

GHANA INSTITUTE OF JOURNALISM

**THE CHALLENGES OF PUBLIC SERVICE BROADCASTING IN A DEVELOPING
DEMOCRACY: A CASE OF GHANA BROADCASTING CORPORATION**

BY

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**THIS DISSERTATION IS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
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DECLARATION

I, Kissiedu Alfred, the author of this study, “The Challenges of Public Service Broadcasting in a Developing Democracy: A Case of Ghana Broadcasting Corporation”, do hereby declare that except for the works of other authors duly referenced and also duly acknowledged, the work presented herein is the result of my own effort for the award of a Master of Arts Degree in Media Management at the Ghana Institute of Journalism.

I also declare that the preparation of this dissertation, carried out under the supervision of Dr. Lawrencia Agyepong is in accordance with the guidelines on supervision for dissertation laid down by the Ghana Institute of Journalism and this document has neither in whole nor in part been submitted to any educational institution for the award of any degree, diploma or certificate.

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Date: October 31, 2019

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Dr. Lawrencia Agyepong

(Supervisor)

Date: October 31, 2019

DEDICATION

I am totally grateful to God for keeping me safe, healthy and for how far he has brought me. I dedicate this work to all stakeholders of Ghana Broadcasting Corporation, present and future Board Members, present and future Director-General, and all well-wishers of the corporation.

ACKNOWLEDGEMENT

My foremost gratitude goes to the Almighty God for being the source of my strength and for giving me the wisdom needed throughout the course of this research project.

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ABSTRACT

The mission of Ghana Broadcasting Corporation (GBC) is ‘to lead the broadcasting communication industry through quality programming which promote the developmental and cultural aspirations of Ghana’. However, the issue of media proliferation or media concentration and funding or finance has contributed to low patronage of GBC, hence the mission becoming unachievable or adamant to attain in the current state of multiple challenges bedevilling the corporation.

The main objective of this research is to ascertain and explore the prevailing challenges of the Ghana Broadcasting Corporation. To simply identify the current challenges thereof confronting the corporation. Using qualitative method, evidence showed that the inability of GBC to thrive is linked to a number of challenging factors, both internal and external. The internal challenges include: finance or funding (operational expenditure), weak leadership, poor supervision, anachronistic technology and lack of logistics, lack of strategy, unproductive staff attitude (public organisation mentality), poor conditions of service, lack of staff training, terrible attrition rate, legacy debts such as; problems with satisfying long service awards, bureaucracy, branding (image), inadequate attractive broadcast content, less concentration on social events, and lack of instruments for the Pacesetters Band.

More so, the external challenges include: viewership and listenership challenges, conflict between commercial and public service role of GBC, legacy debts such as; electricity debts, link expenditure, lack of sponsorship, challenges with transmitters, and finance or funding.

Two qualitative approaches were adopted for the study, focus group discussion and in-depth interviews were used in data collection. One group of four persons was used for the focus group discussion and five persons for the in-depth interview. Based on the findings, one of the solutions asserted by some of the participants include; the Director of Marketing, Ms. Clare Bandeng-Yakubo, asserted that, *rebranding is a solution. If this is done and GBC is business-like not like the lay down kind of attitude; we need somebody to push people to work and with money, why not. And also GBC must look at the programming too.* And according to the Director of Finance, Rev. Ebenezer Botwi, *GBC needs to be audited. Auditing meaning that GBC needs to be audited across staff, across equipment...everything and GBC may need some sort of restructuring and funding. That's what I think.*

All in all, based on the key findings from the study, the study recommends that; the following key recommendations inscribed in chapter four as articulated by the research participants serve as the solutions for GBC to use as a road map in achieving its mission.

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GLOSSARY OF TERMS

PSB	Public Service Broadcasting
GBC	Ghana Broadcasting Corporation
BBC	British Broadcasting Corporation
NCA	National Communications Authority
NMC	National Media Commission
GCBS	Gold Coast Broadcasting System
USA	United States of America
UK	United Kingdom
NPR	National Public Radio
PNDC	Provisional National Defence Council
NDC	National Democratic Congress
GTV	Ghana Television
SPSS	Statistical Package for the Social Sciences
TRA	Theory of Reasoned Action
NBS	Nigerian Broadcasting Service
VON	Voice of Nigeria
WNBS	Western Nigeria Broadcasting Service
ENBS	Eastern Nigerian Broadcasting Service

RKTV	Radio Kaduna Television
BCNN	Broadcasting Corporation of Northern Nigeria
FRCN	Federal Radio Corporation of Nigeria
ENBC-TV	Eastern Nigeria Broadcasting Corporation Television
BPTV	Benue-Plateau Television
BON	Broadcasting Organisation of Nigeria
SABC	South Africa Broadcasting Corporation
TBC	Tanzania Broadcasting Corporation
NICI	National Information and Communication Infrastructure
MFWA	Media Foundation for West Africa
ERTU	Egyptian Radio and Television Union
NDP	National Democratic Party
MPC	Media Production City

CHAPTER ONE

1.0. INTRODUCTION

This chapter introduces the study, presents the problem statement, the objectives, research questions, significance of the study, the framework on which the whole study is based and the scope of study. The study investigates the challenges of the public service broadcaster, precisely the Ghana Broadcasting Corporation (GBC).

1.1. BACKGROUND TO THE STUDY

Broadcasting is a media term used in referring to all communication activities from Shows to announcement that are carried across via the medium of television and radio. In other words, the business of making and sending out radio and television programmes is delineated as broadcasting (Turnbull et al, 2010: 178). Public Service Broadcasting (PSB) is usually associated with national, publicly funded broadcasting institutions (Mendel in Jakubowicz, 2011:211). An archetype in Ghana is Ghana Broadcasting Corporation (GBC). According to the Council of the European Union, “public service broadcasting, both radio and television, support the values underlying the political, legal and social structures of democratic societies, and in particular respect for human rights, culture and political pluralism” (Directorate General of Human Rights in Jakubowicz, 2011: 210).

Public service broadcasting, for that matter, radio, was introduced to the Gold Coast by Governor Sir Arnold Hodson in 1935. The first broadcast was made on July 31, 1935, via “Radio ZOY”, the broadcasting service introduced for the purpose. The station was established as a public service tool with the main motive of bringing news, entertainment and music into the homes of Ghanaians (Ansah, 1985).

After 1939, the station was used for various purposes, which included educational support services as well as for the spread of British propaganda during the World War II (Ansah, 1985).

In 1954, upon the recommendation of a commission established to advise the colonial government on how to improve radio broadcasting in the country, the Gold Coast Broadcasting System (GCBS) was set up. Then in September 1962, the Ghana Broadcasting System became a full-fledged corporation and was renamed the Ghana Broadcasting Corporation – GBC (Asante, 1996: 8-9).

Asante (1996: 9) since its inception, GBC has undergone various restructuring and transformation exercises. For example, by 1973 GBC had been reorganized into seven divisions, notably sound (radio) programs, television programs, news and current affairs, engineering, administration, accounts, and common services. Again in 1973 GBC was reorganized – this time into eleven (11) divisions consisting of sound programs, television programs, engineering, news and current affairs, administration, finance, technical services, commercial services, public affairs and publication, music and culture, and film production. Still, recent reorganization by the government has made GBC into only two (2) divisions: sound broadcasting (or radio) and television. However, there are other supporting services such as engineering, news and current affairs, and administration and accounts (Asante, 1996: 9).

According to Asante (1996) television service was launched by Nkrumah on July 31, 1965, under the directorship of Mrs. Shirley Du Bois. Television was introduced into Ghana with the help of the Canadian Broadcasting Corporation. In his inaugural address, Nkrumah noted that television “must reflect and promote the highest national and social ideals of our ideology and society” (*Daily Graphic, August 2, 1965: 5*). In fact, the objective was to use television to promote education and literacy, not entertainment.

Currently, Ghana Broadcasting Corporation-Television (GBC-TV) has a major studio center in Accra with transmitters at Ajankote near Accra, Kissi in the Central Region, Jamasi in the Ashanti Region, and a relay station in Tamale in the Northern Region. The transmitters are linked by microwave to the main studio in Accra. In 1986, another transmitter was installed at Bolgatanga to serve the uppermost part of the country.

In an effort to improve and modernize television transmission as well as to increase simultaneous broadcast coverage to almost all parts of the country, three new color transmitters have been installed at Akatsi and Amedzofe in the Volta Region, Han in the Upper West, and Tamale in the Northern Region. The recent commissioning of another transmitter station in Sunyani in the Brong Ahafo Region makes it possible for ninety-five percent (95%) of the country's land surface to be covered. Television programming currently starts from twelve midnight to the next day twelve midnight (12:00 AM to 12:00 AM).

Different countries in Africa fund public service broadcasting using various formulae. Banda (2006) lists the different models of funding of PSBs. Direct government or state funding is the main mode of financing public service broadcasters in Africa. This however, raises the issue of autonomy from political influence. The issue of "he who pays the piper calls the tune" comes to play under this model. The government may see the public service broadcaster as its own because the survival of the national broadcaster depends on the government. The license fee model is used in South Africa and Zimbabwe (Banda, 2006). The small numbers of people in formal employment, and the problems associated with collecting the fee have made the amounts raised insufficient to sustain PSBs (Banda, 2006).

In Appiah (2015) report on *'Financial Challenges Undermine GBC's Capability'* the Director General of the Ghana Broadcasting Corporation, Major Albert B. Don-Chebe (Retd) said on the eightieth (80th) Anniversary of GBC that financial challenges have undermined GBC's ability to produce captivating, elevating and fulfilling content for viewers and listeners. He said the challenges could be partly attributed to the inability to revise the thirty (30) pesewas TV license fee meant to resource the corporation when the Cedi was depreciating and devaluating dramatically from 1993 to 2014 which certainly have severely impacted the GBC to execute its mandate. The Director General continued in annotation that; crippled financial status of GBC made it impossible to replace obsolete equipment, revamp studios and sponsor much-needed capacity building courses.

For Public Service Broadcasting bodies such as the GBC, Major Don-Chebe said if the funding model did not ensure reliable, predictable and guaranteed funds, it would become prone to several pressures that could control or influence the operations of the corporation.

Furthermore, he said GBC has the brightest opportunity to move towards the ideal state of a good public service broadcaster if the revision of the TV license fee from thirty (30) pesewas to three Ghana Cedis (GHS 3.00) per month for domestic users was realized and effected. This is important because the challenges of GBC with respect to sources of funding, as argued by Apenteng (2007), could compromise the ability of public service broadcasting from carrying out its mandate. Finance could easily be used as the leverage for control or influence on programming.

It is interesting to note that since 1962 the Ghana Broadcasting Corporation (GBC) has been conducting research into challenges as to audience reactions to its programs to ensure that such programs are targeted to meet the population's specific needs (Asante, 1996: 126).

Also GBC conducts the ‘Specific Survey on General Trends’ twice a year on any one study, and the results are analyzed for its audience (Bled in Asante, 1996: 126). This means that, besides funding challenges, the GBC is also confronted with somewhat of viewership or audience challenge for which a research is conducted as a means to provide solution to it.

It seems obvious from the above discussion that the public service broadcasting in Ghana needs massive restructuring if it is to play the role of an effective change agent while reaching a larger audience. Eilers and Oepen in (Asante, 1996: 127) state or note that ‘the content of electronic media very rarely reflects development problems and needs of the majority, which not only lacks access but also the means for contributing to and participation in media offerings’.

This brings to the fore, the sixty-four thousand US dollar (US \$ 64, 000) question on what significant challenges thereof are confronting the State broadcaster – GBC in this dispensation of media concentration.

Against this background, this study would examine the underlying factors behind some imperative challenges of GBC and what has accounted for not being attractive to Ghanaians.

1.2. STATEMENT OF THE PROBLEM

Based on the report of Tawiah (2003: 3), the research of the first woman ever to hold the position of Director-General of GBC, Ms. Eva Lokko revealed that the State-broadcaster was a non-performing institution. In terms of programming; she and her management team made it known that GBC had no good programmes at the time that were interesting, informative, educative and of relevance to the Ghanaian society.

For the technical production and engineering departments, it became public knowledge by the report that GBC had issues with the quality of equipment used for programming including that some of the equipment used are as old as twenty (20) years and have not been changed ever since they were bought. For this reason, GBC experiences breaks in transmission or other technical problems during transmission.

For the business development division, there were few or no measures to ensure proper packaging of programmes to suit advertisers, there was so much bureaucratic processes in which clients have to go through when coming to make adverts, there was no branding process whereby products of a company will be associated with a particular programme and the corporation's property such as land and the GBC Club house were not in use even not for rent. All these were not done in order to aim at generating more revenue for the corporation.

As regards to the public affairs and welfare division, there was no such thing as a provident fund that catered for staff at different stages of their lives. There was no motivation or incentives to the effect that staff members upon retirement leave the corporation without even having a personal accommodation they can call theirs not to even talk about a personal car after having worked with the corporation for over forty (40) years till retirement.

No loan system was even available to help the staff apply for loans to purchase a house or a car, assist in medical expenses, et cetera. No funeral allowances available, transportation, canteen or food allowances existed.

