THE INFLUENCE OF MEDIA OWNERSHIP ON MEDIA CONTENT CREATION: A CASE STUDY OF SAHARA MEDIA GROUP

CELINA PETER MWAKABWALE

A DISSERTATION SUBMITTED   IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS OF ARTS IN MASS COMMUNICATION

DEPARTMENT OF MEDIA AND LIBRARY STUDIES

OF THE OPEN UNIVERSITY OF TANZANIA

2025

CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance by The Open University of Tanzania a research report entitled, The Influence Factors of Media Ownership on Media Content Creation. A Case of Sahara Media Group in Partial Fulfilment of the Requirements for the Award of Degree of Master of Arts in Mass Communication (MAMC) of The Open University of Tanzania (OUT).

………………………………………..
Rev. Dr. Francis Xavier Ng'atigwa
Supervisor

…………………………………
Date

…………………………..
Dr. Henry Mambo
Supervisor

…………………………………
Date

COPYRIGHT

DECLARATION

I, **CELINA PETER MWAKABWALE,** hereby declare that this research titled *"The Influence of Media Ownership on Media Content Creation:* A Case Study of Sahara Media Group in Tanzania" is my original work and has not been submitted for any academic award or publication elsewhere. All sources of information used in this study have been duly acknowledged. I further declare that this work is the result of my independent investigation and that all views expressed are mine unless explicitly stated otherwise.

……………………………..

Signature

…………………………….

Date

DEDICATION

This work is dedicated to my beloved family for their unwavering support, encouragement, and patience throughout this journey. To all journalists who remain committed to truth and integrity in the face of pressure—this study is for you.

ACKNOWLEDGEMENT

ABSTRACT

There is a general assumption that media content is often influenced by media owners who present their interests and that of their sponsors alike, ownership influence takes myriad forms, including direct censorship and coercion of editorial staffer. The pattern of media ownership and their influences on content creation is a worth studying area. This study sought to find out if there is such as link. The study used Sahara Media Group as its case study, focusing on electric media channels (radio and television). A mixed research approach was used to get in-depth information from respondents. Data was collected through questionnaires and interview and the method for data analysis involved thematic and descriptive statistics with SPSS and Microsoft Excel as analytical tools. The study respondents involved media practitioners and managers, as well as the audiences. The findings reveal that there is a direct influence between media ownership patterns and the media content. The link of the two variables is more complex, there are different attributes which shape the content of the electric media channels depending on the nature of media owners. However, more studies are required to cover different aspects of media owners' different influence on media content.

Key words: *Media Ownership, Media Content*

ABBREVIATIONS AND ACRONYMS

IPP: Internet Printing Protocol

MCL: Mwananchi Communication Limited

SMG: Sahara Media Group

TSN: Tanzania Standard Newspapers

TV: Television

WWW: World Wide Web

TABLE OF CONTENTS

LIST OF TABLE

LIST OF FIGURE

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The dispensability of mass media cannot be exorcized, for it provides crucial information which transforms human lives. The value of media content is measured by its impact on human development in all aspects of life. This study aims to assess the influence of media ownership on media content creation. This chapter includes the introduction, background of the study, a statement of the problem, research objectives, research questions, significance of the study, the relevance of the research and the organization of the proposal.

1.2 Background of the Study

The historical development of media ownership in Tanzania was influenced by the changes of socio-economic and political policies in the country. In pre-colonial Tanzania, the earlier forms of press ownership were missionary owned press and the colonial government owned press, all of which were regulated and closely monitored by the colonial government (Sturmer, 1998). The first missionary owned newspaper in pre-colonial period was known as Msimulizi (The Storyteller), which was published by the Anglican Universities' Mission to Central Africa (UMCA) on Zanzibar in 1888.

In 1899, The German-East Africa Newspaper (Deutsch-Ostafrikanische Zeitung) was published for the first time in Dar-es-salaam. In pre-colonial Tanzania, newspapers were written in German, Swahili and English language. Print media was supreme

communication channel, for there were no electric media outlets until 1951 when the British colonial government introduced the first radio broadcast service which was known as "The Voice of Dar-es-salaam".

The establishment of broadcasting system in Tanganyika was a challenging process, the process was curtailed by the lack of experts, lack of technical equipment and there were not more than ten Africans who owned the signal receiving sets. Initially, officials in Tanganyika presented a proposal to expand the existing network in Nairobi to enable the erection of a radio transmitter in one of Tanganyika region to pick the signal from Nairobi. However, the proposed idea was rejected on the aforementioned challenges (Sturmer, 1998)

The forms of media ownership changed in Tanzania following the establishment of Broadcasting Service Act in 1993 which allowed private media to operate. Before the Act RTD was the only radio station in the country. These changes encouraged private companies and institutions to establish both print and electric media. Mass Media became more diverse after Tanzania's introduction of liberal economic policy (Media Innovation Centre, 2021)

However, a number of issues have emerged as critical outside the journalists' or journalistic work. Globally, there seems to be a connection between ownership and the editorial stance of both state run and privately owned media. Critical political economy of media studies reveals the emergence of concentration of ownership and that of monolithic media corporations like Rupert Murdock's News Corporation,

Time Warner, Bertelsmann, and Viacom among others. In addition to that, individuals, private companies, government and political parties are still major media owners in Tanzania. Other proprietors are the IPP Media Group, New Habari (2006) Limited, and the state-run Tanzania Standard Newspapers (TSN) (Media Innovation Network, 2021). In this context, one may wonder the extent to which media ownership influences media content.

The print sector is the most diverse in East Africa, with 229 newspapers and magazines in Tanzania Mainland, 78 per cent being privately owned, and the rest owned by the government and its parastatals (Media Innovation Centre, 2021).In Critical Political Economy Newspaper, Curran (2000), argues that, "media has demonstrated that factors like ownership and advertising are important in influencing media messages. Media on their part shape public opinion and the political direction by holding politicians accountable. In other words, the market can give rise not to independent watchdogs serving the public interest but to corporate mercenaries that adjust their critical scrutiny to suit their private purpose.

However, in any discussion on media content, news deserves special treatment because of its great impact. The fairness and objectivity helps to give credence to media houses as well as the trust in the news and opinions published. It is important that news media are independent; clearly distinguish advertising from news, separately facts and opinion, and disseminating alternative viewpoints as completely as possible (Van, 2014; Kazibwe, 2018). The study noted that, journalists are no longer individually responsible for their actions, noting that, many news stories are

influenced outside the news room although news stories do not bear the names of media owners but they are obviously the major determinants of news bulletin via editorial policy. Due to that reason, the media faces another serious challenge, a loss of public trust. Curran (2000), in the critical political economy theory raised the questions of how internal reporting structures within the newsroom are not democratic enough to allow for new vision of what really makes the news. It is noteworthy that extensive studies have been done in the area of critical political economy and on how media ownership affects media messages and discourses, and how these messages shape public opinion (Curran & Seaton, 2000)

Studies on the influence of media ownership on media content creationsin Tanzania are generally overlooked. Most of the studies available in Tanzania context are scholarly opinion pieces, newspaper articles, civil society and anecdotal reports. However, there are few existing studies which include the Editorial Policy and Journalist Practice in Tanzania by Florentine et al (Curran, 2020), and Editorial Independence in Public Broadcasting in Africa such as that of Mwafissi et al in 2013 (Curran, 2020)

1.1 Statement of the Problem

The unwavering contribution of mass media to human development is indisputable, media content transforms social perceptions and builds comprehensive understanding of crucial issues in the society. However, if media content misses the general journalism codes of ethics and relevant professional aspects, the disseminated content is misrepresented (Makilla et al., 2008). The nature of media ownership has

often been linked to the way media content is produced, to understand internal media policies create a base for effective evaluation of media contents. Thus, studies on the influence of media ownership helps academicians and media consumers to understand the nature of the message, and enable them to make logical discussion.

However, studies on the influence of media ownership on media content creation is often overlooked in Tanzania, the few available studies cover issues such as media editorial policies and journalistic practice in Tanzania, an example of such publications is Mwafissi's study on editorial independence in public broadcasting in Africa, published in 2013. There are also a few scholarly opinion pieces, newspaper articles, civil society and anecdotal reports.

Therefore, this study is indispensible, for it will help academicians, media stakeholders and the general public to find out if there is a link between media ownership and the effects it has on the content created for public consumption.

