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Reasons for and Responses to Radio Journalists’ Compensation Challenges

A Comparative Study of Radio Management Practices Across Varied Ownership Structures and Geographic Regions in Uganda

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ABSTRACT

Ugandan journalists face numerous challenges: political, including intimidation and harassment by security agencies, and economic challenges, including inadequate pay that has bred corruption in newsrooms, compromising the societal role of journalism in the country. Both political and economic challenges have been highlighted by several researchers. However, addressing journalists' poor pay needs more attention from scholars, especially on its mitigation. With over 80% of Uganda's population relying on the existing 309 radio stations for information, it is important to discuss the economic conditions under which radio journalists work. Employing economic theories like the theory of the firm, the spiral of decline, and the financial commitment model, this study investigates the root causes of poor pay for radio journalists in Uganda and what managerial practices are in radio newsrooms to address this challenge. The study employed in-depth, semi-structured qualitative interviews with eight radio managers selected using the snowball purposive sampling method from East, West, North, and Central Uganda to compare practices in the different geographic settings among government, private and community-owned radio stations. Radio stations, especially in the rural areas are immensely affected by the country's poor economic conditions that have sent them into a spiral of decline spiked by losses and low advertising revenue as a result of low purchasing power. That notwithstanding, the study reveals resilience among radio managers who have devised means such as saving schemes, sending out journalists to negotiate prices with advertisers, and advising journalists to find extra jobs. Whereas these methods seem to be temporarily addressing journalists' low pay challenges, the study finds that such solutions, especially journalists doubling as salesmen and devoting time to extra income-generating jobs, could compromise the societal role of journalism. Building on existing proposals, the study concludes that new journalism models should be devised while studying journalism in the African context.

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ACRONYMS

ACME- African Center for Media Excellence

CBS -Central Broadcasting Services

IMCU -Independent Media Council of Uganda

IPSOS -Institut Public de Sondage d'Opinion Secteur

MCU -Media Council of Uganda

NBS -Nile Broadcasting Services

NIJU -National Institute of Journalists in Uganda

NTV -Nation Television

SACCO -Saving and Credit Cooperative Organizations

UBC -Uganda Broadcasting Corporation

UBOS -Uganda Bureau of Statistics

UCC -Uganda Communications Commission

UJA -Uganda Journalists Association

UMWA -Uganda Media Women's Association

URA -Uganda Revenue Authority

USE -Uganda Stock Exchange

LIST OF FIGURES

Figure 1: The Spiral of decline as a result of a lack of profitability

CHAPTER ONE

ANECDOTE

The working conditions of journalists in Uganda are described as "poor and horrifying," and journalists live "a hands-to-mouth existence" (Jjuuko, 2015 p. 105) locally translated as (zenkola zendya), a phrase that my fellow journalists and I often used in the newsroom at one media organization that I worked for in 2021. After completing my Advanced Level examinations in 2015, I volunteered as a presenter at a local radio station in my home district while waiting to join the university. That was my first encounter with journalism practice. During that period, I learned that most journalists, full-time employees at the radio station, had not received their salary for more than three months. Almost two months after I joined the station, it was temporarily closed due to financial challenges. When I later joined the university in 2016 to pursue a bachelor's degree in Journalism and Communication, one of the reminders echoed by lecturers and guests from media industries was that "journalism has no money." I always wondered why such a significant sector, contributing to political and socioeconomic development in the country, could be one of the most struggling. It was so ironic that the working conditions of the people in a sector referred to as "the fourth estate" could not at any point match those of the ones working for the three other "estates" including the executive, legislature, and judiciary. As I read more and as my exposure to the journalism profession grew, I realized that everyone talks about the challenge but few talk about the responses to the challenge. In the first year of the course, I was introduced to the term "brown envelope journalism" and how journalists put aside the principles of facts, fairness, objectivity, and balance, to respond to the needs of those who give them an "envelope" as a result of inadequate facilitation. The desire to find solutions to this persistent challenge and its consequences inspired me to write this thesis.

INTRODUCTION

Uganda has a population of more than 46 million people as of December 2023 (Uganda Bureau of Statistics, 2023). 80% of this population uses radio as their main mode of receiving information (Afrobarometer, 2020). 76% of the population lives outside of the central region where the capital city, Kampala, is located (Myers & Harford, 2020). Due to the low levels of literacy in Sub-Saharan Africa, newspapers remain unpopular because most of them are still published in colonial languages (Chibita, 2010). Additionally, Chibita (2010) argued that television in Uganda is an “urban, elite, entertainment medium” p.1. Statistics by IPSOS, a Paris-based organization that media in Uganda rely on for media ratings (Myers & Harford, 2020), indicate that 73% of Uganda’s population tune into radio at least once per week, compared to only 28% who view television and 27% who log in to online platforms (Kimumwe, 2021). This makes radio the most popular medium.

The role of radio in Uganda, then and now

When it was established by the British colonial masters in 1953, radio in Uganda was mostly used as a platform to propagate colonial policies to counter the nationalistic messages that were being disseminated through the existing local newspapers (Chibita & Fourie, 2007; Tayeebwa, 2021). It is reported that even after Uganda obtained independence in 1962, radio remained state-controlled until the wave of liberalization and privatization swept through the country after 1992. This saw the establishment of the first two private radio stations in the country (Kalyegira, 2013). Today, more than 300 radio stations are in the country across the four regions; Western, Eastern, Northern, and Central, according to the Ministry of Information, Communications, Technology and National Guidance (Ministry of ICT, 2020). Of these, 10 are operated by the government-funded Uganda Broadcasting Corporation (UBC), 12 are community-owned, 4 are publicly owned, and the rest are privately owned (Myers & Harford, 2020). Most radio stations are limited to operating within restricted geographical areas, hence the segmented listenership (Nangooba, 2020).

The role of the radio in Uganda today is to foster political and socio-economic development. The radio plays an important role in educating, entertaining, and providing information to people to improve their livelihoods (Nangooba, 2020). Additionally, it is a platform that stimulates debates and creative and positive thinking (Mwalimu, 2023) amongst people on issues that affect them. On a personal level, Ugandan journalists believe that they perform the dissemination, advocacy, and watchdog role (ACME, 2021).

> they highly value the journalistic roles of information provision, analysis and interpretation, and investigation of official claims while at the same time showing strong support for ‘populist mobiliser’ functions such as giving ordinary people a voice and setting the political agenda (ACME, 2021, p.9).

Despite the liberalization and privatization of the media industry, 30 years later, the media in Uganda still faces several challenges that hinder it from performing its role.

Challenges facing radio in Uganda

A journalist survey report by the African Center for Media Excellence (ACME) in 2021 revealed that the challenges that Ugandan journalists face include but are not limited to:

> obnoxious laws and regulations, government interference, regulatory overreach, harassment and intimidation by security officials, advertiser influence, media ownership, professional and human resource challenges within newsrooms, and low levels of media literacy among the population (ACME, 2021, pp. 3-4).

Whereas the challenges resulting from political and regulatory forces are key indicators to consider in understanding the state of journalism and the well-being of journalists, it is also important to focus on the economic condition and how it influences the quality of journalism and the well-being of journalists.

Reporters Without Borders' most recent press freedom rankings place Uganda at 128/180 with the economic indicator at 116/180 and the political indicator at 139/180 (*Uganda | RSF*, 2024). The report also indicates that Ugandan journalists face intimidation and attacks from security officers, risk being punished for criticizing the government and are sometimes forced to self-censure stories for their safety. Whereas the political situation remains unfriendly to journalists and therefore a huge hindrance to the practice, the report also documented that Ugandan

> Journalists are among the country's worst-paid professionals. Employment contracts are rare, and only a few reporters earn more than 200 dollars (about 180 euros) a month. Their financial insecurity makes them susceptible to corruption (*Uganda* **|** *RSF*, 2024).

Now, in a country that has had several corruption incidences and is ranked 141 out of 180 in the latest Corruption Perceptions Index, 2024, by Transparency International, media organizations must ensure that their employees are well-facilitated to avoid falling victim to corruption and its consequences.

Gaps and significance of the study

It is therefore important to ask the question of how media organizations are prepared to make economic conditions better for the continuity of independent and conducive journalism in Uganda. Whereas much research has been conducted on the political challenges of journalists in Uganda, more research needs to be conducted on the economic impact on journalism in Uganda, and my study will contribute to filling that gap. Although economic conditions have been highlighted throughout different research (Kimumwe, 2021; McIntyre & Cohen, 2021; Myers & Harford, 2020), there is still a need to understand how media management is prepared to make the economic conditions of journalists better for independent journalism to thrive.

Whereas McIntyre & Cohen's (2021) study on *Salary, Suppression, and Spies in Ugandan Newsrooms* investigated the challenges of Ugandan journalists, highlighting political and economic difficulties, the research put much emphasis on the experiences of journalists, with only two respondents occupying managerial positions at a magazine and a newspaper. The authors noted that Sub-Saharan African journalists' major problems come from inadequate compensation, inadequate knowledge, challenges related to access to information, and an overwhelming government and advertiser influence (McIntyre & Cohen, 2021). From their one-on-one interviews with 27 journalists, their study revealed that most journalists considered inadequate facilitation as their main challenge. This poor facilitation varies between Kampala-based (urban) journalists and upcountry (rural) journalists (ACME, 2021).

Low pay not only leads to self-censorship of journalists but also corruption and bribery in the newsroom and the deflection of the best journalists from field journalism to desk jobs that seem to pay better (McIntyre & Cohen, 2021). This is why it is crucial to discuss the economic conditions under which journalists work and how the challenges are being addressed.

Whereas McIntyre and Cohen (2021) emphasized the challenges regarding salary, suppression, and spies, with most of the interviewees being journalists, my study investigates the root causes of, specifically the challenge of poor pay, but also brings a new voice to this discussion. My study engages the top managers of radio stations; investigating the root causes of the challenge of low pay for radio journalists and the managerial initiatives to address the challenge. McIntyre and Cohen (2021) also highlighted that their study was only limited to the challenges of journalists in the urban areas of Kampala City and nearby Luwero district. They recommended that subsequent research include the experiences of rural-based journalists because they might face different or similar challenges. My study fills this gap too, as it explores all the regions of Uganda from the west to the north, east, and central.

Myers and Harford (2020) produced a detailed study on the state of local radio in Uganda and Zambia, with a focus on how local radio is ensuring financial stability without losing its independence amid the financial threats that local radio in the two economies face. In Uganda, the scholars interviewed respondents from four radio stations; two upcountry-based commercial radio stations and one upcountry community radio station, while the other was urban and community-owned. They documented challenges facing local radio stations, which they referred to as “proximity radio,”

> a term borrowed from the French “radio de proximité,” which encompasses all types of community, local, and/or vernacular radio stations, profit or nonprofit, and are set up to serve a particular area and/or language group. Many such outlets focus on public interest content, often in far-flung rural districts or poor urban areas (Myers & Harford, 2020 p. 2).

They discovered that these radio stations face challenges including struggling economies, government dominance of advertising, corruption in newsrooms, challenges with donor funding, and an inability to properly facilitate employees. They also documented coping strategies being implemented by the local radio stations, including but not limited to alternative funding modalities, bailouts from founders, donor funding, the use of volunteers, investing in proper equipment, and market research (Myers & Harford, 2020). Their study focused on the general political and economic status of local radio, both privately and community-owned, majorly upcountry, documenting both their challenges and remedies.

To contribute more to this discussion, my study focuses solely on the challenge of poor pay to understand its root causes. It also compares the experiences of rural and urban radio stations under different modes of ownership. My study will contribute new knowledge on the differences and similarities in the challenges and coping mechanisms between rural-based government, private and community radio, and urban-based government and private radio.
It is against this background that I ask these two questions:

Research Questions and Objectives

1. What are the root causes of the poor pay of journalists in Uganda, seen from a managerial perspective?
2. What strategies are employed by radio station managers to confront and mitigate the issue of inadequate pay for journalists?

To break down the questions further, the study seeks to find out;

1. According to radio station managers, what are the reasons for the poor pay of Ugandan journalists working for rural-based private, government, and community-owned radio stations?
2. According to radio station managers, what are the reasons for the poor pay of Ugandan journalists working for urban-based private, government, and community-owned radio stations?
3. What mechanisms have managers of rural-based government, community, and privately owned radio stations put in place to address the challenge of poor pay for journalists in Uganda?
4. What mechanisms have managers of urban-based government, community, and privately owned radio stations put in place to address the challenge of poor pay for journalists in Uganda?

To address these questions, the objectives of this study are:

1. To find out the causes of the poor pay of journalists working for rural-based government, private and community-owned radio stations in Uganda.
2. To find out the causes of the poor pay of journalists working for the urban-based government, private and community-owned radio stations in Uganda.
3. To find out existing and proposed solutions to the challenge of poor pay for Ugandan journalists working for government, private, and community-owned rural-based radio stations.
4. To find out existing and proposed solutions to the challenge of poor pay for Ugandan journalists working for government, private, and community-owned urban-based radio stations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Radio ownership in Uganda

Uganda's media landscape is characterized by media pluralism with a diverse mix of private, public, and community media, creating diversity in opinions and easing access to diverse information. However, privately owned media dominate the sector, with most expansion being witnessed in radio stations (Nassanga & Tayeebwa, 2018). The issue of media ownership is key in the discussion of journalist remuneration because, according to Sjøvaag & Ohlsson (2019), ownership can influence news content, journalistic autonomy, freedom of expression, and organizational and professional practices.

The first category of media ownership in Uganda is state-owned media. In this category, there is the 100% state control of Uganda Broadcasting Corporation (UBC), which comprises the UBC Television and radio station with 90% indigenous pro-government content programming, also broadcasting in English and Kiswahili. Section 3 of the Uganda Broadcasting Corporation Act 2005 stipulates the objective of the UBC as "to ensure the public interest in rendering broadcasting services" and to "reflect the government vision of broadcasting services," among others (Tayeebwa, 2021, p. 365). On the other hand, Jjuuko (2015) in (Tayeebwa, 2021) argues that there is no functional public broadcaster in Uganda and that the best description of what exists is "regime broadcasting" (Tayeebwa, 2021, p. 365). Nassanga and Tayeebwa (2018) argue that although there is no deliberate policy on selective advertising, the Ugandan government favours advertising with state-owned media. In addition, influential government individuals who own media houses also get more advertisements from the government.

The second mode of ownership is the cross-ownership of the Vision Group. The government owns 51% of the shares, while 49% are traded on the Uganda Stock Exchange (USE) (Tayeebwa, 2021). Vision Group dominates media ownership in Uganda, as it runs five radio stations (Radio West, Etop Radio, Rupiny, XFM, and

Bukedde FM) and five television stations (Urban TV, Bukedde TV1, Bukedde TV2, TV West, and Arua 1) across the whole country. The group also owns several print publications, including the New Vision, Sunday Vision, Bukedde, Etop, Orumuri, and Rupiny (Tayeebwa, 2021).

The third category of media ownership is privately owned media. The most dominantly privately owned is the Aga Khan conglomerate, Nation Media Group, with print, radio, and television outlets in East Africa. In Uganda, the Nation Media Group operates Nation Television (NTV-Uganda), KFM, and Ddembe FM, as well as the Daily Monitor. The Red Pepper Group is another private media owner that runs tabloids including Red Pepper, Hello Uganda, Kamunye, and Entasi. They also run Juice FM and Juice TV (Tayeebwa, 2021). The Nile Broadcasting Services (NBS) has also grown fast over the last fifteen years (ACME, 2021). They run NBS TV, Next Radio, and Nile Post, an online publication.

The privately owned media tend to be more critical of the government, and some provide an equal platform for the ruling party and opposition parties. Whereas these media organizations should be independent, their commercial motives have, on several occasions, played a role in their decision-making. Media critics have raised concerns regarding the ownership of most private radio stations, noting that many of them are owned by the ruling National Resistance Movement (NRM) politicians and some by business people close to the ruling party (ACME, 2021).

The fourth category of media ownership is community-owned media; including religious or denomination-owned media. Some of these include Tower of Praise (Top FM and Top TV), Lighthouse Television (LTV), Sapientia, Jupitas, Kyoga Veritas, Radio Maria Network, and Salt Media, among others; association-owned media like MAMA FM owned by the Uganda Media Women's Association (UMWA); and cultural-led media by the four major kingdoms in the country; Buganda, Tooro, Bunyoro, and Busoga have established their own media organizations. The Buganda-owned Buganda Broadcasting Services (BBS TV) and Central Broadcasting Services (CBS Radio Network) dominate this model (Tayeebwa, 2021). Most of the radio stations in this category are expected to directly depend on the audience for support because they do not rely on advertising as their major source of revenue; their goal is not profit maximization. The audience, on the other hand, depends on these radio stations for their problem-solving and development because they use these radio stations to share developmental ideas for their communities (Katamba, 2023). Although not an ownership model, there are also several internet-based news platforms run by individuals and organizations.