In addressing all these challenges, Ms. Eva Lokko, the then Director-General of GBC together with the new management team said GBC will be changed into a model institution for other state institutions to follow. For this reason, the plan will be to rehabilitate GBC and put in place strategic mechanisms.

The rehabilitation work will cover GTV, Obonu FM, GBC Radio, its ten (10) regional FM stations and programming, administration, business development, technical production, engineering and finance and audit divisions.

For the technical production and engineering section, all studios of GBC will be rehabilitated including wooden structures of the corporation. Studio equipment such as cameras and lighting will also be replaced with digital ones. All GBC transmitters throughout the country will be networked so that they can transmit from every corner of the country without interference. The rehabilitation of this area will also include linking up properly with its regional counterparts so that programmes will be telecasted or broadcasted live from the regions without necessarily having to send tapes of such programmes to the headquarters for it to be telecasted.

For the business development division, the rehabilitation of this department includes putting in place the right measures to ensure proper packaging of programmes to suit advertisers, cutting of the bureaucratic processes in which clients have to go through when coming to make adverts, begin a branding process whereby products of a company will be associated with a particular programme and renting of the corporation's property such as land and the GBC Club house that are not in use by the corporation. All these are aimed at generating more revenue for the corporation.

In light of the public affairs and welfare division, new things will be introduced which include; a provident fund. This fund will cater for staff at different stages of their lives. It will also ensure that before the time comes for a staff to go on retirement, he or she has his or her own car and accommodation. A new loan system will also be introduced for workers from the provident fund, whereby they can apply for loans to purchase a car or house. Other areas under this section which shall be improved are health, transportation, funeral, canteen allowances, et cetera.

Above all the aforementioned, the current Minister for Information, Mr. Kojo Opong Nkrumah under His Excellency, President Nana Addo Dankwah Akuffo-Addo, hinted of a possible change at Ghana Broadcasting Corporation to make it competitive. He told the Parliament's Appointment Committee that the president has set up a committee to advice on the restructuring of GBC. By annotation, the Minister said the committee has been tasked to offer recommendations as to whether GBC should continue to operate as a public service broadcaster and adequately resourced to do so or its mandate should be amended to allow it operate as a commercial entity. With this, he recounted that the committee will submit to his office a report of the recommendations and the direction the president wants the office to embark on shall be the way forward (*Myjoyonline.com*, 2018).

All in all, this write-up above focuses on what has been done in terms of pointing out with specificities on the challenges that be, revealing what is to be done and what shall be done to GBC.

From the above, the assurances given by the Director-General, Ms. Eva Lokko and her new management team lacked timeline appreciation for the completion of the task ahead in addressing GBC's challenges.

In addition, a broader consultation on the challenges of GBC was not done as the entire employees were not consulted with the exception of staff members at the managerial level. Upon further reading, there has been no subsequent report or documentation of success chalked so far in ameliorating GBC after over ten (10) years – a decade down the lane. Currently, GBC stands at eighty-four (84) years in the business of public service broadcasting.

By this state of business maturity, this research seeks to explore and ascertain whether the old aged problems that confronted the corporation are still prevalent or still the prevailing challenges facing GBC today in this modern times of high level media competitiveness and development. From the top ranked management level, through the low level management staff, to the ordinary staff members, this research aims at engaging from all sides of the employment divide, on what are the persistent issues serving or posing as the prevailing challenges adversely affecting the state broadcaster from being the best glorified media that it can be.

1.3. OBJECTIVES OF THE STUDY

The main objective is to understand the challenges of the State-broadcaster with the focus on the workers or staff of GBC articulating what exactly those challenges are saving the researcher from assuming or pinpointing what these challenges may be.

This objective seeks to;

1. explore the current prevailing challenges of GBC
2. ascertain if these challenges are still the old aged problems that used to confront the corporation
3. understand whether the financial sources or sources of funding influence the status of GBC

4. get to know if viewership or listenership is a major challenge for GBC
5. know from the high ranked management level and low level employees what are the issues involved in GBC's current state of uncompetitiveness
6. and the measures which serve as solutions to lift up GBC from its knees

1.4. RESEARCH QUESTIONS

Within the study of literature, research problem, and the background information gives rise to the following research questions for the study to attempt to find answers to and also help achieve the objectives set for this study:

1. What are the current prevailing challenges of GBC?
2. How have the sources of funding of the Ghana Broadcasting Corporation influenced the independence of GBC (from government or advertisers) as a PSB?
3. What measures can be put in place to strengthen GBC as a well-organized public broadcasting organization?

1.5. SIGNIFICANCE OF THE STUDY

The study is relevant for a number of reasons. Foremost, this research will investigate the challenges of the State-broadcaster. The findings of this study can be used as a road map in offering the needed support to the organisation. The results of this study can also be used in prioritizing the areas of challenges that need urgent attention. This dissertation will contribute to the debate on whether the restructuring and rehabilitation of GBC should affect its core mandate as either operating as a State-broadcaster or to operate as a commercial broadcaster.

1.6. SCOPE AND LIMITATIONS OF THE STUDY

This research generally aims at exploring the obstacles the public service broadcaster is facing or faced with in a developing democracy. The main issues of the study cover the challenges, knowledge and factors that account for low growth and slow development of GBC.

The area or scope of the study is limited to GBC which is the only public broadcasting organization in Ghana. The major limitation to the study is time constraint since the researcher is a worker and a student at the same time, besides the short period within which the study had to be carried out, and a lot of respondents could not be interviewed.

1.7. ORGANISATION OF THE STUDY

The dissertation shall comprise of five (5) chapters. Chapter One (1) covers introduction to the dissertation, background of the study, statement of research problem, research objectives, research questions, relevance or significance of the study and the Scope and limitation of the study.

Chapter Two (2) deals with the Literature Review which shall include the Review of theoretical framework and related studies as well as the definition of some key concepts

Chapter Three (3) discusses methodology used for the study and would systematically outline the setting of the research, target group and research design.

Other key areas under methodology to be considered are sources of data and data collection techniques and tools. The choice of each research technique will be justified and some challenges faced during the fieldwork outlined.

Chapter Four (4) looks at the analysis of data collected in the study. This chapter unveils the findings of the study and their interpretations.

In Chapter Five (5), which is the last Chapter, findings of the study are discussed and summarized. Recommendations immediately follow and then a conclusion to the study.

1.8. SUMMARY OF THE CHAPTER

The chapter presented the background, problem statement, objectives and justification of this study. Overall, this chapter provided introduction of the study. It looked at the arguments underpinning the current state of the State-broadcaster and the developmental issues concerning the productiveness, growth and development of the public broadcasting in Ghana

The next chapter presents a review of literature and the various philosophical and theoretical paradigms related to the study.

CHAPTER TWO

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.0. INTRODUCTION

This chapter stipulates the theoretical framework within which this study is situated and also examines relevant literature contained in scholarly articles, books, dissertation and papers presented at conferences.

This chapter presents the theories underlying public service broadcasting using the Political Economy theory of the Media propounded by Herman and Chomsky (1988), its varied funding options and defines its directly related concepts. In addition, the chapter puts the concept of public service into perspective and discusses some PSBs in Africa.

Finally, this chapter considers in conclusion; the reason for which the BBC is still resilient and relevant regardless of the new age of media deregulation and proliferation within the media industry and the factors that account for that.

2.1. THEORETICAL FRAMEWORK

For the purpose of this work; four major theories will be used to understand PSB in a developing democracy like Ghana and the challenges thereof.

2.1.1. The Political Economy Theory of the Media

The political economy theory is defined by Mosco (1995:2) as “the study of the social relations, particularly the power relations, which mutually constitute the production, distribution, and consumption of communication resources”. The theory was postulated by Herman and Chomsky (1988) in which they introduced the propaganda model of the media.

Herman and Chomsky claim that because media is firmly imbedded in the market system, it reflects the class values and concerns of its owners. They argue that money and power can filter out the news to fit print, marginalize dissent, and allow the government and dominant private interests to get their messages across to the public. They also claim that the media maintains a corporate class bias through five systemic filters: concentrated private ownership; a strict bottom-line profit orientation; over-reliance on governmental and corporate sources for news; a primary tendency to avoid offending the powerful; and an almost religious worship of the market economy, strongly opposing alternative beliefs. These filters in effect limit what will become news in society and set parameters on acceptable coverage of daily events according to Herman and Chomsky (1988).

In the propaganda model of Herman and Chomsky, the argument is that owners and managers of media houses share class identity with the powerful and are motivated to please particularly those who fund them and the viewers.

According to Herman (1996) the model does suggest that the mainstream media, as elite institutions, commonly frame news and allow debate only within the parameters of elite interests. He also maintained that where the elite are concerned as against ordinary citizens, by the model, the media will uncompromisingly serve the interest of the elite. In effect therefore, public interest is subdued by the interest of the high and mighty in society due to financial considerations by the media.

According to Boyd-Barrett (1995) the term political economy in media research has a critical significance often associated with questions of media ownership and control.

The political economy theory locates the power of the media in the economic processes and structures of media production. Ownership and economic control of the media are the key factors in determining control of media messages. However, Lukin (2012), questions the function of the media relative to government and industry are complex and multidimensional rather than a simple one as the Propaganda Model posits. Media performance is situational and more nuanced than expected.

Lukin (2012), therefore cited the example of Britain's Channel 4, a state-owned commercially funded broadcaster which in the face of 'factors such as patriotism, reliance upon official sources and ideology, was able to maintain 'a degree of autonomy and balance that is rarely expected during world war times. Lukin (2012) therefore argues that the media in certain situations can be autonomous.

In case of Ghana being a democratic state where the public broadcaster is expected to discharge its public service duties to its citizenry without fear or favour, the study is interested in finding out the extent to which the media theory of the political economy plays out in the output of GBC.

The Political Economy theory of the Mass Media in this case also connotes that other competitive media organisations may raise more advertising revenue from corporate Ghana than the State-broadcaster simply because they will be opened to all forms of unfettered businesses that will be financially beneficial to the organisation for sustainable growth within the media industry.

2.1.2. The Libertarian Theory of the Press

The Libertarian theory is one of the Normative theories of the Press. This theory originally came from the libertarian thoughts in the sixteenth (16th) century.

Liberalism in the media means freedom of information and freedom from government control or censorship. The fundamental principles of the Libertarian theory can be summarized as: 'seek to maximize political freedom and autonomy, emphasizing freedom of choice, voluntary association, individual judgment and self-ownership (Okafor, 2010).

Siebert et al (1956) pointed out that 'Libertarian theory is an idea of free expression from any authority'. The media have been entrusted to discharge certain public interest functions to a democratic society and by, conferring trust, society is entitled to judge.

In taking a cue from Keane (1991), the right to free publication has been viewed as an essential instrument for achieving democracy and especially as means for holding those who have power accountable.

Freedom of publication is necessary if critical and alternative voices are to be heard. Indeed, the Libertarian theory of the press summarizes what the press should be, as the words of Jeremy Bentham and John Stuart Mill as cited in McQuail (2003), 'the realization of Bentham's principle of the greatest good for the greatest number' requires that government be guided by the wishes of the citizens, which have to be freely expressed. Mill (1975) argued that the progress and welfare depended on free circulation of ideas by means of which truth and utility would be maximized.

Libertarians argue that the press should be seen as the Fourth Estate reflecting public opinion. Press ownership under Libertarian system is likely to be private and should be free from defamation, obscenity, impropriety, and sedition (Okafor, 2010).

This theory is regarded as a Western theory. The underlying principle of the Libertarian theory of the press is that the press should be free to perform its functions but in the Authoritarian theory, the press was under governments' licensing and censorship (Siebert et al 1963). If the media under this theory is free to write and publish, it will provide truthful, comprehensive and intelligent account of the day. In the same line of thought, but a slightly different angle, McQuail (1987) writes that, 'in this theory man is being looked upon as a rational being with inherited natural rights. One of these rights is the right to pursue truth.

Conversely, Nerone (1995) argues that if the media power were radically shifted to individuals, parochial local interests would predominate at the expense of the whole, and that this would exacerbate current problems with collective action. Perhaps, this is one weakness inherent in the theory at the earliest stages.

Well, from this theoretical framework, the only answer to the world of journalism, media and press freedom is in Libertarianism or the Libertarian theory where information is for all without government restrictions and regulations. The Libertarian theory is about the absence of State control, the media is free, and that de-regulation necessarily coincides with liberty and that, the State is the only possible obstruction to media operation.

2.2. REVIEW OF RELATED LITERATURE WORKS

2.2.1. The Relevance and Resilience of the British Broadcasting Corporation (BBC)

The British Broadcasting Company as the BBC was originally called, was formed on October eighteen (18) nineteen twenty-two (1922) by a group of leading wireless manufacturers including Marconi (*History of the BBC*, 2019).