1.2 Research Objectives

The present study had one general objective and three specific objects .

1.2.1 General Research Objective

The general objective of this study was to assess the influence of media ownership on media content creation.

1.2.2 Specific Research Objectives

i. To identify the pattern of media ownership at Sahara Media Group and its influence on content creation.

ii. To find out the impact of internal ownership policies guiding editorial procedures at Sahara Media Group.

iii. To identify different challenges resulting from the form of ownership policy in maintaining professional journalism.

1.3 Research Questions

The present study was guided by the following research questions.

i. To what extent does the type of ownership affect media content creation?

ii. How does the internal ownership policy affect the editorial procedures at Sahara Media Group?

iii. What challenges are there resulting from the form of ownership policy in maintaining professional journalism?

1.4 Relevance of the Research

Tanzania has a significant number of mass media outlets, many of which are private owned media. The forms of media ownership in Tanzania include institutional ownership such as religious media, private commercial media and public media. This study comes at the time when Tanzanian media sector is experiencing professional challenges, many of which are related to unethical journalism. Tanzania Communication and Regulatory Authority (TCRA) often remind media owners and

journalists to comply with professional codes of conduct. However, media ownership determines the internal media policies which affect the media contents in one way or the other.

To understand the on-going trends requires an understanding of the media ownership patterns and the role they play in information gathering, content creation and dissemination. This study contributes to the body of knowledge on electric media ownership and its influence on the content consumed by the public by focusing on the internal and external factors influencing news and media content gathering and production that serve the public need, editorial procedures and policies followed in selecting news and content that serves the public need and the challenges faced under different ownership structures in maintaining professionalism and preparing balanced and independent content.

1.5 The Scope of the Study

This study was conducted in Mwanza, Ilemela District. The district hosts the headquarters of Sahara Media Group, where the senior editors were interviewed from there. On the other hand, questionnaires for audiences were administrated in Nyamagana and Ilemela. The use of a mixed research approach involved many complex issues which required enough time. Thus, methodological scope of the study was preliminary determined by the nature of research approach used. The proposed research duration was challenging, a number of issues called for time adjustments. The expected duration for data collection and analysis was six months, two more months were added during data analysis.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section includes the conceptual definitions, theoretical argument, empirical analysis of relevant studies, research gap, conceptual framework, statement of hypotheses, which was reviewed objective by objective and then the related literature.

2.2 Theoretical Argument

Mass communication theories have extensively described importance of mass media in the society. The theories of mass media cover different aspects of media operations, including economic aspects, social aspects and political aspects, all of which affect the media content in one way or another. This study used media ownership theory to explain the existing link between media ownership and it impacts on media content creation interests of those who finance the press" (Altschull, 1984, p. 254

The media ownership theory suggests that the content of the press is directly correlated with the interests of those who finance the press ownership has a direct effect on media content. Different forms of media ownership represent specific interests; this means the media houses are guided by internal policies which seek to promote its interest while ensuring its sustainability (Maheshwari, 2015).

The theory of media ownership was developed by Altschull in 1984. Altschull (1984), argues that the press content is directly correlated with the interest of those who finance the press. The autonomy of media outlets is given within the boundaries of owners' profit. Where the media outlet is commercially owned, the content will reflect the point of view of the news organization's owners and advertisers.

2.3 Theoretical Framework

The general objective of this study was to assess the influence of media ownership on media content creation. The existence of myriad types of media ownership affects the media content differently. It is necessary to understanding how the patterns of ownership redefine the way content is created and shared to the targeted audiences. This study employs the Media ownership theory that explains the existing relationship between the media ownership and the media content which is heavily influenced by the patterns of interests.

2.4 Conceptual Framework

In this study variables were categorized in three categories, namely independent variables, intermediate variables and dependent variables (see the figure 1 below). The study used aforementioned variables to assess how the patterns of media ownership are shaped by the sources of revenues, including sponsorship and advertisement, which eventually show how such sources influence content creation. Sahara Media Group is a private owned media organization whose operations depend mainly on advertisements and programme sponsorship, all of which are done in accordance with the established internal policies and editorial procedures.
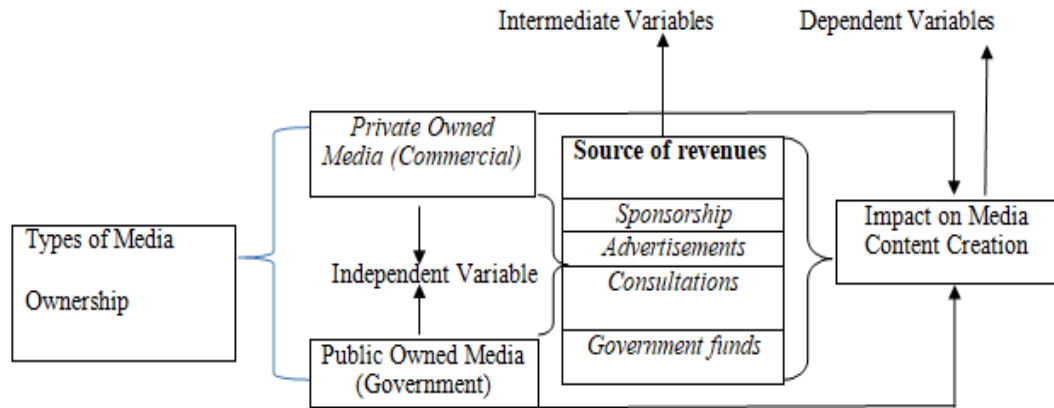
Figure 1.2: Conceptual Framework

2.2 Empirical Literatures Review

The patterns of ownership are the key determinates of the characteristics of media contents. Ownership policies provide directives to news editors and program managers among other staffs, to draft the programs differently from other media outlets, including how news is gathered and edited for public consumption (McChesney, 2008; Wang, 2003).

Kazibwe (2018), conducted a comparative study to investigate how media ownership has influenced news content in Ugandan television stations by comparing two television stations of Wavah Broadcasting Services (WBS) and NTV Uganda both representing different ownership structures. The former is independently owned station while the latter is owned by a regional media conglomerate, known as Nation Media Group (NMG). The finding of the study revealed that media ownership influence news content on the two television stations (Kazibwe, 2018).

A study on television in Uganda is thus vital because of its pervasiveness as Companies (1995), puts it; television with its power as an audio-visual medium, with the understanding it can convey, and with the entertainment it generates, has earned its weighty consideration as a social cultural, political and economic phenomenon. In the aforementioned study, a majority of respondents confirmed that their media content perception is directly related to the nature of media ownership (Kibombo, 2013).

Thembo, (2013), assed the impact of media ownership and policies on electric media outlets. The media ownership policies are preliminary determined by the nature of media ownership which establishes policies for content creation and dissemination, and this has significant impact on media content creation.

Namyalo (2016), conducted research on "The Influence of Media Ownership on Media Content in Uganda, by using interview and questionnaire tools of data collection, the researcher establishes out that ownership really influenced news coverage in the 2019 Ugandan elections. Similarly, Curran and Seaton (2003), note that ownership of newspapers in Britain has always been concentrated in the hands of a few powerful 'press barons.' Such a situation, they could distort the democratic functions of the media as these vested interests interfere with the vision of the media practitioners.

In Nigeria, Okwuchukwu (2014), conducted research on "The Influence of Media Ownership and Control on Media" by using in-depth interview method of data

collection, the finding of the study revealed that different levels of government in Nigeria which comprises of state and federal governments, serving and retired high level public and private officials, politicians, as well as influential businessmen and women, own most of the media organizations in Nigeria. The findings further showed that the current media ownership pattern and the level of media control in Nigeria actually hinder the media from independently setting society's agenda.

Withal, empirical studies highlight some key challenges affecting media outlets resulting from ownership patterns. However, it is worth noting that some kinds of challenges are associated with the nature of media ownership. Azubuike & Ikiriko (2019), conducted a study on the challenges and Prospects of Private Broadcast Media Ownership in Nigeria. From their study, it was concluded that that private broadcast outfits are faced with challenges arising from poor facilities, government regulation and legislations, expensive equipment, welfare and debts.