Geographical location of radio stations in Uganda

Uganda is divided into four regions: Central, Western, Eastern, and Northern (Government of Uganda, 2010). The regions are further stratified into sub-regions of Kampala (the capital), Buganda South, Buganda North in the Central Region, Busoga, Bukedi, Elgon, Teso in the Eastern Region, Karamoja, Lango, Acholi, West Nile in the Northern Region, and Bunyoro, Tooro, Ankole, and Kigezi in the Western Region (Uganda Bureau of Statistics, 2020). There are 309 FM stations spread across 130 districts, in 14 broadcasting regions as of 2020, according to a census of radio stations (Ministry of ICT, 2020).

The Western region has the highest number of radio stations, totalling 92, followed by the Central Region with 91 radio stations and the Northern Region with 67 radio stations. The Eastern region has the least number of radio stations, standing at 59 (UCC, 2020). This means that more than 200 radio stations are located outside the central region, or, in other words, upcountry. It is important to understand the geographical location of radio stations because radio stations located outside of Kampala city and neighbouring districts in the central region are considered upcountry. Therefore, there is a need to understand their reasons for the poor pay of journalists and how they address it vis-à-vis their urban counterparts.

The political economy of the media in Uganda

Media regulation in Uganda

Media regulation in Uganda falls into two categories: statutory regulation and self-regulation. Under statutory regulation, the 1995 Constitution of Uganda, which is the supreme law of the land, in Article 29 (1a) grants the right to “freedom of speech and expression, which includes freedom of the press and other media” (Government of Uganda, 1995, p.31). Article 41 provides the “right of access to information in the possession of the state” (p.34). The media in Uganda is primarily regulated by the Press and Journalists Act, enacted in 1995 and amended in 2000 (Kimumwe, 2020). The act was “to ensure the freedom of the press, to provide for a council responsible for the regulation of mass media and to establish an institute of journalists of Uganda,” (Kimumwe, 2020, p. 22).

The Media Council of Uganda (MCU) and the Disciplinary Committee established by the Press and Journalist Act to regulate journalists have been criticized for lack of independence from the government and inadequate financing (Kimumwe, 2020). Kimumwe (2020) argues that the provisions of the Press and Journalists Act are draconian and that “they breach the fundamental aspects of the right to freedom of expression” (p.22). He argued that the government has on several occasions used other means to hinder journalists’ work, such as denial of advertisements, closures of media houses, physical attacks, threats, and harassment of journalists.

Other laws and policies affecting the work of journalists in Uganda include; the Right of Access to Information Act of 2005, the Uganda Communications Act of 2013 amended in 2017 (Kimumwe, 2020), which established the Uganda Communications Commission (UCC), a body that regulates the media, the Computer Misuse Act (2011) amended in 2022 to insert section 23A that prohibits the sharing of information about children online, sections; 26A, B, C and D that criminalize; hate speech, unsolicited information, malicious information, and the misuse of social media respectively (Chapter Four Uganda, 2022). Unwanted Witness labeled the act as an infringement on free speech and a hindrance to democracy (Unwanted Witness, 2022). In 2023, section 25 of the Act that criminalizes offensive communication was declared unconstitutional by the constitutional court of Uganda because it contravenes the right to freedom of expression (Article 19, 2023).

Others include; the Official Secrets Act Cap 302 (1964), the Anti-Terrorism Act 2002 (amended 2017), the Public Order Management Act (2013), the Uganda Broadcasting Corporation Act, 2005, the Anti-Pornography Act, 2014, the Penal Code Act (Cap 120) of the Laws of Uganda (1950); and the Regulation and Interception of Communication Act 2010 (Kimumwe, 2020; Mbaine, 2019).

Self-regulation: Due to frustration with the Media Council of Uganda, the media in Uganda established a self-regulatory mechanism, which led to the creation of the Independent Media Council of Uganda (IMCU) in 2008. The IMCU has faced several challenges, including financial constraints, which led to the closure of its offices in 2012 (Kimumwe, 2020)**.** Other attempts to self-regulate have been through the creation of media associations, including the National Association of Broadcasters (NAB), Uganda Journalists Association (UJA), Uganda Online Media Publishers, and Independent Online Journalists' Association Uganda (INDOJA-U), among others (Kimumwe, 2020).

Economic conditions under which journalism in Uganda operates

We cannot discuss the economic conditions of Ugandan journalists without discussing the overall economic conditions of the country in which they work. Whereas Uganda's economic growth has slightly accelerated, with its Gross Domestic Product (GDP) growing by 5.3% during the first quarter of Financial Year 2024 (FY24) as a result of the oil-related construction boom and robust growth of agriculture, there are still challenges. The country's population is growing rapidly, keeping "a large share of the population below the poverty line" (World Bank, 2024). Almost one million working-age people entering the labour market annually remain unproductive due to a lack of jobs (World Bank, 2024). According to the Bank of Uganda Financial Capability Survey, "out of the 22.8 million working Ugandans, only 1% earn more than Shs. 1 million (approximately USD 270), while 49.2% earn less than Shs150,000 (approximately USD 39) per month (Daily Monitor, 13/05/2022).

Only 458,500 Ugandans earn more than USD 270 a month in salary. Comparing Uganda to Kenya and Tanzania, Kimumwe (2021) noted that:

> Uganda has the lowest GDP per capita ($794.341) and the lowest GDP per capita-Purchasing Power Parity ($2,284), which suggests that Uganda has comparably lower economic output and that a sizable chunk of the population has a relatively low level of disposable income (p.9).

With over 300 radio stations in Uganda, as earlier mentioned, 40 operational television stations, newspapers, and online platforms, it means that many media organizations are targeting the existing small chunk of advertising income (Kimumwe, 2021)**.** As a result, radio stations find themselves lowering their prices to suit the advertisers' preferences due to the competition (Myers & Harford, 2020)**.** Discussing the economic condition of Uganda as a country will help this study to determine whether journalists' compensation is affected by the country's overall economic conditions.

The role of advertisers in Uganda's journalism

Citing *The Independent* (2020), Kimumwe (2021) notes that advertising revenues that radio stations derive from advertisements, announcements, and sponsorship have greatly reduced. Myers and Harford (2020) argue that local radio stations, especially those targeting a certain population and broadcasting in the local language, find it difficult to attract advertisers and sponsors, ultimately affecting their operations and their ability to perform their journalistic role. For community radio stations, which largely survive on donor funds, it is sometimes difficult to manage their operation due to a lack of funds. They are most of the time unable to retain their volunteer journalists, who leave them in search of paying radio stations (Kimumwe, 2021). Moreover, Myers and Harford (2020) note that 80 percent of the revenue coming from advertisements is concentrated in Kampala, and yet most of the radio stations are outside of the city.

The private sector is the main advertiser in Uganda with corporations, beverage, and telecommunication companies contributing "UGX 65.7b, UGX 52.1b, and UGX 43.9 in the first half of the 2018 period, respectively" (Kimumwe, 2021, p.10). The Ugandan government dominates the advertising market even though it is limited given Uganda's

GDP (Kimumwe, 2021). This means that “the public has very low purchasing power–even lower in rural areas, where most proximity radios are located” (Myers & Harford, 2020, p.5). According to Kimumwe (2021) in the 2019/2020 financial year, the government of Uganda introduced a centralized media buying strategy for communications from ministries, departments, and agencies through the Ministry of Information and Communications Technology.

Scholars argued that the government would use this strategy to direct its advertising revenue to only those media houses that are pro-government, leaving those that are critical of the government to suffer financially (Kimumwe, 2021). Such financial hardships have led to corruption in the newsroom, radio stations are struggling to make profits, struggling for advertisers, and journalists’ pay remains low compared to other professions (Myers & Harford, 2020). Most advertisers, on whose revenue, most radio stations survive, do not pay on time. However, Myers and Harford (2020) noted that contrary to private advertisers like telecommunication and beverage companies, government agencies tend to pay for advertising on time.

Poor remuneration of journalists

In this section, I will discuss the inadequate compensation of journalists globally, with specific emphasis on Europe, the United States, and Africa and a deeper focus on the situation in Uganda.

Poor remuneration of journalists and its impact on journalists in Western media

The rise of the internet in the 1990s disrupted the business of journalism with traditional commercial media competing for attention and advertisers with the fast-growing mobile internet-based news sources (Levy & Nielsen, 2010). Levy and Nielsen (2010) wrote that the wide range of new technologies would change the material character of information, the norm and practice of journalism, and its “intersections with social media-wielding citizens” (p.13). In 2010, Picard argued that the constantly decreasing audience and the diminishing advertising revenue made it difficult for traditional media to maintain the trend of operations (Picard, 2010).

Journalism in the West is practiced amid well-established and mature industries although there's a growing decline in some countries. Earlier research by Picard (2010) revealed that journalism business and practice face several challenges including diminishing consumption, resource reduction, cost cutting, consolidation, and their associated problems. News organizations are constantly trying to adapt to an ever-changing media landscape that has changed the news production, audience consumption, and revenue generation processes as we know them today. Media houses, particularly news media, are suffering at the hands of these struggles. The Newspaper industry in Norway is going through a "forced diversification" (Olsen et al., 2021:2) coinciding with "lower overall revenues suggesting more complex relationships between diversification and economic growth" p.3. Advertising revenue has been rechanneled to meet consumers online and to non-news organizations. According to Olsen et al. (2021), newspapers in Norway "lost 31% of their advertising revenue from 2015 to 2019, primarily due to reduced print advertising, whereas online advertising increased somewhat" p.6.

While conducting a study on independent media in the US, Ekdale et al (2015) noted that the growing culture of "layoffs, buyouts, and closings" (p. 383) in newsrooms has effects on both those who lose their jobs due to layoffs and the "survivors." A study on US journalists in 2022 revealed that four out of every ten journalists surveyed (41%) received a salary increase in the past year. The greatest portion, 50%, said their salary had stayed the same, while 7% experienced a pay cut (Gottfried et al., 2022). Many journalists in the US expressed some level of concern about their job security. Journalists noted that most of their organization's revenue had been stagnant over the years. The COVID-19 pandemic had gross effects on the revenue of most media organizations in the US, especially newspapers (Gottfried et al., 2022).

In the UK, journalists aged 24 or less earned between £0 and £19,200 a year, a figure that is likely to be below the living wage and 83% of the journalists earned less than £29,000 a year, almost the same as a graduate starting salary. If journalists desire affordable housing in the UK, they would have to find alternative sources of income (Thurman et al., 2016). Advertising remains the major financial model for the media

(Doyle, 2013; Picard, 2010; Pickard, 2015) since the late nineteenth and twentieth centuries. However, the effectiveness of the model is increasingly diminishing due to a decline in news audiences in mature markets leading to a high level of uncertainty in the industry (Picard, 2010). It should be noted that whereas some news organizations in the US were not able to pay off their debts in 2009 due to financial uncertainties, Picard (2010) argued that for some, it was a result of poor financial decisions rather than the unsustainability of the industry.

In Germany, France, and the Netherlands, low growth rates forced media industries to cut costs, downsize, cut jobs, lay off workers, and consolidate (Picard, 2010). The growth of media enterprises from mere startups to large media companies with multiple channels and sites to operate may have led to a growth of their revenue but, unfortunately, led to a decrease in audience sizes. Advertising growth has stopped (Pickard, 2015) and the audience's willingness to pay for public service broadcasting has also diminished (Picard, 2010). What Picard (2010) suggested then as a remedy to the increasingly low revenue for media organizations is a shift to multiple sources of revenue including "consumers, advertisers, syndication, income from events and unrelated commercial activities, and trusts and donations," p.24.

Wunsch-Vincent (2012) in (Levy & Nielsen, 2010) noted that before the internet, traditional media were in control of content creation, its nature, pricing, and dissemination. This is no longer the norm. They now have to think of alternative means of content packaging and revenue generation whilst existing in a complex ecosystem with internet sources.

Poor remuneration of journalists and its impact on journalists in Africa

News organizations in Africa and beyond operate under a multitude of pressures from society, media owners, and the government. Such pressures, directly or indirectly, shape the media policies and, ultimately, the output of the media products (Picard, 2010). Most ethical dilemmas that journalists face are a result of the inherent conflict between their roles as journalists and their employer's quest for profits (Okpo, 2013). Brown envelope journalism, the widespread culture of giving bribes to African journalists to kill or publish stories, has been a critical topic of research since the 1990s (Gade et al., 2017; Ndangam, 2006; Nkie Mongo, 2021; Skjerdal, 2010) Poor pay for journalists is one of the main reasons for the continued spread of this vice. Okumu et al (2022) noted that with the pitiful salaries that journalists in Kenya get, it is challenging for them to remain in conformity with the journalistic principles of objectivity, fairness, and balance.

When journalists find themselves receiving little amounts of money for the large amount of work that they do, they are left with no other way but to supplement their salaries using other means (Ireri, 2016). In Tanzania, journalists publicly defend the practice because they receive meagre salaries and work under poor conditions (Thomson Reuters, Foundation, 2013). One of the reasons for the low pay of journalists in Nigeria is the lack of regulation for the journalism profession. Admission into the journalism field is not restricted, leading to a flux of untrained persons into the media, hence the low cost of media labour (Oladosu et al., 2022). Journalists in Congo say that for as long as they continue to work under precarious conditions, bribery will persist (Nkie Mongo, 2021). In Kenya, the current economic conditions of the media have led to the closure of newsrooms, budget cuts, and the casualization of the profession’s labour. Instead of working as full-time journalists in traditional newsrooms, journalists have opted to work as freelancers for different outlets, working remotely and having other jobs outside of the media (Bunce, 2019).

The impact of poor remuneration of journalists in Nigeria is not only on their professional but also on their personal lives. On a personal level, journalists’ social position with their counterparts in other professions like banking, engineering, ICT, oil and gas is challenged when they compare their monthly salaries. Some of their counterparts in these other professions earn a salary four or five times more than them (Matthews & Onyemaobi, 2020). On a professional level, journalists are not able to efficiently perform their journalistic role because they are inadequately financed.

Due to the meagre resources that journalists find themselves availed of by their organizations, they oftentimes use their resources to have the organization's work done. Most of the time, they are also not in a position to use their resources because they do not have enough in the first place (Matthews & Onyemaobi, 2020). In Cameroon, journalists say that the reason why they take "gombo" (money from sources) is because of the low wages that they are paid by their employers (Ndangam, 2006, p.180). Some journalists working for private enterprises go for months without receiving their salaries which forces them to rely on "gombo" for survival. They find themselves unable to pay their bills and take care of their families, nor can they afford the lifestyle that is perceived for the profession (Ndangam, 2006).

Poor remuneration and its impact on journalists in Uganda

Today's journalism industry is facing a well-documented economic crisis as a result of declining advertising revenues and circulation (Scott et al., 2019). It was earlier documented by Picard (2010) that journalists in Africa face a complex range of challenges that are influenced by national, political, social, and economic conditions. Radio in Uganda continues to face challenges such as; poor "staff quality, high turnover, difficulties attracting advertising and sponsorship, and difficulties paying their personnel," (Myers & Harford, 2020, p.6). Tayeebwa (2021) noted that journalists have, on several occasions, been accused of corruption and extortion.

The journalist survey report conducted by the African Center for Media Excellence (ACME) in Uganda in 2021 revealed that major journalism concerns remain over the state of professionalism in the media industry. These unending challenges include;

> the low ethical standards, consisting of the pervasive practice of journalists accepting money from sources; journalists acting as newsroom spies for government officials and business people, inaccuracy in reporting, lacking fairness, context and perspective, completeness, depth, and follow-up on stories, (ACME, 2021, p.9).

With these numerous challenges, the media is not able to efficiently play its democratic role because they lack the "wherewithal, knowledge, skills, and freedom required to investigate all matters of public concern" (ACME, 2021, p. 2; Mwesige, 2004). The lack of professionalism among journalists has sometimes been blamed on the inability of news organizations to properly facilitate their reporters and the lack of a united front to provide ethical training for journalists (McIntyre & Cohen, 2021).

Ugandan journalists confessed that journalists get into the profession thinking that they will earn big, only to be shocked by "the peanuts" at the end of the month, which prompts them to devise alternative means, hence corruption (McIntyre & Cohen, 2021). The practice has been normalized in that some media owners do not care to provide facilitation to their employees because they think that the journalists will get it from the news sources (ACME, 2021; McIntyre & Cohen, 2021). ACME's report revealed that:

> three-quarters of upcountry-based journalists earned Shs. 500,000 (about 131 USD) or less per month compared with 36.8% of journalists working in Kampala. Nearly 14% of Kampala-based respondents earned between Shs. 750,000 (196 USD) and Shs1,000,000 (262 USD) compared with only about 4% of their upcountry colleagues. No upcountry respondent earned more than Shs1,000,000. Even then, some employers do not pay this money in time (ACME, 2021, p. 23).