By a Royal Charter, the BBC was established as the British Broadcasting Corporation. Daily broadcasting by the BBC began in Marconi's London studio, 2LO, in the Strand, on November fourteen (14), nineteen twenty-two (1922). The BBC World Service radio broadcasts began in nineteen thirty-two (1932) as the Empire Service (Cunningham, n.d.). By the early twenty-first (21st) century, the service broadcast in more than forty (40) languages to roughly one hundred and twenty (120) million people worldwide (Cunningham, n.d.). World Service Television began broadcasting in nineteen ninety-one (1991) and unveiling a twenty-four (24) hour news channel, BBC News 24, in nineteen ninety-seven (1997). The BBC also has been successful with the overseas syndication of its television programming. In the United States, series such as *All Creatures Great and Small*, *Doctor Who*, *Mr. Bean*, and *Upstairs, Downstairs* have been featured on the Public Broadcasting Service (Cunningham, n.d.).

The BBC has a reasonably good reputation and it is a genuine Public Service Broadcaster, with programme-making rather than money-making as its core function (Scott, 2014). The BBC competes with other broadcasters for sure: but the competition is more about prestige and bragging rights than about money. Therefore the BBC can make content that concentrates on quality rather than on mass appeal (Scott, 2014). The BBC website in general is amazingly remarkable as one can find absolutely everything they might ever want to know, from the day's event at Westminster to pictures of squirrels being adorable (Martin, 2013).

As an addendum to the above, the BBC news service is free from commercial pressures and that is very important in a democracy (Martin, 2013). Although ultimately answerable to Parliament, the BBC has virtually complete independence in the conduct of its activities. The BBC is largely financed by annual television licensing fees, which are paid by those who own TV sets or watch live television transmissions on such devices as computers.

The license fee is supplemented by income from activities of three commercial subsidiaries – BBC Studios, BBC Global News and BBC Studioworks (*About the BBC*, 2019).

All in all, the British Broadcasting Corporation (BBC) represents everything that is good and wholesome, and also a little bit peculiar, about the nation Britain.

2.2.2. Public Service Broadcasting in Africa.

The period after independence from colonial domination in nineteen sixty (1960) until about nineteen ninety-nine (1999) when democracy began to take root, analysts argue that Nigerian press was riddled with ethnicity, regionalism, political partisanship, militarization, and economic clientelism, as they re-energised their activism to the defense of their ethnic, regional and political interest, at the peril of national cohesion (Onoja, 2005: 33-41, Ojo, 2007).

Historically, government, federal and state, has always been dominant in the broadcasting media landscape. Radio transmission made its appearance on the Nigerian scene in nineteen thirty-two (1932) when the British Empire introduced the British Broadcasting Corporation's BBC Empire Service (later renamed the External Service) in its attempt to coalesce the English speaking colonies (*Open Society Foundations*, 2010; Esan, 2009; Betiang, 2006).

The first indigenous organisation charged with overseeing wireless radio transmission in the country, the Nigerian Broadcasting Service (NBS), was constituted in nineteen fifty (1950) (Open Society dates it nineteen fifty-two (1952)) with the former Controller of Light Entertainment at the BBC, Tom Chalmers, as the maiden Director (Esan, 2009: 35, Betiang, 2006: 62).

With the enactment of a Parliamentary Act in nineteen fifty-six (1956), the Nigerian Broadcast Corporation (NBC) took over the role of the Nigerian Broadcasting Service in nineteen fifty-seven (1957) with an enhanced legal framework.

In the twilight years of the colonial government and as a mark of political independence, the Voice of Nigeria (VON) was created in nineteen sixty-two (1962) (Betiang, 2006). The broadcasting philosophy of the Nigerian Broadcasting Corporation was underpinned by ‘strong regional identities and a sense of national belonging’ (Larkin, 2008: 65, in Esan, 2009: 34) with the content of national news broadcast from Lagos suffused with regional materials. However, while the NBC was imbued with the strong Public Service mandate associated with the BBC, the Corporation nevertheless lacked the financial independence that the BBC enjoys through the license fee funding, whence making the NBC financially reliant on the Federal Ministry of Information (Esan, 2009: 35). Oluyinka Esan argues that this dependence on the government for funding exposes Public Service Radio Broadcasting in Nigeria to manipulations from politicians and other government personnel.

In a democratic country such as South Africa, public service broadcasting is necessary to allow for the building up of a national identity and national consciousness from which all South Africans, regardless of colour, culture, age or location, can draw.

This ‘BBC model’ was exported to a number of Commonwealth countries, one of them being South Africa: the origin of the South Africa Broadcasting Corporation (SABC) lies in a statutory charter drawn up by Lord John Reith, then director-general of the BBC, in 1936. It was officially established as a broadcaster by an Act of Parliament in 1936. Originally operating purely as an English radio service, Afrikaans and African language broadcasts were introduced in 1937 and the 1940s respectively.

During the apartheid years the SABC became a propagandist tool of the state, and as the only national broadcaster in South Africa, played a large role in promoting and reinforcing separate development policies pursued by the Nationalist Party through its refusal to integrate different languages and ethnic groups onto one station.

The SABC began to distance itself from the state in the early 1990s, attempting to break away its entrenched role as HMV (His Majesty Voice), and immediately began transformation. This transformation has naturally proved to be the biggest in the SABC's sixty-three year history. Channels and stations were relaunched in 1994 with a new image which met with a lot of resistance from the more conservative factions of the South African public.

Originally, the public broadcasting service at the SABC was created to utilise the spare capacity of the two official channels, TVI and CCV (Mpofu, 1996), however the relaunch originally distributed public broadcasting responsibilities amongst all stations and channels as the nature of the SABC was now overwhelmingly that of a public service broadcaster. This implied that rather than being a minority player, public service was the SABC's major concern in the future broadcasting environment.

Nowadays the SABC covers three portfolios: commercial, community and public service, in other words, public service broadcasting has now become one of its three major responsibilities. Internally, the future public responsibilities of the SABC are envisaged as being limited to two television channels and eleven radio stations while commercial responsibilities will be limited to one television channel and five radio stations (see SABC website). Currently the broadcaster relies on funding from television license fees, government, and advertising and sponsorships.

It owns eighteen radio stations and five television channels, two of which are African continent channels, and services eleven national languages.

It is by far the largest broadcaster in the South African broadcasting industry. The SABC is on its way to becoming a liability company with the state as its 100 % shareholder. As previously stated, perhaps the most overwhelming criticism that is levelled against the SABC regards its relationship with the state. The heightened political environment in which the broadcaster operates has left it open to accusations of political bias and government interference.

Another African country on this radar is Tanzania. Tanzania Broadcasting Corporation (TBC) is the only public broadcaster on Tanzania mainland. TBC is a public corporation established under the Public Corporation Act, 1992 to provide a public service broadcasting through radio and television (*Media Ownership Monitor Tanzania, 2019*). TBC is owned by the Government of the United Republic of Tanzania through the Treasury Register, a department within the Ministry of Finance, that holds one hundred (100%) percent of shares. The interest of the government is to use TBC to reinforce government's efforts in nation-building. Consequently, the Government expects TBC to be its mouthpiece rather than speak independently and objectively.

At the same time, the Government provides financial support for TBC: literature read showed that about ninety (90%) percent of its annual income is derived from Government subsidy, one of many major factors that comprise the autonomy and independence of TBC. The remaining funding comes from TBC's own commercial activities such as adverts and sponsored programs (*Media Ownership Monitor Tanzania, 2019*). This gives the impression that while TBC is legally a public broadcaster, there exist financial and political dependency.

2.2.3. Challenges of Public Service Broadcasting

The attacks on public broadcasting are coming from three different directions:

"Public service broadcasting faces not only the danger of slow assassination by the thugs of cable and satellite, fiscal restraint, and shifting ideological moods, but the threat of suicide" (Rowland Jr. & Tracey, 1990:8).

Technologically, the new communications strategies set up by satellite, cable and video are fragmenting the audience. Economically, the continuing decline of public funds available to public service broadcasters is threatening their existence, while the financial gap between public and commercially-funded broadcasters continues to widen. Ideologically, public service broadcasting is coming under attack from both the left and the right, for different reasons. The left claims national broadcasters are elitist, unaccountable and exclusive, catering to 'civil society' rather than the greater public and therefore not serving 'public good'. The right, on the other hand, questions the whole concept of public culture, in line with the current liberal-economic trend of audience fragmentation and the ever-increasing popularity of the phrase 'individualism'.

The capabilities of technology to fragment the audience are overlapping with the ideological move away from a belief in 'public culture' (Stevenson, 1995; Van den Bulcke and Van Poecke, 1996). They also identify the role that the public broadcasters themselves are playing in their own demise as they seem entirely willing to give up their public service roles.

Commercial interest in broadcasting has gained in stature since the 1920s and 30s when governments feared the ideological potential for hegemony that lay within the electronic media and thus hastened to ensure that it remained directly under their control.

This gain is mainly due to cost involved in running a broadcaster and the ever-increasing demand for popular programming. The main ideological battle waged against public broadcasting concerned the fact that:

"Public broadcasters were portrayed as more resistant to diversity of voice than newer, private forms of control would be. Even when many public service systems broadened their range of programme taste, their aloof image persisted" (Rowland Jr. and Tracey, 1990:11).

Thus it was argued that the airwaves could only be truly liberalised under a commercial infrastructure that would open up the broadcasting field and allow for more choice. Public broadcasters were also critically seen as monopolies guided by issues of self-interest that included a bourgeois interest in maintaining class structure and power bases.

In the wrong hands, public service broadcasting can be;

"dreary, lacking in innovation, obsessed with providing minorities with opportunities for communicating with themselves (the ultimate in marginalisation) and obstinately refusing to extend the creative possibilities within the medium. In other words, it could simply be a civil society broadcaster" (Van Zyl, 1994:12).

This is suggestive of a broadcaster failing to build an active public sphere and instead centering around private interests, lacking in political content and failing to draw on audiences as citizens rather than individual consumers.

Public broadcasters, in order to operate effectively, require 'a post-capitalist civil society guaranteed by democratic state institutions' (Keane, 1990 cited in Tomaselli, 1994:137), in other words democratic state institutions need to be in place to ensure that private needs within civil society are not given preference over public needs of citizenship.

2.3. SUMMARY OF THE CHAPTER

The chapter outlined various theoretical frameworks that governed the study. It also reviewed the works of scholars who have recently done works in relation to the topic. In line with this, the next chapter looks at the methodology that will be used to gather the necessary data from relevant respondents.

CHAPTER THREE

METHODOLOGY

3.0. INTRODUCTION

This chapter presents the research methodology used in the study as well as the data collection methods and statistical tools for the data analysis. This section presents an overview of the method used in the study. The research will look at the research population, sample and sample size, data collection procedure and the tool for gathering data. It will also elaborate on the methodology, information about the study population, and describe the sample and sampling technique as well as the various steps used in collecting the data.

3.1. OVERALL APPROACH TO THE STUDY

Servaes (2001) states that generally, qualitative approaches may be better when investigating meaningful phenomena in development communication. The research design for this study made use of qualitative research methodologies which relates to the general aim of the study, which is, to determine the challenges of the State-broadcaster, GBC.

3.2. RESEARCH METHOD

The research methodology is qualitative and so the most appropriate method through which to collect data is using interviews. Interviews are semi-structured in order to allow the researcher to eventually shape responses into some sort of standardised framework. Semi-structured questions were used to allow the research to compare responses of different subjects.

Interviews were also informal enough to include open-ended questions and probes, participants were asked to elaborate on issues and each participants was asked different questions based on their specific field of work and job status within the GBC. Interviews were conducted in the field, in other words; the interviews took place within the GBC itself.

The context in which the interviews took place was noted and the order in which the questions were asked was tailored to suit each specific subject. The researcher did not want to invade the subjects' train of thought, primarily because the links made between concepts and ideas was essentially the most significant part of the data, for example, subjects equating public service broadcasting with more commercial principles. The researcher was not always in control of the direction in which the interviews took, these were a joint effort between subjects and the researcher.

This method was used because the research was based on participants informed opinions regarding public service broadcasting, the challenges thereof and how successful they felt the GBC had been in satisfying audience and fulfilling its public service mandate.

Qualitative research entails non-numerical examination and interpretations of observations for the purpose of discovering underlying meanings and patterns of relationships (Babbie, 2007). The *raison d'être* for opting for qualitative research paradigm for this study is because (Gaille, 2018) it becomes possible to understand attitudes. Consumer patterns can often change. When that happens suddenly, businesses can be left wondering what happened to them. The processes which are provided by qualitative research provide for a potential understanding as to why an attitude may shift. This may even lead to a definitive explanation, which can allow the business to adapt to the perspective shift. Because qualitative research helps us all understand attitudes better, it becomes easier to maintain consumer relationships (Gaille, 2018).

More so, it saves money. The qualitative research process uses a smaller sample size than other research methods. This is due to the fact that more information is collected from each participant. Smaller sample sizes equate to lower research costs. Not only does this research process save money, but it can also produce faster results. If data is needed quickly for an important decision, this is one of the best research options that is available today (Gaille, 2018).

