awareness on government policies, educate and entertain the public and ensure adequate feedback through innovative information and communication technology as well as ingenious workforce with the consciousness of the need to generate revenue

The Vision is: To be the mouth piece of the State to the region and the outside world

Core values: To be professionally inclined, objective, creative and credible in information dissemination

Operational Definition of Core Values

- Professionalism-The skill, competence and quality involved in carrying out responsibilities as media practitioners e.g. building trust in the Government the implication of which is to maintain ethics of the profession
- Objectivity implies being unbiased in the reportage of issues. A good example is building integrity so as to Maintain Discipline
- Creativity refers to Turning new and imaginative ideas into programme production to re-orientate citizenry to imbibe virtuous attitude as reflected in generating uncommon programme ideas through ingenious staff
- Credibility can be defined as the quality and power to inspire belief, trust and dependability through adherence to ethics of the profession

2.6 The Sector's Objectives and Programmes for the MTSS Period

The Sector's objectives are to:

- To produce and broadcast **informative, educative and entertaining** programmes through enhanced technology;

Table 2: Summary of State Level Goals, Sector Level Objectives, Programmes and Outcomes

State Level Goal	Sector Level Objective	Programme	Outcome
To achieve World class infrastructure system that attracts investors, facilitate, economic growth and support the State priority needs	To produce and broadcast Informative, Educative and Entertaining programme through enhanced technology	Broadcasting Reforms	Improved Quality Programme Content
		Osun Mass Social Mobilisation	Enhanced Public Awareness

Table 3: Objectives, Programmes and Outcome Deliverables

State Level Goal	Sector Level Objective	Programme	Outcome	KPI	Baseline (e.g. Value of the Outcome in 2020)	Target		
						2021	2022	2023
To achieve World class infrastructure system that attracts investors, facilitate, economic growth and support the State priority needs	To produce and broadcast Informative, Educative and Entertaining programme through enhanced technology	Broadcasting Reforms	Improved quality of programme content	Percentage of IGR	50%	60%	70%	80%
		Mass Social Mobilization	Enhanced Public Awareness	Frequency of sensitization Programme per week	1	3	4	7

Chapter Three: The Development of Sector Strategy

3.1 Outline of Major Strategic Challenges

The key challenges facing the sector are in two categories: high staff turnover rate and lack of working tools . Both trained and professionals at the top echelon of the two MDAs which formed the sector are being depleted through staff turnover. In the same vein, the death or lack of working tools to meet modern-day challenges in information dissemination and management.

3.2 Resource Constraints

Tables 4 and 5 show in clear terms the historical budget data of this sector. Table 4 shows the summary of budget data for 2019 while Table 5 shows that for 2020. Budgeted funds for both years were sparingly released. Only 66.3 %,77.7% and 4.2% of the budgeted amounts for personnel, overhead and capital expenditure for 2019 were released respectively. A result of the 33.7%, release of the approved personnel budget was non-payment of salaries for some months; which was detrimental to the morale of the staff.

For the first and second quarter of 2020 the levels of releases were 40%, 87.5% and 0% of the approved budgets for personnel, overhead and capital expenditures respectively. For the successful implementation of the three-year MTSS initiative fund release has to be consistent.

Table 4: Summary of 2019 Budget Data

Item	Approved Budget (N) in 2019	Amount Released (N) in 2019	Actual Expenditure (N) in 2019	Amount Released as % of Approved	Actual Expenditure as % of Releases
Personnel	320,575,311.00	129,117,859.91	129,117,859.91	40	100
Overhead	118,019,790.00	103,231,615.00	101,731,615.75	87.5	98.5
Capital	349,560,210.00	0	0	0	0
Total	788,155,311.00	232,349,474.91	229,749,475.66	29.3	29.2

Table 5: Summary of 2020 Budget Data

Item	Approved Budget (N) in 2020	Amount Released (N) in 2020 (Up to June)	Actual Expenditure (N) in2020	Amount Released as % of Approved	Actual Expenditure as % of Releases
Personnel	290,336,441.00	128,017,859.85	128,017,859.85	44.1	100
Overhead	120,284,600.00	100,077,615.75	97,827,615.75	83.2	97.8
Capital	203,570,210.00	57,148,323.00	18,290,000.00	28.1	32
Total	614,191,251.00	285,243,798.60	244,135,475.60	46.4	85.6

3.3 Projects Prioritization

Projects prioritization process was done amongst all stakeholders, namely the Ministry of Information and Civic orientation and the OSBC conglomerate, in the Sector. A participatory approach was adopted to arrive at the prioritized projects as indicated in Table 6. As will be seen from the table, Digitization of television and radio stations are of topmost priority. This is closely followed by issues related to electricity provision for smooth and sustainable operations in the Sector The prioritization process took into cognizance the constraints from resource availability orchestrated by current economic realities.