This is one reason why upcountry journalists are more likely to accept bribes from sources than urban journalists.

According to ACME (2021), a slightly higher proportion of upcountry-based respondents (35.8%) justified accepting money from sources than their colleagues working in Kampala. News editors acknowledge it and even ask for a bigger share of what has been given by the news source (ACME, 2021). Journalists, therefore, succumb to working for politicians because they're desperate for money and would most likely not if they were paid adequately (McIntyre & Cohen, 2021). Most Ugandan journalists are not satisfied with their jobs, mainly because of poor pay (Mwesige, 2004), and yet there is a significant correlation between journalists' job satisfaction and their attitudes and behaviour towards their journalistic role (Bramlett-Solomon, 1992).

As a result of the uncertainty of the journalism profession, Ugandan journalists do not stay long in the profession which explains why the average Ugandan journalist is 35 years of age with less than 10 years of experience in journalism (ACME, 2021; Mwesige, 2004). Ugandan journalists believe that if media houses motivated them to stay longer on the job by offering them some shareholding opportunities or making their schedules flexible by allowing them to work part-time, their experience would be boosted (ACME, 2021). Ugandan reporters often find themselves unable to purchase the necessary equipment, like cameras and computers, to aid in their work because they lack the finances for it. They find themselves inadequate and are susceptible to self-censorship when it comes to choosing a story. They end up dropping the sensitive stories that they think will not get published because one is only paid for a story that they publish (McIntyre & Cohen, 2021).

Whereas some journalists blame the inadequacy on the lack of enough money to purchase the required equipment, some journalists do not deliver as expected due to laziness, lack of basic life skills like time management and reading, and proper analysis skills needed for thorough reporting (McIntyre & Cohen, 2021). Among the many reasons for the continued existence of the challenge of low pay is the fact that media organizations do not generate enough income to remunerate their journalists deservingly. They depend on a small stream of advertisements from the corporate sector and the government (ACME, 2021). Poor advertising base due to low levels of investment, and low purchasing power as a result of the economic condition of the country contributes to the media's inability to generate revenue (Mwesige, 2004).

Ugandan journalists note that there is a lack of a unified body to train, unite, and protect the rights of the journalists. Without a formidable professional association for journalists in the country, the journalists will remain inadequately trained and unable to fight for their rights (McIntyre & Cohen, 2021). It should be noted that the Press and Journalist Act of 2000 stipulates that journalists need to be accredited by the National Institute for Journalists in Uganda for them to practice journalism. However, this has not been implemented for more than 17 years. Before the 2021 general elections, the Media

Council of Uganda issued a directive forcing journalists to be accredited ahead of the election. The High Court declared it illegal noting that journalists cannot be accredited in the absence of a functioning National Institute of Journalists of Uganda (ACME, 2021). ACME (2021) notes that there is a lack of a clear self-regulatory system for journalists.

Different scholars have proposed some working solutions and ideas that could help the media address the financial challenges. Okonji (2020) noted that advertising, especially for government agencies and business executives serves as a good source of revenue for media owners. In Nigeria, advertising has remained the major source of survival for media organizations. An increase in advertising has led to the employment of more staff, expansion, and increased coverage, subsidization of print papers and magazines, independence of the media, prompt payment of journalists' allowances, and has generally helped the Nigerian media stay afloat in the business (Okonji, 2020). Ugandan Journalists in McIntyre & Cohen (2021) underscored the need for a unified, stronger professional body of journalists that can stand up to the pressure from the government to address some of their challenges including the low wages. Journalists in Uganda noted that they have a WhatsApp group named Press Freedom Forum for communications among themselves which brings them together to discuss issues affecting them.

Oladosu et al (2022) recommended that media establishments should work out different types of remunerations to improve journalists' financial situation. In certain circumstances, media managers have had to make difficult decisions for their companies. Following the 2009 layoffs in the US, media managers were hopeful and justified their decisions as being in the interest of the organizations. They echoed the need for better ways going forward and noted that familiar practices in the media were not financially sustainable. They were eager to try out new approaches to producing news (Ekdale et al., 2015).

Scott et al (2019) advised that foundation funding of media organizations is another remedy to complement the dying journalism business model (Scott et al., 2019). However, Benson (2017) in (Scott et al., 2019) warned that the dependence on funding from organizations takes away the ability of news organizations to investigate more important issues due to the concentration on the agendas of the funder. Nevertheless, Scott et al. (2019) note that it is important to focus the research on the other important consequences of foundation funding, arguing that the fixation on journalistic autonomy overshadows all else. Myers & Harford (2020) found that donor funding can take away the ability of the radio stations to be in control of the content disseminated just like how paid programming can influence coverage.

The Theory of the Firm and the role of profit

The theory of the firm posits that "the development and operation of firms are guided by the primary goal of maximizing both profit and the value of the firm," (Picard, 2011, p. 10). The resource-based view of the firm asserts that "firms are a collection of resources necessary to carry out their activities and that those with better resources and capabilities can achieve better results, vis-a`-vis competitors," (Picard, 2011, pp. 10-11). In his book on the "*Economics and Financing of Media Companies*," Robert Picard noted that the tangible and intangible resources of a media organization, including equipment, skilled personnel like reporters and editors, and intellectual property rights, are a source of value for the company.

Picard (2011) underscored the role of profit in the proper functioning and viability of the media. He noted that media companies need to make profits to improve their equipment and facilities, try out new methods of production, and develop new products and services, whether they may or may not turn out successful. He stressed that profit-making should not only be a goal for commercial media but also for noncommercial and not-for-profit media because, without profit, it might be difficult to develop their content and their organizations in general (Picard, 2011).

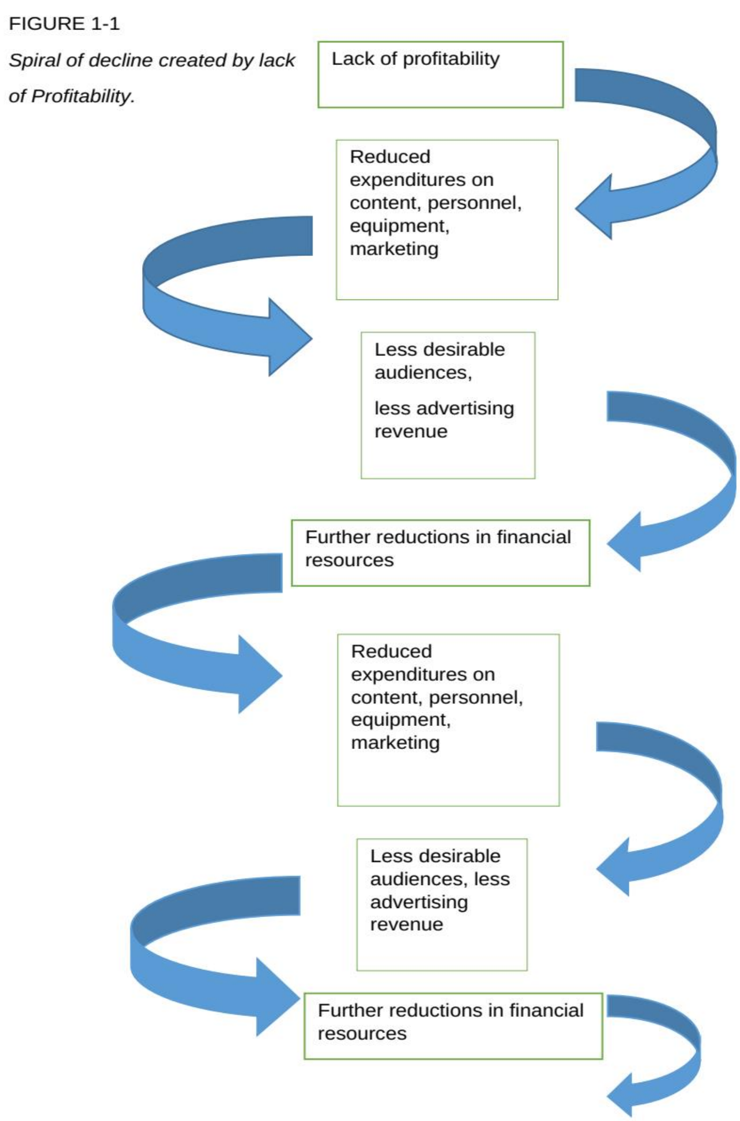
The theory of the firm has been criticized for assuming that all commercial firms are bound to make decisions based on the need to maximize profits. The theory's major criticisms, both pertinent to the media, are based on the argument that it is too "crude and simplistic to assume that businesses are motivated purely by pursuit of profits" (Doyle, 2013, p.5). Whereas it has been observed that some firms are truly driven by the need for profits, some are driven by alternative goals such as philanthropy and “the desire for specific benefits associated with owning certain types of businesses.” For media specifically, Doyle goes ahead to argue that their motivation could be the “pursuit of public and political influence” p.5.

Secondly, the theory has been criticized for assuming that all firms behave the same way regardless of their sizes and structures. Doyle (2013) noted that “a firm’s institutional structure may have an important bearing on its priorities,” p.5. For example, most companies today are not managed by their owners but by managers. In the event that the ownership of a media organization is different from its management, there are possibilities that media managers can prioritize other goals as opposed to the owner’s (Doyle, 2013).

The spiral of decline as a result of low profits

When a media organization is profitable, it becomes attractive to other sources of revenue like advertisers, hence its ability to support itself. On the other hand, media organizations that are not profitable end up falling into a “spiral of decline” (Picard, 2011, pp. 16-18).

Figure 1: Spiral of decline created by a lack of profitability



(Picard, 2011, P.17)

When an organization cannot make profits, it falls into a spiral of decreasing financial resources. When this happens, the organization's ability to "produce quality content, to invest in personnel, to upgrade equipment, or to engage in marketing to attract audiences and advertisers" decreases. (Picard, 2011, p.16). On the other hand, media organizations that are profitable can “reinvest in their operations to improve their content, making them more attractive to audiences and advertisers and ultimately making themselves more profitable,” (Picard, 2011, p. 16).

In cases where the non-profitable media organizations continue in the spiral of decline, it becomes difficult for them to continue operating because they cannot meet the operational costs. Consequently, this decline gives an advantage to the profitable competitors, and when that happens, non-profitable media organizations die out or are subjected to “precarious existence dependent upon outside funding” (Picard, 2011, p. 16).

Indeed, coinciding with the spiral of decline’s assumption that the less profitable entities will precariously exist with outside funding, experiences from developing countries in different parts of the world reveal that even though media, especially newspapers are operating in losses, “executives reported that their organizations remained dependent for survival on external subsidies from venture capitalists, NGOs, the owners’ non-media businesses, or other sources,” (Jacobsson et al., 2008, p.5).

The difference between media firms and other firms

It should be noted that the media is quite different from other firms due to its unique role. Whereas the products and services of other firms are heavily quantified mainly by their economic values, media products and services’ performance stretches beyond economic value to their social, cultural, and political contribution. This does not exclude media products from being affected by economic pressures (Picard, 2011).

The four types of advertisers

Advertisers remain pivotal in media growth because they keep commercial media viable (Picard, 2010). Advertisers, according to Picard (2011), can be categorized into four types. There are “national advertisers” who produce big brands of consumer goods or are involved in large national retail businesses. These advertisers strive to reach all audiences in a nation. The second category is the “large and medium-sized regional or local advertisers.” These are sometimes retail businesses like food stores, real estate firms, and auto dealerships. They aim to reach regional and local audiences. The third category is the "small local advertisers." These are smaller in size and strive to reach local audiences within their market area. The last category is the "nonbusiness advertisers." These do not seek to advertise but to just communicate with the public. Some of them include churches, organizations, and individuals, (Picard, 2011 p. 143). Due to the differences in the needs of advertisers, and the different kinds of audiences that the media organizations can provide to advertisers, media organizations find themselves getting different portions of advertising revenue from different types of advertisers.

According to Picard (2011), whereas, television, cable systems, and magazines majorly depend on national advertisers, newspapers and radio stations mostly depend on local advertisers. Picard noted that the differences in advertising income sources influence the competition levels for advertising expenditure on the local and national levels. Therefore, media organizations have to build and maintain good working relationships with both their audiences and advertisers, (Picard, 2011). Picard (2011) notes that commercial media organizations have departments that handle advertisers, ensuring that the material describing the media organization's audience and the products and services that the media organization offers are available to potential advertisers.

Economic conditions affect the demand for advertising (Doyle, 2013; Picard, 2011). Slow economic development causes advertisers to realize less income and, as a result, reduce their advertising expenditures. The size of the media audiences also influences advertising revenue because advertisers whose products and services are targeted at a wide range of audiences will pay to advertise with media that can reach those audiences (Picard, 2011).

Whereas Picard's (2011) spiral of decline caused by a lack of profitability assumes that non-profitable commercial media will be pushed out of business by profitable businesses, (Pickard, 2015) agrees that the commercial journalism model has failed but the societal role of journalism is still as important today as it was decades ago. He believes that the right policy changes and funding methods that are not profit-oriented but seek to promote the societal role of journalism can revitalize the profession.

The Financial Commitment Model

Unlike the theory of the firm and the spiral of decline (Picard, 2011), which emphasize profit maximization for relevance in the media market, Lacy's financial commitment model recognizes the need to produce quality news for media organizations to grow (Lacy, 1992). In his development of the financial commitment model, Lacy (1992) underscored the need for competition as a platform for media growth. The financial commitment model stands on the principle that competition intensity leads to financial commitment, which affects the content quality, in turn affecting audience utility and ultimately affecting market performance.

Lacy (1992) assumes that when media competition increases, the amount of money allocated to news content increases too. The media organizations then use the content quality to attract more audiences to sell to advertisers. He further notes that news organizations have to be differentiated in content so that they remain more attractive to audiences than their competitors. The author believes that the need to remain differentiated creates more expenditure on news, something that would not happen without competition (Lacy, 1992). In Uganda, competition for the existing small advertisement base keeps growing (ACME, 2021) defying the law of demand and supply (Jacobsson et al., 2008). Whereas Lacy (1992) says that competition for markets is good for the media industry, other scholars note that it has led to the homogenization of content to lower quality rather than diversity and higher quality (Jacobsson et al., 2008).

Jacobsson et al (2008) argue that transitioning democracies have seen an overwhelming growth of the media in terms of the number of media organizations as a result of the influence of NGOs and Western governments who provide aid to media as a means of ensuring democracy. As a result, the media industry in these young democracies has faced what the authors term "hypercompetition" defined as a market in which supply substantially exceeds demand so that a large percentage of the producers in the market operate at a loss and are dependent upon subsidies from external sources to stay in business (Jacobsson et al., 2008, p.4). In the case of media, a hypercompetitive market is one where combined revenues from advertising and subscriptions are insufficient to cover operating costs for many of the media companies in the market (Jacobsson et al., 2008). It is, therefore, necessary to find out how the hypercompetitive media market in a developing democracy like Uganda is affecting the general revenue streams for radios, considering Uganda's media landscape is characterized by a huge number of radio stations.

A second assumption of the financial commitment model indicates that as more money is directed to improving news, news quality, as defined by journalists, increases. In this case, the model assumes that news quality is characterized by fairness, balance, and completeness (Lacy, 1992). The assumption is that if journalists have more financial support, they will produce content that would be labelled as of higher quality than that which would have been produced with fewer financial resources (Lacy, 1992).

Thirdly, the model assumes that as content quality increases, the audience utility of the content increases, too. Additionally, this is only true for audiences that are purposeful in media news consumption and that get some sort of utility from consuming quality news. It assumes that the journalists' definition of quality correlates with the aggregate audience's definition of quality, found in the relationship between quality and user demand.

The last assumption of the financial commitment model suggests that as the audience's utility increases, the news organization's market performance improves in terms of circulation and ratings, advertising revenues, and profits. Jacobsson et al (2008) note that tests of the model generally have supported its predictions.

The financial commitment model assumes that as long as there is competition, news media organizations will inject more money into news production to attract more audiences. What can news media organizations do if they do not have the money to invest in quality news production?