2.3.1 Media Ownership in Tanzania

Media ownership manifests itself in the form of private and public owned media. Privately owned media is owned by individuals or companies who invest in media companies as a business geared towards generating profit for the owner, while publicly owned media are state funded media institutions whose sole business is to collect information and make it available to the public (Busterna& Hansen, 1995). In Tanzania, just like many other African countries, there are categories of media ownership. Makilla, *et al*, (2008), groups media owners into five categories namely, (i) Government owned (ii), Political Parties and Politicians owned media, (iii) media

owned by business enterprises, (iv) media owned by religious bodies and (v) media owned by other institutions.

Media Council of Tanzania (MCT) report of 2010, noted these categories as media owned by government, Tanzania Broadcasting Corporation which include Radio Tanzania DarSalaam (RTD) now TBC Taifa (radio), TBC One (television) TBC Two, Tanzania Safari Channel, TBC FM Radio and TBC International. Media owned by political parties or politicians, include the ruling Chama Cha Mapinduzi (CCM) which had, and still has, Uhuru and Mzalendo newspapers. Other private media include Radio Free Africa, Kiss FM, and Star television and several other newspapers such as Business Times and Majira owned by Business Times Limited (BTL), Mwananchi, Mwana Sport and Citizen owned by Mwananchi Communications Limited (MCL), just to mention but a few

The patterns of media ownership in Tanzania, like in many other parts of the world, do influence the media contents. The four methods identified by which ownership can impact news output includes, direct intervention by an owner, indirect influence of an owner through the appointment of an editor who shares his view, the influence of the business approaches which the owner can take and different approaches to journalism. In the same vein, Christopher *et al* (2013) revealed that, the owner of a media organization may never have set foot in a newsroom, but his/her influence is at the top even in absentia.

Media owners can dictate and influence the editorial policies, which then informs the gathering, packaging, and dissemination of information to the public. Shoemaker *et al* (1996) pointed out that, the owners of a media organization have the ultimate power over the news content of the newspapers. Heck added that, they note that the media is owned by members of the bourgeoisie: very wealthy business owners. Rioba argued that the editors and journalists in newspapers and other media organizations depend on the owners for their jobs and therefore was not used any apparent autonomy they may have to resist the dissemination of bourgeois ideology.

The evidences of media owners' influence on the media content is overweening (Thembo, 2013). In the middle of the 20th century, "press barons" were quite open about their propagandist role, and also that there have always been a lot more Conservative supporting newspapers than those critical of that party, which reflects them serving the interests of their wealthy owners. Navaneetha (2011), pointed out that, politicians clearly believe media moguls to have a great deal of control over media content because they try to get on the right side of them.

Before the media puts out any content, several factors might have influenced the end product. Thembo (2013) argues that press in Uganda is published much less than what it knows, less than what it ought to publish to advance the public sphere, democracy and good governance and that at the centre of this is owners' interests. Studies such as (Koltsova, 2001; McCullagh, 2002; McKenzie, 2006; Press Freedom, 1996; Shoemaker, 1991), among others, have elaborated on factors that affect the media outcome. When media place any content in the public, what is consumed by

audiences is as a result of the media's interaction with several interests within the media organization itself (Shmykova, 2007)

2.3.4 The Positive Impact of Ownership Control of Media Content

Market place competitions are of great concern to owners and managers of news organizations. So owners are forced to influence media content to ensure business is done. Roshco (1975) noted that news judgment is a 'reflection of the economic and political arrangements that control the social order and shape its social values'. He emphasized the relationship between journalists and audiences and asserted that a news organization should study its audiences continue to see the changes within them over time.

2.3.5 Types of Media Owners' Interference in News Content

Four main media ownership structures have been identified in the academic literature. They are commercial, non-profit, public and community media (McQuail, 2005). The first category, commercial media refers to those media that are independently owned, for-profit, and funded mostly from advertising and sales. As McQuail (2005) defines it, commercial media could be public or private, a large media chain or conglomerate or a small independent body. Although it is mostly privately-owned, it could be also owned by government as can be found in most new democratic countries in Africa, Asia and Latin America. This ownership type, he argues, comes in various forms ranging from direct State administration to elaborate and diversified constructions designed to maximize the independence of decision-making about content (McQuail, 2005). Two types of ownership of public media

exist in the literature. They are the public service media model and the state-owned model. The state-owned media is controlled and funded by the state (taxpayers) and may be more or less focused on the public good but is sometimes simply a mouthpiece for the government of the day.

According to McQuail (2005) it is a type of ownership structure that could be a 'neutral trust' designed to safeguard the independence of media operations or bodies with special cultural or social trust tasks such as political parties, and religious bodies among others. Party or politician-owned media cover a range of different types of mass media created and financed by parties; these outlets range from small party propaganda sheets to media owned by rich politico-business people. In Ghana, the NMC identifies it as the third type of media ownership. They argue that owners of means of production exercise a great degree of control over important processes of production. At the operational level on the other hand, control relates to effective and efficient use of resources. This also supports the views of Murdock and Golding that in the final analysis, the owners exercise a considerable degree of control over production. This distinction draws attention to the fact that not all shareholders are equal and that owning shares does not necessarily confer any influence or control over its activities and policies.

As a result, economic ownership in large corporations is typically structured like a pyramid with the largest and best organized voting shareholders determining the composition of the executive board who formulate policy on behalf of the mass of small investors who make up the company's capital base. Finally, studies of political

economy of the media reveal that advertising is increasingly having influence on media messages. Given the continued dependence of media largely on advertising revenue, this factor cannot be ignored in studies of critical political economy as explained earlier.

2.4 Government Ownership

Netanel (2010) argues that government subsidy provides an opportunity for media to avoid biases inherent in reliance on advertising and the market for financial sustenance. However, she further argues, there several incidents of governments including the democratic ones, seeking to use the power of the purse to extract influence over the content of state funded media. They argue that the governments owned the press –not to improve the performance of economic and political systems, but to improve upon their own chances of staying in power. Government ownership of the media, they say, is detrimental to economic, political and most strikingly social outcomes. They sum up their argument by urging increasing private ownership of the media through privatization or the encouragement of entry to advance a variety of political and economic goals, and especially the social needs of the poor.

In this context the media is owned by the State and are therefore entirely controlled by the government of the day. They argued that the State-owned media outlets have a strong incentive to avoid being critical of the government in power.

2.5 Private Ownership

Private Ownership has the merit of giving the media the opportunity or freedom to criticize the ills noticed in the government unlike the ones owned by the government.

Nwosu (1995), wrote that this form of ownership has a number of advantages which include; absolute control by the proprietor, which creates some stability of purpose, the owners can make decision at any point in time, clear cut operational policy steady, hold on business and staff proximity.

Privately owned media on the other hand are seen as pursuing interests that are determined by desire to make profit, although it is not always the case. The fact that media are (partly) owned by government does not mean that channels and content are totally controlled by government. The fact that media are (partly) owned by government does not mean that channels and content are totally controlled by government.

2.6 Knowledge Gap

A reviewed literature of various studies has indicated that media ownership has great influence on new content (McChesney, 2008). For example, one study conducted in Macedonia revealed how ownership affect television news content in country: The trades of industrial stations that own television stations use them continually as space for advertising products that they produce or sell. On the other hand, the individuals behind these media, who belong to different political parties, use them as space for personal political promotion, especially at the time of election campaigns.To our knowledge, we have seen several instances of pressure on journalists from media owners. One recent example is a quarrel between the owner of a television station and its editor in Chief provoked by the owner's insistence to influence the manner of

reporting the news, which led to the journalist's transfer to another TV station (Trpevska, 2004).

The fact that there are different patterns of media ownership in Tanzania requires our comprehensive understanding of how such patterns affect our content perception. Knowing who owns the media is not enough, people need to understand a more complex picture of the influence of media ownership patterns to the content they consume daily. The research seeks to assess how the media ownership patterns influence media content in order to provide credible suggestions for content consumers when using media content to enrich their socio-economic and political knowledge which help them to make logical discussion.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter described the methodology, which was employed in the study; provide descriptive information on the methods and Instruments of data collection, processing and analysis. It specified the area, in which the study was conducted, described the research population, research, procedures and the problems, which were encountered during the study.

3.1 Research Approach

This study used a mixed research approach, involving both quantitative and qualitative approaches. The goal was to obtain information which covers both large and small groups of respondents. Quantitative data provided statistical data which helped to explain complex issues related to the influence of media ownership on content creation. On the other hand, qualitative approach was used to obtain in-depth information from the selected editors and journalists of Sahara Media Group.