Irrespective of the plausible factors aforementioned for choosing qualitative research design, this research method has its own downsides or disadvantages. For instance, it is not a statistically representative form of data collection (Gaille, 2018). The qualitative research process does not provide statistical representation. It only provides research data from perspectives only. Responses with this form of research cannot usually be measured. Only comparisons are possible, and that tends to create data duplication over time. If statistical data is required, qualitative research is not the form of research that should be used.

All in all, (Gaille, 2018) these key advantages and disadvantages of qualitative research show us that gathering unique, personalized data will always be important. It is the best method to understand how certain people, and even certain groups, think on a deeper level.

3.3. RESEARCH POPULATION AND SAMPLE

The population of a research refers to the collection of all individuals, objects or measurement of interests. The population of this study comprises the working population of Ghana Broadcasting Corporation, specifically permanent staff workers. Selection of the participant was restricted to participants within Greater Accra branch of GBC due to financial and time constraints. Information from the Controller and Accountant Generals Department (2017) indicates that there are about 1,511 staff strength of the Ghana Broadcasting Corporation.

Thus, the study targets a cross section of workers from the Managerial or administrative division to those non-administrative staff members such as reporters, TV or radio presenters, secretaries, and what have you.

3.3.1. FOCUS GROUP DISCUSSIONS

This study used FGDs as part of a multi-method approach to collect data on the topic. FGDs is used by this study because of its flexibility in question design, follow-up questions, varied views, and the fact that it allows for more people to be interviewed at a go.

3.3.2 IN-DEPTH INTERVIEWS

The use of in-depth face-to-face interviews and selection of interviewees were guided by purposive sampling in an attempt to reach the appropriate respondents.

According to Boulton and Hammersley (2006:244), purposive sampling is a form of non-probability sampling in terms of which decisions concerning the individuals to be included in the sample are taken by the researcher on the basis of a variety of criteria, including specialist knowledge of the research issue, or the capacity and willingness to participate in the research.

In this regard, five in-depth interviews were conducted with five management staff of GBC, including the Finance Director, the Content Supervisor who spoke on behalf of the Director of TV, the Senior Manager for Radio, the Director of Marketing and the Deputy Director of Human Resource who also spoke on behalf of the Director- General of GBC. The interviewees were chosen according to their importance as sources based on their in-depth knowledge of the operations of GBC and according to their willingness to cooperate.

3.4. SELECTION OF INSTRUMENTS

The research was conducted by the use of semi-structured interviews which was made up of both close and open ended questions. The semi-structured questions were designed based on the research questions and significance of the study.

These questionnaires were structured in English Language and questions about what exactly are the challenges confronting the corporation were asked in order to understand why the GBC is really uncompetitive within the Ghana media industry. Questions and answers were recorded on tape, this method was used because the researcher felt that it was the most unobtrusive way of capturing answers. Answers were lengthy and detailed and therefore could not have fitted onto any sort of structured worksheet. Notes were not taken during the interviews, the researcher felt that it was important to listen carefully to answers in case subjects were asked to elaborate on certain points they had made.

3.5. DATA COLLECTION METHOD

This study adopted two methods for collecting data: in-depth interviews and focus group discussions. Focus group discussions were conducted to collect data from the participants using a structured interview guide. One focus group made up of four (4) non-administrative staff members was used. The focus group lasted for about thirty (30) minutes. The canteen at GBC head office was the considerable place for discussion.

In-depth interviews with the targeted administrative staff was used in collecting data with each lasting not more than 30 minutes.

3.6. DATA ANALYSIS

The unit for analysis was GBC as the nation's public broadcaster. After fieldwork, all taped discussions and interviews were transcribed to supplement the notes taken during the actual data collection exercise. Data was then categorized into different themes based on the research questions.

The data generated during the empirical study was analysed against the theoretical framework proposed in chapter two (2) and the findings compared with each of the data gathering methods as a cross referencing mechanism for validity and reliability. The research findings were also analysed descriptively and presented in a narrative form along emergent themes. Conclusions were drawn based on the data analysed.

3.7. ETHICAL CONSIDERATIONS

In respect of the ethical considerations for this study, Gorman and Clayton (2005:43-44) state that the rights of individuals involved in the research study include confidentiality and anonymity, voluntary participation and informed consent.

Approvals from the relevant authorities were sought and acquired prior to the fieldwork being conducted. Discussions during personal interviews are confidential, and participants in the focus group discussions (FGD) were informed of the nature and purpose of the research verbally prior to the interview. This study therefore employed the above methods to ensure the requisite confidentiality and anonymity of all participating individuals.

3.8. SUMMARY OF THE CHAPTER

This chapter examined the research population, sample and sample size, the method of data collection and the tool for gathering data. It also elaborated on the methodology, information about the study population, and describes the sample and sampling technique as well as the various steps used in collecting the data. Focus group discussions and in-depth interviews were used in gathering data for this study. The data was then categorized into different themes based on the research questions for the purposes of analyzing the data for this study.

The next chapter presents an analysis of data gathered on the field. It consists of responses from the subjects as they relate to the study's objectives.

CHAPTER FOUR

FINDINGS AND ANALYSIS

4.0. INTRODUCTION

This chapter presents findings from the data gathered for the study. The study sought to explore and ascertain the challenges of Ghana Broadcasting Corporation. Also an analysis of qualitative data are presented in this very chapter.

By this, a semi-structured interview guide was designed based on the objectives of the study. In all, nine (9) participants were involved in the study and analysis presented was based on that score. The results are presented in accordance with the objective(s) of the study, followed by a discussion of the findings in the context of the existing literature.

4.1. PRESENTATION OF FINDINGS

Per the data collected from the interviews conducted with GBC staff members, the findings revealed the role of GBC as a public service broadcaster and that the challenges of the corporation includes; finance or funding (operational expenditure), weak leadership, poor supervision, anachronistic technology and lack of logistics, viewership and listenership challenges, conflict between commercial and public service role of GBC, lack of strategy, unproductive staff attitude (public organisation mentality), poor conditions of service, lack of staff training, terrible attrition rate, legacy debts such as; problems with satisfying long service awards and electricity debts, link expenditure, bureaucracy, branding (image), inadequate attractive broadcast content, lack of sponsorship, challenges with transmitters, less concentration on social events, and lack of instruments for the Pacesetters Band.

4.2. GBC CHALLENGES: FINANCE OR FUNDING (OPERATIONAL EXPENDITURE)

According to the Director of Finance, Rev. Ebenezer Botwi, *'the real big deal of GBC is finance or has to do with finance. Public Service I understand the world over is better funded by the public. If government pays my salary, caters for me, and government calls me, do you think I won't go? Or if government is doing something wrong, you will be able to say it?'*

Mr. Tahiru Abdul-Razak Mohammed, the Deputy Director of Human Resource, stipulated that the *'first major and critical challenge of GBC is funding the operation of GBC. This is because apart from the pay of salaries of the staff, government does not give us anything. Government has authorized us to retain our IGF (Internally Generated Funds) to use it to run the operations of GBC. But this institution is a very enormous organisation and with the vision of executing our mandate, we are virtually everywhere in the country and you can imagine trying to run an organisation were every corner you want to be there. You need some sustainable funding of a sort. Because this thing at the end of the day we are dealing with capital equipment.*

In analyzing both submissions, it is clear that GBC is cash-strapped. The organisation lacks money to run its operations. This problem as rightly stated by the Director of Finance, Rev. Ebenezer Botwe can eventually compromise GBC standards by making the corporation do the bidding of financiers; be it government or private.

We need capital resources. We need to buy equipment. We need to be changing equipment and you know with technology, every now and then, technology changes. And we need to be catching up. But we are still back because we cannot afford the current technological differentiation of the modern times in the area of broadcasting. So every now and then, we are struggling. While people have left seventeen, ten, twenty years ago, we are still having those things. Struggling.

Because we don't have the necessary financial resources to acquire those modern gadgets to run a very effective broadcasting. So that is why I said our main challenge is funding'.

According to the Director of Finance, Rev. Ebenezer Botwi; 'The point about government paying salaries, the salaries goes to the pocket of the staff. They are not meant to pay for link expenditure, et cetera. And apart from salaries the government pays, GBC provides for its operations which is not possible. The world over, it is noted that government will not be a good proper funder of any broadcasting organisation because the day government will not look at your direction or government will have financial stress, then you'll suffer. '

According to Mr. Tahiru Mohammed, 'the IGF is not a reliable source of funding GBC's operations and even the savior which is the TV license has also become something else for which it has even cost the job of the former Director-General as a result of enforcing the TV license law'. 'It got to a point in our history that it was not fashionable and uneconomical to go collect TV license fees because it was thirty pesewas (30p). He went further to say that, GBC spoke to the powers that be for a review of the TV license fees for which in 2015, the fees became thirty-six Ghana Cedis (GHS 36.00) for a set and sixty Ghana Cedis (GHS 60.00) for two sets and above. The mode of collection, he recounted, must be tied to something such as light or water bills so that people pay unconsciously'.

Rev. Ebenezer Botwi, Director of Finance said; 'Internationally, government or institutions have found an independent way of funding the State broadcaster, so that it doesn't at any particular point in time become subjected to one particular government and then no government can really control it. In the case were the government is issuing or implementing policies that is not in the best interest of the citizenry; how do you talk about it?'

Therefore, GBC editorial stance could be compromised. Currently, GBC owes ECG and the NETCO over twenty-six million Ghana Cedis (26, 000,000) for electricity.'

In addition, Mr. Tahiru Mohammed said 'the lack of funding affects the ability of GBC to offer refresher training course for the staff to always be updated and on top of their job. There is no money to finance the annual training budget for the staff. The lack of funds cascades into welfare related issues. For instance, the long service award were staff of GBC are paid some amount of money after having worked with the corporation for some years thus anniversary years, say ten years and beyond. In this regard, a month basic salary is paid to such staff. Unfortunately, because of the low cash flow, we are having serious problems paying those monies. We are currently owing almost close to sixteen million Ghana Cedis (GHS 16, 000,000). Owing people as far back as twenty-thirteen'.

'Added to that is the electricity bill in terms of the debts owed to ECG in the sum of millions and millions of Ghana Cedis. We call this legacy debts. So periodically, we get disconnected and that has a toll on our broadcasting duties. As an addendum, budgetary allocations for TV Shows, documentaries, and live coverage of events, cannot be satisfied due to low cash flow or inadequate funds'.

Rev. Ebenezer Botwi, Director of Finance asserted that; 'GBC's budget is about thirty-one million Ghana Cedis (GHS 31, 000,000) and for a broadcast content such as the AFCON alone, the payment right obligation needed was about ten million Ghana Cedis (GHS 10, 000,000) for which GBC cannot afford until government stepped in to settle the bills for AFCON to be broadcasted. If it wasn't for government, Ghanaians would miss the AFCON entirely even when their teams are playing. GBC has never met its budget since 2014 when I assumed office.

Most at times, the collection only is about twenty-one million Ghana Cedis (GHS 21, 000,000) or nineteen million Ghana Cedis (GHS 19, 000,000) not to even talk about revenue’.

As regards to TV license, the finance director said; *‘the TV license is the best practice for funding the corporation. Years over, it has been a difficult collection. I don’t think it is the TV license which is the issue, it is the mode of collection. We need a more user friendly way of collection which will not be a burden and a pain but yet it will be effective to do our work. The TV license collection should not be based on the benevolence of the citizenry, or people’s patriotism or else people will not pay at all’.*

‘The funding challenge of GBC has resulted in failure to change equipment used for broadcasting for about fifteen (15) years now. Just yesterday, I was watching GTV and I realized that we were blacking most of the time and for all you know, it’s an equipment’.

The above assertions relates to the Political Economy theory by Herman and Chomsky (1988). They argue that money and power are able to filter out the news to fit print, marginalize dissent, and allow the government and dominant private interests to get their messages across to the public. In this effect, if the government is the one paying all salaries and besides there is no reliable source of funding GBC’s operations, the adherence to broadcast government activities is inevitable and as such GBC cannot bite the hands that feeds it.

They also claim that the media maintains a corporate class bias through five systemic filters and one of them is; a primary tendency to avoid offending the powerful. This means that the financial position that GBC finds itself will lead the corporation not to take editorial stance or broadcast things that will ruffle the feathers of the powers that be [government].

But only dance to the tune of the money givers, be it; government and advertisers to avoid any offence thereof leading to any cut in cash flow which is already inadequate in the first place.

4.3. GBC CHALLENGES: WEAK LEADERSHIP AND POOR SUPERVISION

Joseph Yoyowah, a business reporter in GBC news, during the focus group discussion, stipulated that; *'our problem is management. We always hear instances where equipment are in and gets missing. Who are those in charge of this? Nothing happens to those who misplace these things...it goes on and it goes on. Management is bad. That is our main problem. Because there are a lot of things that goes on and it's over looked. We don't do anything about it. We just let it slide. And I think it's killing us because most of the staff in GBC know that there is nothing that could be done to them. But if stringent measures are been taken to address certain issues, I think we, it will go a long way. Even mistakes are always made on air during broadcasting and nothing is done. Day in day out we get equipment but people steal them and spoil them. And it's like a norm. Nobody cares. Me I can't fix the problems in GBC it is only management that can fix it. We always complain about staff in the news room editorial meeting. But nothing is been done. You'll go to transport for a car for an assignment and the driver will tell you that there's no fuel and that he can't go. And then nothing will be done about it'*.