The social responsibility theory of the media

According to (Peterson et al., 1984) in the book, "*Four Theories of the Press; The Authoritarian, Libertarian, Social Responsibility, and Soviet Communist Concepts of What the Press Should Be and Do*," the social responsibility theory of the press stipulates that the media's sole responsibility is to the people. The obligation to serve in the public's interest should come before any decisions or policies. Before anything else, Journalists must perform the following functions:

1. Servicing the political system by providing information, discussion, and debate on public affairs.
2. Enlightening the public so as to make it capable of self-government.
3. Safeguarding the rights of the individual by serving as a watchdog against government.
4. Servicing the economic system, primarily by bringing together the buyers and sellers of goods and services through the medium of advertising
5. Providing entertainment.
6. Maintaining its own financial self-sufficiency so as to be free from the pressures of special interests (Peterson et al., 1984, p.74)

As earlier noted, Ugandan journalists believe they perform their social responsibility roles (ACME, 2021) as stipulated by (Peterson et al., 1984). However, Skjerdal (2012) noted that several African scholars have criticized African journalism for its imitation of Western journalism models. African scholars have, since the 1960s, been trying to craft journalism models that reflect the unique character of Africa's political, economic, social, and cultural nature. However, most of the models have been criticized by African scholars themselves. As a result, there is no single journalism model that stipulates how African journalists should practice journalism. To categorize the different models proposed by different scholars into a single model, Skjerdal (2012) proposed that African journalism models fall into three categories; journalism for social change, communal journalism, and journalism inspired by oral discourse.

Although studying normative journalism models or the quality of radio content is outside the scope of this study, my findings will require a broad understanding of the practice.

CHAPTER THREE

METHODOLOGY

In this chapter, I shall discuss the research techniques that I used to collect data to answer the questions of the study and achieve the objectives that I stated in chapter one. I will also discuss in detail my reasons for the techniques that I have chosen, why they are the most suitable for achieving the purpose of this research, and if they are relevant enough to give me the responses needed. I will also discuss how I analyzed and arranged the collected data to make meaningful discussions using the responses from the data collected.

Qualitative research

In this study, I used qualitative methods to find answers to the research questions. Cropley (2023) argues that qualitative research seeks to understand phenomena. He notes that this kind of research seeks to describe and analyze the world as it is experienced, interpreted, and understood by people in the course of their everyday lives. The purpose of qualitative research is to investigate people's intentions and purposes.

A researcher uses qualitative methods to find out reasons, methods, mechanisms, and examples or illustrations as understood by people (Cropley, 2023). The qualitative method was suitable for this research because it allowed me to focus on and understand my respondents' direct experiences with the everyday world around them (Cropley, 2023). It allowed me to listen to and interact with the respondents as they narrated their experiences with the management of media organizations and relating with their employees. I could not have recorded these narratives with a quantitative approach. The qualitative approach enabled me to acquire knowledge of the respondents by recording their narratives and making sense of what those narratives mean for the practice and theory of journalism studies (Cropley, 2023).

In-depth interviews

In-depth interviews are a process of asking people questions to gain their perspectives and insights on a particular thing (Brounéus, 2011; Hansen & Machin, 2019). I chose to use in-depth interviews in this research because according to Hansen and Machin (2019), they allow the interviewer to develop issues that appear relevant and uninterruptedly explore matters. I was able to sit with radio managers, uninterrupted and interact with them, asking follow-up questions to acquire more relevant answers to advance the study. Attaining detailed responses to my interview questions would not have been possible through a questionnaire or focus group discussions. This is because Hansen and Machin (2019) argue that one-on-one in-depth interviews can be a better choice for obtaining information that respondents may not feel comfortable sharing in a focus group discussion.

Some managers shared information about other radio stations, which I believe would have been difficult if all managers were seated in the same room, as in focus group discussions. Additionally, in-depth interviews allow for clarification of issues that the interviewee may not have understood clearly or those that the interviewer may not have understood. They also allow the respondents to include information that they feel is important (Frances et al., 2009).

The in-depth interviews were semi-structured (Brounéus, 2011; Hansen & Machin, 2019). This means that I had a list of guiding questions but also allowed the respondents to talk about more experiences that were not initially stated in the guiding questions. It also means that there was room for follow-up questions. The questions were open-ended (Hansen & Machin, 2019), meaning that the questions rarely attracted brief responses but mostly attracted explanatory responses (Brounéus, 2011). I chose to conduct the interviews face-to-face with the radio managers as Hansen and Machin (2019) argue that it develops trust. This enabled me to have real conversations with the managers and it allowed them to express themselves without limitations. Semi-structured interviews also bring out new dimensions that the researcher may not have been aware of because the respondent is not limited by the questions in the interviewer's guide (Frances et al., 2009).

The interviews lasted 30 to 60 minutes. Some were longer than others, depending on how the respondents approached the questions and whether their responses called for follow-up questions. All interviews were recorded on a sound recorder with the respondents' verbal and written consent. I took notes during the interviews where necessary.

Respondents

I interviewed eight radio managers from the Western, Eastern, Central, and Northern parts of Uganda. The initial plan was to interview 10 radio managers, five males and five females, to attain gender balance. All interviews were planned to involve managers in Kampala, Uganda’s capital, because it is where I live and, therefore, would be easy for me to access. However, when I conducted the first three interviews with one radio manager of a government-aided radio station and two managers of privately owned radio stations, I realized that these radio stations face similar challenges and address these challenges almost similarly. I realized the need for a different perspective on how radio stations in the rural setting address their challenges and if they face similar challenges as urban radio stations.

This study used the nonprobability sampling method of selecting respondents, which means that I made selections considering certain factors, including accessibility and the fact that I had to choose according to which region of the country they came from (Naderifar et al., 2017). Since I have worked as a journalist before, I asked for contacts of the different radio managers from my former journalist colleagues. When I attained enough radio managers’ phone contacts, I called them and scheduled appointments. All interviews were conducted at the managers’ workstations. This means that I travelled to the far West, East, North, and Central parts of Uganda. I interviewed two managers from the North in Gulu district, one manager from the North West in Kiryandongo district, one manager from the West in Kabarole district, one manager from Jinja in the East, and three managers from Kampala in the central region. All interviews were conducted in English hence no challenges with translation. All eight managers turned out to be male revealing a gender disparity in media management.

Indeed, there is an overall male dominance in Ugandan media, with over 80% of managers, owners, and even voices in journalism content being male. Women only occupy the lower-ranking positions. This gender imbalance in radio management is attributed to an inferiority complex, women's extra responsibilities for example family caregiving, and the inherent societal and cultural belief that women should be subordinates and not leaders (Internews, 2021; Kajubu, 2014).

Radio managers interviewed managed the following radio stations:

Kampala

1. Galaxy FM (privately owned)
2. X FM (51% government-funded)
3. K FM (privately owned)

Northern Region

4. Radio Pacis in Gulu district (Community owned)
5. Rupiny Radio in Gulu district (51% government-funded)

Northwestern Region

6. Kiryandongo FM in Kiryandongo district (privately owned)

Western Region

7. Life FM in Kabarole district (Community owned)

Eastern Region

8. Busoga One FM in Jinja district (Privately owned)

Data Processing

I transcribed all the interviews into text. I then used NVivo to create codes and themes under which I categorized the narratives for presentation in the findings chapter. I developed a code book and used that to present my findings under different themes.

Reliability

For research to be reliable, it should be possible for its findings to be replicated by another researcher using different participants (Cropley, 2023). Cropley (2023) further notes that for the high reliability of research, its findings should be used to understand settings other than the one where the research was conducted. This research is reliable in that if a different researcher asked different participants the same questions that I asked my participants, they would obtain related responses. However, different media organizations experience financial crises differently, especially if the contexts and working conditions are different. For example, in Uganda's neighbor Kenya, the financial challenges of journalists are not as dire as those of Ugandan journalists (ACME, 2021). Therefore, the strategies that radio managers are applying to address their journalists' financial burdens may not be exactly similar, given the circumstances under which they are applying them. However, some strategies may be similar in all contexts the world over.

Validity

The validity of research means that the methods used by a researcher were suitable enough to achieve the desired responses of the research (Creswell & Miller, 2000). To achieve the validity of a study, the researcher should ensure to follow the requirements of scientific research throughout the research process (Mohajan, 2017). Validity can be measured with two criteria. The first is internal validity which assesses the credibility of the study. Here, the researcher should ensure that the results of the study are authentic and believable through the proper selection of respondents, recording, and analysis of the data (Mohajan, 2017). External validity on the other hand can be achieved if the results of the research can be applied to explain a similar phenomenon with a different but related group of subjects (Mohajan, 2017).

I believe that my study has achieved both internal and external validity because; the in-depth qualitative interviews were suitable enough to achieve the responses of radio managers regarding the reasons and their remedies for the challenge of poor pay for journalists. Had I used another method, I would not have been able to obtain in-depth knowledge of how these radio stations are surviving amidst financial challenges. The nature of the questions was open-ended allowing the respondents to talk about a lot of things without being limited by the questions.

Mohajan (2017) argues that for external validity to be achieved, one has to randomly select a representative sample of the population, and use heterogeneous samples. I used snowball purposive sampling for the selection of the respondents. Although this sampling method has its disadvantages, including the lack of generalization to the entire population and the inability to measure the amount of error in the sampling (Naderifar et al., 2017), my study remains valid, as will be discussed in the following chapters. Out of the eight managers, I had only met and worked with two. I believe my research is representative of the financial challenges in Uganda as a country because I selected managers from different regions in the country as mentioned previously.

Absence of bias

One might argue that there might be a level of selection bias in my methods because I knew two of the radio station managers from having worked closely with them and the rest being recommended by my former journalist colleagues. I believe knowing the two managers placed me at an even better angle to understand and make sense of their responses because of having worked at those same radio stations. It means I had background first-hand knowledge of the situation in which the radio stations were operating. I should also note that the rest of the radio managers, I was meeting and interacting with them for the first time.

Ethical consideration

One of the fundamental ethical considerations while conducting research is to avoid causing any kind of danger to the respondents (Brounéus, 2011). My data collection exercise was carried out peacefully leaving all my respondents and myself free from any kind of danger.

Brounéus, (2011) also cautioned that researchers ought to have been granted permission by national research committees to proceed with data collection. Regarding this, I filled out a notification form for data protection provided by SIKT, the Norwegian Agency for Shared Services in Education and Research to obtain permission to conduct this study. Upon approval from SIKT, I contacted my respondents and set appointments for the interviews.

It is also vital for a researcher to obtain informed consent from the respondents before interviewing them (Brounéus, 2011). I obtained both oral and written consent from all the eight managers who participated in this research. The interviewees must first understand what the research is about and after they have been informed in detail, they should be allowed to either proceed or decline to participate (Brounéus, 2011). I presented a written information letter to all my respondents before the interviews and gave them ample time to read and understand it. I also verbally explained to them what the research was about. After confirming that they understood the focus of the research, they signed the consent forms and I started the interviews.

All managers preferred to remain anonymous, and the study did so to protect their identities and integrity (Forskningsetikk.no, 2022). When respondents seek anonymity and it is promised by the researcher, anonymity has to be secured throughout all the dissemination and publication forms (Forskningsetikk.no, 2022). This study observed anonymity by withholding the names of the radio managers. The data was collected in open, office premises suggested by the radio managers. All interviews were conducted during the day.

CHAPTER FOUR

FINDINGS

Reasons for the poor pay of journalists in rural-based government, private, and community-owned radio stations in Uganda

This section of findings looks at the reasons for the poor pay of Ugandan journalists working for radio stations upcountry; Northern, Northwestern, Western, and Eastern Uganda. I will highlight the similarities and differences in responses given by managers from different ownership categories, including government, private, and community-owned radio stations.

Economic conditions and their role on the performance of radio in Uganda

Radio managers from government-owned, private, and community-owned radio stations in Uganda highlighted the country's poor economic conditions as one of the major reasons for the poor pay of journalists working for rural-based radio stations.

The managers from different radio ownership categories shared the idea that Uganda's economy is not thriving and, as a result, the businesses in it, too, are not. While referring to private media, a manager of a government-owned radio station in Northern Uganda noted that due to the economic uncertainties in Uganda, private media owners tend to hold money “to save for the future so that they can stay in operation and make money,” (Interview September 2023).

A manager of a privately owned radio station in Eastern Uganda noted that the harsh economic conditions of the country make it difficult for advertisers to allocate big budgets to advertising, ultimately affecting the journalists who work for radio stations:

> We must agree that Uganda still has a small economy. So, you'll find that the capacity to get genuine advertisers that can buy in bulk, in big sums, you'll not find

> in this country. So, this in itself limits what a presenter will get as a staff in a media house (Interview August 2023).

For rural-based radio stations, it is even more difficult to obtain revenue from advertisers because the would-be advertisers situated in the rural areas are economically struggling too. The potential advertisers are the local beverage businesses, most of which, unfortunately, lack operating licenses. As a result, they cannot openly advertise their businesses on radio stations. Even those with valid operation licenses find it hard to advertise because they simply do not have a budget for it.

> …our economy is making everything hard. The radio [station] will need a certain thing, but how to get it will be hard. Somebody outside there will need the radio services, but how to raise that money to come and pay for it will be hard. So, it is shooting in two-way traffic (Manager of a privately-owned radio, September 2023).

When comparing Ugandan journalists' earnings to Kenyans', one manager of a community-owned radio station in Northern Uganda noted that we cannot ignore the fact that "80% of Uganda's population is living in poverty," a percentage that journalists are part of. He went on to say that if Ugandan journalists compared their monthly earnings with those of Kenyan journalists, they would not believe they were in the same profession.

Low advertising revenues and competition for advertisers

Low revenues from advertising were another common reason for the poor pay of journalists that was highlighted by managers from all three categories of ownership in the upcountry areas of Uganda. All managers underscored radio's dependency on and competition for advertisers. A manager of a government-owned radio station stated that their organization has seen a gradual decline in advertising revenue over the years forcing them to "restructure, downsize, and send away some people" (Interview September 2023).

A manager of a privately owned radio station in Eastern Uganda clearly stated that Uganda has a large number of media houses, all struggling for the same few advertisers.

As a result, the radio stations find themselves with low revenues, and ultimately, *"*you cannot pay what you do not have," he noted. He further added that advertisers are seasonal, advertising only when it suits them, causing a fluctuation in income.

> [This] of course…has its challenges, because you will not have resources when you want them at a particular point of your operation. Radios and, generally, media should think of other alternative sources (Interview, August 2023).

When it comes to advertisers, the radio stations in the rural areas are struggling more than the urban radio stations as noted by a privately owned radio station manager in the northwestern part of Uganda:

> …mostly in the rural setup. We don't have good business that will give you good money, you get it? Unlike other radios in the urban setup, now like here in a rural setup radio, you find that we have a small retail business around and you go telling this person the standard amount that you run there (standard amount for a radio advert), this person will tell you, ah, we don't have this money (Interview, September 2023).

He also added that the big advertisers, quoting telecommunication companies like "MTN and Airtel," do not often advertise with the "rural set-up" radio stations, hence the financial struggle. The manager also highlighted that, by nature, most rural set-up radio stations are small (with limited coverage), and advertisers do not give priority to them, hence the limited revenue.

The competition for advertisers has given advertisers the power to set the price, said a manager of a community-owned radio station in the Western part of Uganda:

> Because where you go and ask for 400,000 [Uganda Shillings], the client will tell you that well there is another station that was here and it accepted 100,000. So in case you can't afford to take that, maybe let's leave the business, which has also become a problem (Interview, September 2023).

He noted that before the number of radio stations increased, there used to be only two radio stations in the district of Kabarole where the radio station is situated. An advert at that time was about 600,000 Ugandan shillings. However, with over 10 radio stations in the district now, *"the* new radio stations that have come in are even charging an advert for a full month at 150,000 Uganda shillings," he added.

Similar to the manager of a privately owned radio in the northwestern region, this manager of a community-owned radio in the northern region stressed that the smaller radio stations suffer even more because they have fewer listeners compared to the big radio stations.

> …you'll find that we have certain media houses with more listeners getting some good capital or investment. And the other one, with few listeners or followers, at times gets even nothing. And this, in turn, affects the remuneration of journalists… (Interview, September 2023).

Loopholes in professionalism among media owners, managers, and journalists

Managers of radio stations in rural areas of Uganda also highlighted a lack of professionalism in both ownership and management as a major reason for radio journalists' poor pay. All managers from private, government, and community-owned radios shared the same feeling about incompetence in ownership.

One of the managers from a rural-based government-funded radio station in Northern Uganda noted that few media professionals are investing in the media, leaving it to business people who are not journalists and therefore "don't know what it takes to be a journalist, and there is a danger in there." Many journalists are working without proper paperwork [contracts], have not been paid for months and even when they report to court, "at the end of the day, they are not also paid. That in the end affects the quality of journalism," he added. While referring to privately owned radios stations, he noted that private owners of radio stations are profit-minded and start radio stations without a clear plan on how to properly facilitate their employees.

> …these people [media owners] they just inject money, buy equipment, they think that's enough. So they recruit people, and you're supposed to find a way of taking care of yourself. So this is affecting people seriously… (Interview, September 2023).

In his opinion, media owners think that journalists get money from sources when they head out to cover news, which he said is not true. As a result, “journalists take home peanuts.” This has prompted journalists to ask for money from sources. Unfortunately, “as you ask for money, it lowers your credibility in public,” noted a community-owned radio station manager in Western Uganda.

