



**Consultancy Report for the International Development Research  
Centre (IDRC)**

**Presented to the Micro and Small Enterprise Policy Unit of the  
Ugandan Ministry of Planning and Economic Development**

**Commercial Broadcasting Information Services to MSEs**

***Final Report on the production and development of Radio programme.***

**January 2000**

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## 2.0. TABLE OF CONTENTS

<b>1.0 ACKNOWLEDGEMENTS .....</b>	<b>2</b>
<b>2.0. TABLE OF CONTENTS .....</b>	<b>3</b>
<b>3.0. LIST OF FIGURES .....</b>	<b>4</b>
<b>4.0. LIST OF TABLES .....</b>	<b>4</b>
<b>5.0. LIST OF ABBREVIATIONS .....</b>	<b>5</b>
<b>6.0. EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>7.0. AIM AND PURPOSE OF THIS REPORT .....</b>	<b>8</b>
<b>7.1. FIT UGANDA LTD.....</b>	<b>8</b>
7.2. SCOPE OF THE CONSULTANCY .....	8
<b>8.0. METHODOLOGIES ADOPTED FOR THE CONSULTANCY .....</b>	<b>9</b>
8.1. PHASE 1: BACKGROUND RESEARCH INTO RADIO BROADCASTING IN UGANDA AND PHASE 2: DEVELOPMENT OF PROGRAMME MODEL .....	9
8.1.1 <i>Sampling</i> .....	9
8.1.2 <i>Semi- structured Questionnaires with MSEs</i> .....	9
8.1.3 <i>In-depth interviews with Media Companies</i> .....	10
8.4. PHASE 4: LAUNCH OF THE RADIO PROGRAMME TARGETING MSEs.....	12
<b>9.0. FINDINGS, OBSERVATIONS AND RESEARCH IMPLEMENTATION .....</b>	<b>13</b>
9.1. PHASE 1: BACKGROUND RESEARCH INTO RADIO BROADCASTING IN UGANDA .....	13
9.2. PHASE 2 IDENTIFYING OF A RADIO PARTNER .....	15
9.2.1. ISSUES ARISING FROM THE FIELD VISITS.....	15
9.3.2. <i>Screening and Selection of radio station</i> .....	15
9.3. PHASE 3: DEVELOPING OF THE PROGRAMME MODEL .....	17
9.3.1. <i>Drafting of the Programme</i> .....	17
9.4.0 PHASE 4: LAUNCH OF THE RADIO PROGRAMME TARGETING MSEs.....	19
<b>11.0. CONCLUSION AND RECOMMENDATIONS.....</b>	<b>22</b>

### 3.0. LIST OF FIGURES

FIGURE 1 WEIGHTED RADIO PREFERENCE BY MSEs LISTENER-SHIP .....	16
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### 4.0. LIST OF TABLES

TABLE 1 MSEs LOCATIONS VISITED .....	11
TABLE 2: RADIO STATIONS VISITED .....	11
TABLE 3 VISITS TO CORPORATE COMPANIES (POTENTIAL SPONSORS OF THE PROGRAMME) .....	11
TABLE 4. <b>RESPONDENTS BY LOCATION</b> .....	13
TABLE 5 EXISTING FM STATIONS COVERAGE .....	14
TABLE 6 SUMMARY OF RESEARCH FINDINGS IN PHASE ONE .....	15
TABLE 7 FACTS ABOUT THE NEKOLERA GYANGE .....	20
TABLE 8 RESEARCH AND PROGRAMME LAUNCH MODEL .....	21

## 5.0. LIST OF ABBREVIATIONS

BBC	British Broadcasting Corporation
BDS	Business Development Services.
CBS	Central Broadcasting Service
CBS	Central Broadcasting Services
FM	Frequency Modulation
IDRC	International Development Research Centre
KCC	Kampala City Council
MSEPU	Micro and Small Enterprise Policy Unit
MSEs	Micro and Small Enterprises
MTN	Mobile telephone Network
RFI	Radio France International
ToR	Terms of Reference
USAID	United States of America International Development.
UTODA	Uganda Taxi Operators and Drivers' Association
VOT	Voice of Toro

## 6.0. Executive Summary

**FIT Uganda**, is a company involved in developing commercial services for micro and small enterprise. The Company has analyzed the potential for commercial information services and identified radio as an area of high potential. The company therefore developed proposals to investigate radio in Uganda and develop a pilot radio programme.

**Radio** is a popular medium among the poorest households and accessible to those who cannot read. It provides the listener with a relationship of intimacy between the producer and listeners. It has the function of keeping the audiences informed of significant events and as such is an effective MEDIA for Education.

MSEs make up the majority of the poorest households yet their contribution to the development of the country is often ignored. The micro and small enterprises (MSEs) sector plays an important role in the economic and social development of developing countries. Based on the only statistical study<sup>1</sup> undertaken on MSEs in Uganda, it was identified that there were 846,570 small businesses in Uganda, employing about 2,575,177 people. That is 29% of the working population. The number of employees in the sector was estimated to be growing at 21% per annum. Based on the figure from this report it can be estimated that today there is over 4,500,000 people employed by the MSE sector.

FIT Uganda undertook research into broadcasting to MSEs, to evaluate the viability of commercial broadcasting information services to MSEs.

In the first stage of the research, FIT tried to identify the following:

- ◆ Radio stations listened to by the MSEs
- ◆ Preferred time of listening to the formal Radio programme
- ◆ Preferred language
- ◆ Willingness to advertise, participate and contribute to the success of the programme.
- ◆ Preferred Format and Style of the programme

Five Districts were visited by the researcher, interviewing small businesspeople across a number of business sectors, *for example*; - *Woodwork, Metal Workers, Motor Garages, General Trading, Pharmacy, Restaurants, Transport Services e.t.c.*

Four stations were selected for the second stage of the research. They were taken into a screening and selection process to identify their willingness to host a programme for MSEs on a commercial and self-sustaining. The station would

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<sup>1</sup> United States of America International Development (USAID), Micro and Small Scale Enterprises in Uganda. A Report on the National Baseline Survey 1995

have to be basis flexible in the use of language and broadcasting times preferred by the MSEs.

The Third phase of the research focused on the production of a sample broadcast, which was to be utilized in the test marketing of the programme to the potential listeners and sponsors.

The fourth stage, implement the theoretical components into practical activities by actual selling of the programme to sponsors and accrual launch of the programme on CBS FM 88.8. This stage of the research was not included in the terms of reference.

The radio show is particularly appealing to a facilitator's development agenda.

- ◆ Larger businesses' interested in advertising to small and micro enterprises can broadcast potentially valuable commercial information to and from MSEs, which may help them boost their profits
- ◆ Forms new commercial relationships with suppliers and customers.
- ◆ MSEs are given a voice into the civil society,
- ◆ Another aspects of development and policy formulation are met.

## **7.0. Aim and purpose of this report**

The aim and purpose of this report is to document the procedures developed by FIT in launching of MSEs radio programme. This serves the purpose of reporting to both MSEPU and IDRC on the activities undertaken by FIT in totality.

## **7.1. FIT Uganda Ltd.**

FIT Uganda is an Ugandan Company with two and a half years of experience in researching and working to promote private, for-profit service delivery. FIT Uganda Ltd was sub-contracted by MSEPU, a Department in the Ministry of Finance and Economic Planning to initiate the survey on the viability of broadcasting Commercial Information Services to MSEs. The research was undertaken under the funding of International Development Research centre. (IDRC)

## **7.2. Scope of the Consultancy**

The FIT Uganda was consulted to carry out the following:

- ◆ Undertake a research into radio broadcasting in Uganda
- ◆ Evaluate the potential for advertising in this area by medium and large business in Uganda
- ◆ To produce a sample radio broadcasting programme
- ◆ To Test the sample radio programme with MSE listeners
- ◆ Identify and approach a number of corporate companies to test their willingness to sponsor the programme,
- ◆ Develop a model for the launching a commercial radio programme.

The above activities were undertaken in four Phases, which were carried out by FIT Consultancy Department. The fifth stage mentioned below is proposed as a means of completing the research work.

- ◆ **The First Stage:** Background research into radio Broadcasting in Uganda. [*See first Report*]
- ◆ **The Second Stage:** Identifying a partner Radio Company.
- ◆ **The Third Stage:** Development of Programme Model.[*See Second Report*]
- ◆ **The Fourth Stage:** Launch of the Radio programme targeting MSEs. (*Not in ToR but documented in this report*).
- ◆ **The Fifth Stage:** Accessing the impact of Radio Broadcasting to MSEs. (*proposed- not in ToR) – not done*

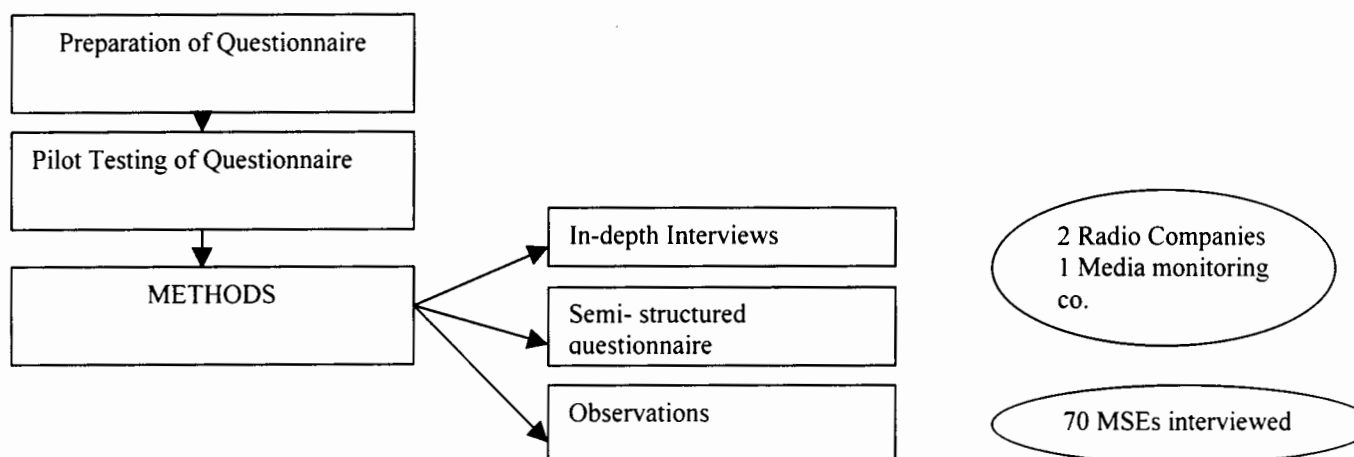


## 8.0. Methodologies adopted for the Consultancy

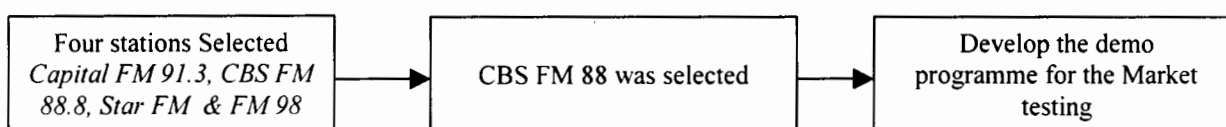
A Progression survey approach was adopted for this study. After every stage of the project, the finding led to the next research method and sampling criteria. The approached used in this project is described in the Phases below. (Also see research Model)