Vanessa Adjei, a radio news reporter, during the focus group discussion; recounted that; *'I just came back from transport and the driver who is supposed to pick me at dawn doesn't work on Sundays. So I asked the transport supervisor, if they do work on Sundays? He said yes. But the person chose not to come on Sundays. Because nobody is going to do anything. And it's true. If he or she, I mean, my driver were to be penalized he will be coming on Sundays. But nobody does anything. So it boils down to management.*

Nobody cares about GBC because GBC is not for anybody's father or anybody's mother. That is the perception they run GBC with. GBC is not mine so let's run it like any ordinary media outlet. GBC is for government so at the end of the day, if anything gets spoilt; government is the one to spend money on repairs or restructure everything. And that is our problem. We don't care about anything. Management is not doing what is expected of them'. GBC will still be GBC if we have the same people managing the station. If they change people from up there; people who think about their staff, people who do not think about themselves; GBC will move forward'.

The assertion by Vanessa and Joseph per my analyses buttresses why GBC is unproductive and not competitive in the media landscape. If nothing is done about theft cases at the work place, nothing is done to those who misplace corporate property, and nothing is done about workers not producing good results, unproductiveness and doing anything they like; then that is one of the major reasons for which GBC is not well developed and not growing as a media institution.

Elgin Dela West-Agidi, a sports news reporter, during the focus group discussion, said; *'before anything can function properly, it has to come from the top. Leadership is so crucial to any crude of any corporation. If your leadership is not active or working, you can do anything at the base and it probably still wouldn't work because the final decisions come from the top. Whatever changes you make on the low; redefine yourself, et cetera, and it gets to the top and the top says no, everything is in shatters. So before you can address any issue of GBC it has to start from the top and that's leadership. If the leadership is not active and working in terms of understanding what the corporation is supposed to do or where it is supposed to be or what it is supposed to achieve or what the corporation is about et cetera there will be an issue.*

And I think that has been an issue for a while now because most of the time even the highest position thus Director-General and if per what I know, if you look at other sphere of corporate institutions, usually before you can even get up there you may have sort of risen through the ranks, meaning that you know every level before you actually finally get to the top. Actually, that is how it's supposed to be. Because then you understand. When you cook a stew, because you were there when it's been made, you know what goes into it; you understand every level in detail. You can really actually relate to problems because you've been there before. But then, when you are not or more of like an outsider which is like been sort of a thing recently, been there for a while, where outsiders come to pick up the highest positions and they are supposed to make the ultimate decisions. It becomes so much harder to be able to like implement real time solutions that can actually take the corporation there. And because those people come and occupy those positions, they will try to do things based on who put them there. Because if someone put you there and you don't want to make a mistake, so you also follow certain strict rules that have been placed over there. You won't allow way for innovation for new things to be done. You just go with the strict laws that have been put there. So literally there is no room for innovation and you are stuck with the same thing.

And in public you might, look good. But like in reality, you are killing your corporation. If you can get it right with the leadership, you are good to go. There have been time and time again and scenarios, when we've heard some of our leaders of the corporation talk and you realize they don't know or seem clueless with what is happening on the grounds.

And he doesn't care or wouldn't concern himself because he is made to be, to hold the position and he supposed to be sort of like a ceremonial head; just being there because he has to act on ceremony that is what he is supposed to do not necessarily get his fingers dirty by actually getting in touch with the people and find out what he is supposed to do. Yes, for leadership we have to get it right. If we don't get it right at the top, it's going to be much more difficult to do anything.

There are solutions to be done on the base and everything, like on every level, but if leadership is not the best, everything shambolic will not fall in place. A good leader knows the problems. He knows what problem is supposed to be solved first. He knows which ones are more pressing than others. He knows all of these things. But a leader who doesn't know what he is supposed to do will probably pick a smaller problem and make it a big problem – that; this is what we are supposed to do. This is a big issue. But it might not actually be the big one. Being able to understand what should be prioritized before another one is one of the qualities of a leader. And you can only be able to do this if you really know what or the space you are working in is supposed to do. Even being a Director-General, what really are you supposed to do? How many people who occupy this position even know what they're supposed to do in that position? You are not supposed to be a head and just be there. May be there might actually be real like serious duties you're supposed to perform, but you might probably not even do them because you don't really know what your role is.

Your role has not clearly been defined. If every department is independent and functions differently, whoever is at the top must make sure everybody works properly. It always start from the top. The one at the top must have an oversight of everybody and how everybody else is supposed to function.

He's supposed to be like a watchdog to tell you hey; this is not what you're supposed to do. At the top; you're the final voice. You're the one supposed to tell if departments are falling in line with what they're supposed to do or not. As a leader, you are supposed to know everything, how every department is supposed to run in order to champion your broadcast agenda.

Regardless of how incompetent other departmental staff members are, it is the role of the DG to make sure that all staff are supposed to be stayed in check. So if we screw up, yes; some of the blame will have to come to us. But in totality, you're the one who is supposed to take the blame regardless of everything that happens. Because if you were really monitoring or supervising, it wouldn't even happen in the first place. Before anybody can misbehave wherever they are, it is because they have experience a certain level of freedom – nobody cares. The staff are not afraid of the system because they have realized that the system itself is broken down'.

The submissions aforementioned speaks to the effect of weak leadership in GBC and a very poor culture of supervision within the corporation. In relation to Chapter two theoretical frame work, this findings does not support the Political Economy theory and the Libertarian theory of the Press. Because the Political Economy theory talks about how politics interferes with the media which is part of the economy whereas the Libertarian theory of the Press speaks to media freedom or freedom of the press. But nonetheless, the theory of Reasoned Action can be linked to this findings. The theory of reasoned action (1980) by Ajzen and Fishbein, suggests that behavioral performance is primarily determined by the person's intention to perform a specific behavior. It identifies two major factors that contribute to such intentions: a person's attitude and a person's subjective norms. Connecting it to the above submission, the attitude displayed and norm created at GBC is what has led to the conclusion that the corporation lacks keen supervision by the superiors and weak leadership by management.

How do you refer to the perception that ‘GBC is not for my mother or father and that, it is a government work...so government is the one to structure and restructure the corporation not me’. This is purely a mentality that has built an attitude of indolence and carelessness among GBC staff members, hence poor supervision. For the weak leadership, it is seen in the staff impunity displayed at work where equipment can be stolen, misplaced or missing by a staff and nothing is done about it by the leadership thereof. Also accounts where employees choose to report to work at any time, either be productive or unproductive in the day. And whether a staff comes to work or not, be productive or not, his or her monthly remuneration will surely be received since they are on government payroll.

Therefore, it is this kind of attitude and norm as recognized by the theory of reasoned action (1980) by Ajzen and Fishbein that has gravely contributed to the challenge of weak leadership and poor supervision within the corporation – GBC.

4.4. GBC CHALLENGES: ANACHRONISTIC TECHNOLOGY AND LACK OF LOGISTICS

The Director of Marketing, Ms. Clare Bandeng-Yakubo, asserted that, *‘one of the current prevailing challenges of GBC is the logistics we work with. Because GBC is 84 years and the equipment we bought, that is; what we began with, that is what we are still using. We sometimes have to cannibalize one to be able to get others working. That is what we keep on doing. Most of the equipment we have are outmoded. So it’s impacting on the job. We are still dealing in what we use to have. The impact of the equipment and attitude also reflects in our programming. The content we should have now is not what the current generation wants. What we use to do, if you look at the people who really watch us; they are the elderly. But 45 years and below, I am not sure they are following us.*

I don't have any data for that but from talking to people and all that; so our programming now don't suit what the youth of today want. So there is a challenge there. We can't get money. We can't make money. We can't sell. We have very good programmes but they are not the type the youth want. They want this entertainment, live shows, et cetera. But we can't do it because we don't have the logistics. We are having challenges with our transmitters at the regions. Sometimes you can't even get some parts of the regions watching you because our transmitter is down. They are all old. So GBC being a nationwide coverage is a cliché and not working very well to be used in the area of marketing. We have operational issues. We can't put more money into programming. Because the equipment are breaking down'.

The Senior Manager of GBC Radio, Mr. Francis x-Mensah, said the prevailing challenge of GBC is *'basically logistics. In a broader perspective; logistics: equipment, studio equipment, and deliverables, all of those things. Things that will make GBC work. We are doing staff rationalization here because we used to have a whole languages department; six local languages... But we used to have a whole radio channel for them...That we lost that transmitter. So we have put everybody on Unique FM now.*

The above information has a common denominator which is funding or finance. The lack of usage of modern technology at GBC, breakdown of equipment, and inadequate logistics all boils down to the fact that the corporation lacks cash inflow to afford latest equipment and adequate logistics for business operation.

Now in relation to the Political Economy theory, the state of GBC which makes it depend on government for help means that the financial assistance from government is not ample to sustain the corporation.

Programmes are poor because of money, inadequate logistics and sticking to old and outmoded equipment all because of money implies that the political interference does not really benefit the corporation. Also in light of the Libertarian theory of the Press which advocates for freedom of media personnel in their line of duty means that creativity is not being exploited or capitalized upon by GBC media personnel for which the programming of GBC does not attract the youth as the Director of Marketing, Ms. Clare Bandeng-Yakubo said.

The conclusion on most of the challenges confronting GBC is as a result of low cash flow from both government and IGF making funding or financing the common denominator that cut across the challenges thereof.

4.5. GBC CHALLENGES: VIEWERSHIP AND LISTENERSHIP

Abdul-Rahman Sani, a business reporter in GBC news, during the focus group discussion, stipulated that; *GBC broadcast late trust worthy stories that sometimes affect the viewership and listenership ratings because GBC wants to double check facts; not to rush and break the story and end up rendering apologies and issuing rejoinders. GBC will always want to confirm the facts before it puts something out. Even though some people feel like it's a bit boring sometimes. But it has its listenership especially the aged. I know an institution that does media polls. There is something we call Geopoll. GBC is faring not too well on Geopoll. This goes to buttress that GBC has some listenership and viewership challenges. GBC is struggling attracting commercials or advertisers because you can only attract when you have content.*

The Content Supervisor of GTV Sports Plus, Edwina Oppon, went on record saying that; *GBC has viewership and listenership challenges as a result of media proliferation and media concentration we currently have in the media industry.*

Myriads of media houses has engendered such a challenge. But I don't think it's pretty much just too many of them coming. It is also about how we have position ourselves in the market.

Even though we still have some amount of the market, we could have had the larger share of the market than sharing basically everything with them. I know of Geopoll as one institution that does media polls. On there, GBC is not on the radar. But I also think they are not doing it very well. Because there is a section of the country which have nothing but GBC. So such people watch only GBC / GTV. Now people watch TV content based. Sports Plus has one of the greatest following because of sports such that if there is any sport programme globally or in this country, people will first look at it at Sports Plus whether we are showing it. If we are not, that is when they will start looking. It is so bad that even GTV which is the mother station who use to show all the things, now people focus so much on Sport Plus such that whenever we share match play with GTV, for them to show any Ghana match while we take other matches to broadcast; we always get insults online castigating the station for not showing the Ghana match.

Meanwhile, there is a clear poster stating categorically that this match will be shown on GTV whereas the other matches will be broadcasted on Sports Plus. The insults only come in as a result of people being used to watching Sport Plus. So Geopoll cannot say that even if GTV did not qualify, as for Sports Plus it is supposed to appear or be seen on the radar of the ratings. Irrespective of the above statement on Geopoll not doing their job well or professionally, personally I think GBC is not fearing well in the market and on our media landscape.

The above understanding is that GBC does not have a consistent groundbreaking broadcast content for which there is a challenge in viewership and listenership. This means unlike other media stations, there are times that people watch and listen to GBC.

This is what has instigated the shift in attention to other media houses who have people glued to their channel or frequency on a daily bases because of intriguing broadcast content they have. This can be track back to the Libertarian theory of the press which advocates for privatization of media or press and freedom, hence media proliferation is making GBC greatly lose out in media monopoly and broadcast attention. Understandably, inadequate funding or lack of finance for such programmes to be created and broadcasted by GBC is one major factor that cannot be condoned but taken cognisance of. So based on the political economy theory in Chapter Two by Herman and Chomsky (1988) the independence of journalists and editors, according to the propaganda model is restricted because they are not immune to the influence of owners and managers who are also, economically motivated to please their sources of funding and viewers. According to Herman (1996) the model does suggest that the mainstream media, as elite institutions, commonly frame news and allow debate only within the parameters of elite interests. He also maintained that where the elite are concerned as against ordinary citizens, by the model, the media will uncompromisingly serve the interest of the elite. In effect therefore, public interest is subdued by the interest of the high and mighty in society due to financial considerations by the media.

Exactly the point. GBC finds itself in a position where it is highly likely to absolutely accede to the directives of their / any financier on any broadcast content solely because the station needs money badly for it operations and survival.