Similarly, to the submission from a government-owned radio station manager, a privately owned radio station manager noted that most media owners not only lack the knowledge of managing a media organization but are also not open to advice from their subordinates.

> …You try to advise your boss what to do, and you even see that the advice will materialize, this person will tell you, no, this is my radio. So you can't set for me a standard (Interview September 2023).

Media owners take advantage of desperate fresh graduates who are frustrated by the country's high unemployment rate.

> ...Because if I know that the staff I'm employing are vulnerable, they are much in need of what they are going to do, as compared to the pay that it brings, then I will set a salary that does not push my expenses high (Manager of a privately owned radio station, Eastern Uganda, August 2023).

There is also a tendency to recruit less qualified personnel to work as journalists so that one can pay them a low salary because “you can easily convince them…because they know they have not gone to school,” have not “wasted” their tuition…,” those people will be willing to work,” (Manager of a privately owned radio station, Northwestern Uganda, September 2023).

Community and privately owned radio station managers said that journalists are lazy, desire fame over pay, and lack creativity and patience, leading to their poor pay. A privately owned radio station manager in Eastern Uganda noted that “as long as there is still the thinking that if I sit behind a microphone and get fame then that is enough for me, [poor pay will continue].”

A community-owned radio station manager in Western Uganda said that journalists are lazy. As long as they rely on only one source of income without getting involved in other income-generating projects, they will always complain about poor pay. He also noted that some journalists move from one radio station to another in search of better-paying jobs instead of concentrating on growing with one organization.

Community and privately owned radio station managers highlighted the lack of unity in the journalism profession, citing the division as being due to the different motives behind the establishment and agendas of different radio stations.

> ...these media houses cannot speak in one voice because they have different backbones [the different reasons for their establishment; political reasons; i.e political affiliations of owners, commercial reasons, religious reasons]. Others are owned by politicians. So every radio has its own reason why it’s running (Manager of a community-owned radio, Western Uganda, September 2023).

Little to no profits, high taxation, and debts

Unlike the government-owned radio station manager, the other managers from privately owned and community-owned radio stations highlighted low or no profits, high taxation, and difficulty securing government advertisements as other major reasons for the poor pay of radio journalists. A manager in the Eastern part of Uganda noted that they did not make any profits for close to three years when the radio station was started in 2016. During that period, the organization was run on the salaries of the directors of the radio station. Due to such hardships, the organization sometimes cannot pay their employees on time because they simply do not have what to pay them. For example, during COVID-19, to stay afloat, they were forced to lay off some staff.

Similarly, a manager of a community-owned radio station in Western Uganda noted that journalists' pay is low because “companies are not getting good income.” He also sadly noted that the organization has few people on the payroll. Even then, they receive what he called “a peanut,” “including myself,” he added.

A community-owned local radio station manager in Northern Uganda argued that journalists' poor remuneration has made them susceptible to political advantage.

> ...politicians tend to take advantage of them because you know, somebody is desperate and needs money. So they tend to give you; 10,000, 20,000, 50,000 (Uganda Shillings). And then instead of doing the right thing, everything changes. They become somebody else. And when money comes into play, you find people changing their characters (Interview, September 2023).

Some of the upcountry private and community-owned radio stations are grappling with huge chunks of debt and are facing challenges paying their taxes to the Uganda Revenue Authority (URA). A privately owned radio station manager in Eastern Uganda noted that the Uganda Revenue Authority, expects to collect a much higher tax from them compared to what they make.

> Taxes have been one of our biggest challenges. We sometimes fall into debt. Last year [2022], the tax body penalized us with a very big tune of money. It was 27 million (Uganda Shillings). Then, this year [2023], they came up with, I think, income tax totalling…190 million shillings that we have to pay from the inception of the station up to date. What we got and what they're expecting is far beyond (Interview, August 2023).

Similarly, a community-owned radio station manager in Western Uganda shared the same challenge with paying taxes to the URA. He noted that he is in a “battle “of “negotiation” with URA which demands the radio station 400 million Uganda shillings in taxes. Additionally, he noted that the radio station was for a long time operating on hired equipment whose owners could walk in at any time to demand their pay. From 2014 to 2019, the radio station was not able to pay rent and faced an eviction from the rented premises.

The struggle for government advertisements

Both private and community radio station managers highlighted the difficulty in securing advertisements from government organizations. At the time of this study's data collection, the president of Uganda had on March 6, 2023, issued a directive which was later reinforced by the Permanent Secretary of the Ministry of Finance on July 10, 2023, that all government advertising be only run by the government-funded Uganda Broadcasting Corporation (UBC) TV and by the New Vision (newspaper), also government funded. Managers of the privately and community-owned radio stations in upcountry Uganda noted that this was indirectly throwing private media out of business.

> That means the privately owned stations will be strangled, and I see struggle there. If that happens, I see no future (Manager of a privately owned radio, September 2023, Northern Uganda).

Absence of a minimum wage

The lack of a minimum wage for the journalism profession was another reason for the poor pay of journalists according to managers from both local private and community-owned radio stations. As a result, journalists are "bound to accept whatever the owners of the media houses have set for [them]." The media sector is vulnerable that journalists simply accept the poor pay because "if you say I won't go with that, someone else will come and take that job and will still do it," *(*Manager of a privately owned radio station, Eastern Uganda August 2023).

In other words, journalists do not have the power to negotiate. Irrespective of one's qualifications, whatever one gets as salary is "dictated by the owners of the business" (Manager of a community-owned radio station, Northern Uganda, September 2023).

Reasons for the poor pay of journalists in government, private, and community-owned urban radio stations in Uganda

This section of findings discusses the reasons for the poor pay of Ugandan journalists working for radio stations in the urban areas of Kampala city. I will highlight the similarities and differences in responses given by managers from different ownership categories, including the government and privately owned radios stations. It should be noted that no community-owned radio manager was interviewed in the urban area.

Loopholes in the journalism profession regarding professional training, financial management, and recruitment criteria

Both government-owned and privately owned radio station managers in Kampala underscored the loopholes in journalism training and recruitment processes regarding qualifications. Whereas one privately owned radio station manager indicated that journalism schools in Uganda contribute to the challenges facing the media industry today because they do not teach the business of journalism to students, the government-owned radio station manager argued that media owners often recruit journalists based on their physical appearances rather than capabilities.

A privately owned radio station manager in Kampala cited poor management as a major reason for journalists' low pay. He noted that if managers properly managed their finances, they would be able to pay journalists' salaries. Similarly, a government-owned radio station manager noted that private media organizations are profit-minded and exploitative of journalists.

> In their minds, they want to make a profit, [which] means they'll try to lower the costs as much as possible (Interview, August 2023).

He further emphasized that some of the radio stations make enough profits but they choose to pay poor salaries to their employees. Other than that, the urban-based managers had different opinions regarding the poor pay of radio journalists.

Advertiser challenges; delayed payment and competition

Regarding advertisers, the manager of a government-owned radio station in Kampala said that the station is facing a challenge of payment delays, noting that the government often delays paying them.

> Most of the challenges we face are delayed payments because some of the advertisers are the government but the government of Uganda is slow and a delayed payer (Interview, August 2023)

Such delays make it difficult for employers to pay the workers, bills, and reporters' transport fees. Some clients book advertising space but do not pay for it or delay paying, yet the organization includes it in its monthly projections. Whereas government-owned radio stations struggle with delayed payment from government advertisers, privately-owned radio stations struggle with obtaining government advertisements, just like its upcountry counterparts.

> …when we go to government institutions [and] ask them for business, they don't give us business. A lot of this business is given to New Vision (a 51% government-owned newspaper). So how do we survive? (Manager of a privately owned radio station, August 2023).

Urban privately owned radio stations are also facing the consequences of competition for advertisers leading to low revenues. One of the managers noted that the revenue coming from the few existing advertisers is little but they try to make ends meet. He also shared the same view with the private radio stations upcountry on the struggle for government adverts noting that the private sector is constrained.

Little to no profits

Just like their counterparts upcountry, private radio station managers in Kampala indicated that most media organizations in Uganda are not profitable. A privately owned radio station manager said that “less than 10% of media houses in Uganda make profits,” and most of the time do not meet their budgets.

> I mean, we don't get to meet our budget every month. But if I meet my budget and exceed this month, then I have a reserve. Next month, if I don't meet the budget, I use the reserve to meet the costs. But we strive every month to make sure we are above. So, you may not be in green all year round, but it evens out. At some point (Interview, August 2023).

Economic conditions; unemployment and lack of a minimum wage

Just like all the upcountry radio managers, a government radio station manager in Kampala noted that the poor economic conditions of Uganda are among the reasons for the poor pay of journalists. He noted that the high unemployment rate in the country makes young people “come to these radio stations and ask to work as journalists, as some sort of last resort or somewhere to be or something to do,” (Interview, radio, August 2023).

Similar to opinions from rural-based radio managers, some urban radio station managers said that the lack of a minimum wage in the journalism profession is another reason for journalists’ poor pay. A government-owned radio manager noted that:

> we do not have a minimum wage compared to other countries elsewhere where we can say that for the work done, you can’t go below this amount of money. So here it is free for anyone… Many radio owners and managers exploit that in the system (Interview, August 2023).

In his opinion, part of the reason for the lack of a minimum wage is that the Uganda Communications Act, which establishes the UCC as a regulator, does not provide for the regulation of journalists’ pay.

CHAPTER FIVE

MANAGERIAL RESPONSES TO INADEQUATE COMPENSATION OF RADIO JOURNALISTS IN UGANDA.

Existing and proposed solutions to the poor pay of Ugandan journalists working for rural-based radio stations

In this section of findings, I will discuss the existing and proposed solutions to the poor pay of Ugandan journalists working for radio stations upcountry; Northern, Northwestern, Western, and Eastern Uganda. I will highlight the similarities and differences in responses given by managers from different ownership categories, including government, private, and community-owned radios.

Grant seeking

All managers from the three categories of ownership, government, private, and community-owned radios stations, mentioned grant seeking as one of the mechanisms to address the poor pay of journalists. A government-owned local radio station manager noted that the management is exploring applying for grants to the European Union and other international organizations that have available grants. He highlighted that he, while working as a journalist, benefited from grants and believes that other journalists, too, can monetarily benefit from them.

> …I just got promoted to be a station manager. Previously, I was in the field, and for me, I thrived on grants. I thrived on awards (Interview, September 2023).

For the privately owned radio station manager in Eastern Uganda, his radio station has not yet started the process of applying for grants but the manager argued that the media industry would make more money if they applied for funding from different sources, just like other civil society (CSOs), non-government (NGOs) and government organizations in Uganda do.

> If there is a hunger project that began as a journalism project, we can have much

> more money because you write to donors as a radio organization, to focus on how to improve the lives of the people (Interview, August 2023).

To the manager, such funding makes the work of journalists better than waiting for the low revenue that they are accustomed to receiving. “Because the resources that we are getting are very little that cannot make us do this work well,” he added.

A community-owned radio manager noted that as a radio station, they have embarked on turning news stories about what is happening in society into detailed projects, calling upon different stakeholders, including the government and non-governmental organizations, to take action. One of them was a deep report on the effects of floods in Western Uganda on education, health, and food and nutrition. He noted that the radio station got in touch with the office of the Prime Minister seeking the government’s involvement in the issue. The project attracted the attention of different organizations that financed the budget for the project.

Similarly, a community-owned radio station manager in Northern Uganda noted that management is always looking out for grant calls within the media industry as an alternative revenue source to help with the proper running and facilitation of the radio station.

> …what we are trying to do to help us, we look at projects. If something comes related to media or grant calls, we always give it a try. That's something that we are trying to do because we know the money may come for a specific activity but can help offset some costs here and there (Interview, September 2023).

The role of journalists in the quest for their financial stability

All managers from three ownership categories upcountry agreed that journalists themselves have a role to play in the improvement of their financial conditions. A government-owned radio manager believes that Ugandan journalists would earn more from journalism if they were a bit more creative in their work. He noted that he has journalist friends from neighboring Kenya who use their creative skills to pursue journalistic stories as freelancers, which earns them more money.

> They win UN [United Nations] projects to just tell development stories…and guys walk home with some good dollars (Interview, September 2023).

A manager of a privately owned radio station in Eastern Uganda called for more unity in the journalism profession arguing that:

> …organized journalists can demand the rights of all journalists to be respected, especially financial rights. We equally need to be formed into a union that fights for the rights of journalists (Interview, August 2023).

A local community-owned radio station manager in Western Uganda noted a lack of unity in the profession and argued that more unity among journalists would strengthen them and enable them to fight for their rights and freedoms.

Gig economy

Private and government-owned radio station managers highlighted gig work as one remedy for journalists' poor pay. A government-owned radio station manager encouraged journalists to use their time when they are not working to engage in other income-generating activities like agriculture, brick making, emceeing at events, and using social media to make money.

> Why don't you go part-time and lecture somewhere, you know, pass on your skills to some group of youth somewhere so that you can be better off? Why don't you spend your weekend doing *Etofaali* (brick making) and you get some small money out of that? (Interview, September 2023).

He believes that journalists have multiple revenue streams that they can explore to improve their financial conditions including part-time teaching or working as translators. Noting that in the past year (2022), he earned “20 million Uganda shillings from a translation job” which he did at night. He further stressed that journalists need to make their skills known to the public so that they can find other opportunities to make money.

> So, I see unlimited opportunities, but I also see a struggling field failing to tap from some of the opportunities (Interview, September 2023).

A privately owned radio station manager in Eastern Uganda noted that the station has allowed their employees to have extra jobs outside of their formal employment.

> ...the staff of the radio has been allowed to open up their side income. And the radio does advertise for them at a reduced cost, or sometimes at no cost. That has boosted them somehow. We give them free [advertising space] such that…if their salary is delayed, at least they have somewhere they are getting an extra income (Interview, August 2023).

Entertainment events

Fundraising through entertainment events was another solution raised by upcountry private and government-owned radio station managers. A government-owned radio station manager noted that the organization holds entertainment events, sometimes agricultural events that attract a large number of audiences. The money collected from those events helps with the radio's operational costs.

A privately owned radio station manager noted that they take advantage of the fact that their audiences are always eager to know their celebrities. Therefore, the station organizes entertainment events which the audiences pay to attend. “And that is a source of revenue that has somehow bridged the gap that is created by the seasonal advertisers,” (Interview, August 2023).

Saving schemes

Saving schemes are also another mechanism employed by both privately and government-owned radio in rural Uganda. According to a government-owned radio station manager in Northern Uganda, the staff at his radio station have a rotational savings group. Each month, the group members collect a certain amount of money and give it all to one group member. The cycle continues for every group member per month until everyone is covered, and the process is repeated over and over. This helps them in case they need extra money.

Similarly, at a private radio station in Eastern Uganda, journalists have established a savings group to help them save and borrow money whenever necessary.

> We have a staff Savings and Credit Co-Operative Society (SACCO) that our staff saves into that can cater to immediate financial needs. If someone has an immediate financial need, then the SACCO can cater to that, so they may not focus on salary because the challenges come midway, maybe the month, and they need this money (Interview, August 2023).

Refresher training

Government and community-owned radio station managers upcountry mentioned refresher training for journalists as a mechanism to not only improve journalists' skills but also their welfare. A community-owned radio station manager noted that as a station, they have embarked on training their salespeople to equip them with the skills to be able to capture the market. He noted that, earlier, the station was using inexperienced marketers which did not help them financially. He added that as a radio station, they are being trained in podcast production by expert trainers, something that is not popular in the rural setting where the radio station is situated.

Another community-owned radio station manager in Northern Uganda noted that despite the little income that journalists receive as compared to the ever-increasing cost of living in the country, the organization trains their employees on how to save money.

> Of course, our salary is a little bit difficult in the sense that it does not increase like the cost of living itself. But we always encourage people to save something or invest in whatever approach they think can help them in the future (Interview, September 2023).

One of the managers reported that while he attended the annual National Journalism

Awards of 2023, the judges mentioned the declining quality of news in Uganda. “They made a very fundamental recommendation; editors must go back to their newsrooms and try and empower, retool their reporters” (Government-owned radio station manager, September 2023, Northern Uganda).

Paywall

Among the upcountry radio stations, only the government-owned radio station manager highlighted that the parent media organization under which his radio station belongs is looking into establishing a paywall so that the public can pay for news. This way, the organization would boost its revenue and be able to better facilitate its journalists. Whereas he thinks that newspapers can easily adopt new ways of staying in business like substituting hard copy papers for newsletters or e-papers through social media sites, he further noted that:

> For radio, the innovations may not be much because you have to broadcast the traditional way…radio remains the predominant source of information to many, and yet I think the advertising revenue is migrating away from radio to online (Interview, September 2023).