### 8.1. Phase 1: Background research into radio Broadcasting in Uganda and phase 2: Development of Programme Model

#### *Phase 1: Background Research*



#### *Phase 2: Development of Programme Model*



#### 8.1.1 Sampling

Sampling of the target audience was done on a random basis but pre-determined by the following facts:

- The existing Radio Network coverage of the area
- The spread of business activities in the area under study.
- Concentration of the radio houses.
- Current out reach of a given radio station

#### 8.1.2. Semi- structured Questionnaires with MSEs

70 Semi-structured questionnaires were prepared for use in the five research areas. The research was carried out in a random way. A questionnaire was provided to respondents and completed with assistance from the researcher. And respondents were guided in answering and understanding the questions. (See

**annex 3)** Following percentages reflect the kind of enterprises visited and their ownership status.

38.6% were Owner Managers of the Business

24.3 % were Employee Managers

14.3 % were Employees

22.9% were joint owners<sup>2</sup>

The geographical of the research was as follows:

- |                    |  |
|--------------------|--|
| • Kampala Centre   | 30 MSEs Interviewed in areas of Nakawa, Katwe, Owino, Kikuubo, Nakivibo. |
| • Mukono District  | 10 MSEs Interviewed  |
| • Mpigi District   | 10 MSEs Interviewed  |
| • Jinja District   | 10 MSEs Interviewed  |
| • Luweero District | 10 MSEs Interviewed  |

MSEs interviewed were from the following business categories

- |                 |   |
|-----------------|---|
| • Metal Workers | -General Trading                                  |
| • Motor garages | -Wood workers                                     |
| • Pharmacies    | -Restaurants                                      |
| • Transports ;- | -Motorcycle transport carriers and taxi operators |

### **8.1.3. In-depth interviews with Media Companies**

In-depth interviews were used as a means of gaining an insight into Radio broadcasting in the country as a whole. Three interviews were carried out. One with Steadmans and Associates a media monitoring company. The purpose of this interview was to carry out a station by station analysis of broadcasting houses. (See annex 4 for details)

The other two interviews targeted the broadcasting houses, Capital Radio FM 91.3 and Radio One FM 90. The purpose of which was to verify the issues arising from the meeting with Steadmans and Associates, and also get a clear understanding of radio broadcasting in Uganda. The interviews addressed operational issues, costs of advertising, sponsorship arrangements and possible working relationships.

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<sup>2</sup> Joint Ownership: reflected MSE individuals working together under one roof / company name but each individual earned his or her living separately. Note contribution is made periodically for rent, electricity and water e.t.c.

The tables below give the details of the visits made.

**Table 1 MSEs locations visited**

Location	Sector Of MSEs
Mukono township	Woodworkers, boba boba transporters, restaurants, and timber sellers.
Kampala Central	Owino Market, Nakawa Market, Nakulabye town and Wandegaya town.
Mpigi Township	Mpigi Council Market: Boda boda transporters, general traders, metal workers, woodworkers, Bicycle repairers
Entebbe Highway: Kasenyi Landing Site	Fishermen, market vendors and association leaders

**Table 2: Radio Stations Visited**

Name of Station	Frequency	Contract Person(s)
Capital Radio	FM 91.3	Director
Central Broadcasting Services	FM 88.8 & FM 89.2	Mr. Martin Ssemakula (Director Production and Mr. Samson Bill Ntyatia (Marketing Manager)
Radio Uganda	FM 98	Commercial Manager
Star FM	FM 100	Housed under Radio Uganda. (as above)

**Table 3 Visits to Corporate Companies (potential Sponsors of the programme)**

Company	Name of Person	Concept presented
MTN Uganda	Mr. Eric Van Veen	Sales Development
CocaCola	Mr. Toni Tait	Retail Development
Uganda Breweries Ltd.	Mr Winston Agaba	Retail Development
Nile Breweries	Mr Roni Madhavani	Retail Development
Uniliver Uganda Ltd	Mr. George Inholo	Retail Development
Allied Bank International	Mr. C. S Nsubuga	Promoting Saving /Credit facilities for MSEs
Centenary Rural Development Bank	Dr. Oketcho	Promoting Saving /Credit facilities for MSEs
Uganda Commercial Bank Ltd	Mr. Nsimbabi	Promoting Saving /Credit facilities for MSEs

**Research tools:** for all the above visits, the main research tools were in-depth interviews and follow up telephone calls. Based on the objectives of the study, at

this stage, the research-addressed issues of practical ability and commercial aspects of the proposed radio programme.

#### **8.4. Phase 4: Launch of the Radio programme targeting MSEs.**

In collaboration with FIT Uganda, the following activities were undertaken by CBS in order to launch the programme on radio.

1. Signing of Sponsors
2. Field recording and Editing of Pre-recorded voices.
3. On air Testing of the Programme
4. Introducing the programme
5. Running the programme for a period of six months.

## 9.0. Findings, Observations and Research Implementation

### 9.1. Phase 1: Background research into radio Broadcasting in Uganda

The sampling of the target audience was based on geographical locations. From the five districts selected, the researcher randomly selected respondents of 10 to 30 enterprises. The table shows the details of the respondents per district.

Table 4. Respondents by location

Locations	Number	%
Kampala	30	42.1
Jinja	10	14.3
Luweero	10	14.3
Mpigi	10	14.3
Mukono	10	14.3
	<b>70</b>	<b>100.0</b>

The areas were selected on the basis of reach by major radio frequencies and concentration of micro and small enterprises in different locations

In order to appreciate the above selection, one has to look at coverage of the current FM transmission and Radio Uganda Network. All the above districts are within transmission radius of the major operating radio stations. The table below gives the operating specifications of the existing FM stations. This gives an indication of the current capacity and relevance of the stations to the process of information dissemination to MSEs.

**Table 5 Existing FM Stations Coverage**

<b>Name of Station</b>	<b>Transmitter Frequency</b>	<b>Mother<sup>3</sup> Station</b>	<b>Boosters</b>
SANYU	FM 88.2	Kampala	Kampala
CAPITAL	FM 91.3	Kampala	Mbale/Mbarara
CBS*	FM 88.8	Kampala	Masaka
RADIO 1	FM 90	Kampala	
RFI*	FM 93.7	France	Kampala
BBC*	FM 101.1	Britain	Kampala
GREEN CH	FM 98.0	Kampala	Network based
VOT*	FM 100.5	Mbarara	Kampala, Mubende
SIMBA	FM 97.3	Kampala	
PAIDHA	FM 87.80	West Nile	
STAR Radio	FM 100	Kampala	
POWER Radio	FM 104	Kampala	
TOP Radio	FM 104.9	Kampala	
Radio Uganda	Am/SW	Kampala	Network based

- VOT: Voice of Toro
- RFI : Radio France International
- CBS : Central Broadcasting Service
- BBC : BBC World Service

During the survey the people interviewed listened to some of the above FM stations but due to the signal being weak and prone to fading during the day, listeners switched from one station to another. The BBC and RFI stations did not appeal to the target audience. Over 57.1% of the respondents preferred the use of Luganda as a language of communication. (See Annex 7) Therefore the two international stations mentioned did not fall within the audience's specific interest.

The table below gives a summary of the findings from the Initial Study that led to the next Phase.

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<sup>3</sup> Headquarters

**Table 6 Summary of Research findings in Phase One**

<b>Information Targets</b>	<b>Findings</b>	<b>Action/ Observations</b>	<b>Follow up</b>
<i>Radios listened to by MSEs</i>	4 stations provide to be popular. CBS FM 88.8 Capital Radio FM 91.3 Green Channel FM 98 Star FM 100	Respondents were asked to rank stations listened to from 1 to 3. The majority of the MSEs had preference of CBS and Capital Radio as the Second best option.	See <b>Annex 6</b> Popular Radio Stations ranked by radio clients(MSEs) Figure 1 listener-ship preferences
<i>Preferred times of listening to the radio show.</i>	40% preferred 7 p.m. To 12 am Night-time drive 30% preferred 10 a. m to 3 p.m. Day time	Second follow up interviews showed that MSEs preferred 9.30 p.m. just after the main new bulleting.	
<i>Preferred Language</i>	55.7 % had preference for Luganda	This factor was used an indicator for targeting broadcasting houses to host the programme.	See Annex 7 figure 2
<i>Willingness to participate</i>	<ul style="list-style-type: none"> <li>• 71.1% of the MSEs were willing to participate</li> <li>• 37.1% were willing to advertise</li> </ul>	<p>The means of communication were :</p> <ul style="list-style-type: none"> <li>• 32.9% had access to the telephones</li> <li>• 41.9% had access to faxes or mailing facilities.</li> </ul> <p>Follow up interviews indicated willingness for the MSEs to visit the stations as means of getting pre-recorded messages.</p>	