4.6. GBC CHALLENGES: SOLUTIONS

As regards to solutions, the following assertions by the research participants or interviewees came forth as answers to solve GBC challenges in order to sustain growth and development of the corporation:

Abdul-Rahman Sani, a business reporter in GBC news, during the focus group discussion, stipulated that; *politicians should take their hands off GBC and also the State broadcaster should be well funded. TV licenses should be deducted by the State just as NHIS, energy sector debt, petroleum stabilization levy, et cetera have been prioritized and is been deducted. If government can put in mechanisms to ensure that it's been deducted in whichever way or innovative way for people to pay then GBC will not even need government fund. They can survive on their own. Government should prioritize GBC by going beyond the payment of salaries and provide the corporation with the major equipment that is needed to run GBC. And also, GBC's management should not be based on politics or who will come to serve my interest. But it should be done based on the fact that you are competent enough to run the affairs of GBC, you know the job and you can deliver. And there should be effective monitoring and evaluation of staff.*

So that the staff that are doing well will be seen and those that are not doing anything and yet they are on government payroll being an impediment to the success of the State broadcaster will also be seen.

Mr. Tahiru Abdul-Razak Mohammed, the Deputy Director of Human Resource, stipulated that; *if we have a sustainable funding like the TV license we will grow. Either we put it in the form of billing by finding a subtle way so that we can get the money reliably without any hullabaloo or the politicians give us the enforcement for us to collect our money.*

If we get a reliable funding and we judiciously use the money, other media houses cannot rock shoulders with GBC. We have the capacity, and very intelligent people. So I believe if we get a sustainable way of funding GBC, there will be an automatic growth despite our attitude. We will provide very reliable and dependable services. People will admire us. If the funding challenge is actually looked at, potential growth will come for GBC. We need a reliable source of funding.

The Content Supervisor of GTV Sports Plus, Edwina Oppon, went on record saying that; *GBC needs to be strategic. GBC needs to identify the fact that we are in a competitive environment and we need to see ourselves as such and compete. We shouldn't take them as not a threat.*

According to the Senior Manager of GBC Radio, Mr. Francis x-Mensah, *currently, GBC is running a strategic plan. That is one thing that can actually dovetail into the growth and development of GBC. We are in the third year now of the strategic plan which is a five year plan. The plan is about where GBC wants to be in five years, how do we get there and the things to do – Rebranding, doing our programmes, refreshing some of the programmes and what have you and to deal with basic broadcasting issues.*

Elgin Dela West-Agidi, a sports news reporter, during the focus group discussion, said; *before anything can function properly it has to come from the top. Solution wise, if GBC can get it right with the leadership, we are good to go. GBC must be rebranded which involves what we want to do. People must know that GBC is the best in something as part of the rebranding process. Also media monitoring by GBC to implement some ideas that are working for other media houses is one solution. GBC must give personnel small rewards as motivation or incentive to warrant and encourage the best coming from the staff.*

Judging independently, the solutions offered by these participant are solely in line with their experiences at the corporation and what they deem worthy to grow, develop and sustain the Ghana Broadcasting Corporation.

4.7. SUMMARY OF CHAPTER

This chapter presented analyses of data collected on the field. The analyses of the findings thereof was conducted with respect to only five salient challenges of GBC due to massive time constraint. The next chapter will look at possible recommendations based on the findings.

CHAPTER FIVE

SUMMARY, CONCLUSION, RECOMMENDATIONS AND LIMITATIONS

5.0. INTRODUCTION

This chapter presents a summary of the findings from the study as well as the conclusions, recommendations and directions for future research. The summary focused on the major findings from the study in relation to the study's objectives and research questions.

5.1. SUMMARY

Succinctly, this research revealed that there are twenty challenges confronting GBC which are finance or funding (operational expenditure), weak leadership, poor supervision, anachronistic technology and lack of logistics, viewership and listenership challenges, conflict between commercial and public service role of GBC, lack of strategy, unproductive staff attitude (public organisation mentality), poor conditions of service, lack of staff training, terrible attrition rate, legacy debts such as; problems with satisfying long service awards and electricity debts, link expenditure, bureaucracy, branding (image), inadequate attractive broadcast content, lack of sponsorship, challenges with transmitters, less concentration on social events, and lack of instruments for the Pacesetters Band.

In addition, a huge chunk of GBC's funding come from government in the form of paying salaries of over one thousand five hundred and eleven (1,511) staff excluding working capital requirement to run the operations of the corporation. This makes GBC serve two masters by doing the bidding of government and also wade into commercial activities for survival, hence engendering some conflict between commercial and public service role of GBC.

Nevertheless, the Director of HR made it clear that GBC always abandons its commercial activities to satisfy government needs whenever there is a clash between government and commercial duties.

In a nut shell, this research contributed by not only revealing the challenges of GBC but also measures were considered as solutions that can be put in place to strengthen GBC as a well-organized public broadcasting organization.

5.2. CONCLUSION

All in all, the major challenge that runs through all other challenges of GBC from: viewership or listenership, current state of uncompetitiveness, weak leadership, poor supervision, anachronistic technology and lack of logistics, conflict between commercial and public service role of GBC, lack of strategy, unproductive staff attitude (public organisation mentality), poor conditions of service, lack of staff training, terrible attrition rate, legacy debts such as; problems with satisfying long service awards and electricity debts, link expenditure, bureaucracy, branding (image), inadequate attractive broadcast content, lack of sponsorship, challenges with transmitters, less concentration on social events, to lack of instruments for the Pacesetters Band has finance or funding as a common denominator.

Although GBC is a PSB, it is not adequately independent in terms of its funding, as about 50% of its funding is from government sources. This makes GBC susceptible to influence from the state as there seems to be no clear autonomy in its operations and with a dependence on the state for its funding. In the wake of media proliferation, GBC as a PSB has to find source of generating funds independently to be able to stay true to the tenets of a PSB in order to serve the interests of the public.

With respect to the research objectives, the above stipulation are the current prevailing challenges of GBC in which the reality has it that these challenges also serve as legacy issues or challenges meaning old aged problems that used to confront the corporation – GBC.

5.3. RECOMMENDATIONS

This research contributed by not only revealing the challenges of GBC but also solutions were considered as a panacea to the prevailing challenges of the corporation.

This study sought to ascertain or investigate the challenges of GBC. One of the main questions asked is; what are the prevailing challenges of GBC?

Based on the key findings from the study, the following key recommendations inscribed here are some contributed solutions provided by the nine participants or interviewees in chapter four of this research.

- 1) Abdul-Rahman Sani, a business reporter in GBC news, during the focus group discussion, stipulated that; *politicians should take their hands off GBC and also the State broadcaster should be well funded. TV licenses should be deducted by the State just as NHIS, energy sector debt, petroleum stabilization levy, et cetera have been prioritized and is been deducted. If government can put in mechanisms to ensure that it's been deducted in whichever way or innovative way for people to pay then GBC will not even need government fund. They can survive on their own. Government should prioritize GBC by going beyond the payment of salaries and provide the corporation with the major equipment that is needed to run GBC. And also, GBC's management should not be based on politics or who will come to serve my interest.*

But it should be done based on the fact that you are competent enough to run the affairs of GBC, you know the job and you can deliver. And there should be effective monitoring and evaluation of staff. So that the staff that are doing well will be seen and those that are not doing anything and yet they are on government payroll being an impediment to the success of the State broadcaster will also be seen.

- 2) The Director of Marketing, Ms. Clare Bandeng-Yakubo, asserted that, *rebranding is a solution. If this is done and GBC is business-like not like the lay down kind of attitude; we need somebody to push people to work and with money, why not. And also GBC must look at the programming too.*
- 3) According to the Senior Manager of GBC Radio, Mr. Francis x-Mensah, *currently, GBC is running a strategic plan. That is one thing that can actually dovetail into the growth and development of GBC. We are in the third year now of the strategic plan which is a five year plan. The plan is about where GBC wants to be in five years, how do we get there and the things to do – Rebranding, doing our programmes, refreshing some of the programmes and what have you and to deal with basic broadcasting issues.*
- 4) According to the Director of Finance, Mr. Ebenezer Botwi, *GBC needs to be audited. Auditing meaning that GBC needs to be audited across staff, across equipment...everything and GBC may need some sort of restructuring and funding. That's what I think.*
- 5) Elgin Dela West-Agidi, a sports news reporter, during the focus group discussion, said; *before anything can function properly it has to come from the top. Solution wise, if GBC can get it right with the leadership, we are good to go. GBC must be rebranded which involves what we want to do. People must know that GBC is the best in something as part*

of the rebranding process. Also media monitoring by GBC to implement some ideas that are working for other media houses is one solution. GBC must give personnel small rewards as motivation or incentive to warrant and encourage the best coming from the staff.

- 6) The Content Supervisor of GTV Sports Plus, Edwina Oppon, went on record saying that; *GBC needs to be strategic. GBC needs to identify the fact that we are in a competitive environment and we need to see ourselves as such and compete. We shouldn't take them as not a threat.*
- 7) Joseph Yoyowah, a business reporter in GBC news, during the focus group discussion, stipulated that; *I think a vibrant management that knows what media is about not just anybody with qualification. And attitude of staff, if we channel our minds that we are doing this work; I think we can achieve a lot.*
- 8) Vanessa Adjei, a radio news reporter, during the focus group discussion; recounted that; *a change in management and we are good to go. Get a media person because news is the face of GBC. If we do our things right and get the right management, we are going to be in competition.*
- 9) Mr. Tahiru Abdul-Razak Mohammed, the Deputy Director of Human Resource, stipulated that; *if we have a sustainable funding like the TV license we will grow. Either we put it in the form of billing by finding a subtle way so that we can get the money reliably without any hullabaloo or the politicians give us the enforcement for us to collect our money. If we get a reliable funding and we judiciously use the money, other media houses cannot rock shoulders with GBC. We have the capacity, and very intelligent people.*

So I believe if we get a sustainable way of funding GBC, there will be an automatic growth despite our attitude. We will provide very reliable and dependable services. People will admire us. If the funding challenge is actually looked at, potential growth will come for GBC. We need a reliable source of funding.

5.4. LIMITATIONS

In the course of this study, certain limitations were encountered, which had some effects on the rate at which the research went. First was the bureaucratic process the researcher had to go through in getting the various respondents to grant the interview sessions, as well as the inability to access documents that were relevant to the research, but which were classified non-disclosable. The researcher was also limited by time and cost, which also contributed to slowing down the rate at which the research went.

The researcher initially decided to use both the quantitative and qualitative but later had to opt for qualitative due to constraints such as time and money. It is therefore, suggested that any researcher who would want to embark on any such project should involve both quantitative and qualitative in further research in order to obtain a rich, fair and well balanced representation of the sample of the research population.

Also the researcher could not have the access to interview the Director-General himself rather someone spoke on his behalf. Therefore, any researcher who wishes to conduct research along this line should have the exact views of the DG on the subject matter reflecting in the documentation of the research.

Having said that, in addition to the limitations; out of about twenty-two (22) challenges presented in the findings in chapter four, the analyses of the findings thereof was conducted with respect to only five salient challenges of GBC due to massive time constraint. It is posited that any researcher who wants to embark on a similar research should critically consider researching and analyzing the other stated challenges aside the five challenges discretionally deemed salient under this dissertation.

5.5. DIRECTIONS FOR FURTHER STUDIES

Based on key findings that emerged from this study and the limitations of this study, it is recommended that further study be conducted to examine other specific challenges of GBC such as any of these: viewership or listenership, current state of uncompetitiveness, weak leadership, poor supervision, anachronistic technology and lack of logistics, conflict between commercial and public service role of GBC, lack of strategy, unproductive staff attitude (public organisation mentality), poor conditions of service, lack of staff training, terrible attrition rate, legacy debts such as; problems with satisfying long service awards and electricity debts, link expenditure, bureaucracy, branding (image), inadequate attractive broadcast content, lack of sponsorship, challenges with transmitters, less concentration on social events, or lack of instruments for the Pacesetters Band.

The study used only qualitative research design so I advise the use of a mixed-method approach research is done in order to obtain a rich, fair and well balanced representation of the sample of the research population.

Also, the 84th GBC Anniversary lecture where Professor Kakari was the main speaker for the caption ‘The State of the State Broadcaster’ is one substantive material which can be used by any researcher to enrich the research thereof. I posit that further research to be done should be conducted in light of the information shared, challenges said and solutions offered in this material as a prudent guidance for a more rock-solid thesis.

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APPENDIX A

ANNEX 1: STRUCTURED INDEPTH INTERVIEW GUIDE

GHANA INSTITUTE OF JOURNALISM

FACULTY OF COMMUNICATION STUDIES

(DISSERTATION)

TOPIC: THE CHALLENGES OF PUBLIC SERVICE BROADCASTING IN A DEVELOPING DEMOCRACY: A CASE OF GHANA BROADCASTING CORPORATION

Hi, this is a Post-graduate student from Ghana Institute of Journalism pursuing a Master of Arts Degree (MA) in Media Management. As an Institute of higher learning, it is part of the assessment and training of students to select and study specific problems which are important and pressing enough to be a concern to the country as a whole.