3.2 Research Design

Kothari (1990) defines research design as the plan on how the researcher systematically collect and analyze data needed to answer research questions. This study used a case study research design with a mixed research approach for data collection. It employed the "case study design" to generate an in-depth and comprehensive understanding of a contemporary issue or phenomenon in a given situation (Coombs, 2022). The design is set for a single case in order to get

comprehensive understanding of complex issues to get the insights of the actual situation.

3.3 Target Population

In this study, the population of the study included editors, journalists and media audiences. The aim was to get the insights from both electric media practitioners and the audiences.

3.3 Area of the Study

The study was conducted in Mwanza at the headquarters Sahara Media Group. Sahara Media Group owns both radio and television stations, electric media owned by Sahara Media Group include Star TV, Radio Free Africa and Kiss FM, all of which are located in Mwanza. Thus, it is convenient for research to study both radio and television services.

Sahara Media Group (SMG), formerly known as Sahara Communication and Publishing Company Limited is one of the leading media companies in Tanzania. SMG was founded in 1992 after liberalization when many private media became available in Tanzania. The company's headquarter is in Mwanza, SMG has grown to become one of the leading media companies in Tanzania and the rest of East and Central Africa. The company offers the following media services: Television broadcast radio broadcast; live broadcast; Outside Broadcasting Van hire/services; digital TV broadcast and Satellite broadcast.One of its founding members is Dr Anthony Diallo, who is a member of the ruling party and had served as a member of

parliament from 1995 to 2010,as a cabinet minister forLivestock and Natural Resources and Tourism and as Mwanza regional chairman of the ruling party (Media Ownership Monitor, 2018).

3.4.1 Sample Size

A total of 20 audiences and 33 Sahara Media staffs were randomly selected and 33 Sahara Group staffs. 50 questionnaires were distributed to both staff and audience. Additionally, and three senior editors were interviewed.

3.4.2 Sampling Techniques

From the identified population, two sampling techniques were used to get appropriate representatives (participants). The first technique was random sampling technique, where a total of 20 audiences were randomly selected from the population, and a total of 33 Sahara Media staffs were also randomly selected from the identified population. The goal of using the aforementioned technique was to make sure that each participant had an equal probability of inclusion in the sample and it minimised the possibility of an unrepresentative sample. On the other hand, purposive sampling was used to collect data from 3 senior editors working at Sahara Media Group since purposive sampling usually works when selecting cases that are particularly informative to answer research questions and meet the objectives.

3.5 Methods of Data Collection

Primary data, including quantitative data and quantitative data were collected by using questionnaires and interviews respectively. Self-administrated questionnaires

were distributed to media audiences and the staffs working in both radio and television sections. On the other hand, structured and semi-structured interviews were used to collect data from three senior editors. Questionnaires were distributed to news anchors, content editors and programmers.

3.5.1 Types of Data

The study involved both primary and secondary data. The aforementioned data collection methods were used to collected quantitative and qualitative primary data, while secondary data was obtained through documentaries, official records and publications. The primary datainvolved the identification of internal and external factors influencing media content gathering and production that serve the public need, the editorial procedures and policies followed in selecting news and content that serves the public need and how different ownership structures, dictate the news ecosystem which include gathering, production, dissemination, and consumption. Secondary data were expected to be gathered from newsroom, library, and organization records.

3.5.2 Data Analysis

Quantitative and qualitative approaches data were distinctively analysed by using relevant methods. Categorical data, including normal and ordinal variables were analysed to show the relationship between independent and dependent variables. In the case of qualitative, categorical variables, involving nominal and ordinal data were analysed by using different techniques, including thematic analysis approach and chi-

square test. For numerical data, descriptive analysis was more relevant. The principle

tools used for data analysis were SPSS and Microsoft Excel.

Table 1.3: Respondents and Data Analysis Description

	Category	Sample size and data collection methods		Classification of Variables	analytical methods	Tool
Respondents	Audience	20	Questionnaire	Discrete & Continuous variables	descriptive statistics	SPSS & Excel
	Editors	3	Interviews	Continuous Variables	Content & thematic methods	
	Staffs	30	Questionnaire	Discrete & Continuous variable	descriptive statistics	
Secondary Data	Documentary	1	content reviewing /content analysis	Discrete & Continuous variables	Content & thematic methods	
	Publications	4				
	Official Reports	3				

3.5.4 Variables and Measurement Procedures

The analysis of the quality of media content was done through the parameters of

objectivity, news balance and information bias. Content objectivity is a fundamental

code of ethics in professional journalism. The study considered relevant aspects of

credible news which reflects the actual socio-economic and political situation. In this

case, a news story was considered objective if it presents relevant points to the story,

if the news separates facts from opinion and the avoidance of slanted information.

Another significant aspect was news balance, like other professional codes of

conduct, a balanced story is more relevant and reflective. The underlying aspects of a

balanced story involve view and counter view of the presented information, a room for different ideas from different groups of people or institution alike. A balanced story also involves plurality, in other words, a well-balanced story entails diverse views, and this means a news story should contain views of all sections of the society and interest groups.

The study also paid attentive consideration of information bias. In some cases ownership and internal media policies can distort objectivity. A news story was considered bias when balance is missing in that story.

3.5.5   Validity and Reliability

Validity refers to how well a test measures what it is supposed to measure (Patton, 2002). Likely, reliability is the degree to which an assessment tool produces stable and consistent results (Patton, 2002). According to Golofshani (2003), validity can be ensured through the triangulation approach where different data collection tools are used aimed at realising the same findings. To ensure validity, this study deployed a multiple data collection techniques and tools which together are termed as triangulation. These techniques include interviews administered through an interview guide, questionnaires and documentary reviews. To ensure reliability, questionnaires were prepared based on the objectives of the study using a simple, understandable language.

3.6 Ethical Consideration

During data collection a number of ethical issues arose, including ethical dilemmas which were partly caused by the nature of participants and the context in which data

was collected. Some participants, especially audiences wanted to be paid for them to participant. This was a dilemma, it is true that audiences make an important part of the study, but their request for payment is against the established codes of conducts. Thus, it was necessary to search for other potential audiences who were willing to participant without being paid. Paying a participant may lead to provision of unrelated and insignificant information.

Withal, the organizational ethics was vital during data collection, Sahara Media Group as an independent media organization was established in accordance with organizational ethics which provide a framework through which the media house operates. Special consideration was given in line with these established codes of conducts as defined by the company.

CHAPTER FOUR

RESEARCH FINDINGS, INTERPRETATION AND DISCUSSION

4.0 Introduction

This section includes the findings obtained from the field.It covers about the demographic characteristics of the respondents, internal and external factors influencing news and media content gathering and production that serve the public need, the editorial procedures and policies followed in selecting news and content that serves the public need and the challenges faced under different ownership structures in maintaining professionalism and preparing balanced and independent content.

4.2 Demographic Information

4.2.1 Education Level

The study wanted to understand the education level of the respondents involved in the study. These are the respondents working in the broadcasting section, including news anchors and content creators among others. This was important todetermine their ability to understand the laws and regulations governing the media sector in the country and see how refractive are them in relation to the nature of media ownership. The findings show that the majority of the respondents 20 (67%) had a bachelor's degree in mass communication while 10 (33%) of them had attained a master's degree of the aforementioned program, and none had a certificate or diploma level.

Table4.1: Education Level of the Respondents

Education level	Frequency (n=30)	Percentage (%)
Certificate	0	0
Diploma	0	0
Degree	20	67
Master	10	33
Total	**30**	**100**

Source: Field data, 2024.

4.2.2 Age of the Respondents

The study wanted to understand the age of the respondents involved in the study. This was imported to identify how they are mature enough to make important, independent and rational production and editorial decisions. The findings show that most of the respondents 17 (57%) were aged between 36-45 years, followed by 12 (40) who were 18-35 years and only one was (3%) was between 46-60 years.This shows that the respondents were still in their adulthood stages and can be rational in making decisions. The findings also reveal that individuals above 36 years old have more working experiences and their understanding of the internal policies is higher than those below the aforementioned age group.