## **9.2. Phase 2 Identifying of a radio Partner**

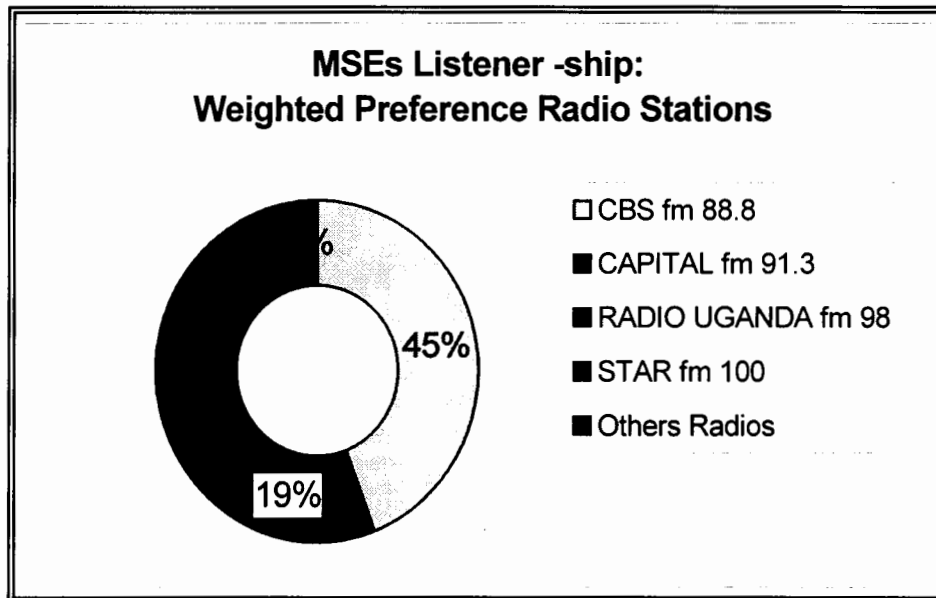
### **9.2.1. Issues arising from the field Visits**

Field visits to MSEs highlighted a number of issues which could be featured on the programme (see annex 8 for details) the field work showed the variety of topical issues of concern to MSEs and the potentials for the programme to assist addressing these issues.

### **9.3.2. Screening and Selection of radio station**

The screening exercise involved four radio stations that were chosen from the nine stations listed in the initial study. The choice of four radios was arrived at by

a matter of choice preference deduced from the research findings among the MSEs. A cross section of 70 MSEs had been interviewed, to identify their first and second preference for radio stations. 66% of the people interviewed listened to CBS as their first or second preferred station among the MSEs. In the figure below, weighted preference is shown on the four radio stations.



**Figure 1 Weighted Radio Preference by MSEs Listener-ship**

*Research findings: February, 1999*

The above preferences were cross-checked by the researcher using direct telephone interviews with station programme managers. The Purpose of the interviews was to find out the following: -

- Willingness to host a magazine style programme acting as the voice of small businesses
- Developing the programme on a commercial and self-sustaining basis.
- Flexibility in the use of the language: According to the survey over 55% of the MSEs preferred Luganda only and 22% for a mix in the use of language.
- Flexibility in broadcasting times. According to the survey, the MSEs preferred listening to the programme during the times of 9.30 p.m. to 10.00 p.m.

The four stations were screened using the above criteria; CBS was most appealing to both the target audience and the focus of this project. The following aspect or features justified the selection of CBS.

- Privately owned and run on a full profit basis.



- Use of Luganda as the main medium of communication for the station. The target audience of MSEs is mainly concentrate in the strong Luganda speaking area. The majority of the people interviewed in this sector (i.e. in the area of study) used the language or could understand and speak the language.
- Programme Directors were flexible with time and schedule if the programme proved promising.
- CBS has a strong backing of cultural support and therefore attracts the majority of Luganda speakers. This makes the station the most favorable choice in the region.
- The results of the FIT survey regarding the choice of CBS were later backed up by Steadmans and Associates a Media Monitoring Company, which came with a similar study a month after the selection.
- Resource persons from the stations were willing to commit there time in the development of the concept in the interest of the audience and radio station.

### **9.3. Phase 3: Developing of the Programme Model**

Following the selection of CBS as the radio station to produce the programme, a meeting was held with the purpose of brainstorming on the concept for the radio programme. During the meeting the aspects of production were clarified.

- CBS radio station to host the programme
- Programme and pre-recorded all field activities
- Provide a schedule of issues to be discussed on a regular basis
- FIT Uganda was to develop a draft script for the Demo programme and provide CBS with a list of the initial programme ideas (annex 9)
- FIT Uganda and CBS were to be involved in the field testing to allow CBS production to understand the perception of the listeners and appreciate the issues arising from the research.

#### **9.3.1. Drafting of the Programme**

FIT Uganda developed the script for a dummy radio programme to guide CBS production group in the proposed structure of the programme. This became a working tool for the development of the concept and implementation of the research findings. **[See annex 10 Dummy Model Programme]**

**Developing the Demo programme and Field recordings:** Using the programme dummy CBS had the task of incorporating the research findings into something that could be broadcast. This led to the development of the Demo tape. [Attached Separately – audio tape.30 min. produced in Luganda language: **see annex 11** for the translation into English.]

**Testing the Demo Programme with the listeners:** the demo was tested in the area in which the field recordings were done. [See table 1 for the locations]. The field test highlighted possible improvements for the programme on air.

1. The MSEs were reminded of the previous visits so as to check on :
  - 1.1. Accuracy of the reporting
  - 1.2. Correctness of the message produced.
2. The MSEs were asked to comment on the structure and style of presentation:
  - 2.1. It is observed that MSEs preferred a programme that would act as the voice of small businesspeople. The Programme was to accommodate the visits of MSEs (listeners) to the studio, pre-recorded comments and questions, and phone-ins by the listened.
  - 2.2. According to the findings, MSE listeners discouraged the aspect of government or public 'official talking at them'. It was therefore deduced that all issues rising from the field should be addressed to an official following after the request of the listeners.
  - 2.3. To allow for the geographical spread of the programme, CBS was advised to collaborate with other stations in the Western and the North region because topical issues discussed in Central and Eastern region about MSEs have a direct impact to the whole country.

### **9.3. 2. Testing of the Demo programme with corporate sponsors.**

According to the corporate sponsors, the main concern was the outreach and coverage of the target group. CBS covers the following areas of Uganda: Eastern and Central Uganda, Masaka, parts of Mbarara, Masindi, and Mbale.

It was observed that sponsors were interested in the following aspects of the programme:

1. **Sales Development:** a number of sponsors are interested in targeting small business as potential clients. The MSEs Sector was characterized by its diversity, greatly fragmented and often informal and therefore difficult to reach through the traditional media. Sponsors were to advertise or promote their products or services with a targeted focus on MSEs.
2. **Retail Development:** a number of sponsors were interested in retail development and mapping as means of improving their distribution network. From the test marketing in the four towns, it was observed that this programme would be listened to by thousands of retailers, wholesalers and even hawkers. Through the programme the sponsors can influence the way the retailers display products, help them develop new sales techniques, and also understand the uniqueness of some of the products/ brands that they stock.
3. **Information Update and Delivery:** With the developments of the programme, sponsors were exploring the opportunity of informing the listener of new arrivals, product and service launch on the market and how effectively they can be used.

4. **Developing new supply channels:** New contacts to suppliers/outlets would be developed through 'on air' awareness and product publicity. E.g. MTN launching Public Phones that can be owned by individuals as separate businesses. (December 1999)
5. **Public Relation:** Centenary Rural Development Bank was able to utilize the programme as an avenue for client feedback on air and to develop a clear perception of their service. In this way they would be able to adapt their services to customer led environment.

As a result of the field tests, both from the MSEs and Sponsors, the programme was developed with the following features: **[see annex13]**

- News items to MSEs.
- Current affair directly affecting MSEs
- Commercials Information on goods and services at a bargain for small businesspeople
- Interviews with officials directly responsible for the issue in question
- Competitions from sponsors.

#### **9.4.0 Phase 4: Launch of the Radio programme targeting MSEs.**

On completion of the work, results from the findings and observations showed a real interest in the programme. MSEs were waiting for this type of programme, sponsors had expressed interest in the concept and CBS was willing to launch and run the programme if sponsored.

CBS and FIT Uganda undertook the following activities to enable the launch of the programme on a trial basis.

- Signing of Sponsors (undertaken by FIT Uganda) initially two sponsors were signed for the programme.
- Field recording and Editing of Pre-recorded voices: Field recording and Editing of information collected during the research was undertaken by CBS, information collected was edited for the first four programmes. The first programmes were to introduce the concept to the target audience and also build awareness of the programme's potential.

The programme was launched on the 25<sup>th</sup> of October 1999 on FM 88.8 CBS under the name of **Nekolera Gyange** (I do My own Business). This launch marked the beginning of the on air testing, the official launch by the Minister is expected at the end of February 2000.

**Table 7 Facts about the Nekolera Gyange**

<b>Name of the programme</b>	Nekolera Gyange( I do My own Business)
<b>Time of broadcast</b>	9.30 to 10.00 p.m.
<b>Frequency</b>	FM 88.8
<b>Duration</b>	30 minutes
<b>Aired</b>	Twice a week ( Monday and Thursday)
<b>Produced by</b>	Martin Ssemakula
<b>Presented by</b>	Charles Muyanja
<b>News reporter</b>	Florence Luwedde
<b>Other Resources</b>	FIT Uganda

The **objective of the programme** was to represent small businesspeople, allowing MSEs to express their views, and also create a venue for the exchange of commercial information to and from businesses.

The **programme design**: Nekolera Gyange goes on air live to allow listener participation. The approach adopted incorporate news items related to small business or interpreted to the levels of the target audience, current affairs, interviews, commercial information and competitions from sponsors.

The design of the programme takes into account the information requirements of the sector. It had been observed that the cost of gathering and disseminating information for the businesses in this sector was relatively expensive. The programme gives a voice to the small businesspeople providing them with a direct avenue for educative/informative information items.