3.3.1 Benefits of Digital Broadcasting (Balarabe, 2013)¹

Digital broadcasting carries many benefits over the analogue system. Digitization presents broadcasters and broadcasting with vast opportunities to do so many interesting and valuable things they have always wanted to do but constrained by technological, financial and other resources. Among the dividends of broadcasting digitization are:

1. Efficient use of available spectrum which will allow more channels to be carried across fewer airwaves, thus bringing more choice to the viewer. Digitization permits the broadcasting of four to six more television channels from only one in the current analogue system. This means that a substantial part of the broadcast spectrum will be freed up for other uses.
2. Higher quality audio (sound) and video (images), including the possible deployment of High Definition Television (HDTV).

¹ Balarabe, S. (2013) Digitization of Television Broadcasting in Nigeria Review. International Journal of Information and Communication Engineering Vol:7, No:10, 2013

3. Digital television signals can carry extra information such as electronic program guides that can provide additional program and schedule information.
4. Interactive programming.. (two-way data exchanges).
5. Mobile reception of video, internet and multimedia data.

Table 6: Summary of Projects Review and Prioritization (Ongoing, Existing & New Projects)

S/N	Project Name	Budgeted Expenditure in 2019	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5	Criterion 6	Criterion 7	Criterion 8	Total Score	Rank (Sorted in a descending Order)
1	Installation of dedicated Power line for 104.5FM Radio and Channel 32 UHF TV, Ile Awiye, Osogbo	0	1	3	3	3	2				19	1
2	Upgrading of Government Printing Press, Ministry of Information & Strategy Government Secretariat Osogbo	0	2	3	2	1	1	3	3	3	18	2
3	Digitization of Ch32UHF TV	0	2	2	3	2	1	3	2	3	18	2
4	Purchase of New Ch 32UHF Television Transmitters	0	2	3	3	3	1	1	2	3	18	2
5	Purchase of 120kVA UPS and 150kVA AVR for Television Transmitter	0	2	3	3	3	1	1	2	3	18	2
6	Purchase of New 104.5FM Radio Transmitters		2	3	3	2	1	1	2	3	17	6
7	Upgrading of Sound Studio, Film, Photo & Graphic		2	3	2	2	1	3	1	1	15	7

	Arts Units, Ministry of Information & Strategy, Govt Secretariat, Osogbo											
8	Provision of Newsroom equipment		1	1	2	2	1	3	1	3	14	8
9	Provision of Vehicle and Pubic Address Equipment		2	1	1	2	1	3	1	1	12	9
10	Website development and Hosting		1	1	1	1	1	3	1	3	12	9
11	Purchase of Orisun FM Studio Equipment		1	1	2	1	1	1	1	3	11	11
12	Purchase Operational Vehicles		1	1	1	1	1	1	2	1	9	12

Based on the budget ceiling for capital development, the highlighted items in Table 6 are to be the focus of funding for this MTSS. Others could be funded should there be extra-budgetary source of funds. It should however be noted, that all other items listed complement each other in making the sector function effectively, and as such could be rolled over to a next medium-term budgetary allocation.

3.3.2 Description of Types of Business Models for Management of Digital Broadcast

Situating the Sector to enhance economic efficiency, it is important to review its business model. Before going further however, a definition of business model will be appropriate. For instance, Afuah (2003) sees the concept of business model as “...*the set of WHICH ACTIVITIES a firm performs, HOW it performs them, and WHEN it performs them...to create superior customer value (low-cost or differentiated products) and put itself in a position to appropriate the value.*”. Overstate et al (2011)² adopts the concept as “*generation, remuneration and sharing (GRS)*”. However, as in other economic sectors, broadcasting (particularly a television network) business model is continuously subjected to external forces. These include competitive, legal, regulatory, social, technologic and

²Verstraete, T., Jouison-Laffite, E., Kremer, F., Hlady, M., Boncler, J., Boucher, T., Bousquet, F., Dondi, J., Meiar, A., Papin, C. and Scipion, F., 2011. Action Research to assess the use of the Business Model as a concept for young business leaders in the construction sector. In *56th annual ICSB world conference*.

other changes, and shifts in consumer demands. In this context, one of the main tasks of media managers is to adjust or adapt their business models, allowing timely response, or even to anticipate external forces. Understanding the importance of Business Model (BM) will facilitate the tasks of media managers. A BM plays a vital role in the success of any enterprise, be it private or public, as it explains how that business will earn revenue. For entrepreneurs, a business model aids in acquiring investors and establishing partnerships. BMs enable the manager to create value out of new ideas.