Table 4.2: Age of the Respondents

Age group	Frequency (n=30)	Percentage (%)
18-35	12	40
36-45	**17**	**57**
46-60	1	3
61+	0	0
Total	**30**	**100**

Source: Field data, 2024.

4.2.3 Positions Held by the Respondents

The study sought to understand the various positions held by the study's participants within the SMG. This was important to understand how they contribute and can influence decision-making on the news and entertainment content collected and produced. The findings show that most of the respondents 26 (87%) were involved with the production activities, few 3 (10%) with operational and only 1 (3) with administrative tasks. The findings show that most of the respondents were involved in production tasks thus were the right sources of information on how their media ownership structure influence their decisions making. They confirmed that some of the internal policies are directly linked to the owner's interest which sometimes contradicts their professional performance.

Table 4.3: Positions Held by the Respondents

Position	Frequency (n=30)	Percent (%)
Administrative	1	3
Operational	3	10
Production	26	87
Total	**30**	**100**

Source: Field data, 2024

The study wanted to understand further the different departments where the respondents belong. The findings show that most of the respondents 11 (55%) work at the news desk, 3 (15%) in editorial and the rest are involved with photo/video production, program production and sports news.The researcher was interested to these findings because news production department engaged in collecting, preparing and disseminating news media.

4.2.4 Work Experience

The study wanted to understand the working experience of the respondents in the media sector. The findings show that most of the respondents 10 (33%) had 5 -10 years of experience, followed by 9 (30%) who had 10 years and above, 6 (20%) who had between 1-5 years and 5 (17%) who had less than one year of work experience. Thefindings show that most of the respondents had more than five years of work experience in the media sector thus they were in the position to share their views on how different media ownership structures affect the content based on their experience at either SMG or other media houses.

Table 4.4: Work Experience

Experience	Frequency (n=30)	Percentage (%)
Less than a year	5	17
1-5 years	6	20
5-10 years	10	33
10 years above	9	30
Total	**30**	**100**

Source: Field data, 2024

4.2.5 The Current Workstation

The study sought to understand the current workstation of the respondents involved to understand how media ownership affects the radio and television content of the views from both radio and Television services. The findings show that 15 (50%) were from Star TV and the remaining half were from radio that is Radio Free Africa and Kiss FM implying that the study had equal responses from both services.

Table 4.5: Current Workstation

Work station	Frequency (n=30)	Percent (%)
Star TV	15	50
Radio Free Africa	10	33
Kiss FM	5	17
Total	**30**	**100**

Source: Field data, 2024

The study further asked about the employment status of the respondents and it was noted that all participants were part-time workers implying that they did not enjoy the full working benefits of full-time employed staff. This situation may make them vulnerable in maintaining the editorial values and standards as stipulated in the national media legislation.

4.3 Factors Influencing News and Media Content Gathering and Production that Serve the Public Needs

The study reveals that both internal and external factors affect the way news/information is gathered, edited and dissemination. It was clear though, much of the internal policies determine how journalists approach their sources and the kind of information they gather. This section presents different internal and external factors influencing news and media content gathering and production.

4.3.1 Internal Factors Affecting News and Media Content Gathering and Production

This section presents respondents' findings on the different internal factors that affect news and media content gathering and production. Respondents were asked to indicate the extent to which they agreed or disagreed with the identified factors.

(a) The Pressure from the Owner or Investor

The study sought to understand the extent to which respondents agreed or disagreed with the statement 'The owner of the media influences what news and media content should be covered'. The findings indicate that 21 (70%) of the respondents strongly agreed and 9 (30%) of the respondents agreed with the statement thus indicating all of the respondents agreed with the statement regarding the pressure from the owner or investor as influencing their news and media content coverage.

Table4.6: The Pressure from the Owner or Investor

Level of Agreement	Frequency (n=30)	Percentage (%)
Strongly Disagree	0	0
Disagree	0	0
Neutral	0	0
Agree	9	30
Strongly Agree	21	70
Total	**30**	**100**

Source: Field data, 2024.

The pressure of the owner or investor affects media content in different ways. These include influencing which type of news stories and media content to cover or to emphasise, how to cover a story that is which angle or stand to adhere to, and influencing the staff to avoid covering a given story or topic of interest. This influence on news stories and media content directly affects the type of media content consumed by the audience.

In an interview with one Senior TV editor, he said that "*most of the time media owners use their Media (Radio and TV) to push their agenda and to also protect their interest be it family, political or business interest*. The senior TV editor further

added that "*It's difficult sometimes to make decisions on content that may affect the interest of the owner, for that reason it is difficult for media practitioners to be neutral and that they (owners) determine the content on favouring their interests, for Sahara Media Group case is mostly political aspirations*".

These findings align with Bagdikan and Chesney (1999) who documented that media owners influence newsorganizations and, in turn, media content. In another study, Shoemaker and Reese (1991), cited by Colistra (2018), argued that media owners have an unmistakable impact on media content because they establish the policy for the entire organisation.

The researcher asked the audience about their perceptions on whether they think the media owners influence the content in the media houses. The findings show that 17 (85%) of the respondents agreed whereas 3 (15%) disagreed with the statement, implying that most of the respondents thought the media owner influenced the content as shown in the Figure below.Some of the audience who thought the owner influenced the content said it was because when looking at the political programmes, they normally see some of the opposition political parties do not get an equal chance compared to others, they feel the presenters are given a warning before the programme as they are not fair to some of the guests and they try to interrupt when a guesttries to speak something that the owner does not want to hear.
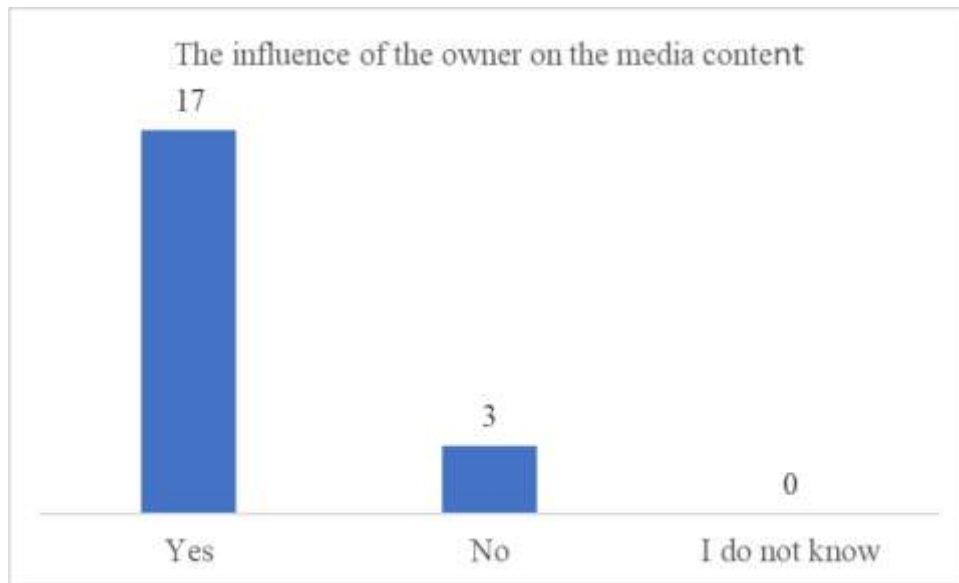
Figure 4.1: **The Influence of Media Owner on News/Information Gathering and Content Creation**

Source: Field data (2024)

(b) The Influence of the Management

The study sought to understand the extent to which respondents agreed or disagreed with the statement 'The top management influences on whatnews and media content should be covered' The findings indicate that 23 (77%) of the respondent strongly agreed and 7 (23%) of the respondents agreed with the statement thus indicating all of the respondents agreed with the statement regarding the pressure from the owner or investor as influencing their news and media content coverage.