Below are some of the achievements of the programme to date:

**Nekolera Gyange** has addressed the following issues since its insertion:

- Issues of double taxation by the City Council in *Owino Market*
- Conditions at work places:- ( sanitary –public toilets and city council garbage bins) *Case addressed Kalerewe market area*
- Analyzed the effect of fuel prices to general traders: - *Nateete town*.
- Discussed the change in the city plan and its direct impact on the business operators. *Road side shops and workshops*.
- Discussed the process of awarding tenders by the town councils and their implication to the traders. *Rubaga Division*.
- It has highlighted the need for government involvement in technological innovation at MSE level. *Masaka Town*
- The role of banking to MSEs presented by Centenary Rural Development Bank

**Table 8 Research and Programme Launch Model**

<b>Phase</b>	<b>Stages</b>	<b>Method</b>	<b>Variables</b>
<b>Phase 1 Background Research into Radio Broadcasting to MSEs</b>			
	Desk Research	Semi-structure interviews Observations In-depth Interviews	Brainstorming Preparation of Questionnaire Pilot Testing of questionnaires
<b>Phase 2 Identifying a Radio Partner</b>			
	Field Work	Interviews  Primary Data	1. Revisits to Radio Stations 2. Revisits to MSEs
<b>Phase 3. Development of Programme Model</b>			
	Top desk preparation  Station Production  Field Work	Compiling Field findings  Recording of Music Jingle Developing the Demo tape. (Edit and production) Visits to listeners with audio-tapes.	1. Drafting of the Programme 2. Developing of the Demo programme and Field recordings 3. Testing of the Demo Programme to the listeners 4. Testing of the Demo with Corporate sponsors 5. Visits to Corporate sponsors
<b>Phase 4 Launching of the Radio Programme</b>			
	Field work  Studio Production  Continuos recording.	Editing and on Air Production.	1. Signing of Sponsors 2. Field recording and Editing of Pre-record voices. 3. On air Testing of the Programme 4. Introducing the programme 5. Running the programme for a period of six months.

## 11.0. Conclusion and Recommendations

This research has revived the possibilities of developing a programme targeting small business people who are the majority players in most of the developing economies. Findings in the report portray a trend of events within the target group. Limited formal education and low levels of economic power characterize the MSEs.

The sector lacks appropriate information about the basic aspects of these business activities. It has been noted that the sector trades in both informal and on the edge of formal markets. A number of these businesses need constant advice and information from governing offices and authorities.

As a result of the findings, the programme format designed by FIT Uganda has a new wave of presenting information and appealing to the listening public. Within Uganda, similar programmes can be produced by other radio stations in the regions of Northern part of Uganda (Radio Paidha) and Western Part of Uganda (Voice of Toro). The format of the programme has been well received by the broadcasting houses and producers.

A number of issues as highlighted in the section 9.4 have been attended to by the programme, however solutions to some of the problems aired are beyond the enable hands of the presenters or the programme producers. This aspect requires a separate task force to link the private sector with the public officers who are the implementers of policy. *(Note: the programmes will only interview and highlight the problems/issues of concern)*

In conclusion, we state that broadcasting to MSEs through private broadcasting can provide room for open forum to the individual business people to discuss issues with regards to their business activities.

However a developing programme for MSEs on other radio houses or stations, its recommended that developer adopts or improves the following:

### ***Selection and developing the programme:***

- The broadcasting house selected to air the programme should have a popular appeal to the target audience.
- Privately owned radio houses provide confidence to the presenters and reporters because the government has limited room in controlling the programme content.
- The presenters and reporters of the programme should be 'switch on' enable to understand issues pertaining to MSEs.
- The environment in which the programme is developed is likely to impact on its performance. Uganda has free press and liberalized economy, in this situation the programme can be used as platform

MSEs to lobby and advocate for policy change or appropriate implementation.

- The programme should be set up on a for profit basis with sponsors understanding their role in the programme.

### ***Remarks and Areas of improvement in Nekolera Gyange***

The programme that currently is being aired on CBS FM 88.8 under the name Nekolera Gyange (which means '*I do my own business*') categorizes the any body doing business in informal or on edge of formality to be among the target listeners.

It is noted that Nekolera Gyange will need the following programme aspects to accomplish it-stated objectives.

- Frequently visits to the target audience ('take the studio to people')
- Developing features on current issues affecting MSEs
- Identifying critical aspects within the sector.
- Within the broadcasting Houses, the company should develop a separate unit to carry out field research, reporting, programming, broadcasting and documenting all proceeding relating to the programme achievements and activities.
- Improvement in the analyzing of News items
- Developing advertising from the small business people.

# **ANNEXES**



## **Table of Annexes**

Annex 1	Terms of Reference .....	2
Annex 2	List of Radio Stations .....	3
Annex 3	Questionnaire Used in the First Phase of Research.....	4
Annex 4	Station Analysis: Interview with Mr. Stephen Banage .....	6
	Station by Station Analysis: Deduced from the Interview.....	6
Annex 5	Summary of Finding in the Phrase One of Market Survey .....	9
Annex 6	Popular Radio Stations ranked by radio clients (MSEs).....	10
Annex 7	Preferred Language .....	12
Annex 8	Initial findings of the background research undertaken by FIT Uganda. ....	13
Annex 9	Ideas for a small business radio programme.....	15
Annex 10	Dummy Model Programme .....	17
Annex 11	A radio programme for small businesspeople “Nekolera Gyange”(I do my business).....	19
Annex 12	Radio Programme Sponsorship- Supporting Notes .....	22
Annex 13	Radio Programme Features adopted for Nekolera Gyange .....	25

## **Annex 1      Terms of Reference**

The research was action based, the following activities were undertaken:

### **Main activities**

1. Research into radio broadcasting with in Uganda
2. Evaluate the potential for advertising in this area from medium and large business in Uganda.
3. To produce a sample radio programme
4. Test marketing of the sample radio programme
5. Approaching / identify a number of corporate of companies willing to sponsor the programme.
6. Developing a model for launching a radio programme.

### **Outputs under the Contract**

<b>Activity</b>	<b>Duration</b>	<b>Completion</b>
1. Research into radio broadcasting	6.5 weeks	Completed in Feb 1999
2. Production of a sample broadcast which will be utilized to test market to potential sponsors and advertisers( linking to MSEPU researchers to test the sample with MSEs)	92 days	Completed On 28 <sup>th</sup> July 1999
3. Test marketing of the sample radio programme to potential private sponsors and advertisers.	24 days	Completed 31 <sup>st</sup> August 1999
4. Submission of Second of Report	1 Day	Completed 3 <sup>rd</sup> September 1999
5. Final Report	28 days	25 <sup>th</sup> January 2000

**Note:** From the research finding, a radio programme was launched with Central Broadcasting Services FM 88.8 CBS.

### **Timeframe**

Early February 1999 to Mid January 2000

**Annex 2      List of Radio Stations**

<b>Name of Station</b>	<b>Location</b>	<b>Active</b>
1. Adjumani FM Radio	Adjumani	not on air
2. BBC	Kampala(	
	with relay stations in Mbarara and Mbale	
3. Capital radio	Kampala, Mbale , Mbarara, Soroti	
<b>4. Central Broadcasting Service(CBS) Kampala, Jinja,</b>		<b>For Central and Eastern</b>
5. Christian radio Network	Kampala	
6. Church of Christ	Jinja	not on air
7. Eastern Broadcasting FM	Jinja	not on air
8. Eastern Broadcasting Mbale FM	Jinja	not on air
9. Gospel of Peace	Jinja	not on air
10. Greater Africa radio Mbarara		
11. Here is Life (HIL)		
12. Hoima FM radio		
13. Impact Radio	Kampala	
14. Kagadi Community Radio	Kagadi	not on air
15. Messiah Radio	Kasese	
16. Monitor Publications	Kampala	not on air
17. Power FM	Kampala	
18. Radio Africa Musika(RAMA)		
19. Radio France International(RFI)	Kampala	
20. Radio Maria(U) Association	Mbarara, Mbale, Gulu, Kampala	
21. Radio Nile	Jinja	not on air
22. Radio One	Kampala	
<b>23. Radio Paidha</b>	<b>Nebbi</b>	<b>For Northern Coverage</b>
24. Radio Rukungiri	Rukungiri	
25. Radio Sanyu 2000	Kampala	
26. Radio Uganda	Kampala	Operating on a Network
27. Radio West	Kampala for Mbarara	
28. Rhino FM Radio	Lira	
29. Skylight radio	Mbale	
30. Radio Simba	Kampala	
31. Sunrise Radio		
32. Top Radio	Kampala	
33. Uganda Episcopal Conference	Kampala	not on air
34. Voice of Teso	Soroti	
<b>35. Voice of Toro</b>	<b>Fort Portal</b>	<b>For Western Coverage</b>

**Note: Highlighted stations are potential broadcasting houses to host a similar programme in their only language and regional coverage**

## SEMI STRUCTURED QUESTIONNAIRE FOR RADIO CLIENTS

**Background research into Radio Broadcasting to MSE**

The purpose of this survey is to assess the viability of producing Radio programs targeting Ugandan MSEs. The programs will integrate the provision of information on buyer and seller requirements, tenders, trade information, business news.

**SECTION A**

Name of Enterprise \_\_\_\_\_  
 Location \_\_\_\_\_  
 Size of company \_\_\_\_\_  
 Sex \_\_\_\_\_

**SECTION B****1. What radio stations do you listen to:**

<i>List of Radios</i>	<i>Tick</i>	<i>Type of information Sought</i>
1. Sanyu	<input type="checkbox"/>	_____
2. Radio One	<input type="checkbox"/>	_____
3. Voice Toro	<input type="checkbox"/>	_____
4. Capital Radio	<input type="checkbox"/>	_____
5. Radio Paidha	<input type="checkbox"/>	_____
6. CBS	<input type="checkbox"/>	_____
7. Radio Simba	<input type="checkbox"/>	_____
8. Top Radio	<input type="checkbox"/>	_____
9. Other		_____

**2. Which one do you consider popular \_\_\_\_\_****3. During what times do you listen to the radio?****Dayparts**

6am to 10am: - Morning drive  
 10am-3pm Daytime  
 3pm-7 p.m. Afternoon (or evening) drive  
 7pm- 12am Night-time  
 12am -6am. All Night


**4. What time is best suited for a business program:****5. What kind of business information would you expect to listen to?**

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**6. What business issues do you think need clarification or addition information?**

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**7. Would you be willing to call in and advise, participate and discuss in the programs? If so explain why?**

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**8. Have you advertised any of your services or products on radio. If yes, explain how and what was the cost? Was it effective?**

#### **Annex 4 Station Analysis: Interview with Mr. Stephen Banage**

In-depth Interview With Mr. Stephen Banage

**Date:** 03/02/99

**Time:** 5.00pm. to 6.30 p.m.

**Company / Organisation:** Steadman & Associates

**Area of Expertise:** Media Monitoring, Market Research, Management Training

**Occupation:** Country Manager

**Experience and expertise by interviewee:** He has years of experience in media Consultancy, advertising. 24 hour monitoring of all stations radio and television. The Mr. Banage was trained in United Kingdom. His firms part of a group of Kenyan associate companies, with offices in Nairobi, Dar es Salaam, Kampala and Zimbabwe. Its by far the largest monitoring and research company in Uganda.