With the activities in this Sector being driven essentially by technology, emergence of new wireless and digital technologies has transformed its value chain, globally. There is increased capacity to distribute contents to consumers and also to the development of electronic commerce – e-Commerce, eliminating certain intermediaries. Therefore, for the Sector's 21st Century challenges, it will have to identify basic business models' typologies, with the ultimate purpose of developing a management tool that will simplify the description of its relationships and transactions characteristic in the digital broadcasting business, with particular focus on television broadcast management. A cursory look at the Sector indicates that its current BM is that of State subsidized, Delimited Model³. Other models identified include: Commercial, Diversified Multimedia Model, and the Commercial, Specialized, Integrated Model. To operate the Sector strategy, it is imperative that the BM be moved from its current status of State subsidized, Delimited Model to a Commercial, Diversified Multimedia Model. This calls for understanding business model development and transition management process. Figure 1 is an indicative of a business model that can be adapted for operating the Sector for revenue generation purpose. The BM for the sector is proposed as a major revenue generation source through subscription to its various services. Partners could be drawn from players in the Infrastructure Sector as it concerns satellite installation and networks services. Sector players (MI&CO & OSBC Conglomerate) will share its revenue with proposed business partners).

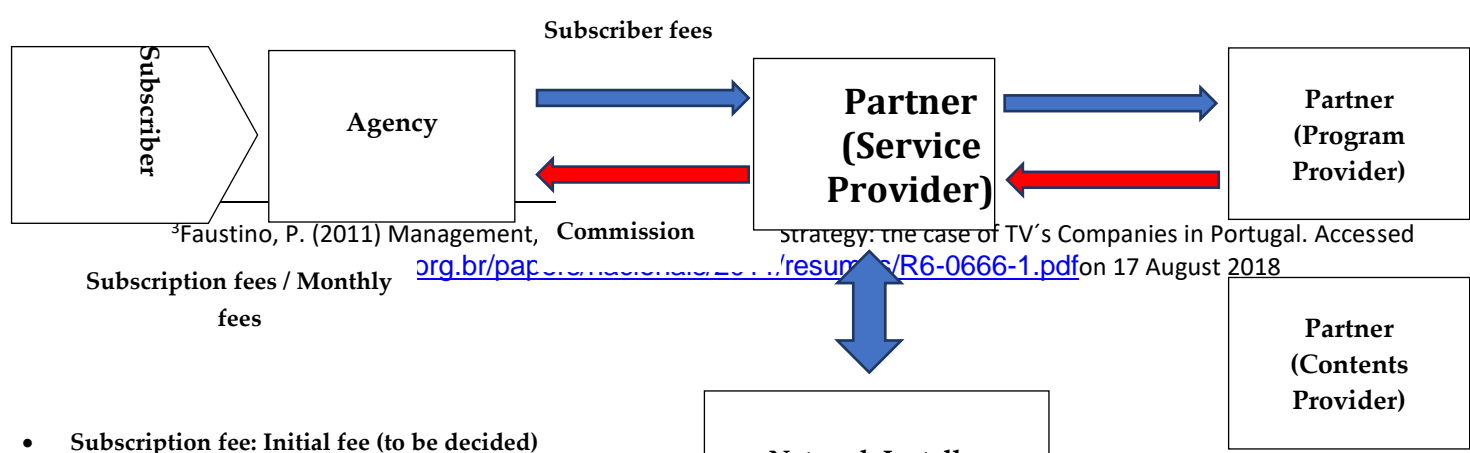


Figure 1: An example of a Business model that can be adopted for the Information, Communications and Media Sector in the State of Osun

3.4 Personnel and Overhead Costs: Existing and Projections

Budgeted Personnel and Overhead costs for 2018 as well as projected figures for each of the MTSS years of 2019-2021 are presented in Table 7. The steady rise in the projected figures is to accommodate increases in salaries and allowances of officers that will arise from their career preferment's as government has lifted embargo on establishment matters.