Table 4.7: The Influence of the Management on the Media Content

Level of Agreement	Frequency (n=30)	Percentage (%)
Strongly Disagree	0	0
Disagree	0	0
Neutral	0	0
Agree	7	23
Strongly Agree	23	77
Total	**30**	**100**

Source: Field data, 2024

The influence of the management such as the news editor and programme managers on the content is both direct and indirectand includes suggesting to staff the type of news stories, topics or issues to cover and not to cover and how to cover them, explaining to the staff how a similar story was covered by other stations, being enthusiast in airing a given story and saying the topic parenthetically.Theyare indirectly influenced by language signals such as showing a lack of interest in the content by not focusing on what is being said or being veryoccupied with their communication devices while the given content is being pitched and not focusing on the discussion were among the ways indicating the certain content should not be aired or needs to be covered in a different way from how a journalist proposed. In a study by McManus, it was noted that the management has a legal responsibility to serve the economic interest of ownerstherefore, newsroom managers may exert pressure on journalist to uphold these interests. In a similar way, findings from Pew Research Centre (2000) indicated that among the factors that would stop a journalist to cover a certain story they thought it was worth to be included in the news were how they believe their leaders would respond and signals from their leaders when they pitch the news ideas.Rioba (2008) argued that the editors and journalists in newspapers and other media organizations depend on the owners for their jobs and therefore was not used any apparent autonomy they may have to resist the dissemination of bourgeois ideology.

(c) The available Staff Size

This study wanted to understand whether the available number of staff can influence the news and media content produced. The respondents were asked to indicatethe

extent to which they agreed or disagreed with the statement 'The available number of staff affects how we can collect and produce news and media content' The findings indicate that 20 (67%) of the respondentsagreed, followed by 6 (20%) who strongly agreed. On the other hand, 2(13%) were neutral.

Table 4.8: The Influence of Staff Size on Media Content

Level of Agreement	Frequency (n=30)	Percent (%)
Strongly Disagree	0	0
Disagree	0	0
Neutral	4	13
Agree	20	67
Strongly Agree	6	20
Total	**30**	**100**

Source: Field data (2024).

Respondents thought their staff size was too small to effectively implement the daily activities in collecting and producing news and media content which in turn affects the quality of their work. This is because most are working on a part-time basis, most have been having complaints of working without pay and some have moved to search for greener pastures in other stations and non-media opportunities. All of these affect their ability to be non-partisan and produce quality, independent and balanced news stories and entertainment content. In another study by Colistra (2008), it was noted that journalists who perceive an inadequate or reduced staff size as hurting the quality of and/or negatively affecting coverage also report more overall instances of influences on the media content.

(d) The Economic (Business) Motives

This study wanted to understand whether economic or business motives can influence the news and media content produced. The respondents were asked to indicate the extent to which they agreed or disagreed with the statement 'The economic pressure within the organisation interfereswith my ability to produce news and media content' The findings indicate that 25 (83%) of the respondentsstrongly agreed and followed by 5 (17%) who agreed.

Table 4.9: The Influence of Economic (Business) Motives on Media Content Creation

Level of Agreement	Frequency (n=30)	Percentage (%)
Strongly Disagree	0	0
Disagree	0	0
Neutral	0	0
Agree	5	17
Strongly Agree	25	83
Total	**30**	**100**

Source: Field data, 2024

The financial interests of the media house were mentioned to affect the content based on the business philosophy and financial target aimed to achieve based on their business plan. In recent years, there has been an increase in the number of radio and TV stations most are privately owned and focus on entertainment and religious content.SMG's economic motives is to generate more revenues, it is not surprising to see this, for it is a private commercial media house. To generate more revenues, SMG broadcasts contents related to political issues, entertainment and news. The staffs who are tasked with the collection and production of such content are then faced with bottom-line pressure and a need to balance between the competing

interests of economic motives such as getting money from airing political meetings and live coverage and meeting the audience's needs. According to RSF (2018), there is a risk that media owners with diverse business interests may use their communication channels to promote and facilitate their other companies at the expense of socially relevant content.

McManus (1994), cited by Calistra (2012) remarked that media organizations are a part of a market-based economy competing in four different markets: investors, advertisers, sources of news, and consumers. He argued that these investors, or owners, are the most influential in the production of news because they are a part of the corporate structure, while the other three markets must externally exert their influence. Since the investors appear to have the strongest influence in media organizations, news workers, may feel economic and bottom-line pressures from these owners or from the top-level executives who are relaying the messages. In another study, Gilens and Hertzman (2003) noted that that the financial interests of owners can affect the amount of news coverage, as well as the tone of both hard news coverage and editorials.

(e) The Existing Type of Business Ownership

The study sought to understand the extent to which respondents agreed or disagreed with the statement 'The existing type of media ownership determines the type of media and news content to produce'. The findings indicate that 6 (20%) of the respondents strongly agreed and 19 (63%) of the respondents agreed with the statement. On the other hand, 5 (17%) of the respondents were neutral that is they

neither agreed nor disagreed. In general, most of the respondents agreed with the statement regarding the existing type of business ownership as influencing their news and media content coverage.

Table 4.10: The Influence of the Type of Ownership on Media Content

Level of Agreement	Frequency (n=30)	Percent (%)
Strongly Disagree	0	0
Disagree	0	0
Neutral	5	17
Agree	19	63
Strongly Agree	6	20
Total	**30**	**100**

In Tanzania, there exists different types of media ownership including, public or state-owned media, private broadcasters, predominantly privately-owned print media, community media and media directly owned by political parties. The private broadcasters including the SMGare more commercial-oriented and usually run their businesses having definite political and electoral ambitions which in turn are reflected in the type of content aired. On the other hand, the public-owned media are pro-government with little investigative journalism. In situations where the media owners have other different businesses, the editors and news reporters are not allowed to criticise, or ridicule other businesses or products owned by the media company. This may be formally through being required to sign binding agreements or informally through word of mouth or based on their experience.

The findings are also in line with the Media Ownership Theory (1984)that the content of the press is directly correlated with the interests of those who finance the

press. That is where the media outlet is commercially owned, the content will reflect the point of view of the news organization's owners and advertisers.Strömbäck and Hopmann (2012) studied the news selection criterion among public and private journalists andfound that journalists of the public press preferred dramatic and thrilling events while for journalists of the private/commercial press the event needed to increase people's insights and knowledge.In another study by Forcha and Ngange (2022), it was found that for journalists who wanted to go against the interests of the owners were faced with a suspension of salary, punitive transfers and forced resignation.

4.3.2 External Factors Affecting News and Media Content Gathering and Production

The study sought to understand different factors outside of the media houses that can influence the collection and production of news and media content. These are shown here under.

(a) Public Interest

The study sought to understand the extent to which respondents agreed or disagreed with the statement 'In most times, I consider the benefits of news and media content to the audience'. The findings indicate that 24 (80%) of the respondents strongly agreed and 6 (20%) of the respondents agreed with the statement thus indicating all of the respondents agreed with the statement that they consider content with a public interest when collecting and producing news and entertainment content.

Table 4.11: The Influence of Public Interest on the Content

Level of Agreement	Frequency (n=30)	Percent (%)
Strongly Disagree	0	0
Disagree	0	0
Neutral	0	0
Agree	6	20
Strongly Agree	24	80
Total	**30**	**100**

Source: Field data, 2024

Most of the staff agreed that they consider the importance of airing the content as one of the factors for selecting the type of news and media content to air. They mentioned looking at the importance of the event in society, whether it will have positive or negative effects after airing the content and the local, regional and national benefits of covering such a story, especially the benefits at the Mwanza region.

(b) Government and Political Leaders

The researcher sought to comprehend the extent to which respondents agreed or disagreed with the statement 'The news and media content we produce is not directly or indirectly affected. The findings indicate that 19(63%) of the respondents strongly agreed and 11 (37%) of the respondents disagreed with the statement thus indicating all of the respondents agreed with the statement that government and political leaders directly or indirectly determine the news content collected and produced.

Table 4.12: The Influence of the Government and Political Leaders on Media

   Content

Level of Agreement	Frequency (n=30)	Percentage (%)
Strongly Disagree	19	63
Disagree	11	37
Neutral	0	0
Agree	0	0
Strongly Agree	0	0
Total	**30**	**100**

Source: Field data, 2024.