The interview was purely led by the interviewee, the interviewer often brief introduction of the survey and indicative questions as guidelines.

#### **Indicative Questions:**

1. In your opinion, give a brief description of radiobroadcasting in Uganda over the last three years?
2. Which radio station are likely to target the small and medium sized businesses?
3. What times are best suited for broadcasting business program to the MSEs?
4. How best can a program be produced to suit the requirements of the MSEs stakeholders?

---

#### **Report on the Findings**

There has been only one research done in Uganda but media audience. This survey took place in 1994 under the organisation and funding of a group of advertising /media related companies. The work done by International Research Institute with the co-operation of Steadman & Associates. This dates back five years, a lot has taken place since then. Over 13 radio - FM stations have been opened. As a consequence the research had little or not significance to the current needs of this project.

However, he noted that a syndicate research is being carried out by a group of companies within the broadcasting and media. The results of which are likely to given the March 1999. The research will spell the behavior a habits of individuals from age, occupation, regional, social status, sex and levels of income.

Station by Station Analysis: Deduced from the Interview

#### **Radio One FM 90**

**Coverage:** Central and Eastern Regional

**Language:** English Mainly

**Target group:** A, B, C 1

**Age group:** 30 and above

**Remark:** Targets people with expose.

**Note:** Modern / Urban radio

Capital Radio CAPITAL RADIO [FM 91.3]

**Coverage:** Central and Eastern Regional, Western and North regional 80% of the country.

**Language :** English Mainly

**Target group:** A,B

**Age group:** 20 and 30

**Remark:** Targets people with expose/ medium/ high income earners

**Note :** Modern Urban

**Comment:** has direct satellite link up. And in relationship with Infocom.

Central Broadcasting Service: CBS [FM 88.8] referred to as the CBS 1

**Coverage:** Central and Eastern Regional

**Language:** Luganda and mix of English

**Target group:** C,C 2

**Age group:** 25 and above

**Remark:** Targets Urban and Rural- Urban. Lower income earners.

**Note :** Its listener-ships overlaps highly educated and unskilled, minimum or no education.

**Comment:** Has a central stronghold. Strong signal e.t.c. Type of information Development issues.

Central Broadcasting Service: FM 88.9 referred to as the CBS 2

**Coverage:** Central and Eastern Regional

**Language:** Lusoga/Luganda and mix of English

**Target group:** C,C 2

**Age group:** 25 and above

**Remark:** widen listeners base enforced by cultural affiliation.

**Note :** Targets Urban and Rural- Urban. Listener-ship guided by blind loyalty

**Comment:** Not very popular , CBS 1 signal overrides its target market powers

Sanyu Radio FM 88.2

**Coverage:** Central and Eastern Regional, Western

**Language:** English and Luganda

**Target group:** A, B, C1,

**Age group:** 15- 25

**Remark:** Youth, and modern school going citizens

**Note:** Targets Urban and Rural- Urban.

**Comment:** Poor transmitter

Star Radio STAR RADIO [FM 100]

**Ownership:** Government set up.

**Coverage:** Central and Eastern Regional

**Language:** Luganda

**Target group:** B, C, and C 2

**Age group:** 25 and above

**Remark:** Political affiliation.

**Note:** Targets Urban and Rural- Urban.

**Comment:** The type of information is dominated with political popular propaganda. And development issues. It's a look alike of CBS 1

Green Channel GREEN CHANNEL [FM 98.0]

**Ownership:** Government set up.  
**Coverage:** Central and Eastern Regional, Far East  
**Language:** Luganda and English.  
**Target group:** B, C, and C 2  
**Age group:** 20 and above  
**Remark:** Has a wide coverage, good signals.  
**Note:** Targets Urban and Rural

**Comment:** All types of information, popular in areas of Mpigi, Iganda, Mukono, Jinja and Kampala Extra.

Top Radio FM

**Ownership:** Christian Set-up.  
**Coverage:** Central and Eastern Regional  
**Language:** English /Luganda  
**Target group:** A, B, C, C 2  
**Age group:** 15 and above  
**Remark:** Religious affiliation.  
**Note:** Targets Urban and Rural- Urban.

**Comment:** The type of information is dominated with sermons and moral guide information.

Voice of Toro FM

**Ownership:** Private initiative  
**Coverage:** Western Regional  
**Language:** Lutoro, Luyankore and English  
**Target group:** A, B, C,  
**Age group:** 20 and above  
**Remark:** Regional based.  
**Note:** Targets Rural- Urban.

**Comment:** The type of information varies.

Radio Simba FM

**Ownership:** WBS/ Private set up.  
**Coverage:** Central and Eastern Regional  
**Language:** Luganda  
**Target group:** A, B  
**Age group:** 25 and above  
**Remark:** None party, non-political basis,  
**Note:** Targets Urban and up educated individuals.

**Comment:** The type of information varies.

Radio Uganda Network

**Ownership:** Government set -up.  
**Coverage:** Countrywide.  
**Language:** Station target area by area. Language varies with target audience.  
**Target group:** all social groupings  
**Age group:** 20 and above  
**Remark:** It's the Best Network in the country.  
**Note:**

**Comment:** The type of information varies.



## **Annex 5      Summary of Finding in the Phrase One of Market Survey**

### **Survey highlights**

#### **Research Coverage:**

- 70 MSEs were interviewed in Five Districts (Kampala, Mukono, Jinja, Luweero and Mpigi Districts)
- 3 Radio Stations : Capital Radio FM 93.1, Radio One FM 90, Radio Uganda FM 98
- 2 Consultancy Firms (*with works relating to the broadcasting industry*)
- DIC consultants and Steadman and Associates

#### **Findings and Results**

Out of the Nine Radio Stations, four stations were highlighted as most popular.

- I.e. Central Broadcasting Station (CBS [FM 88.8]),
- Capital Radio (FM 93.1),
- Green Channel [FM 98.0]
- Star Radio [FM 100].

#### **Cumulative Audience Grouping** (best preferred times of programme)

- 40% preferred 7 p.m. To 12 am Night-time drive
- 30% preferred 10 a .m to 3 p.m. Day time

#### **Willingness to Participate in the Programme**

- 71.4% of the Enterprises interviewed were willing to participate in the programme
- 32.9% had access to telephones sets,
- 41.9% faxes and letters through the post,
- 41.1% would use both in participation, contribution and discussion in the programme.
- 37.1 % were willing to Advertise.

#### **Language Preference**

- 55.7 % preferred Luganda as the language for communication

#### **Preferred format**

- \* Should be made on a magazine basis
- \* Open discussion should be allowed for the listeners. i.e. making it a live program.
- \* Should provide some advertising space for the MSEs
- \* The focus of program should be maintained on business aspects only.

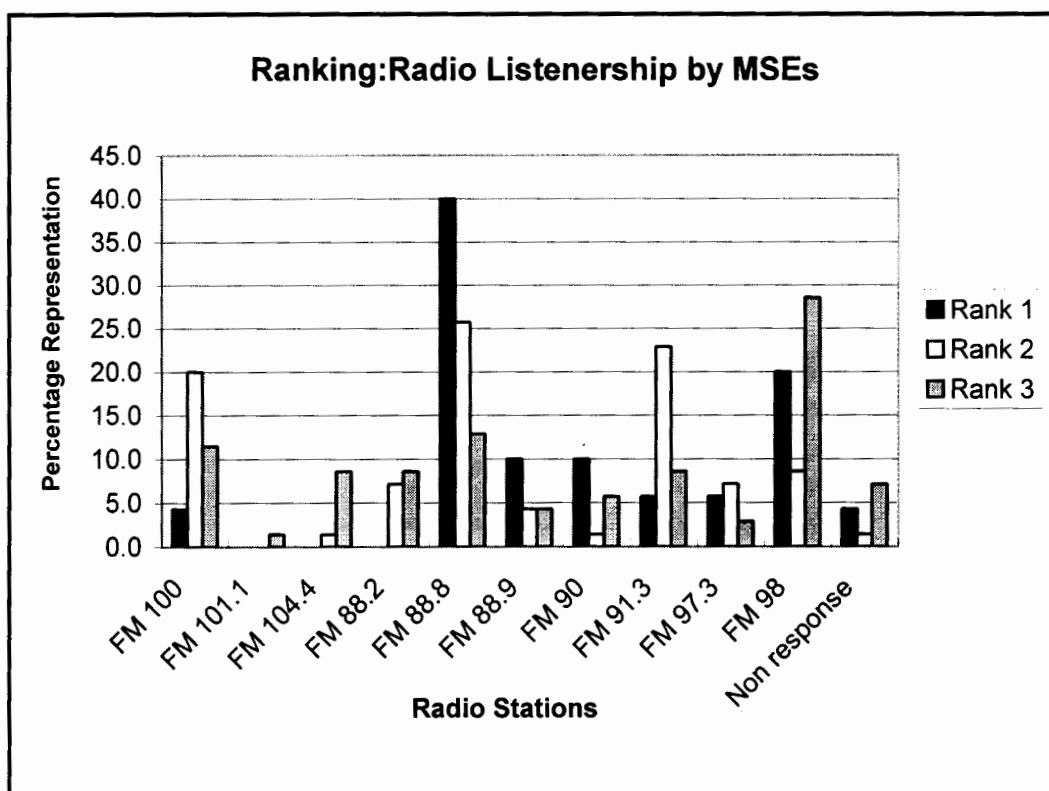
## **Annex 6      Popular Radio Stations ranked by radio clients (MSEs)**

The respondents were asked to rank the radio stations that they were listening to in an order of 1 to 3. One being the most preferred station and three least preferred. Switching from one station of preferred choice to another may be caused by one of the following factors:

- Fading of radio frequencies
- Change of Languages: *especially with 88.9 CBS "Eastern Wing"*
- Preference attached to radio presenters
- Need to listen to the same message but from different producers/Broadcaster/different language.
- Boredom created by monotony of program
- Times of the Day : listener preference to Music, listen in programs e.g. *health programs* or talk shows like *Capital gang*
- Cultural affiliation
- E.t.c.