In view of this, I am conducting a research on ‘THE CHALLENGES OF PUBLIC SERVICE BROADCASTING IN A DEVELOPING DEMOCRACY: A CASE OF GHANA BROADCASTING CORPORATION (GBC).

The interview responses provided for the purposes of this research will be treated with utmost confidentiality and used for academic purposes only.

Please tick (✓) the box down below to confirm your participation in this interview by agreeing on the bases of the fact that all your responses will only be used for the purpose of this Academic Exercise. Thank You.

I AGREE

I DECLINE

1. What is the role of GBC as a Public Service Broadcaster?
2. What are the current prevailing challenges of GBC and are these challenges still the old aged problems that used to confront the corporation?
3. Is the GBC seen as a broadcaster still undergoing transformation after 84yrs of existence?

WHY?

4. The Minister for Information, Mr. Kojo Opong Nkrumah talked about restructuring GBC; is GBC currently experiencing any form of restructuring as we speak?
5. What are the main internal indicators of the transformation that has taken place over the past few years or by the restructuring?
6. Do you think that sometimes commercial interest conflicts with the public interest role of GBC?
7. Could you please indicate the various sources of funding of the GBC and how much the corporation has received from each source?
8. How have the sources of funding of the Ghana Broadcasting Corporation influenced the independence of GBC (from government or advertisers) as a PSB?
9. What are the main components of your annual budget?
10. What amount of money does the GBC require on the Average each year to run the corporation effectively?
11. What is the amount of money the GBC has received annually over the past three years?
And from which source?
12. How much is made from the broadcasting licensing fees?
13. Which aspects of the financial requirements, e.g. salaries, etc, are covered by the various funding sources?
14. Does your current funding regime affect your planning? How?
15. Have there been times when you had to abandon certain plans and programs because the expected funding did not come in as expected?
16. Are there factors affecting viewership or listenership of GBC? What are they?

17. In your opinion would you say GBC is more listened to or viewed compared to private broadcasters?
18. Are you aware of any media rating institution or media polls? If YES, kindly mention two?
19. Where does GBC currently stand in terms of media polls in this age of media pluralism, proliferation and concentration?
20. In this current democratic dispensation, is the GBC able to attract commercials and advertisers?
21. How does the GBC go about attracting commercials?
22. Is this way of attracting Adverts difficult?
23. How does your answer in Q24 affect your advertising revenue?
 - a. Brings in more funds
 - b. Does not in any way affect funds influx?
 - c. Loses some funds to private broadcasters
 - d. Causes the lack of funds
24. Are advertisers comfortable with your kind of programming?
25. Is GBC a more bureaucratic-driven organisation than a programme-driven organisation?
26. Are reporters able to write socio-economically disturbing stories about major corporate institutions that sponsor programs when it comes up?
27. What is your say or take on the current state of GBC's uncompetitiveness?
28. Has there been a lot of staff shifting and retrenchment in the past couple of years? How has this impacted on staff attitudes towards their job security or how has that positively affected GBC?

29. Does government influence the editorial content, programming and operations of GBC?
30. On what occasions OR Circumstances?
31. How do they do this?
32. Have there been threats from the government or its representatives or ministers to stop or restrict funding because of a particular editorial policy?
33. How does this affect the work of the GBC?
34. What are the underlying measures which serve as solutions to grow, develop and sustain GBC?

THANKS FOR YOUR PARTICIPATION

ANNEX 2: FOCUS GROUP DISCUSSION
GHANA INSTITUTE OF JOURNALISM
FACULTY OF COMMUNICATION STUDIES
(DISSERTATION)

TOPIC: THE CHALLENGES OF PUBLIC SERVICE BROADCASTING IN A DEVELOPING DEMOCRACY: A CASE OF GHANA BROADCASTING CORPORATION

Hi, this is a Post-graduate student from Ghana Institute of Journalism pursuing a Master of Arts Degree (MA) in Media Management. As an Institute of higher learning, it is part of the assessment and training of students to select and study specific problems which are important and pressing enough to be a concern to the country as a whole.

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The interview responses provided for the purposes of this research will be treated with utmost confidentiality and used for academic purposes only.

Please tick (✓) the box down below to confirm your participation in this interview by agreeing on the bases of the fact that all your responses will only be used for the purpose of this Academic Exercise. Thank You.

I AGREE

I DECLINE

INTERVIEW GUIDE

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8. In your opinion would you say GBC is more listened to or viewed compared to private broadcasters?
9. Are you aware any media rating institution or media polls? If YES, kindly mention two?
10. Where does GBC currently stand in terms of media polls in this age of media pluralism, proliferation and concentration?
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13. Is this way of attracting Adverts difficult?
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15. Are reporters able to write socio-economically disturbing stories about major corporate institutions that sponsor programs when it comes up?
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17. Has there been a lot of staff shifting and retrenchment in the past couple of years? How has this impacted on staff attitudes towards their job security or how has that positively affected GBC?
18. What are the underlying measures which serve as solutions to grow, develop and sustain GBC?

THANKS FOR YOUR PARTICIPATION

APPENDIX B

ANNEX 1: TRANSCRIPT OF INTERVIEWS

According to the Senior Manager of GBC Radio, Mr. Francis x-Mensah, *'the role of GBC is supposed to look for the news, do news, package same and disseminate'*. The Senior Manager of GBC Radio, Mr. Francis x-Mensah, said the prevailing challenge of GBC is *'basically logistics. In a broader perspective; logistics: equipment, studio equipment, and deliverables, all of those things. Things that will make GBC work. 'We are doing staff rationalization were because we used to have a whole languages department; six local languages... But we used to have a whole radio channel for them...That we lost that transmitter. So we have put everybody on Unique FM now.*

'Currently, GBC is running a strategic plan. That is one thing that can actually dovetail into the growth and development of GBC. We are in the third year now of the strategic plan which is a five year plan. The plan is about where GBC wants to be in five years, how do we get there and the things to do – Rebranding, doing our programmes, refreshing some of the programmes and what have you and to deal with basic broadcasting issues.

Also, Miss Edwina Oppon, the Content Supervisor of GTV Sports plus says; *'GBC's mandate is to play a public service role and serve the public interest, transmitting programmes which contribute to the wider and longer term benefits of society as a whole, as well as engage in limited commercial broadcasting through paid adverts'*. The Content Supervisor of GTV Sports Plus, Edwina Oppon, went on record saying that; *GBC has viewership and listenership challenges as a result of media proliferation and media concentration we currently have in the media industry. Myriads of media houses has engendered such a challenge.*

But I don't think it's pretty much just too many of them coming. It is also about how we have position ourselves in the market. Even though we still have some amount of the market, we could have had the larger share of the market than sharing basically everything with them. I know of Geopoll as one institution that does media polls. On there, GBC is not on the radar. But I also think they are not doing it very well. Because there is a section of the country which have nothing but GBC.

So such people watch only GBC / GTV. Now people watch TV content based. Sports Plus has one of the greatest following because of sports such that if there is any sport programme globally or in this country, people will first look at it at Sports Plus whether we are showing it. If we are not, that is when they will start looking. It is so bad that even GTV which is the mother station who use to show all the things, now people focus so much on Sport Plus such that whenever we share match play with GTV, for them to show any Ghana match while we take other matches to broadcast; we always get insults online castigating the station for not showing the Ghana match. Meanwhile, there is a clear poster stating categorically that this match will be shown on GTV whereas the other matches will be broadcasted on Sports Plus. The insults only come in as a result of people being used to watching Sport Plus. So Geopoll cannot say that even if GTV did not qualify, as for Sports Plus it is supposed to appear or be seen on the radar of the ratings. Irrespective of the above statement on Geopoll not doing their job well or professionally, personally I think GBC is not fearing well in the market and on our media landscape.

'It is difficult for GBC to attract advertisers because when someone comes to do advert with GBC; then suddenly GBC is called to go cover State of the Nation address for the next four hours. Yes that is our problem; conflict between commercial and public interest role of GBC. Sometimes it gets to a point where you have to deploy all the channels toward public service.

Meanwhile an advertiser has gone into an agreement with GBC to do the adverts at a stated time or times in the day. So at the end of the day, the advertiser will not be happy. GTV main is our cash cow. Most advertisers state specifically that they want to run their ad on GTV main and not on the other channels because it is seen on both analogue and digital; everybody sees it. But for the other channels advertisers will not agree to place their advertisement there because of it been limited.

In all our legal contract it is there; stated that there could be a clash in duties where our public service role will at times conflict with our commercial interest role. We call that force majeure which is normally included in the contract. So we make advertisers know that there are certain public services we cannot stop it. But that also affect us indirectly because someone who might not like this deal might go to another place. And that means we might be losing out on cash because of our public service mandate. Anytime there is a national issue GBC must go do the production and take the feed or for people to take the feed. When it comes to certain locations, only GBC goes there for live coverage despite all our challenges. ‘GBC needs to be strategic. GBC needs to identify the fact that we are in a competitive environment and we need to see ourselves as such and compete. We shouldn’t take them as not a threat.

According to the Director of Finance, Rev. Ebenezer Botwi, ‘the real big deal of GBC is finance or has to do with finance. Public Service I understand the world over is better funded by the public. If government pays my salary, caters for me, and government calls me, do you think I won’t go? Or if government is doing something wrong, you will be able to say it?’

‘The point about government paying salaries, the salaries goes to the pocket of the staff. They are not meant to pay for link expenditure, et cetera.

And apart from salaries the government pays, GBC provides for its operations which is not possible. The world over, it is noted that government will not be a good proper funder of any broadcasting organisation because the day government will not look at your direction or government will have financial stress, then you'll suffer. '

'Internationally, government or institutions have found an independent way of funding the State broadcaster, so that it doesn't at any particular point in time become subjected to one particular government and then no government can really control it.

In the case were the government is issuing or implementing policies that is not in the best interest of the citizenry; how do you talk about it? Therefore, GBC editorial stance could be compromised. Currently, GBC owes ECG and the NETCO over twenty-six million Ghana Cedis (26, 000,000) for electricity.'

'GBC's budget is about thirty-one million Ghana Cedis (GHS 31, 000,000) and for a broadcast content such as the AFCON alone, the payment right obligation needed was about ten million Ghana Cedis (GHS 10, 000,000) for which GBC cannot afford until government stepped in to settle the bills for AFCON to be broadcasted. If it wasn't for government, Ghanaians would miss the AFCON entirely even when their teams are playing. GBC has never met its budget since 2014 when I assumed office. Most at times, the collection only is about twenty-one million Ghana Cedis (GHS 21, 000,000) or nineteen million Ghana Cedis (GHS 19, 000,000) not to even talk about revenue'.

'The TV license is the best practice for funding the corporation. Years over, it has been a difficult collection. I don't think it is the TV license which is the issue, it is the mode of collection.

We need a more user friendly way of collection which will not be a burden and a pain but yet it will be effective to do our work. The TV license collection should not be based on the benevolence of the citizenry, or people's patriotism or else people will not pay at all'.

'The funding challenge of GBC has resulted in failure to change equipment used for broadcasting for about fifteen (15) years now. Just yesterday, I was watching GTV and I realized that we were blacking most of the time and for all you know, it's an equipment'.

'We really have to define what GBC needs to be. Is it a public service institution or commercial or mixed. And as the good book says, if you serve two masters definitely you will compromise. If I am going here and I know when I get there I will get let say twenty thousand (20,000) and I am going here and I know when I get there they will say thank you. So most people are concern that how do we ensure that the commercial activity will not compromise the public service. But we need to survive. So where do we go? So the subject of funding the corporation needs to be considered before we have any disappointments. Let me give you an example; if we look at vetting of ministers; satellite cost alone is about seven thousand (7,000)...you get it...Look at something like public accounts committee; you have it sitting the whole day.

And assuming parliament is a private entity and we have to invoice them, then you should know that we are talking about huge amounts of money. What happens is that we abandon commercial businesses to do government business. And it gives us a lot of legal issues because assuming we've collected someone's money to show an advert for the person and government is having a programme; the government programme supersedes whichever commercial entity that you have. So that is another way it affects us. If it is a commercial person, he will decide whether to continue or not.

For example, in the last election; 2016, GBC has come out with an editorial policy or editorial plan; because every party is supposed to have equal time. I mean every aspirant is supposed to have equal time.

Even the time they were to come for interrogation; all was balloted at lotteries. So that nobody will say that because you like this person so you acted on partiality. And someone who we owe to play advert for brought a lot of advert for NDC that he wants us to play from the money we owe him. And this issue is currently at court; the judgment debt I mean over nine million (9,000,000). Then we told him that well, we're ready to play any advert for him but not at this periods. Because the average Ghanaian will not know whether you have gone to collect money from that person. And we have made it strict that this period is a sensitive period. We refused to play because it would have jeopardize or conflicted with the independence we wanted to demonstrate to Ghanaians. The man says okay well; you have my money, you don't want to play. I am going to court. We went to court and he won the case. The timing of the man's case was a threat to our governance issue. It was about the law which says that give equitable time to all political parties so that it will not look like you are favouring one. That one is there...it is one of our biggest judgment debt. The man went to court, he says he has given us this money and for a very long time we haven't played his adverts. And he brought adverts during this time we are refusing. But to us, the time he brought the adverts it will bring chaos. Then people will say oh, GBC is doing propaganda for NDC at that time. And they were also the party in power. So what will you do?