All media in Tanzania often avoids controversial content, especially content that is criticizing the government, and its officials. The government and political leaders influence the media content through different approaches and techniques. The government influence the media content since most journalists rely on official government sources for official information such as the ministry's website, and the government's policy or guidelines. Some of the staff working at the SMG mentioned conducting self-censorship before airing content they think might have a negative impact towards the ruling party, feeling pressured to avoid topics that may offend the current government or leaders of the ruling party, and avoiding covering some stories due to the influence from the government officials. During an interview with an RFA news editor, he cited an example of the 2015 General Elections saying ''*during this period it was very tough to be objective and balanced, most of the stories/ content allowed on air were for the ruling part, on the other hand, the public is expecting us to inform them on other political parties as well*''

The literature also suggests that these sources may also try to influence the media by providing stations with leaks, pre-packaged news, and off-the-record interviews (Colistra, 2008)

(c) Advertisers

The study wanted to know the extent to which respondents agreed or disagreed with the statement 'The advertisers affect what we cover in our news and media content.' The findings indicate that 17 (57%) of the respondents strongly agreed and 13 (43%) of the respondents agreed with the statement thus indicating all the respondents agreed with the statement that the advertisers impact the news and media content produced.

Table 4.13: The Influence of Advertisers on Media Content

Level of Agreement	Frequency (n=30)	Percentage (%)
Strongly Disagree	0	0
Disagree	0	0
Neutral	0	0
Agree	13	43
Strongly Agree	17	57
Total	**30**	**100**

Source: Field data, 2024.

Advertisers were also mentioned among the group of people who can influence the type of news and entertainment content aired on TV and radio. Since advertisers provide funds to sponsor a programme and are aware that the media house depends on them for revenue, most assume they have control over how the media should cover certain stories, issues that need to be emphasised in the content they sponsor,

and the type of content (story) that should or should not be covered by the stations. Advertisers may also threaten to pull advertisements in case a given content is covered.

On the other side, some of the audience members claimed that the presenters do take sides of the sponsor in the political or sports programmes by taking sides through talking softly and covering more on the advertiser who paid them.this was also reported in research by Papper (2006) where more than 72% of the public respondents believed that businesses and advertisers influence what goes into the news (Papper, 2006).

(d) Public Relations Efforts

This study wanted to understand whether public relations efforts from different organisations or institutions affect the news and media content collected and produced. To achieve this, respondents were asked to indicate their agreement or disagreement with the statement 'I consider the content from press conferences and exhibitions in the news and media content I produce'. The findings show that 12 (40%) of the respondents agreed with the statement and 10 (33%) strongly agreed. On the other hand, 7 (23%) neither agreed nor disagreed and 1 (3%) disagreed with the statement. Most respondents agreed with the statement implying that public relations efforts influence the collection and production of their news and media content.

Table 4.14: The Influence of Public Relations Efforts on Media Content

Level of Agreement	Frequency (n=30)	Percentage (%)
Strongly Disagree	0	0
Disagree	1	3
Neutral	7	23
Agree	12	40
Strongly Agree	10	33
Total	**30**	**100**

Source: Field data, 2024

Most of the staff agreed that Public Relations professionals influence the type of contentaired in the media house. Since the public relations task involves making deliberate efforts to create and maintain a good image of an organisation, institution or company within the society, it requires good cooperation and use of the media to reach the intended audience. Such efforts include inviting journalists to cover news stories at press conferences, exhibitions, conference proceedings, and sponsored tournaments as well as providing news releases among others. All of these are to maintain a positive image before the public. As noted by Kiousis, *et al* (2015) if they are successful in earning coverage by influencing the media agenda through information subsidies, they are more likely to reachand possibly influencetheir target public.

Maat and Jong (2013) found that the greatest part of news in the media is either based on public relations sources or is a mere reproduction of press releases. Another study by Axhami *et. al.* (2015) found a high influence of public relations on media shows in Albania with a total of 86% of the news in monitored newspapers and televisions deriving from PR activities. Furthermore, political news showed a greater presence of PR compared with economic or social news.

4.4 Specific Objective Two Sought to find out the Editorial Procedures and

Policies followed in Selecting News and Content that Serves the Public Needs

The study sought to understand theeditorial policies and procedures that are followed in selecting news content that serves public needs. During an interview with the news editors, it was found that editorial procedures consist of the following steps.

(a)   Gathering News Ideas

This is normally done in the morning times during the post-mortem meetings held at the station. One of the staff would take a pen and note down what will be discussed and agreed in an exercise book which is used for documentation of the agenda.All the staff are welcome to pitch in ideas they think will be suitable to cover in the afternoon or evening news. Each idea presented is noted down in an exercise book by a note taker and then is brainstormed among the team of staff available to determine whether it has public interests relevant, doable, current, and the expected public benefits of airing such content. The process continues for every other person with a news story idea. If an idea does not meet the mentioned editorial criteria, it is dropped whereas successful ideas move into the next stage.

It was however noted that any news idea that would speak about the activities of any of the opposition political parties for example meetings conducted or planned to be conducted, launching of campaigns and the like was immediately discarded or would be covered in minimal based on the agreed angle by the editor. Also, any news item that would speak negatively about the ruling party, the owner or their other business investments would not pass through this first stage.

(b)   **Ideas Development**

Ideas that have passed the first stage are further scrutinized by the staff to share ways or approaches to improve their coverage. In doing this, they consider different factors such as the truth of the news, how to cover the story that is which angle to take, who or what will be the relevant source of the story that should be consulted, how the story will be covered that is, what format will be most suited for example doing an interview or a package. Furthermore, the timing of the story, that is whether it is a trending issue currently or it is a developing story and who will go to collect the material for the story by looking at their team and a person who can effectively submit the required material, for example, it can be someone who has a close relationship with the source of information such as the Regional Commissioner or a person who has done the same story before in case of a developing story so that it easy to make a follow up with the sources.

The study further sought to understand different factors that are considered by the staff when making independent editorial decisions on news and media content to be aired. Most responses mentioned public interest (67%), followed by the truth of the news (40%), whether it affects the owner (33%), balancing of the information and considering people's welfare (27%). Others mentioned safety of the journalist (13%), freedom of expression (13%), followed by accuracy (10%), proximity of the event to the audience (10%) and editorial integrity (3%) (**Table…)**

Table 4.15: Factors Considered when Making Editorial Decisions

Responses	Frequency (N=30)	Percent (%)
Public interest	20	67
The truth of the news	12	40
Whether it affects the owner	10	33
Balancing of the information	8	27
Considering people welfare	8	27
Safety of the journalist	4	13
Freedom of expression	4	13
Accuracy	3	10
Proximity of the event to the audience	3	10
Editorial integrity	1	3

Source: Field data, 2024.

(c)   Material Collection and Editing

After the news idea has passed the first two stages, the responsible person is then sent to collect the required media material for the identified sources of information. The sent person is expected to have the basic information and content research on the issue to cover, prepare a list of questions to ask to get relevant information, have a working voice recorder and generally behave professionally. After collecting the relevant material, the staff is then supposed to edit the relevant material and ensure the content reflects the agreement made during the issuing of the tasks in the meeting. These include ensuring the content is balanced by including the different voices of the required sources and, that there is a good quality soundafter these, the staff would write the story down and submitit to the news editor. Before processing the material, the staff then provides feedback to the editor on whether they have been able to collect the story according to what was agreed in the post-mortem meeting. Then if it goes well, the editor will provide a go-aheadto write the story.

It was however noted that content from individuals who are negative about the ruling party or challenging the government's programmes, from the opposition party leaders and members and which could affect the reputation of the owner and their businesses was hardly covered or covered in a very minimal angle which could not have negative effects to the SMG. This causes most of the stories to be unbalanced through having incomplete information from all the required sources.

The study sought to understand whether staffs are satisfied with the news and entertainment content they create and air by the SMG. The findings show that 15 (50%) of the respondents were neutral indicating that they are either satisfied or not satisfied with the content, followed by 11 (37%) of the respondents who were not satisfied and 4 (13%) were satisfied.

Table 4.16: Satisfaction with SMG Content

Level of satisfaction	Frequency (n=30)	Percent (%)
Satisfied	4	13
Not satisfied	11	37
Neutral	15	50
Total	**30**	**100**

Source: Field data, 2024.

Respondents were further asked to mention whether they found any difference in the quality of media content produced by SMG compared to the content by the government media houses. The findings show that 19 (63%) of the respondents thought the quality was about the same, followed by 7 (23%) who thought their content was much better compared to the public-owned media and 4 (13%) thought

their content was somewhat better. The findings show that more than half of the respondents thought there were no differences in the quality of the media content produced under different ownership structures. On the other hand, few thought their media content is much and somewhat better than the content from public-owned media houses.