The chart below shows the ranking of radio stations listened to by the MSEs. CBS [FM 88.8] provided to be popular with the regions visited by the researcher, 40% of the respondent chose it as their best station. This was followed by GREEN CHANNEL [FM 98.0] at 20 %, CBS 2 [FM 88.9] and RADIO ONE [FM 90] at 10 % each. CAPITAL RADIO [FM 91.3] and SIMBA [FM 97.3] at 5.7 each and STAR RADIO [FM 100] at 4.3 %.

### **Figure 1 Listener-ship**



Source : Author 1999

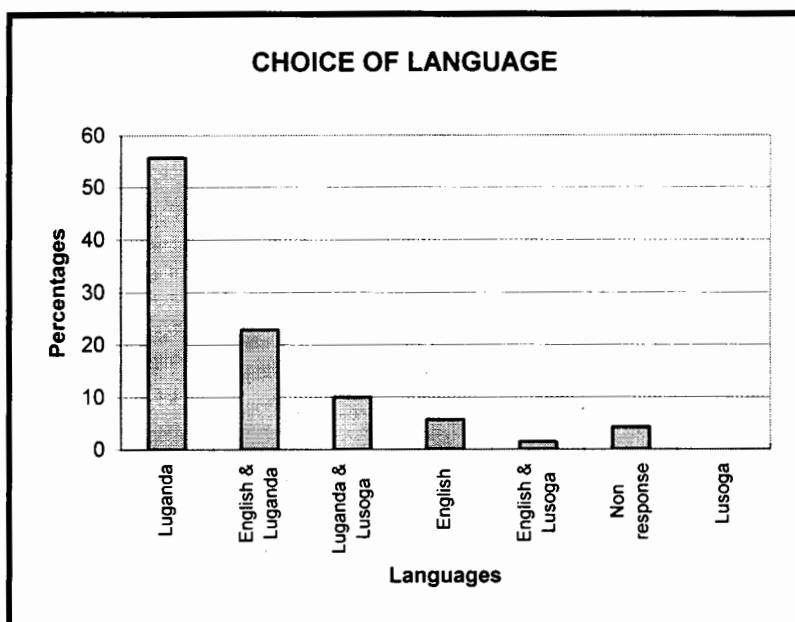
- Note :
1. Y axis represents the percentage of the listeners according to the survey.
  2. Non response represents the individuals who had no next preferred station or switch on to any station without taking any careful consideration.
  3. Stations that appear on the Y-axis represent the total of preferred stations by the MSEs with the regions sampled.
  4. Its worth-noting the pattern that exists between the First/ popular station to an individual and his/her second best alternative. CBS 1 [FM 88.8] was considered as first choice, followed by CAPITAL RADIO [FM 91.3 ] and third being Green Channel [FM 98.0].

From Figure 1 above, an observation can be made about the pattern and choice of radio section by the MSEs.

⇒ CBS [FM 88.8] as the highest listener-ship : From the research findings and researcher observations during the interviews, it can be asserted that the strong preference attached to Luganda had a great contribution to the stations' listener-ship.

## **Annex 7 Preferred Language**

Figure 2 Language Preferred



Source: Author 1999

## **Annex 8      *Initial findings of the background research undertaken by FIT Uganda.***

### **Development of a radio programme on informal and small business in Uganda**

The following components of the programme would be feasible for the launch and initial running of the show:

- 1) Features on small business problems and issues. Including interviews. (this should perhaps be a major component of the show)
- 2) A slot on the programme dedicated to providing *free?(depending on the views of CBS)* airtime to those interested in purchasing products from small business.
- 3) A 'talk back' section of the programme - where small business voice their concerns, problems etc. but do not necessarily require a reply. This could be done as a 'watchman' type slot for small business problems.
- 4) A slot, which advertises special, offers for those wishing to sell to small business (*initially free?*).
- 5) Possibly current news which effect small business (*but who or how will this be collected?*)
- 6) Paying advertisements for those wishing to sell to small business

---

The initial research has highlighted the following topics, which could be covered in the demo and the first shows:

1. The corruption in renting market sites to small businesspeople (Owino) - many sites appear to be rented to middlemen (possibly people associated to KCC) and are then sublet to small business as inflated prices. Who gains? The traders definitely lose!
2. According to small-scale food sellers (Owino) health inspectors appear to be extorting money from the businesspeople. No criteria are given for improving hygiene and property and goods are regularly 'confiscated' and must be purchased back. There is great resentment here and potential for a very good interview with the health inspectors.
3. Some businesses in Owino are paying double rents due to the claim that parts of Owino are owned by both Nakivubo Stadium and Owino. Some businesses claim to be paying up to 5 people for the sites - who are these people? How much should people be paying?
4. In Owino many allocated stalls have been subdivided to an extent where traders have to rent two stalls. One stall visited was only 30 inches wide. How many stalls do KCC/Owino market officially have? Who could use a stall 30 inches wide or is this just a way of increasing revenue at the expense of small businesspeople.
5. Vegetable sellers (Kayunga) have to get their scales passed by the bureau of standards. When they give their scales for official checking they are taken apart and broken officials of Uganda National Bureau of Standards then demand money to repair them and give their stamp (we need to check how wide spread this is)
6. UEB services in small business areas were a problem. In Nakivubo area a transformer had blown and had not been repaired for over a week. UEB ask local businesses to pay for components, which are required for repair. Why do UEB power cut productive small business areas during the day while domestic areas have power?
7. Security issues are a major problem to many businesses (Nakivubo, Nakawa, Nakasero Mkt.). They state that LCs and LDUs are not doing their jobs properly, the police do not take small businesses seriously.
8. There have been some indiscriminate arrests in Owino and apparently people are being arrested even if they have full IDs. This frightens customers, and stall holders have to pay to be released and the arresting authorities know that they need to return to their stall and are

likely to pay to be released. On what grounds are these people arrested? What can they do or have to ensure that they are not arrested.

9. URA tax - an issue of concern to many small businesses (Nakawa, Nakivubo, Owino, Katwe). How do URA assess businesses for tax? Are the traders of Owino etc. really eligible for tax?
10. There is a big story around UTODA and the taxi park and the potential for a real dispute. Is UTODA really an association? If so do they declare their earnings and expenditures, are there elections, who actually legally owns UTODA? If they are an association, why are their members so dissatisfied?
11. Maintenance of small business areas (Owino) - While businesses pay rent there are some basic maintenance of the markets etc. which are not done. Open holes in paving where people have broken legs (Owino tailoring area), lack of toilets, open sewers etc.

### **Suggested Interviews**

1. Owino health inspector and a health inspector representative from KCC. (potentially a very confrontational and interesting interview)
2. Owino Market Chairperson - concerning many of the above issues.
3. URA representative to be questioned on small business tax.
4. The UEB Branch Manager (Nakulabye) and possibly a Kampala representative
5. Chairman of Nakawa market (he would get praise from those in the new covered market and criticism from those excluded from the market).

### **General observations**

- It appears to be much more useful to talk directly to the businesspeople and avoid representatives particularly amongst associations that can be part of the problem (e.g. UTODA).
- Feelings are very strong among the small businesses particularly in areas where there are large concentrations of businesspeople and where it is alleged that there are organized networks for the extortion of money from the businesses.

## **Annex 9        *Ideas for a small business radio programme.***

Format - Magazine style programme with a variety of current affairs, regulars and features.  
Audience - Small (generally under 5 employees) manufacturers, traders, hawkers, service providers, shopkeepers etc.  
Target sponsors - Large companies who have small businesspeople as an important potential market or intermediary e.g. MTN/Celtel, Coca Cola, Banks, Large hardware outlets etc.

### **Possible contents**

#### **Regular Features**

- 1) Current Business News which specifically effect small business.  
e.g. events or new services for small enterprise.  
topical news which is having direct impact on small business
  - insecurity in Kampala and the effect on leisure businesses and trading.
  - the raising dollar rate and the effect on fuel prices, imported raw materials etc.
  - Crime on business e.g. boda boda snatching.
  - The Entebbe Road and the destruction of businesses.
  - Corruption and its effects on small business e.g. paying to stay open, buy licenses etc.
  - Sacrificing children for business success (a recent New Vision article)
- 2) Trade information update - FIT Uganda will identify sources of trade information e.g. current prices and demands for products raw materials etc. This can then be broadcast on each programme.
- 3) A free slot for individuals and businesses interested in buying a service or product from small business i.e. asking for tenders or quotations or a new service or product.
- 4) A slot where businesses or organizations advertise services and products for small business
  - Machinery and equipment
  - Raw materials and components
  - Services such as training, business tours, seminars etc.
  - Credit servicesAlso a small slot of special bargains, sales and offers of the week.
- 5) A slot which is for small business comments and feedback e.g. like the letter sections of newspapers.
- 6) Interviews with resource person with pre-recorded questions and phone in : e.g.
  - URA, city council etc. to address particular issues and complaints.
  - Development representatives e.g. Private sector Foundation, Business Uganda Development Scheme, UNDP (Private Sector Development Programme)
  - Banks and micro finance organisations
  - Successful businesspeople
- 7) Business malpractice - weekly account of a real occurrence where a small business has been cheated or extorted of money.

**Individual Features**

Individual features which could be included in a programme but are not regular e.g. :

- Focus on credit
- Focus on a successful or innovative small business.
- The effect of the extended family on business success.
- Book keeping and taxation.
- Focus on a business support or representative organisation

(Some of these could be incorporated into current news items)



## **Annex 10      Dummy Model Programme**

### **Radio Programme for small business**

(A very basic, dummy model - for discussion only)

- 0 min    **introducing the radio programme.** This is the programme, which belongs to small business - the programme that represents small business, fights on behalf of small business and provides information to small business. This is the programme every small businessperson should listen to. We will provide you with information on business opportunities, address your problems, question those people who effect you business, run competitions specifically for you, let you know about any bargains or special offers for small businesspeople and keep you updated with the current news which really effect you  
.....
- 2 min    **Any Current news** (perhaps collected from other news media but put into a perspective from small business)  
E.g. bank closure, insecurity (bomb explosions in small businesses), fish poisoning, closure of Nakasero Market, business events.