Will you play or you will go and face your judgment debt? That is the issue. But if GBC was doing strictly public service, then nobody will even bring the money in the first place to come and entice me. So this one, if we say everybody is been given six hour...six hours is six hours. Nobody should come and say I want advert for this or that...no.no.no...it won't fly.

'GBC needs to be audited. Auditing meaning that GBC needs to be audited across staff, across equipment...everything and GBC may need some sort of restructuring and funding. That's what I think.

Mr. Tahiru Abdul-Razak Mohammed, the Deputy Director of Human Resource, stipulated that the *'first major and critical challenge of GBC is funding the operation of GBC. This is because apart from the pay of salaries of the staff, government does not give us anything. Government has authorized us to retain our IGF (Internally Generated Funds) to use it to run the operations of GBC. But this institution is a very enormous organisation and with the vision of executing our mandate, we are virtually everywhere in the country and you can imagine trying to run an organisation were every corner you want to be there. You need some sustainable funding of a sort. Because this thing at the end of the day we are dealing with capital equipment.*

We need capital resources. We need to buy equipment. We need to be changing equipment and you know with technology, every now and then, technology changes. And we need to be catching up. But we are still back because we cannot afford the current technological differentiation of the modern times in the area of broadcasting. So every now and then, we are struggling. While people have left seventeen, ten, twenty years ago, we are still having those things. Struggling. Because we don't have the necessary financial resources to acquire those modern gadgets to run a very effective broadcasting.

So that is why I said our main challenge is funding'. 'the IGF is not a reliable source of funding GBC's operations and even the savior which is the TV license has also become something else for which it has even cost the job of the former Director-General as a result of enforcing the TV license law'.

'It got to a point in our history that it was not fashionable and uneconomical to go collect TV license fees because it was thirty pesewas (30p). He went further to say that, GBC spoke to the powers that be for a review of the TV license fees for which in 2015, the fees became thirty-six Ghana Cedis (GHS 36.00) for a set and sixty Ghana Cedis (GHS 60.00) for two sets and above. The mode of collection, he recounted, must be tied to something such as light or water bills so that people pay unconsciously'.

'The lack of funding affects the ability of GBC to offer refresher training course for the staff to always be updated and on top of their job. There is no money to finance the annual training budget for the staff. The lack of funds cascades into welfare related issues. For instance, the long service award were staff of GBC are paid some amount of money after having worked with the corporation for some years thus anniversary years, say ten years and beyond. In this regard, a month basic salary is paid to such staff. Unfortunately, because of the low cash flow, we are having serious problems paying those monies. We are currently owing almost close to sixteen million Ghana Cedis (GHS 16, 000,000). Owing people as far back as twenty-thirteen'.

'Added to that is the electricity bill in terms of the debts owed to ECG in the sum of millions and millions of Ghana Cedis. We call this legacy debts. So periodically, we get disconnected and that has a toll on our broadcasting duties.

As an addendum, budgetary allocations for TV Shows, documentaries, and live coverage of events, cannot be satisfied due to low cash flow or inadequate funds'.

Mr. Tahiru Abdul-Razak Mohammed, the Deputy Director of Human Resource, stipulated that; *if we have a sustainable funding like the TV license we will grow. Either we put it in the form of billing by finding a subtle way so that we can get the money reliably without any hullabaloo or the politicians give us the enforcement for us to collect our money. If we get a reliable funding and we judiciously use the money, other media houses cannot rock shoulders with GBC. We have the capacity, and very intelligent people. So I believe if we get a sustainable way of funding GBC, there will be an automatic growth despite our attitude. We will provide very reliable and dependable services. People will admire us. If the funding challenge is actually looked at, potential growth will come for GBC. We need a reliable source of funding.*

The Director of Marketing, Ms. Clare Bandeng-Yakubo, asserted that, *'one of the current prevailing challenges of GBC is the logistics we work with. Because GBC is 84 years and the equipment we bought, that is; what we began with, that is what we are still using. We sometimes have to cannibalize one to be able to get others working. That is what we keep on doing. Most of the equipment we have are outmoded. So it's impacting on the job. We are still dealing in what we use to have. The impact of the equipment and attitude also reflects in our programming. The content we should have now is not what the current generation wants. What we use to do, if you look at the people who really watch us; they are the elderly. But 45 years and below, I am not sure they are following us. I don't have any data for that but from talking to people and all that; so our programming now don't suit what the youth of today want. So there is a challenge there. We can't get money. We can't make money. We can't sell. We have very good programmes but they are not the type the youth want.*

They want this entertainment, live shows, et cetera. But we can't do it because we don't have the logistics. We are having challenges with our transmitters at the regions. Sometimes you can't even get some parts of the regions watching you because our transmitter is down. They are all old. So GBC being a nationwide coverage is a cliché and not working very well to be used in the area of marketing. We have operational issues. We can't put more money into programming. Because the equipment are breaking down'.

'Rebranding is a solution. If this is done and GBC is business-like not like the lay down kind of attitude; we need somebody to push people to work and with money, why not. And also GBC must look at the programming too.

APPENDIX B

ANNEX 2: TRANSCRIPT OF FOCUS GROUP DISCUSSION

Joseph Yoyowah, a business reporter in GBC news, during the focus group discussion, stipulated that; *'our problem is management. We always hear instances where equipment are in and gets missing. Who are those in charge of this? Nothing happens to those who misplace these things...it goes on and it goes on. Management is bad. That is our main problem. Because there are a lot of things that goes on and it's over looked. We don't do anything about it. We just let it slide. And I think it's killing us because most of the staff in GBC know that there is nothing that could be done to them. But if stringent measures are been taken to address certain issues, I think we, it will go a long way. Even mistakes are always made on air during broadcasting and nothing is done. Day in day out we get equipment but people steal them and spoil them. And it's like a norm. Nobody cares. Me I can't fix the problems in GBC it is only management that can fix it. We always complain about staff in the news room editorial meeting. But nothing is been done. You'll go to transport for a car for an assignment and the driver will tell you that there's no fuel and that he can't go. And then nothing will be done about it'.*

I think a vibrant management that knows what media is about not just anybody with qualification. And attitude of staff, if we channel our minds that we are doing this work; I think we can achieve a lot.

Vanessa Adjei, a radio news reporter, during the focus group discussion; recounted that; *'I just came back from transport and the driver who is supposed to pick me at dawn doesn't work on Sundays. So I asked the transport supervisor, if they do work on Sundays? He said yes. But the person chose not to come on Sundays. Because nobody is going to do anything. And it's true. If he or she, I mean, my driver were to be penalized he will be coming on Sundays.*

But nobody does anything. So it boils down to management. Nobody cares about GBC because GBC is not for anybody's father or anybody's mother. That is the perception they run GBC with. GBC is not mine so let's run it like any ordinary media outlet.

GBC is for government so at the end of the day, if anything gets spoilt; government is the one to spend money on repairs or restructure everything. And that is our problem. We don't care about anything. Management is not doing what is expected of them'. GBC will still be GBC if we have the same people managing the station.

If they change people from up there; people who think about their staff, people who do not think about themselves; GBC will move forward'.

'A change in management and we are good to go. Get a media person because news is the face of GBC. If we do our things right and get the right management, we are going to be in competition.

Elgin Dela West-Agidi, a sports news reporter, during the focus group discussion, said; 'before anything can function properly, it has to come from the top. Leadership is so crucial to any crude of any corporation. If your leadership is not active or working, you can do anything at the base and it probably still wouldn't work because the final decisions come from the top. Whatever changes you make on the low; redefine yourself, et cetera, and it gets to the top and the top says no, everything is in shatters. So before you can address any issue of GBC it has to start from the top and that's leadership. If the leadership is not active and working in terms of understanding what the corporation is supposed to do or where it is supposed to be or what it is supposed to achieve or what the corporation is about et cetera there will be an issue.

And I think that has been an issue for a while now because most of the time even the highest position thus Director-General and if per what I know, if you look at other sphere of corporate institutions, usually before you can even get up there you may have sort of risen through the ranks, meaning that you know every level before you actually finally get to the top. Actually, that is how it's supposed to be. Because then you understand. When you cook a stew, because you were there when it's been made, you know what goes into it; you understand every level in detail. You can really actually relate to problems because you've been there before. But then, when you are not or more of like an outsider which is like been sort of a thing recently, been there for a while, where outsiders come to pick up the highest positions and they are supposed to make the ultimate decisions.

It becomes so much harder to be able to like implement real time solutions that can actually take the corporation there. And because those people come and occupy those positions, they will try to do things based on who put them there. Because if someone put you there and you don't want to make a mistake, so you also follow certain strict rules that have been placed over there. You won't allow way for innovation for new things to be done. You just go with the strict laws that have been put there. So literally there is no room for innovation and you are stuck with the same thing.

And in public you might, look good. But like in reality, you are killing your corporation. If you can get it right with the leadership, you are good to go. There have been time and time again and scenarios, when we've heard some of our leaders of the corporation talk and you realize they don't know or seem clueless with what is happening on the grounds.

And he doesn't care or wouldn't concern himself because he is made to be, to hold the position and he supposed to be sort of like a ceremonial head; just being there because he has to act on ceremony that is what he is supposed to do not necessarily get his fingers dirty by actually getting in touch with the people and find out what he is supposed to do. Yes, for leadership we have to get it right. If we don't get it right at the top, it's going to be much more difficult to do anything. There are solutions to be done on the base and everything, like on every level, but if leadership is not the best, everything shambolic will not fall in place. A good leader knows the problems. He knows what problem is supposed to be solved first. He knows which ones are more pressing than others. He knows all of these things. But a leader who doesn't know what he is supposed to do will probably pick a smaller problem and make it a big problem – that; this is what we are supposed to do. This is a big issue. But it might not actually be the big one. Being able to understand what should be prioritized before another one is one of the qualities of a leader. And you can only be able to do this if you really know what or the space you are working in is supposed to do. Even being a Director-General, what really are you supposed to do? How many people who occupy this position even know what they're supposed to do in that position?

You are not supposed to be a head and just be there. May be there might actually be real like serious duties you're supposed to perform, but you might probably not even do them because you don't really know what your role is. Your role has not clearly been defined.

If every department is independent and functions differently, whoever is at the top must make sure everybody works properly. It always start from the top. The one at the top must have an oversight of everybody and how everybody else is supposed to function. He's supposed to be like a watchdog to tell you hey; this is not what you're supposed to do.

At the top; you're the final voice. You're the one supposed to tell if departments are falling in line with what they're supposed to do or not. As a leader, you are supposed to know everything, how every department is supposed to run in order to champion your broadcast agenda. Regardless of how incompetent other departmental staff members are, it is the role of the DG to make sure that all staff are supposed to be stayed in check. So if we screw up, yes; some of the blame will have to come to us. But in totality, you're the one who is supposed to take the blame regardless of everything that happens. Because if you were really monitoring or supervising, it wouldn't even happen in the first place. Before anybody can misbehave wherever they are, it is because they have experience a certain level of freedom – nobody cares. The staff are not afraid of the system because they have realized that the system itself is broken down'.

'Before anything can function properly it has to come from the top. Solution wise, if GBC can get it right with the leadership, we are good to go. GBC must be rebranded which involves what we want to do. People must know that GBC is the best in something as part of the rebranding process. Also media monitoring by GBC to implement some ideas that are working for other media houses is one solution. GBC must give personnel small rewards as motivation or incentive to warrant and encourage the best coming from the staff.

Abdul-Rahman Sani, a business reporter in GBC news, during the focus group discussion, stipulated that; *GBC broadcast late trust worthy stories that sometimes affect the viewership and listenership ratings because GBC wants to double check facts; not to rush and break the story and end up rendering apologies and issuing rejoinders. GBC will always want to confirm the facts before it puts something out. Even though some people feel like it's a bit boring sometimes. But it has its listenership especially the aged. I know an institution that does media polls. There is something we call Geopoll. GBC is faring not too well on Geopoll.*

This goes to buttress that GBC has some listenership and viewership challenges. GBC is struggling attracting commercials or advertisers because you can only attract when you have content.

‘Politicians should take their hands off GBC and also the State broadcaster should be well funded. TV licenses should be deducted by the State just as NHIS, energy sector debt, petroleum stabilization levy, et cetera have been prioritized and is been deducted. If government can put in mechanisms to ensure that it’s been deducted in whichever way or innovative way for people to pay then GBC will not even need government fund. They can survive on their own. Government should prioritize GBC by going beyond the payment of salaries and provide the corporation with the major equipment that is needed to run GBC. And also, GBC’s management should not be based on politics or who will come to serve my interest. But it should be done based on the fact that you are competent enough to run the affairs of GBC, you know the job and you can deliver. And there should be effective monitoring and evaluation of staff.

So that the staff that are doing well will be seen and those that are not doing anything and yet they are on government payroll being an impediment to the success of the State broadcaster will also be seen.