Paying what is affordable

Despite the existing challenges, one privately owned radio station manager noted that the organization tries to pay its journalists what it can afford. It avoids promising salary increments that it may not fulfil.

> At least our staff [is] paid what they are meant to be paid. You don't come out with increments anyhow because you may not sustain that. So, we pay them what we contracted them… (Interview, August 2023).

Reporters search for advertisers

Quite uniquely, a privately owned radio station manager in Northern Uganda has a different approach to ensuring that journalists are paid at the end of the month. Reporters are sent out to strike deals with advertisers. The advertisers pay them and after they get their salary off of the total amount collected from the advertisers, the balance is then given to the radio station to cater to the other operational costs. The reporters have to ensure that they establish lasting relationships with the advertisers to keep them.

> That means your relationship with the owner of that business should be so close that he should also trust in you that he has given the business to the right person. So that's how we are making it. Most of these workers have their businesses (are in contact with advertisers), and that business is raising their pay (Interview, September 2023).

The journalists must find business owners who can advertise with the radio station; otherwise, they risk a delayed salary at the end of the month.

> "So that means these workers will struggle hard to get business. And whoever fails to get it, if your money is delayed, don't blame somebody, blame yourself," he added.

Depending on the media owner's businesses

A privately owned radio station manager in Northern Uganda reported that the radio station depends on income from maize (corn) selling business that belongs to the radio station owner. When the radio station fails to raise money through advertising, it depends on income from the owner's business to facilitate the operational costs of the radio station.

Growing the listenership

One community-owned radio station upcountry is striving to grow its listenership base because more listeners mean more advertisers hence more revenue. The radio station is also changing its recruitment strategy to employ people who can multitask to reduce the numbers. The manager in Northern Uganda said:

> Having many people is good…but you may not be able to meet all their needs… you'd rather have few who can do the job that you need and are paid well,"

> (Interview, September 2023).

Both managers from two community-owned radio stations highlighted the importance of prioritizing employees' needs and welfare, noting that if one can maintain its best employees, then it is doing well. One of the managers appealed to the media owners to be considerate of reporters who report to work every day of the week early in the morning as opposed to directors who do not show up for work for weeks or months.

> So it's very important to look [at] the reason why you started the media house. As much as you want to provide media services, there are people who help you to deliver what you [want] to put in place. So it's very important to appreciate them and give them a package that is really palatable to the station, (Manager, Community-owned radio station, Western Uganda September 2023).

Existing and proposed solutions for the poor pay of Ugandan journalists working for urban-based government and privately owned radio stations

In this section of findings, I present existing and proposed solutions to the poor pay of Ugandan journalists working for radio stations in the urban area of Kampala city. I will highlight the similarities and differences in responses given by managers from different ownership categories, including the government and privately owned radios.

Timely payment of journalists

Both privately and government-owned radio station managers in Kampala attested to the timely payment of salaries to journalists. Even though it is not enough, one privately owned radio station manager said that the monthly salary that they give their journalists is at least enough to get them by, “without being beggars.” Another privately owned radio station manager said that what his staff are paid is enough and that they are comfortable with it.

Whilst all managers agreed that the pay is low, a manager from a government-owned radio station indicated that solving journalists’ poor pay is not something that the station can do. He mentioned that *“*the issue of solving their low pay has to come from another authority*,”* noting that the media industry needs a binding law that addresses the poor pay of journalists*.* Whereas one privately owned radio station manager said that his station has a fixed monthly salary for all their employees with the view that paying per work done might be disadvantageous to some journalists who are not able to deliver, a government-owned radio station manager indicated that his station employs both freelancers and full-time workers. He said that freelancers have an opportunity to make more money than fixed-salary earners.

> …our challenge is what if in a given month somebody hasn't given you a story? Are you going to tell the person that there is nothing you're taking home? If, for instance, maybe there's a problem with a certain beat, where I've not been getting stories, what happens? (Manager of privately owned radio station, Kampala August 2023).

> Collectively, you will get money from different places as a freelancer. But as staff, you will be paid for the work you've done. But if you [fixed salary earner] it so happens that you have extra duties, you will not be paid extra for them (Manager of a government-owned radio station, Kampala August 2023).

Supporting gig work

Just like the private and government-owned radio station managers upcountry, both privately and government-owned radio station managers in Kampala agreed that journalists' financial conditions can be improved through embracing gig work or extra jobs. A privately owned radio manager noted that his radio station connects its journalists to companies that need social media influencers. Some of the journalists hold outdoor entertainment events to raise money and receive free advertisement slots on the radio.

Downsizing

Downsizing also emerged as a mechanism to improve journalists' financial conditions in government and privately owned radio stations in Kampala. Managers from both ownership categories noted that they are working with fewer people who multitask in different roles and are paid better than a large number of employees. This is more practical with better technological equipment.

> …you make sure you're investing in the right equipment. People get to be more productive using technology (Manager, privately owned radio, August 2023).

Entertainment events

Both managers from privately owned and government-owned radio stations, just like their counterparts upcountry, are engaging in and do propose that entertainment events are one source of revenue that radio stations can use to boost their revenues, ultimately improving journalists' financial conditions. One of the managers from the privately owned radio station indicated that they use outdoor events to engage their listeners, understand their preferences, and act on the recommendations from their target listeners. This approach helps them to serve their listeners better, hence an increase in listenership that results in more advertisers. The manager of a government-owned radio station noted that whereas his radio station does not engage in hosting outdoor events, he recommends it as a revenue-generating initiative.

> … [at] these events, you make money in two ways. One is for people who are going to attend the events, who are going to pay to watch comedy or to attend a picnic event at the beach or wherever. [The other] is through advertisers who want to reach out to audiences because, remember, they have products that they want to advertise (Interview, August 2023).

Government-owned radio station manager discouraged grant-seeking

Whereas grant seeking emerged as a major initiative to boost radio revenues among privately owned, government-owned, and community-owned radio stations upcountry, a government-owned radio station manager in Kampala did not speak positively about the initiative. His concern was that “donors come with their agendas” and that they are capable of compromising the radio station’s agenda.

> [When] our core programming is lost, we [will] lose listenership. So, we may make some money on one hand, but we [will also] lose it on another (Interview, August 2023).

Journalists cautioned to work harder

Similarly to his counterpart upcountry, the government-owned radio station manager in Kampala city said that part of the reason journalists are paid poorly is their poor performance. He urged journalists to be harder working and more creative so that they can be paid a deserving amount.

> Because sometimes the pay may be low but their input is also equally low. I would advise them to be more active and maybe bring in more stories so that they can get higher pay (Interview, August 2023).

Quite uniquely from the rest, one of the managers managing a privately owned radio station in Kampala noted that their employees are content with what the radio station pays them. They receive meals every day including lunch, breakfast, and tea in the evening, and transport to and from the field. He also highlighted that they are provided with health insurance.

Refresher training

Just like their counterparts in the rural areas, managers of privately owned radio stations in Kampala organize refresher training for their journalists to reskill them so that they can compete favourably but also to equip them with business knowledge, which one of the managers argued they do not get from school. One of the managers said:

> ...we talk to people [journalists] to understand what they do and why a business needs to make money. The moment you don't understand what you do, and the importance of what you do in terms of the big picture, it will never make sense to you. You need to know that, yes, I've done this story, [and] this is how this story impacts how the business makes money (Interview, August 2023).

Paywall

One of the managers of a privately owned radio station in Kampala, similar to the government-owned radio station upcountry, suggested a paywall system. The manager noted that the organization is planning to establish a paywall using its website. Behind the paywall, there will be all kinds of content, including audiovisual. He explained that in the coming years, the organization will generate money from this initiative.

Saving schemes and surviving on company owner’s businesses

Similar to the radio stations upcountry, private radio station managers in Kampala are using saving groups as a means to save and borrow money as and when needed. One private radio station also survives off of the owner’s side business in critical times. The betting company established by the owner of the radio station was very instrumental to the continuation of the operation of the station during COVID-19 when most advertising businesses had been put to a standstill.

CHAPTER SIX

DISCUSSION

This study was aimed at investigating two issues:

1. The similarities and differences between the root causes of journalists' poor pay among different radio ownership categories upcountry and those in the urban areas of Uganda.

The objectives of this research question were;

Firstly, to find out; what, according to radio managers of community-owned, privately owned, and government-owned radio stations upcountry, are the reasons for the continued inadequate compensation of journalists.

Secondly, to find out; what, according to the radio managers of community, government, and privately owned radio stations in the urban area, are the reasons for inadequate compensation of journalists

Upon understanding the reasons behind the challenge,

2. The second issue of investigation was the managerial solutions to the challenge of poor pay.

The objectives were to find out how radio managers of rural-based government, community, and privately owned radio stations are addressing the challenge of poor pay for journalists and how radio managers of urban-based government, community, and privately owned radios are addressing the challenge of poor pay for journalists.

In the literature review, I discussed media ownership in Uganda. This is because ownership plays a role in the major financial and other managerial decisions of an organization. I discussed the geographical contexts of the different radio stations because the geographical boundaries also play a role in who gets what in terms of audiences and advertisers. I discussed the overall challenges faced by journalists in Uganda ranging from political and regulatory to professionalism and economic conditions to provide an overview of the challenges faced by Ugandan journalists.

Furthermore, I focused on the challenge of poor pay which is the main issue of discussion for this research. I highlighted the existing reasons for the challenge and remedies as previously researched by different scholars. I drew examples from scholars who have written about poor remuneration, its causes, and consequences the world over, Africa, and specifically Uganda. I discussed theories explaining the economics of the media industry highlighting the role of profit, the role of advertising, how competition in the media market impacts the decisions of media organizations, and the societal role of journalism because it is important, throughout this discussion, to remember the contribution of journalism in society.

Discussion on the root causes of poor pay for radio journalists in Uganda

Radio in Uganda has the largest audience but remains a poor performer. This could imply that radio's wealth is concentrated among a few, whereas the rest suffer. The proximity radio (Myers & Harford, 2020) remains challenged due to constraints such as the language of operation, hence limited audiences and ultimately selective advertisers. The concentration of radio in Uganda continues to increase, with private owners owning the largest percentage of radio.

ACME’s (2021) findings on the challenges that Ugandan journalists face relate to the challenges stated by radio managers who participated in my study. The ones that stood out were; government interference, advertiser influence, media ownership, and professional and human resource challenges. Journalists are indeed one of the worst-paid professionals in the country with some working without contracts as noted by Reporters without Borders, and also evidenced by the response by a government-owned local radio manager. Even when it is paid, the salary is not only low but also delayed as earlier reported by (ACME, 2021; McIntyre & Cohen, 2021) and also as supported by the findings.

There is indeed corruption in newsrooms as poor pay of journalists makes them vulnerable to be taken advantage of by politicians. This supports existing research on brown envelope journalism in African newsrooms including; Uganda, Kenya, Tanzania, Nigeria, Congo, and Zimbabwe. The managers blame media owners for normalizing the expectation that journalists get money from sources, a practice that has lowered the credibility of journalists in society.

For us to understand why Ugandan journalists' pay remains poor, this study calls on us to look back to Doyle (2013) and Picard (2011) who noted that the overall economic conditions of a given country have an effect on the performance of the media. There are 22.8 million working Ugandans and only 1% of them earn more than 1,000,000 million Uganda Shillings (262 USD) per month. This means that most journalists, especially rural-based journalists are among the 99% of the working population that receive less than 1,000,000 Uganda shillings per month. This study has revealed that Uganda's economic conditions create a harsh environment for the media to operate. The slow economic growth in Uganda, characterized by low purchasing power (Kimumwe, 2021) has affected advertisers, who are radio's major source of revenue as reported by radio station managers. Due to the slow growth, advertisers have been forced to cut their budgets and as a result, the radio industry is in a crisis. Radio stations do not have enough money for their daily operations, for journalists' pay, equipment, rent, and other expenses.

Whereas both the local and urban radio stations have been affected by the country's harsh economic condition, the local radio stations face a bigger multitude of the implications. Whereas most rural radios struggle to raise their employees' salaries due to little or no profits, all urban radio stations pay their workers on time, some confess that the pay is little but enough, and others say their employees are comfortable. Even when economic conditions surface in the responses of urban radio station managers, they only talk about the rate of unemployment in the country, leading to an influx of unskilled labour into the journalism industry. It is almost as if the economic conditions, as discussed by scholars in the literature, including low purchasing power and struggling businesses, do not affect the urban media, to a bigger extent. Regardless of the differences in the magnitude of the impact of economic conditions on radio stations across the two geographical settings, we see that above all other challenges, the economic conditions stood out as the biggest challenge and this supports existing research by scholars such as (Kimumwe, 2021; Myers & Harford, 2020; Mwesige, 2004).

The diminishing advertising revenue is also affecting all radio stations, making it hard for them to keep up with their operations, supporting earlier research by (Doyle, 2013; Levy & Nielsen, 2010; Picard, 2010, 2011; Pickard, 2015). Managers reported the limited number of advertisers stretched thin amongst not only the existing 309 radio stations in the country but also Television, internet, and newspapers. Using Picard's (2011) types of advertisers, we find that advertisers in Uganda indeed fall into the four categories including national, large and midsized, small local advertisers, and nonbusiness advertisers. The national advertisers who are majorly interested in larger audiences around the country include telecommunication companies like MTN and Airtel, government ministries, departments, and agencies, and beverage companies like Coca-Cola.

When it comes to access to the national advertisers; who are the "big" advertisers, the rural-based radio stations are disadvantaged because of not only their geographical location but also their audience reach. This category of advertisers is interested in large audiences which most local radio stations do not have. As a result, they seek to advertise with the "big" urban radio stations that can sell to them large audiences. Therefore, the local radio stations are left with small and medium advertisers who only advertise to a specific target group in a local setting.

Using the theory of the firm (Picard, 2011) we see that most radio stations, especially the rural private and community-owned, are not profitable, and yet, the theory posits that businesses need to create short-term profit or long-term value to remain viable. From the findings, we see that most media, especially the proximity radios are grappling with losses, even the urban private. When we apply the resource-based view of the theory of the firm which stipulates that those with better resources can achieve better results than their competitors, (Picard, 2011) we find that the local private and community radio stations indeed have limited resources than their counterparts in the urban areas.

Their financial performance is poor, characterized by little or no profits, debts, taxes, laying off workers and having little access to the national advertisers. The urban radio stations are doing better. They have better access to national advertisers and even pay their workers on time, and provide meals and transport, something that local journalists do not receive, due to limited resources.

Some of the local radio stations have fallen into a spiral of decline characterized by low profits, inability to invest in personnel, production of poor quality content, and failure to engage in marketing. One community radio station was evicted from their premises because they were not able to pay rent. The spiral of decline posits that if the decline in profits keeps happening, some small media organizations die out of business or are forced to operate under precarious conditions as is the case for some upcountry-based radio stations. As some rural private radio stations struggle with no profits, for three years straight, two urban radio station managers, the government and private, noted that radio stations make profits, but the challenge is poor financial management and profit maximization motives over journalists' welfare. This coincides with what Picard (2010) observed about the US media failing to pay employees not as a result of lack of finances but because of mismanagement.

Slow media growth is and has been an issue of concern the world over, including in Germany, France, and the Netherlands, leading to job cuts, laying off of workers, and downsizing (Picard, 2010), just like in the Ugandan radio industry. Radio in Uganda has grown rapidly with over 300 radio stations in the country. However, as Picard (2010) noted, this growth has reduced audience sizes due to the over-concentration of media. Competition for advertisers is rapidly increasing, and their audience base reduces as more radio stations get established. A radio station like Life FM in Kabarole district that used to coexist with one other radio station serving over five districts now coexists with over 10 radio stations serving the same audience. Additionally, the challenge of low salaries, pay cuts, and stagnant revenue is not only in Uganda but has also been evidenced in the, US and European countries (Ekdale et al., 2015; Gottfried et al., 2022; Picard, 2010; Thurman et al., 2016). Journalists in the UK, too, just like Ugandan journalists, need to have more than one job if they want to live better lives.

The growing competition for advertisers has created a hypercompetitive media market, as earlier discussed by (Jacobsson et al., 2008), leading to more supply than demand. This competition brings out the power of advertisers in the continuity of media. Whereas Lacy's (1992) financial commitment approach places competition at the centre of media growth, the competition for advertisers, in this case, pushes the proximity of radios to the wall. Radio stations are now at the mercy of advertisers. As more radio stations emerge, competition for advertiser's attention increases, and the prices of advertisements continue to reduce. As the prices for an advert reduce, radio stations remain unable to improve themselves and, ultimately, their staff. On the other hand, competition indeed does push media growth, supporting Lacy's (1992) assumption that when there is competition, media organizations are forced to inject money into quality content to attract audiences, resulting in more advertisers. One of the managers said that one has to struggle to remain on top because advertisers do not advertise with those at the bottom.