### **ADVERTS**

- 5 min    **Speak out** (comments and questions from small business)  
The spot for small business to air your views, comments or complaints. (letters and recorded comments)

P Kawuzi of Nakivubo who runs a small wood working businesses written to us stating that:

'The UEB transformer broke over 10 days ago and no work has been undertaken to repair the supply. Businesses are suffering and losing trade. Even when UEB arrives to repair the supply they demand money from us small businesses for purchasing spare parts. I request CBS to question UEB about this and to fight for a fair deal for small business customers of UEB'

' Why do UEB load shed productive small business areas such as Katwe during the day when residential areas remain with a constant supply of power?' N.Namigugu from Katwe.

Concern has been highlighted by a number of our listeners concerning improper actions by authorities when dealing with small businesspeople:

Help, we are being harassed by youths around Ggaba trading centre. These youths are stealing our property and forcing money from us. The trading centre authorities will do nothing because

- 10min    **Bargains for business**

This is where you can find out about any special offers on products for small business. Whether you want to buy raw materials, tools, equipment or wholesale goods, make sure that you listen to ..... for the best deals in town.

- Up to 15% discounts at ABC hardware for purchasers of metal, woodwork and building equipment and supplies if you visit our shop on plot 55 Bombo Road before July 15<sup>th</sup>.
- Wholesale jeans and trousers available. Spend more than 50,000 USh and receive a 20% discount. Ivvet Jeans Wear, Plot 29 Luwum Street.

- Textile Sale at Linen Enterprises. Sale of old stock with enormous reductions on imported materials. Visit us today at plot 66 William Street.

12 min **Competition with MTN**

This is your chance to win a mobile phone and X USh worth of units. It is easy to enter, just complete the sentence - An MTN mobile phone is essential to my business because .....

This weeks runners up, who receive an MTN T-shirt are :

- Barbara Byomugabe of Mukono who said 'An MTN mobile phone is essential to my business because the pay as you go allows me to control the communication spending on my business'
- Fred Mugerwa ' An MTN mobile is essential to my business as a clearing agent because I must stay in contact with my clients but spend most of my time out of the office'

The winner of the competition is Florence Mubanda who stated that:

'An MTN mobile is essential to my business because not only does it ensure that I stay in contact with my clients all the time, but it gives me the image of being a serious businesswoman'

The three winners are requested to pick up their prizes from .....

**ADVERTS**

18 min **Feature** - Interview with URA

- 1) A series of interviews with businesspeople (soundbites) detailing complaints and problems.
- 2) An interview with a URA official questioning him/her hard about the problems stated (perhaps even a couple of businesspeople on telephone to ask questions???)

28 min **Market place** - Listing products, services etc which people wish to buy from small businesses

- Regular supply of quality, low price window frames required. Contact ABC hardware, plot 42 Luwum Street.
- Builder seeks 5000 well-fired bricks and other building materials. Contact Nock on 225467 with quotations.
- Bakery requires serious businesspeople to sell quality cakes, bread and other products and act as retailers.
- Skilled boatbuilder required to repair 4pleasure boats. Contact Vincent, Jinja Sailing Club, Tel : 254152
- A supply of talapia required (must be delivered alive). Le Chateau restaurant, Tel : 262535

If you have anything, which you need from small businesspeople, advertise free on the Market place. Fax 453622 or Telephone 456392 or write to PO box 345 Kampala.

**Annex 11      A radio programme for small businesspeople "Nekolera Gyange"(I do my business)**

**CBS - FIT Uganda Ltd.**

Translation into English

Duration : 30 minutes.

**PROGRAMME THEME SONG - 01.00**

This song has been written and performed specifically for this programme and will form part of the programme image. The song refers to the self employed, engaged in small businesses to earn a living. These include traders, carpenters, retailers, bar owners, kikuubo operators etc.

The singer represents them and declares that they should be jubilant now that they have a voice on radio.

It is time to know where business opportunities lie and identify business obstacles and those responsible for those business obstacles. The small business operators are advised to take advantage of their programme **Nekolera Gyange** (I am a self-employed business man/woman)

**Programme theme song then fades out**

The introduction to the programme is longer than would be normal as this is the first programme, and an explanation of what the programme is about. The presenter in his introduction emphasises the theme song. The (fictitious) programme sponsors are given credit. He explains why it is necessary for the Nekolera Gyange to have a voice on radio. Reference is made to the research findings (see attached documents) and the importance of small business to Uganda's economy.

He gives an example of the multiplication factor of one business holding a bar which is the base for other businesses and employment e.g. chicken roasting, emulokony, vending, waiters etc. All engaged in this chain are able to pay taxes, which are vital to the national economy.

**What is in the programme**

The presenter explains what is in the programme. News of interest to small business. Small businesses 'Speak-Out', interactive interviews where small business operators (Nekolera Gyange) speak out in their own voices to air their comments, questions and suggestions. In the programme answers to these issues will be sought from relevant sources.

Bargains and business opportunity examples are given. An example of business operators who do not keep proper records to their disadvantage since the tax officers from URA take advantage of this situation to over tax small businesses.

Nekolera Gyange offers a chance to know and appreciate the varying business environment e.g. welding, carpentry, trading, shop-keeping etc. The presenter introduces Florence Luwede, the news reader.

**THE NEWS**

Item No.1

Bank of Uganda announced that Greenland bank depositors who were not paid in the first group, should check in the newspapers to know exactly when they are to be paid.

Since many of the small scale business operators were affected by the closure of the bank (Greenland), it is important that they get their money in order to resume their businesses which were adversely effected by the closure.

Item No.2

MPs debating the sale of the Co-operative Bank by the Bank of Uganda.

Item No.3

Counterfeit money notes in circulation. The listeners are warned of the presence of counterfeit notes and are urged to be vigilant. Examples of the most vulnerable are given such as night market operators at Nakasero market, Natete etc. **Main Message:** Be careful these guys take advantage of the dark, they cheat ...

**Short break (instrumental)**

Commercial 1 - Jua Kali exhibition (where ever possible commercials relevant to the small business listeners will be run) This commercial is promoting a small business show which is taking place in Arusha in August.

**SPEAK OUT** -where small business people are given the opportunity to air their ideas and problems.

In the programme the producers and presenters shall not sit in the studios and assume that they know everything about the small scale business operations. The production team will go out and meet the business community, interact and get the true picture of the people of 'Nekolera Gyange'.

**And what do these people in 'Nekolera Gyange' say?**

Our first trip takes us to Owino Market, the largest market in the country. We want to know what Nekolera Gyange in Owino say :

**\*On location recording of a trader in Owino\***

*"I am Francis Munanura a trader in this market for quite a long time. I came to this market in 1989. I was here when the construction of the new market started.*

*Our stalls are situated over Owino Channel between Nakivubo stadium walls and the newly constructed market (the municipal market).*

*Our problem is that the size of the original stalls was reduced and this happened when the stadium authorities sold us this space after the construction of the market. At that time, we got stalls from Nakivubo Stadium, though we had been allocated space by KCC.*

*We suspect that the stadium authorities did this unscrupulously after the construction of the market. They claimed that this is their land, therefore we had to be reallocated space. We complied as traders interested in continuing with our business. We managed to rent space first by paying for application forms at 10,000/=, re-allocation fee of 50,000/=, after which our stall dimensions were reduced to 27 inches per stall. Previously we had 3 - 4 ft. All in all there are 500 stalls.*

*Stadium authorities issued us with cards signed by their treasurer but the Chairman for vendors Municipal market signed too. That is they jointly signed to re-allocate the stalls. We had no problem with that. What hurt is the fact that the stadium authorities ruled that each stall pay 10,000/= per month, KCC charges us daily dues of 350/= per front, 350/= per side, 350/= for the stall floor! We pay KCC daily dues of up to 1,050/=, each time we bring in a bale (ndibota) of clothes we pay 1,200/= per lot. This is a very oppressive business environment.*

*Our colleagues in the well constructed markets pay 8,050/= only, but in our case, in this unfavourable condition, we pay rent of 10,000/= as daily dues etc.*

*We reported our grievances to Chairman Kayongo, the stadium authorities, the town clerk, and the Chairman LC III but never got any response. We even wrote to the IGG.*

*WE NEED TO KNOW WHO HAS AUTHORITY OVER US. Is it Nakivubo stadium or KCC? Since they jointly re-allocated the stalls, they should come up with a single rate we have to pay. If it is daily dues, let it be daily dues. If it is rent, let it be rent."*

**Presenter continues**

On this programme we will speak to the authorities in the city council so that they can explain the whole situation.

**Commercial 2** - This fictitious commercial has been designed to show that the programme can be utilised to promote retailers to sell your products and understand its unique selling points.

*"Do you sell Pepsodent Toothpaste in your shop? Do you know that Pepsodent not only strengthens your teeth and fights decay, but it gives you lasting fresh breath? It is the perfect choice for your customers. Pepsodent retail representatives will be visiting shops in Kampala from now until August 30<sup>th</sup>. On the spot prizes will be given for shopkeepers who are displaying Pepsodent in a new or unique way, or salespeople who sell our product most effectively. Remember, your next customer could be a Pepsodent representative, and you could win on the spot prizes, one of 4 colour televisions or a 3 million shilling jackpot. Selling Pepsodent is good for your customers and good for you. (jingle)Pepsodent strengthens teeth, fights decay with a lasting freshness."*

**Commercial 3** - This fictitious dramatised advert has been designed to show that advertising can be targeted specifically at small businesspeople in a unique way.

Business man :	'aaaaaaaah, 1 million five hundred shillings, they have killed me!'
Wife	'what is all this noise about, you will disturb the neighbours'
Business man	'I have just opened my telephone bill and look, telephone calls to Kenya, telephone calls to UK ... wait until I get my hands on my staff'
Wife	'Oh it was probably your receptionist Sandra and you sacked her last week., you said that she did nothing but read the newspaper.'
Business man	' but now I have a new receptionist and how can I trust her ...it will happen again, and I need a telephone to stay in contact with my customers ... oh it is too difficult being a businessman.'

Wife 'Ah my husband, get an MTN mobile and then you can stay in contact with your customers and you will not need a receptionist'

Business man 'But it is too expensive, it is only for big people not a small manufacturer like me'

Wife 'nonsense, an MTN mobile will save you money. The costs are affordable, you can easily budget by purchasing airtime, you will save money by not having a receptionist, you will always be in contact with your customers .... (pause and then in a whisper) and I can always find out where you are after work'

Business man 'perhaps you are right, let me find out about MTN and their mobile phones'

**Retail Development Competition** - A fictitious competition showing how the programme can be utilized to promote retail development.