Table 7: Personnel and Overhead Costs: Existing and Projected

Expenditure Head	2020 (₦)		Projections (₦)		
	Approved	Actual (up to June)	2021	2022	2023
Personnel Cost	290,336,441.00	128,017,859.85	292,805,800.00	295,576,200.00	308,842,480.00
Overhead Cost	120,284,600.00	97,827,615.75	150,000,000.00.	168,000,000.00	179,000,000.00
Total Cost (₦)	410,621,041.00	225,845,475.60	442,805,800.00	463,576,200.00	487,842,480.00

3.5 Contributions from our Partners

There is urgency to meet the deadline set for migrating the electronic media of the State (Radio and Television channels) from the present terrestrial pedestal to digital platform. Aware that the Sector is a game changer in the areas of mobilizing, informing and educating the populace about the policies, programmes and activities of the government, it demands will need to be addressed. There is however shortfall in funding to achieve this role. It is in the bid for the Sector to complement government funding efforts in the area of revenue generation to meet its demands that it has extended invitation to national and multinational agencies to partner with it in achieving the onerous task of digitizing its operations. However, none of such partners has shown interest. In the MTSS we will be extending to some yet to be identified organizations to come and partner with our efforts. It is important to note that this may affect operational policies along the way.

Table 8: Grants and Donor Funding⁴

(Please make efforts to identify some potential partners)

Source / Description of Grant	Amount Expected (N'000)			Counterpart Funding Requirements (N'000)		
	2019	2020	2021	2019	2020	2021
UNICEF	N/A	4,580,792.00	N/A	N/A	N/A	N/A

3.6 Cross-Cutting Issues

Cross-cutting issues of importance in this Sector are those of gender balance as people living with various kinds of physical challenges are encouraged to produced and transmit programmes on all state-owned channels free of charge. It is believed that once the BM for the Sector transit to a more commercially oriented one, the cross-cutting issues will be adequately addressed. For example, the Infrastructure Sector is critically linked to the service delivery capacity of the Information, Communications and Media Sector. As an instance, electricity, roads and backbone network such as fibre optical cable installations needed to enable the Sector to operate efficiently and effectively are in the purview of the Infrastructure Sector.

Similar gestures are regularly being extended to women and less privileged in the society under the social welfare scheme of the State.

The Sector will also have to work with the Infrastructure Sector as regards issues of developing internet capability for the State.

3.7 Outline of Key Strategies

The main strategies and core activities of the Sector are presented in Table 9

⁴ The Sector Expert was unable to identify potential partners for the Sector due to the shortness of time of his engagement in the Strategy Development.

Table 9: Summary of projects' expenditures and output measures

Outcome	Project Title	Proposed Expenditure (N)			Output	Output KPI	Base Line (e.g. Output Value in 2019)	Output Target			MDA Responsible
		2021	2022	2023				2021	2022	2023	
Improved quality programme content	Digitization	83,935,421.98	117,796,024.04	166,706,379.04	OSBC digitalized	% of Digitalization	0%	50%	100%	100%	OSBC
	Installation of dedicated Power line for 104.5FM, Radio and Ch.32 UHF (TV) Ile Awiyé Osogbo	49,385,843	9,452,648.99	13,082,071.25	Construction of Dedicated Line	Frequency of power supply per day(Hours)	6 hours	12 hours	18 hours	24 hours	OSBC
	Purchase of 120kVA UPS and 150kVA AVR for Television Transmitter	528,750,000	5,500,000	5,500,000	UPS Backbone procured	Numbers of UPS Backbone procured	Nil	2	-	-	OSBC
	News Gathering Equipment	2,000,000	3,000,000	22,150,000.00	News Equipment Procured	% of News equipment procured	5%	50%	100%	-	MI&CO
	Website Upgrade for sustained Internet Access	10,000,000	5,500,000	5,500,000	Website upgraded for Sustainable Internet Access	% of completion	Nil	100%	100%	100%	OSBC
Enhanced patronage through social media adverts	Communication Link with outstation Networking	1,000,000	1,000,000	1,000,000	Communication link installed	% of coverage	0	50%	70%	100%	OSBC
	Procurement of state of the art Public Address System(PAS) Van and other operational vehicles	12,500,000	12,500,000.00	30,200,000.00	PAS Van Procured	Number of PAS Van Procured.	1	3	3	5	MI&CO

To improve the quality of information dissemination	Website Development and Hosting	1,000,000.00	1,000,000.00	1,000,000.00	Website Developed	% of Completion	nil	100%	-	-	MI&CO
	Upgrading of Sound Studio, Film, Photo and Graphic Art Unit	1,000,000	2,000,000	112,615,000.00	Studio and Graphic Art Unit Upgraded.	of completion	5%	50%	75%	100%	MI&CO
To improve Internally Generated Revenue	Upgrading of Government Printing Press	5,500,000.00	5,500,000	35,150,000.00	Government Printing Press upgraded	% of completion	5%	60%	75%	100%	MI&CO
To improve information dissemination and public enlightenment on Government policies and programme	Purchase of Operational Vehicles	15,000,000.00	15,000,000.00	35,000,000.00	Operational Vehicles Procured.	Number of Operational Vehicles Procured	nil	1	-	-	MI&CO
Total		685,571,264.98	178,248,673.03	405,753,450.29							

3.8 Justification

Projects in the MTSS were prioritized among competing needs due primarily to paucity of funds as dictated by economic laws of supply and demand within the three-year time frame. The prioritization also took cognizance of the capital expenditure ceiling provided by the MoEPBD. The agreed strategies are hinged on the prioritization criteria discussed in Section 3.3 above.