Another private radio station manager said that their radio station organizes events just to meet with the fans, interact with them, and understand their preferences so that they can serve them better. That kind of effort is created by competition. Whereas competition has worked for some radio station, it has not worked for others as it has created hypercompettion, especially among local radio stations leading to devaluation of advertisements, ultimately leading to losses. The advertising revenues are no longer enough to cover operational costs hence the poor pay of journalists.

There is a conflict between the government and the privately owned media regarding access to government advertisements with the private media accusing the government of indirectly pushing them out of business through the directive that all government advertisements should be channeled through government-owned media. As has been noted by (Myers & Harford, 2020; Nassanga & Tayeebwa, 2018), the government favors state-owned media, and private radio is indeed facing this challenge. The government remains one of the largest advertisers alongside private entities including telecommunication companies like MTN, and Airtel and beverage companies like Coca-Cola.

As private radio stations struggle to secure advertisements from the government, government radio station managers label government advertisers as “delayed payers” contradicting what Myers and Harford (2020) found out regarding government agencies paying on time. The government’s move in 2023 to channel all government advertisements to the government-owned UBC television and the New Vision, if it had not been challenged by journalists and later revoked, would have sent most private media out of business. Whereas low advertising revenue remains a challenge affecting all types of radio stations, including government and privately owned, both urban and rural, the privately and community-owned radio station managers believe that government-funded radio stations have a competitive advantage because they have easy access to government advertising.

As noted earlier by (ACME, 2021; McIntyre & Cohen, 2021), the challenges facing journalism in Uganda revolve around professionalism, to mention but a few; there are indeed inconsistencies in the journalism schools, the management, and ownership of radio organizations, all contributing to poor pay of journalists. The journalism industry in Uganda is not like any other profession. For example, if one wanted to work in a hospital as a doctor, there would be criteria and the recruitment processes would require that individual to produce academic documents confirming that they have undertaken and excelled at their medical school. However, in journalism, people are working as journalists without proper qualifications. Managers and owners of radio recruit personnel not based on their professional abilities but on their physical abilities like physical appearance (looks) as stated by a manager of a government-owned radio station in Kampala.

Such personnel who do not understand what kind of work they are doing may not be able to effectively perform their tasks. Radio owners take advantage of the availability of unskilled personnel to pay them as they wish because they will accept the bare minimum. This also says a lot about ownership of radio. It is almost as if those who establish them do not care about the welfare of the employees but also about the role of journalism in society. If one cared about the societal responsibility of journalism, they would invest in recruiting skilled personnel who understand the profession but also, they would mind about the welfare of these skilled personnel.

The findings resonate with the experiences among African journalists, including the lack of proper regulation for the profession leading to the casualization of labour as the case in Nigeria and Kenya (Bunce, 2019; Oladosu et al., 2022). Media regulation in Uganda, both statutory and self-regulation, has failed because of the incapacitation of the regulatory laws and bodies and the inability of journalists to unite. The Uganda Communications Commission (UCC), the media regulator regulates everything else to do with the media except for journalists' pay. Media managers argue that one of the reasons for poor pay is the lack of a minimum wage which if it was in place through the law, would protect journalists against exploitation by media owners.

Additionally, the National Institute of Journalists of Uganda (NIJU), a body established by the Press and Journalist Act is ineffective and not operational. The Independent Media Council of Uganda (IMCU), which was created for self-regulation of the media, is nonfunctional and financially handicapped. With the failure of both statutory and self-regulation, journalists have no binding force that can bring them together to fight for their economic rights. Unless the functions of these organizations are rejuvenated, journalists may continue to grapple with poor pay and its consequences.

The country has almost 100 professional associations for journalists but lacks a single cohesive association. The only association, the Uganda Journalists Association (UJA), which should be the umbrella for all the others, is financially handicapped. The institutions responsible for the self-regulation of the media industry, like the Independent Media Council of Uganda, suffer from funding and organizational challenges and exist only in name (ACME, 2021).

Comparison of Kenyan journalists' conditions to Ugandan journalists has been recurrent in both the literature and the findings. Quite a number of times, managers referred to their Kenyan counterparts indicating that there is a huge difference between the monthly salaries of Kenyan journalists and Ugandan journalists. Although not mentioned in earlier literature, Ugandan radio managers think that Kenyan journalists are more aggressive and creative, hence their ability to thrive in the industry as opposed to the lazy, uncreative Ugandan journalists referred to by McIntyre & Cohen (2021) and several radio managers in my findings. Perhaps Ugandan journalists should benchmark on Kenya to understand more about the best practices in Kenyan journalism and how to incorporate them into the industry in Uganda.

The other issue of debate is the fact that most radio stations are privately owned and according to (ACME, 2021), most of them are owned by politicians or friends of politicians. From the findings, we see that, indeed, the industry has been left to businessmen who have been accused of lacking knowledge on how to run a journalism organization but also of profit maximization over journalists' welfare.

Ugandan Journalism schools have also been blamed for not having an elaborate course unit on the business of journalism and as a result, journalists lack the skills to strategically tell stories in a way that monetarily benefits the media organizations that they work for.

I have noticed that most research on poor remuneration of journalists in Africa puts much emphasis on corruption and brown envelope as seen in the literature on Tanzania, Nigeria, Cameroon, and Zambia without showing how this challenge affects the journalists in other aspects except for (Matthews & Onyemaobi, 2020) who highlight the precariousness of the journalism profession and its impact on the on the professional and personal self of journalists.

Unrelated to financial constraints and poor remuneration, this study's respondents were all male, revealing a gender disparity in the top management of radio in Uganda. Even though the study initially intended to include both male and female radio managers, the samples show that few women are in radio managerial positions.

Freelancing has been given importance over fulltime employment with managers noting that one would earn more from freelancing than from a fulltime job as a journalist. Freelancers are able to earn per work done as opposed to fulltime employed staff who only get paid as per their work contract salary.

Discussion on the initiatives to respond to and mitigate the poor pay of journalists

Most of the solutions to poor pay of journalists raised by the managers are alternative ways of revenue generation to complement advertising. This indicates that advertising, the major mode of revenue generation for radio is no longer enough to sustain radio and probably media in general (Picard, 2010, 2011; Pickard, 2015). In 2010, Picard advised media organizations to devise other means of generating income apart from advertising. He advised media organizations to target consumers, involve in the syndication of advertisers, something that Myers & Harford (2020) found out is helping local radio in Uganda to remain viable. Over 13 years later, radio stations in Uganda have involved themselves in some of the recommended alternative income-generating models to stay afloat in the business, including entertainment events, donations, and other commercial activities.

Contrary to findings (ACME, 2021) that journalists are not given enough time to work part-time and lack training opportunities, findings from my study indicate that managers not only encourage journalists to have other jobs outside of journalism during their free time but also support journalists' businesses through free or discounted advertisements. Two managers, from local government and community-owned radios stations, stressed that journalists have too much free time but are not productive yet. They could do so much during the hours in which they are not working at the stations.

The fact that most managers encourage journalists to look for extra work outside of journalism to complement their salaries says something about radio unable to improve their salaries. This is not only in the rural-based but also in urban radio stations. One local radio manager said that if one is seeking to be rich and build a good house, one should not stay in journalism. He said those who stay long in the profession do it because of passion, but most of the time, passion cannot pay the bills. We also see this among journalists in the UK as they have to find alternative income if they need to find decent housing (Thurman et al., 2016).

The need for journalists to find alternative jobs to complement income from their journalism jobs creates a dilemma that requires discussion by media managers and scholars who propose it as a solution. The social responsibility theory (Peterson et al., 1984) requires journalists to pay allegiance to the public, by diligently serving them, devoid of any pressures that could compromise their role. If more journalists devote their time to other income-generating jobs, what does this mean for their dedication to the profession? What does it mean for news quality? In the instance that the extra jobs prove to be more income-generating than journalism, what are the chances that a journalist will not treat journalism as a part-time job and the other a full-time job? Such a trend could turn journalism jobs into mere “gigs” because, from the literature, it is evident that journalists are financially desperate.

Regarding the training opportunities, I partly agree that it could be that the training offered by the organizations is not sufficient enough because most managers did not specify what training they were offering their employees. However, those who specified which training they were offering their employees mentioned; training about saving money and reskilling the marketers. Therefore, journalists need to be reskilled more especially in fields like in-depth reporting, and the economics of media. The challenge of inadequate training in newsrooms to reskill journalists could also be due to the limited resources available to media organizations.

Entertainment events also emerged from both urban and rural private and government radio as a way of engaging with the listeners but also as a way of collecting money from them. Picard (2010) encouraged events, and although it is not seen among the alternative funding modalities that Myers & Harford (2020) discovered among proximity radios in Uganda, it surfaces in this study as a way to boost radio income and be able to pay journalists. It should also be noted that events seem to be more popular in urban radio stations because the local radio stations talked about starting them but have not started, save for one government-owned local radio that benefits from the revenue from events hosted by its mother company in the city. One urban privately owned radio, however, was benefiting from outdoor entertainment events. It is, therefore, likely that Myers and Harford (2020) did not find out about events because their focus was on local radio.

Downsizing has been done in African media and the US and Europe due to low revenues. Whereas some radio stations have indeed laid-off workers, especially after the COVID-19 pandemic, including a local radio in Eastern Uganda, just like in the US (Gottfried, 2022), an urban government radio station has a policy of employing a small number of staff in order to pay them well. Another urban-based private radio station is employing fewer staff who multitask on different assignments but get paid better than if there were many employees.

Contrary to the theory of the firm's profit maximization assumption, in a crisis like the COVID-19 pandemic when every radio station was downsizing staff to minimize the cost of production, one local community radio station recruited more staff to give people jobs and because they needed to continue performing their social responsibility role of serving their audiences work to be done. This supports Doyle's (2013) argument against the theory of the firm, that some media organizations put their other motivations like philanthropy and public service before profits.

While rural-based radio managers believe that they could be saved by donor funding to boost their revenues and manage their costs including journalists' pay, earlier research by (Scott et al., 2019) mentioned that dependence on funding takes away the ability of journalists to concentrate on other key issues due to concentration on funder's agendas. This is similar to what a manager of an urban government radio station said about grant seeking noting that donors come with different agendas and can compromise the programming of the radio. But also, Myers & Harford (2020) alluded to donor challenges faced by Ugandan proximity radio. It is important that as radio managers try to seek funding, they should carefully analyze the agenda of the funders but also avoid putting much focus on what the funder expects and forget the needs of their audiences.

Fortunately, the staff of radio stations, both local and urban have a culture of saving amongst themselves. Though they do it in different ways; some collect money and give it to one member of the group every month, others save and borrow when in need of emergency funds, the system seems to be of help to journalists given their financial challenges. This mechanism, too, was not present in Myers' and Harford's (2020) findings, perhaps because they were examining sustainability strategies for radio as a whole and not the financial stability of journalists in particular.

There is much blame on the journalists being the reason for their poor pay both by urban and local radio managers. They have been advised to get out of their comfort zone, be more creative, seek funding opportunities, collaborate, self-teach different skills, and use their social media. For example, radio news is always about 5 to 10 minutes long and yet radio journalists collect a lot of information from the field. One manager of a government local radio advised them to create podcasts and share the details that they collect from the field with online audiences. They have a chance to monetize their social media platforms and earn extra from them. The challenge with this is that some journalists, especially the local radio journalists, on some occasions, have no internet unless they are in the confines of their radio stations that provide free internet.

There is a high level of private radio dependence on the side businesses of their owners to manage the radio operations in times of financial crisis. This is something that Myers and Harford (2020), too, found out in their study on local radio. It appears that, from my study, this strategy is not only limited to local radio stations but also private urban radio stations, as was seen in the findings.

Private urban radio and government local radio agree that establishing a paywall is an avenue that radio stations can utilize to boost their revenue and ultimately improve journalists' pay. Both of these radio stations are part of bigger groups; one being Nation Media Group and the other being Vision Group, both dominant players in the media industry. The paywall system would be established on the websites of these groups, and behind the paywall, there would be audiovisual content, among other forms of content. The downside of a paywall system in a setting like Uganda, especially the rural setting, is that not many people would be willing to pay for news. Even one manager mentioned that it would be difficult for radio because radio has to broadcast traditionally. Seeing the demographics surrounding radio consumption in Uganda, it would be difficult to remain inclusive of every Ugandan with a paywall system in place.

Media organizations, before establishing paywall systems, need to find out what percentage of their target audience is willing to prioritize news subscriptions over other needs, including feeding. It might not be shocking to find out that most of the audience that subscribes to news in Uganda, especially the e-papers, is the diaspora because they probably have much more disposable income than the Ugandans in Uganda. What, then, does this mean for access to information for Ugandans in Uganda? But even then, there are Ugandans who have access to a smartphone but spend weeks without internet which is why radio remains king. Even those with radios can spend months without buying batteries because they do not have the money for it. Moreover, there is existing research indicating that commercial funding models like paywalls are not filling the gap that has been created by declining advertising revenues (Pickard, 2015).

There is a shift of roles in newsrooms as reporters have assumed the role of salespeople. A local private radio station, instead of engaging skilled marketing experts to source for and engage with advertisers sends journalists to engage with advertisers, make transactions, pay themselves off of the advertiser's payment, and give the balance to the managers. Whereas Picard (2011) noted that commercial media have specific departments that handle advertising, this is not the case for one private local radio station in Uganda. The radio manager who employs this strategy emphasized that journalists have to remain in the good books of advertisers to keep the relationship.

Going back to the societal role of journalism that requires journalists to be watchdogs for the people and hold authorities to account (Peterson et al., 1984), journalists doubling as agents who have to convince advertisers to advertise with their radio stations compromise their duty. What would happen in case the same business owner with whom the journalist is supposed to maintain a good working relationship is on the wrong side of the story? How is a journalist expected to bite the hand that is feeding him? Would such a journalist be able to report about his funder fairly even if it meant that he and the institution would lose the "deal"?

The rapid growth of a hypercompetitive market in the Ugandan media landscape continues to frustrate proximity radio stations which are pivotal in societal transformation. What is likely to happen if more radio stations keep emerging? Freedom of expression includes media pluralism, which comes with more competition for advertisers and more economic frustration for radio stations. How then, can freedom of expression as granted by the constitution be observed without economically frustrating the channels that facilitate that expression?

Journalist unions and associations must work together with national bodies to secure journalists' salaries and improve professionalism in the industry.

On a scholarly level, alternative ways to improve journalists' remuneration without compromising their societal role are needed. Pickard (2015) argues that whereas the commercial business model of journalism has failed, journalism's societal role, which is its service to the public, remains as important today as it was decades ago. Through policy interventions that acknowledge this vital role, good journalism can be saved.

While referring to the newspaper industry in Norway, Olsen et al (2021) advocated for a more distinct and balanced approach to understanding how newspapers can survive and put first their role of public service without having to prioritize advertiser interest. This study adopts this proposal but reminds scholars to take into consideration the unique social, political, economic, and cultural characteristics of African countries, which also make the journalism practice in the continent unique.

The unique issues about journalism in Uganda revealed by my findings call for an African-tailored understanding of journalism practices in Africa. The study substantiates Skjerdal's proposal for the "demarcation of the journalistic field" (p.639) while studying journalism practices in the context of Africa (Skjerdal, 2012).

Strengths and weaknesses of the study

Whereas this study's weakness is the small number of respondents, its strength is that the respondents are spread out in different parts of the country, and it is fascinating how they share similar experiences, especially the journalists who work in rural-based radio stations in the West, North, and Eastern Uganda.

CHAPTER SEVEN

CONCLUSION

This study sought to find out two things: the reasons for the poor pay of journalists working with rural and urban-based radio stations under the ownership of government, private and community and to investigate the solutions in place to address this challenge both among the rural and urban-based radio under the ownership of government, private and community. To get answers to these questions, the study conducted qualitative research involving in-depth interviews with eight radio managers, selected using the snowball purposive sampling method. The eight managers consisted of three from the urban area and five from local radio outside of Kampala city. Of the five managers managing rural-based radio stations, one was government-owned, two privately owned, and two community-owned. Two of the three urban-based radio stations were privately owned, and one was government-owned. The study did not have a respondent from an urban-based community radio.

The managers were spread out in the four regions of the country: Eastern, Western, Central, and Northern, creating a balanced representation. The in-depth qualitative interviews were the perfect choice for this study because they allowed me to interact deeply with the managers to understand why there is continuous low pay for journalists and their solutions, which would not have been possible with any other method. The study chose radio managers because they are in managerial positions and understand the operations of the radio stations better. They are the middlemen between the journalists and the media owners. They interact and plan for the radio stations daily unlike media owners who visit their radio stations once in a blue moon.