*All shop keepers in Kampala, Mpigi, Jinja, and Luweero districts. CBS FM is introducing a special competition. Boost your sales. Let all the nation know that you are one of the people who is likely to win prizes totaling to 6 million shillings including 10 colour televisions, free stock for your shop, T-shirts and much more.*

*How do you enter ? Create a unique display of Unilever products in your shop and contact CBS. A representative will visit your shop and the best displays will win on the spot prizes every week and appear on Nekolera Gyange. We are looking for the most creative and eye-catching displays of one or more of the Unilever range of products which include Colgate, Blueband, Lifebuoy soap, Kimbo, Pears soaps and cream, Omo and many more.*

*Hurry and arrange your displays and contact CBS.*

*Remember Unilever is your caring partner in business.*

## **MARKET PLACE**

The presenter introduces the 'Market Place' the spot on the programme to buy and sell. Those wishing to buy something from small businesses are given free mentions on the programme.

- Kampala supermarket wishes to buy dried and well packed ground nuts and dried fruits. Samples should be taken to Rose-star Supermarket shop 12, Kabalagala
- This is news from Mbarara, Uganda National Farmers Association, Mbarara are looking for and wish to buy quality chaff/grass cutters for zero grazing. Demonstration samples must be available for view. Write to PO Box 241, Mbarara
- Do you have high quality tin boxes, cooking pots, door locks, charcoal grills and other quality products. There is a hardware and household appliance shop which is looking for these products. Find it at Plot 9, Luwum Street.

## **Interview with Kampala City Council**

Presenter introduces KCC Public Relations Officer who responds to the complaints from the Owino market vendor.

*"KCC is not aware of such problems. We have never talked about this officially. This place should be a corridor, but as you say that the Nakivubo stadium authorities levy taxes and Owino, I am not aware.*

*Our problem is that some of these people don't get authorisation they just operate and after getting into trouble they complain"*

## **Presenter**

This is the KCC response and we shall follow up the matter and get to the heart of the problem.

We have come to the end of the programme **Nekolera Gyange**. I request you to tune in and take advantage of **your** airtime to know more about business and do not forget we have opportunities to win big prizes in the competitions.

Credit goes to our sponsors (...), Martin Ssemakula the producer, Florence Luwede in the News Department and my colleague Atibu. I am Charles Muyanja wishing you a good evening..

**Programme ends with the theme tune**

## **Annex 12      Radio Programme Sponsorship- Supporting Notes**

### **Support Notes to the Demo of 'Nekolera Gyange' (I do my own business)**

*Programme times 30 minutes and will be broadcast twice a week at 9.30pm on CBS FM 88.8*

We are pleased to present a demo of a new and unique programme for small businesspeople in Central Uganda. This Central Broadcasting Service (CBS) programme, Nekolera Gyange, has been developed with support from FIT Uganda Ltd., a business development company that has expertise in the development of services to small business.

This programme targets a new segment of the radio audience and offers unique commercial opportunities to advertisers and sponsors. We would appreciate if you read these support notes which clearly explain these opportunities. An English translation and explanation is also attached which gives non Luganda speakers a breakdown of the components of the programme.

#### **Why target small businesses in a radio programme?**

The small business sector forms the largest commercial sector in Uganda (after smallholder farming). In 1995 it was estimated that there were over 850,000 small businesses in Uganda who employ over 2 ½ Million people, this being 20 % of the Ugandan working population and 90% of all those employed in the private sector. Employment in small business was estimated to be growing at 21% per annum and it is therefore probable that over 4 million people are now employed in this sector<sup>1</sup>

Small businesses probably form the largest and fastest growing consumer market in the country. It is a market, which is productive and has expendable income. The importance of small business as a market is equaled by its importance in retail. The vast majority of goods are sold through small business and numerous large businesses, from local manufacturers to Multinationals, rely on small business wholesaling, distribution and retailing.

The media whose business programmes or publications target the formal, large commercial sector, which comprises only a small percentage of business in Uganda, has ignored this huge market.

#### **Why CBS for a Small Business Programme?**

FIT Uganda Ltd. was commissioned by a Canadian research organization to undertake an independent survey of radio production and listener-ship among small businesspeople in Central Uganda. The survey was undertaken in February 1999 and involved a cross section of 70 businesses (those with 10 employees or less) in 5 different towns. The survey indicated that Luganda was strongly the language of preference (55% for Luganda alone and 22% for Luganda with English) while English was preferred by only 7% of small businesses. The survey also indicated a strong preference for CBS over other radio stations with 66% citing the station as their first or second choice.

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<sup>1</sup> United States of America International Development (USAID), Micro and Small Scale enterprises in Uganda. A Report on the National Baseline Survey, 1995.

Station	First preference	Second preference	Total first and second preference
<b>CBS 88.8FM</b>	<b>40%</b>	<b>26%</b>	<b>66%</b>
Capital 91.3FM	6%	23%	29%
Radio Uganda 98FM	20%	8%	28%
Star 100FM	4%	20%	23%
Radio One 90FM	10%	2%	12%
Simba 97.3FM	6%	7%	13%

For these reasons, FIT Uganda chose to work with CBS in the development of this programme. Steadmans and Associates have also verified this finding, an independent media monitoring company.

#### **How has the programme been designed?**

Nekolera Gyange has been developed following extensive research among potential small business listeners of the programme. It will be broadcast twice a week at 9.30 P.M., the time of preference for small businesspeople.

The programme will represent small businesspeople, allow small businesspeople to express their views, and be a vehicle for the exchange of commercial information to and between small businesses. Nekolera Gyange will become the voice of small business and the programme will go out live to allow listener participation. This unique approach is brought together in a varied programme with news, current affairs, interviews, commercial information, competitions, and a specially written programme theme tune.

The varied and dynamic nature of small business in Uganda will result in each programme being unique, exciting and interesting.

#### **What are the benefits for Sponsors of the programme?**

Yes, the programme will be of interest as public relations. Those companies who are sponsoring Nekolera Gyange at the launch will be seen as pioneers who are supporting a programme which is addressing issues for the 'common man'. But, Nekolera Gyange is the first radio programme in Uganda targeted specifically at the small business community and therefore gives potential sponsors unique commercial opportunities.

##### **A) Sponsors who are interesting in targeting small business as potential clients.**

Nekolera Gyange can be used to develop your market in the small business sector. An important sector which is large, fragmented and often informal and therefore difficult to reach through traditional media. Your products can be advertised in a targeted way to businesspeople, competitions can be developed which revolve around your products, and new products, brands and services can be introduced. The targeted nature of the advertising will give you a competitive edge in penetrating this important market.

##### **B) Sponsors who are interested in retail development through small business.**

Nekolera Gyange will be listened to by thousands of small business retailers, wholesalers and even hawkers. These businesses are your customer interface and your sales are directly influenced by the way that they display your products, the sales techniques that they use, and their ability to understand the unique selling points of each of your products, which they sell. Nekolera Gyange can be utilised not only to publicise your brands, but to improve sales techniques for your products, introduce sales slogans, develop more effective displays and

point of sales and increase your distribution. Competitions, advertisements and features can be created to develop the retail side of your business in a new and dynamic way.

#### **The offer to Sponsors**

Sponsors of Nekolera Gyange will receive:

- 3 programmes promotional ads per day for 3 days prior to airing of the of programme.
- 2 billboards per programme opening and closing.
- Close out of competition commercials
- Opportunity to run your ads first in each commercial segment
- Opportunity to run competitions within programme.

#### **Sponsorship Rates**

The sponsorship rates for the programme are 500,000 USh per 30-minute programme.



### **Annex 13      Radio Programme Features adopted for Nekolera Gyange**

*To appreciate the description of the features please see translation of the programme demo – [Annex 11] or listen to the demo tape attached.*

**Programme Image:** The programme is named after the businesses of self-employment practice ‘Nekolera Gyange’ (I do my own business). The branding of the program was enhanced by use of a Music Jingle.

**Music Jingle:** was used to introduce the programme, state the programme name, objective, purpose, mission and cues to the issues being discussed.

The jingle was also used as a signpost for the radio listeners, to help them identify with programme, checking on the name, and also punctuating the presentation by bridging between items with different concepts of business. *E.g. between news, personal interviews and adverts.*

**The presenter:** plays the role of the ‘MSE representative’ when conducting interviews or hosting phone-ins discussions, hence reinforcing the radio culture role of stimulating discussions and providing a forum of discussion.

**Trailers:** the presenter uses trailers to announce items/features / special events lined up for the later programmes. The aim of this feature is to reinforce the role of the presenter, form part of the programme’s basic challenge to the listeners not to switch off in case they miss out on something important or interesting.

**Cues:** are used when the presenter is introducing the next items. *E.g. the first trip to Owino market...*

**Back announcements:** these are announcements reminding the listeners of the previous topics/items. The purpose of the feature is to promote interest in the issues being discussed.

**Recorded Links:** with in the programme recorded links are used with background music of the jungle to introduce public notes and ads [e.g. Jua-Kali exhibition] and also to punctuate the flow of the programme.

**Hand over:** these take the form of main presenter introducing co-presenters and news reporters. *E.g. the presenter Charles handover to the news reporter Florence – listen to the demo tape attached.*

**Bulletins:** the news bulletining revisits the news daily and current issues affecting the MSE sector. This is a form of direct delivery of information to MSEs.

**Speak Outs:** with the programme speaks from Small business entrepreneurs are encouraged. Giving the businesspeople an opportunity to air out their problems, pending issues that directly impact on their business performance. Specks Outs enhance the purpose of this programme hence making it the Voice of small business.

**Open air discussions:** It is believed that a lot of information is passed on through word of mouth as the traditional form of information dissemination. On air discussion give an opportunity to knowledgeable or informed individuals of community to educate and inform other listeners.

**Adverts: a) Informative adverts:** the adverts used in the programme are targeted at information the listeners of the whereabouts of goods, services of with direct benefit to their businesses. Therefore buyer and seller exchange of information is encouraged in the programme thus creating a window for developing marketing / supply opportunities for some businesses.

**Adverts: b). Persuasive Adverts:** used by sponsors as means of reaching out to listeners.

**Competitions:** are used by programme sponsors to generate interest both in their products and services and programme at large.