3.9 Responsibilities and Operational Plan

The two major constituent MDAs of this Sector have specific responsibilities for implementing the strategic plan as each of them has projects to handle as indicated in the last column of Table 9. Each of the MDAs has directorates that are appropriately staffed to effectively deliver on projects assigned to it. Each directorate is also sub-divided into divisions and units to implement specific aspects of projects for which their respective staff have competence to deliver. A comprehensive Operational Plan will be developed when this MTSS would have been translated into the 2021 budget and the budget would have been approved.

Chapter Four: Three Year Expenditure Projections

4.1 The process used to make Expenditure Projections

Some of the key rules of thumb and costing assumptions made in working out the proposed costs of the projects in this MTSS include past experience of expenditure and recent estimates. All costings adhered to two basic rules namely; using the minimum reasonable cost and extending the costing over the three-year time frame of the MTSS. Details of the costing are presented in Annex II

4.2 Outline Expenditure Projections

Tables 7 and 9 give summaries of recurrent and capital expenditures respectively.

Table 10: Proposed Expenditure Profile

Proposed Expenditure(N)					
Year	Total Expenditure Recurrent + Capital	Recurrent		Capital	
		Amount	% of Total Expenditur e	Amount	% of Total Expenditur e
2020	614,191,251.00	410,621,041.00	66.88	203,570,210.00	33.14
2021	870,709,250.00	442,805,800.00	50.86	427,903,450.00	49.14
2022	997,353,520.00	463,576,200.00	46.48	533,777,320.00	53.52

Table 10 presents the proposed total expenditure profile of the Sector for the period of 2020 to 2022. The table shows a higher Recurrent expenditure than the Capital expenditure for each of the three years being 33.14 %, 49.14 and 53.52 % for the respective years that this current MTSS covers. The recurrent expenditure also covers for provision of allowances of officers in the sector who would have their career advancement to translate to salary increase. In 2019, the allowances account for 87.5 % of the recurrent expenditure while they account for 66.88%,50.86% and 46.48% in each of years 2020,2021 and 2022.

Chapter Five: Monitoring and Evaluation

5.1 Conducting Annual Sector Review

The annual performance review will take the form of measuring the level of attainment of the annual set targets in this MTSS. The review will be carried out a month into the immediate succeeding year. The review process will start with the constitution of a monitoring team. This will be followed by the gathering of relevant data to be used in the performance review exercise. The data will thereafter be used to measure the extent of meeting the annual set targets. The results of the review will be used in making revisions to the MTSS in the succeeding year. The revision may be in terms of scaling up or down projects in view of the reality that emerges from the review exercise.

5.2 Organisational Arrangements

This Sector is bonded together by homogenous professionals, making it easy to conduct Monitoring and Evaluation. Monitoring of projects will be by teams made up of relevant officers who will be assigned to monitor projects within the spheres of their professional competence. Responsibilities in this regard will be assigned as follows:

Type of project	M & E Team
Digitization of TV operations	OSBC Board and DG
Dedicated Power line project	OSBC Board and DG
Government Printing Press Upgrading	Commissioner, Permanent Secretary/Coordinating Director

Non-broadcast ventures: Table water production	OSBC Board and DG
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The Sector will link up with the Central Monitoring & Evaluation process. This will be done with each team of the Sector collecting and analyzing data to evaluate the performance of the MTSS. The results of the monitoring work will be reported in written form to the SPT, which in turn will be reported to the Central Coordinating point for planning review and further planning. The results will be used to review projects in line with the outcome of the monitoring exercise.

Table 11: To generate revenue through sale of airtime and promote other commercial activities;

Direct power supply				24 hours programme transmission			
Government Printing Press Upgrading				Income generation; enhances the security of Government document			
To generate revenue through sale of airtime and promote other commercial activities;	Government Printing Press Upgrading	Improved Income generation to Government coffers;	1.better service delivery 2.the security of document is guaranteed	30%	40%	65%	75%
	Non-broadcast ventures: Table water production	Improved Income generation	1.Standard water quality	Zero	30%	65%	75%

Annex I (Programme Schedule)

[illegible]