Although eight radio managers managing eight radio stations out of the 309 radio stations in the whole country is not a representative sample, judging from the similarities between the experiences of both local and urban radio, this study still brings significant knowledge to this subject. My findings bring out the clear difference between the challenges faced by rural-based radio and urban radio. My findings create more understanding of why (ACME, 2021) said that upcountry journalists are paid less than urban-based journalists and that they have normalized brown envelope journalism. This is because local radio stations are more economically stranded than urban-based radio stations. Because of their geographical location, their target advertisers are small and medium businesses that are also financially weak.

The big national advertisers are likelier to give business to Kampala-based radio than to local radio. Additionally, this study challenges the perception that government radio is well off because it automatically has access to government advertisers, who dominate the advertising market. Whereas government radio is more likely to be considered for government advertising, it grapples with delayed payment from government advertisers, contradicting earlier findings of one of the scholars in the literature.

This study also highlights the shift of roles in local private radio as journalists have taken on the role of the advertising departments. Contrary to Picard’s assumption that commercial media have advertising departments that handle advertising and engage with potential advertisers, journalists at a local private radio go to the field to search for advertisers and are expected to maintain a good working relationship with advertisers, a role that should be left to account managers as suggested by Picard (2011).

The findings also reveal that most local radio stations are not profitable, and managers are worried that as long as the economic conditions remain the same, they will keep struggling, ending up in Picard’s spiral of decline brought about by lack of profitability. The findings also highlight the advantage of freelancing over contracted employment, with a government radio manager highlighting that freelancers make more money because they are paid for each task while staff only get paid as per their employment contract regardless of how many extra duties they get assigned to accomplish.

My study also brings new light to previous research by Myers and Harford (2020) on the viability of radio in Uganda which highlighted funding modalities of radio. Whereas most of the funding modalities found in their study are similar to what my study found out, new funding modalities like outdoor entertainment events came out in my research, most present in urban private radio, which the scholar’s study had not included. Saving groups also surfaced as a dominant mechanism to ensure that despite the low and sometimes delayed pay, journalists can have access to emergency funds from their savings groups, as and when they need it, a mechanism that is new to this debate. Therefore, other radio stations could learn from those that are engaging in joint savings known as (SACCOs) to adopt the culture of saving as little as they can for times of financial crises.

There is also a need for the government to be inclusive in allocating advertisements to include private radio because hindering them from accessing government advertisements is a hindrance to freedom of expression and the media. Media managers and owners need to be more financially considerate and put the needs of their employees before profits because, without the employees, the radios would find it difficult to realize their long-term and short-term goals.

Recommendations for further research

1. Future research in this area could involve media owners, who may have different reasons for paying their employees poor salaries from those given by the managers.
2. Future research needs to widen the sample to include more radio stations in different parts of the country and to obtain the perspective of community radio in the urban area, which was not included in this research.
3. Female radio managers, both urban and upcountry, could be considered, as this study did not include views of female radio managers.
4. Another important study could be to find out ownership's influence on journalists' pay as incompetence in ownership has been blamed for the poor pay of journalists. Special focus regarding this could seek to draw differences between journalist media owners and non-journalist media owners as non-journalist media owners have been blamed for a lack of knowledge on how the profession operates and their prioritization of profits over journalists’ welfare.

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APPENDIX

Appendix 1: SIKT Approval form

Sikt

Assessment of processing of personal data

Reference number	Assessment type	Date
436210	Standard	12/06/2023

Title
Initiatives by radio managers in Uganda to address the challenge of financial insecurity of their journalists

Institution responsible for the project
OsloMet – Storbyuniversitetet / Faculty of Social Sciences / Department of Journalism and Media Studies

Project leader
Kristin Skare Orgeret

Student
Christine Kabazira

Project period
20/06/2023 - 01/06/2024

Categories of personal data
General

Legal basis
Consent (General Data Protection Regulation art. 6 no. 1 a)

The processing of personal data is lawful, as long as it is carried out as stated in the notification form. The legal basis is valid until 01.06.2024.

Notification Form

Comment
ABOUT OUR ASSESSMENT
Data Protection Services has an agreement with the institution where you are a student or a researcher. As part of this agreement, we provide guidance so that the processing of personal data in your project is lawful and complies with data protection legislation. We have now assessed that you have a legal basis to process the personal data.

FOLLOW YOUR INSTITUTION'S GUIDELINES
You must store, send and secure the collected data in accordance with your institution's guidelines. This means that you must use data processors (and the like) that your institution has an agreement with (ie cloud storage, online survey, and video conferencing providers).

Our assessment presupposes that the project will meet the requirements of accuracy (art. 5.1 d), integrity and confidentiality (art. 5.1 f) and security (art. 32) when processing personal data.

NOTIFY CHANGES
If you intend to make changes to the processing of personal data in this project, it may be necessary to notify us. This is done by updating the information registered in the Notification Form. On our website we explain which changes must be notified. Wait until you receive an answer from us before you carry out the changes: https://sikt.no/en/notify-changes-notification-form

FOLLOW-UP OF THE PROJECT
We will follow up the progress of the project at the planned end date in order to determine whether the processing of personal data has been concluded.

Good luck with the project!

Appendix 2: Consent form

Consent Form

"Initiatives by radio managers in Uganda to address the challenge of financial insecurity of their journalists"

I……………………………………………………………………………………………………,
agree to participate in the research project titled "Initiatives by radio managers in Uganda to address the challenge of financial insecurity of their journalists", conducted by Christine Kabazira who has discussed the research project with me.

I have received, read, and kept a copy of the information letter. I have had the opportunity to ask questions about this research and I have received satisfactory answers. I understand the general purposes, risks, and methods of this research.

I consent to participate in the research project and the following has been explained to me:

- the research may not be of direct benefit to me
- my participation is completely voluntary
- my right to withdraw from the study at any time without any implications to me
- the risks including any possible inconvenience, discomfort, or harm as a consequence of my participation in the research project
- the steps that have been taken to minimize any possible risks
- what I am expected and required to do
- whom I should contact for any complaints about the research or the conduct of the research
- I am able to request a copy of the research findings and reports
- security and confidentiality of my personal information.

In addition, I consent to:

- audio-visual recording of any part of or all research activities (if applicable)
- publication of results from this study on the condition that my identity will not be revealed.

Name: ____

Signature: ________________

Date:____________________

Appendix 3: Information letter

Are you interested in taking part in the research project,

"Initiatives by radio managers in Uganda to ensure the financial security of their journalists"?

Purpose of the project
You are invited to participate in a research project where the main purpose is to find out the initiatives that managers of radios in Uganda are putting in place to ensure that their journalists are financially secure.

This is a research project including one researcher, a Master's student at Oslo Metropolitan University (OsloMet) in Norway with funding from the Norwegian Partnership Programme for Global Academic Cooperation (NORPART)

Which institution is responsible for the research project?
OsloMet University is responsible for the project.

Why are you being asked to participate?
We have selected a sample of 10 radio managers who will be interviewed. The aim of the interviews is to gain knowledge about the initiatives which radio managers in Uganda are putting in place to address the challenge of financial insecurity of their journalists.

What does participation involve for you?
You will be contacted by Christine Kabazira who will set up a time and place for an interview in August 2023. The interview will be conducted in a place of your choice and will last for approx. 1 hour.

Participation is voluntary
Participation in the project is voluntary. If you chose to participate, you can withdraw your consent at any time without giving a reason. All information about you will then be made anonymous. There will be no negative consequences for you if you choose not to participate or later decide to withdraw.

Your personal privacy – how we will store and use your personal data
We will only use your personal data for the purpose(s) specified here and we will process your personal data in accordance with data protection legislation (the GDPR).
The researcher; Christine Kabazira and her supervisor; Kristin Skare Orgeret will have access to the data. The interviews will be transcribed by Christine Kabazira.
All information will be anonymized before being published, this means that no individual participant will be recognizable in publications. Each participant's name and contact details will be replaced by a code. The list of names, contact details, and respective codes will be stored separately from the rest of the collected data which will be encrypted and stored at Olso Metropolitan University.

What will happen to your personal data at the end of the research project?
The planned end date of the project is 1st June 2024. The personal data will be deleted (name, contact details) as well as the recordings of the interviews. The transcribed data will be saved for further publications and will be anonymized.

Your rights
So long as you can be identified in the collected data, you have the right to:

- access the personal data that is being processed about you
- request that your personal data is deleted
- request that incorrect personal data about you is corrected/rectified
- receive a copy of your personal data (data portability), and
- send a complaint to the Norwegian Data Protection Authority regarding the processing of your personal data

What gives us the right to process your personal data?
We will process your personal data based on your consent.

Based on an agreement with OsloMet University, NSD Norwegian Centre for Research Data has assessed that the processing of personal data in this project meets requirements in data protection legislation.

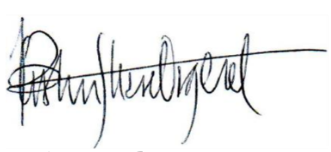
Where can I find out more?
If you have questions about the project, or want to exercise your rights, please do not hesitate to contact:
Professor Kristin Skare Orgeret, Project Leader
Department of Journalism and Media Studies, OsloMet University, kristo@oslomet.no
Tel +47 90202747

Our Data Protection Officer: Ingrid S. Jacobsen personvernombud@oslomet.no

If you have questions about how data protection has been assessed in this project, contact:

- Data Protection Services, by email: (personverntjenester@sikt.no) or by telephone: +47 53 21 15 00.

Yours sincerely,



Project Leader

Appendix 4: Interview Guide

Interview Questions.

1. How long have you served as a manager of this radio station and how do you find the work so far?
2. How does your radio station generate its revenue?
3. Do you have any other revenue generating models that complement advertising?
4. What has been your experience with depending on advertising as your major revenue source?
5. How successful have your current revenue generating models been in enabling you to cater for the financial needs of your employees?
6. Which factors, in your opinion, and considering your experience in the journalism field are the leading causes for the poor pay of journalists?
7. As a radio station, what are you doing to address the challenge of low pay for your employees?
8. What major financial challenges is your radio station facing?

Appendix 5: Code Book

CODE BOOK

Codes

Name	Description	Files	References
Managerial strategies to improve journalists' financial conditions	Solutions and ideas that radio managers in Uganda implement to improve the financial conditions of journalists	0	0
Diversification of revenue sources	Exploring other means of generating revenue apart from advertising	3	8
Downsizing (fewer people doing more, but paid better)	Managers believe working with fewer people while paying them better improves the financial conditions of those few; a win-win for both parties.	3	7
Government's role in improving journalists' financial welfare	Government agencies have a role to play in improving the financial conditions of journalists.	1	2
Grant seeking	Managers are involved in grant seeking for the general improvement of the organisations' revenue but also for self improvement of the journalists and the profession.	5	15
Journalists' involvement in the gig economy	Managers are involved and support gigs for their employees as a secondary source of income	4	11
Journalists' role in their struggle for financial stability	Some managers believe that it is the role of the journalists to work hard to ensure that their financial conditions improve.	6	10

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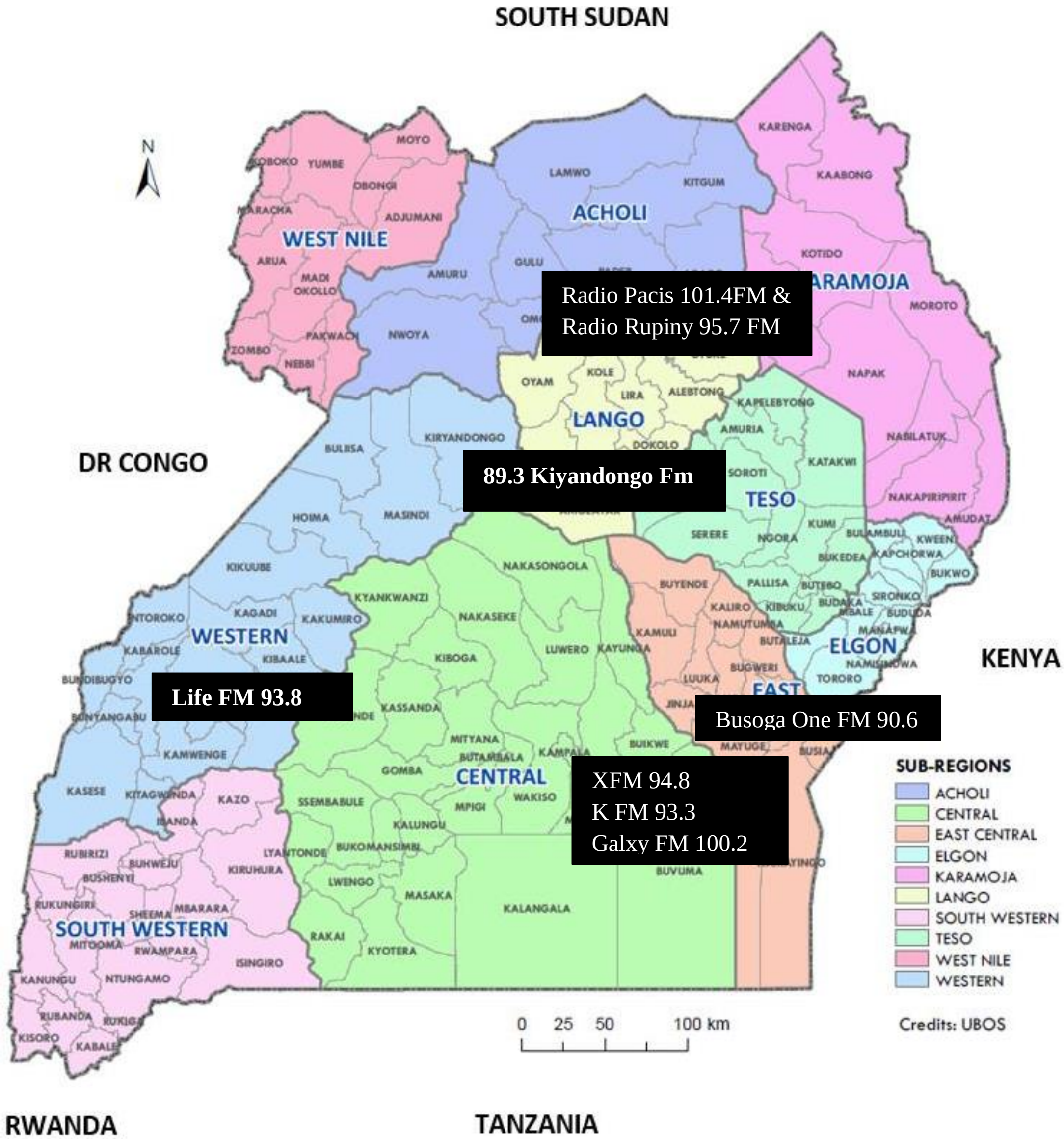
Name	Description	Files	References
Media owner's roles in improving the conditions	Media owners play an important role in the welfare of journalists.	4	10
Monetised entertainment events	Many radio organisations have resorted to using entertainment events to collect money to boost their revenue in order to facilitate their journalists.	4	6
Refresher training for journalists	Managers have initiated refresher trainings in and out of the confines of their organisations equip their employees with more skills to compete favourably in the industry.	5	8
Resilience and adaptation	Some managers ensure that even if the salary is low, it is paid on time	5	16
Saving schemes	A developing culture of joint savings to enable easy and immediate access to money in times of emergencies.	3	3
Surviving off of owner's businesses	Some radio organisations are using income from owners' side businesses to facilitate journalists in times of financial crises.	2	3
Reasons for the poor pay of radio journalists	Ugandan radio managers' perspectives on why radio journalists are poorly remunerated.	0	0
Dependency on advertisers	Seasonal advertisers, the dynamics of location and numbers vis a vis advertisers' interests lead to low revenues, hence the poor pay of journalists.	7	19
Economic conditions of Uganda	The general economic and political conditions of Uganda have played a role in the poor remuneration of journalists.	6	10

Name	Description	Files	References
Financial struggles of radio organisations	The perennial financial struggles of radio organisations in Uganda are a reason for the poor remuneration of journalists.	6	21
It's the journalists' fault	Some managers attribute the low pay of journalists to the journalists themselves	2	7
Lack of a minimum wage	A profession where everyone sets their price	4	7
Lack of a unifying body	Managers believe that the existing journalist associations and organisations are not unified enough to fight for journalists' rights.	2	2
Ownership and management of the radio station	Media ownership and management play a key role in the remuneration and welfare of journalists and the overall running of the media organisation.	6	13
Unprofessionalism	There are various instances where owners, managers, and journalists operate without a proper code of ethics hence the challenges.	7	12

Appendix 6: Map of Uganda showing districts in which the location of the eight districts



Source: https://www.researchgate.net/figure/Map-of-Uganda-showing-the-regions-subregions-and-districts-where-the-district_fig1_347795354