Table 4.17: Differences in the Quality of the Media Content

Response	Frequency (n=30)	Percent (%)
Much worse	0	0
Somewhat worse	0	0
About the same	19	63
Somewhat better	4	13
Much better	7	23
Total	**30**	**100**

Source: Field data, 2024.

(d) Submission to the News Editor

At this stage, the story collected is submitted to the news editor for review before airing. The staff is supposed to rename the content and submit the story written in a Microsoft Word format for easy review by the editor as it would be hard to go through every audio file submitted by various staff. The editor will then scrutinize each story by looking at different factors such as whether the staff adhered to the editorial guidelines in collecting the materials and covering the news story but will also determine the possible impacts of airing the content to the public.

It was however noted that for public interest content for example regarding social issues and health, they are edited smoothly. The case is different when a reporter has come up with content that targets the political and business interests of the owner. If

a story attacks the owner in person or his political party, it will be disqualified. Alternatively, if there is a way to minimize and make the content more neutral, it will be done, and this also includes changing the original angle of the story to avoid interfering with the above-mentioned interests. If there is no way to neutralize the story, it will be disqualified. Sometimes some staff are lazy to write down the whole story required to submit to the editor.

All (100%) of the respondents mentioned being aware of the national media policies, laws and guidelines regarding content production and airing. The study further wanted to understand whether there exist written strict editorial guidelines which guide the selection of news and media content aired at SMG. The findings indicate that 25 (83%) of the respondents disagreed with the existence of the editorial policies and guidelines that are followed in developing news and media content. On the other hand, 5 (17%) of the respondents were not aware of the existence of such editorial policies and guidelines. This shows that staff at the SMG produce content using their own experience and what they learned from their journalism courses without having clearly stipulated editorial guidelines from the management.

Table 4.18: Availability of Editorial Policies and Guidelines

Responses	Frequency (n=30)	Percent (%)
Yes	0	0
No	25	83
I do not know	5	17
Total	**30**	**100**

Source: Field data, 2024.

4.5 The Challenges Faced under Different Ownership Structures in

    Maintaining Professionalism and Preparing Balanced and Independent

    Content

This study aimed to identify different challenges faced by the staff working at SMG in preparing and collecting news and media content aired to the public. The following challenges were identified and presented below.

Table 4.19: Challenges Faced Under the Current Ownership Structure

Challenges	Responses (N-30)	Percent of cases
Lack of editorial independence in decision-making	24	80
Not getting balanced content	24	80
Direct censorship from the owner	20	67
Mistrust from some of the listeners	5	17
Hate from some of the listeners	4	13
Lack of funds to implement the activities	12	40

Source: Field data, (2024).

The findings indicate different challenges faced by the SMG staff in producing news and media content independently. The most mentioned challenge was the lack of editorial independence in decision-making and not getting balanced content. These were followed by direct censorship from the owner,alack of funds to implement the activities, and mistrust and hate from some of the listeners.

The challenges of lack of editorial independence and not getting balanced content were most mentioned by journalists as they experienced a lack of autonomy in making the final decisions on the news stories and media content aired. This was

directly linked with the management philosophy which seeks to protect the interests of the owners against negative accusations to the political party they belong to or their business interests.Control over narrative, as well as the framing of news stories, gives an ability to influence public opinion and determine how policy discussions go, which is an advantage for their business or political partners.

In an interview with one of the editors he said '*to a large extent there are some of the editorial principles that are being manipulated based on the existing type of ownership. For example, it not always that two opposing sides from political parties can participate in political programmes. And it is not always politicians from different political party from the owner get an opportunity to participate in the programme or news coverage'*

Wahab (2019), argues that the media owners may specifically tell their journalists not to cover any issues related to sensitive topics and to reduce coverage of unflattering stories in order not to upset advertisers, ideological masters or other key stakeholders.

The direct censorship from the owner affect the content aired as the owner chooses the media content, they think will not have negative effects to the advertisers, their political party and other business interests. The media owners may also suggest not to cover certain news story or even change the angle of coverage. On the other hand, journalists may avoid covering some stories due to direct censorship from the owner.

'*I remember there was one event concerning the Sahara Media Group staff who filled a case concerning not being paid their salaries for a long time and the employer's side was not ready to cooperate, but we also could not report that although it affected many of us and it is assumed that there are some who lost their lives due to stress resulting from not being paid their salaries for a long time.*' Said one of the senior editor

Beder (2018), noted that the owners of the media influence the selection, shaping and framing of the news to attract advertisers. Proprietors determine the target audience and general editorial approach to that audiencebut also ensure a favourable political climate for their media and other business concerns.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This final chapter contains the summary, conclusion, recommendations and areas for further studies based on the study's findings.

5.1 Summary of the Key Findings

The general objective of the study was to assess the influence of media ownership on media content creation by using Sahara Media Group, which is privately owned. Thus, the results of this study are associated with this particular pattern of media ownership.

The present study reveals that internal media policies were developed to ensure profit maximization. Sahara Media Group is privately owned and its operations heavily depend on programme sponsorship, which affects different patterns of content creation, including news gathering, editing dissemination. At the same time, it was revealed that editors are in constant are the pressure in fulfilling the owner's interests, which also contributes to the lack of editorial independence among other things. Generally, the findings of the study reveal a direct link between the pattern of media ownership and the media content creation.

Generally, the interests of media owner and that of the sponsors highly influence the media content creation. SMG internal policies and editorial procedures provide a detailed framework which explains how new ideas are developed and how they are

adopted. Withal, the station is not in a position to air any content that would portray a negative perception of the owner, or his political party, or interfere with his business. The lack of editorial integrity, not getting balanced content and direct censorship from the owner was the main challenges facing staff under the current media ownership structure. Much of the established policies are meant to sustain the good relationship between the media owner and his key stakeholders, particularly advertisers who pay a significant amount of money to promote their products or services through his media. Generally, senior and junior editors are well informed on the indispensability of advertisers. News editors confirmed that advertisers play an intermediate role in redefining media content.

5.3 Conclusions

The fundamental objective of this study was to find out weither media ownership pattern affects the media content production. The study focused on electric media, including radio and television broadcasting services, all of which are owned by the Sahara Media Group.

The influence of media owners has proven to be one of the key challenges for professionals to conduct their journalistic works. The managerial sections of the media houses are directed to follow the established interests of the media house. At Sahara Media Group, editors, content creators and presenters showed have certainly shown that their positions are subjected to managerial decisions. The managerial decisions determine how the news or information is gathered and processed and disseminated. The critical review of media content is subjected to the interest of the

owner. The owner's influence affects journalism professionalism by overpowering the existing editorial policies, procedures and values. Thus, the owner's interests surpass the editorial independence of staff and editors in media houses, and those who challenge are faced with negative sanctions.

Since the owner's decision affects media professionalism, the most underlying issue for media policy makers, including the government is to work with private media owners in an attempt to promote professional journalism while enhancing their commitment to respect the established media laws.

The influence of media owners on media content affects whether the journalists will or will not cover the content and how they will cover the content meaning which angle they need to take to not interfere with the owners' personal, political and economic interests. Journalists need to balance between the owner's and the audience's needs for the news and entertainment content.

5.4 Recommendations

The findings of this study have revealed a number of cross-cutting issues need special attention. Undoubtedly, private media are business orientated, which makes them more competitive compared to public outlets. However, their competition strategies should not disregard the established laws and general media regularities. There, based on the findings, the researcher has the following recommendation The media owners must comply with the established professional codes of conducts and

media laws. Their position as media owners hold a comprehensive power to direct their employees to work within the codes of ethics.

Apart from media owners, media practitioners, including news anchors, content creators and editors to mention a few, must make sure that they are informed of their role as journalists. They should also attend long and short courses on issues related to editorial values, media policies and professional ethics among other issues. As professionals, they must often talk to their managers on issues which affect the reputation of the media houses, many of which are related to unprofessional decisions made by the owners.

On the other hand, the Tanzanian government, as a key policy maker must remain media owners that they are required to follow media laws. The regulatory framework should safeguard media pluralism and prevent media concentration. Also there should be collaboration between domestic media houses and foreign investors to improve resource-sharing and expertise for the timely and ethical dissemination of news alike.

Therefore, a need for professional journalism is a premier priority. Media owners, practitioners and the government must work together to ensure professional journalism prevail. Academician and researchers must conduct researches to find out the solutions to the challenges of unprofessional journalism resulted to poor understanding of the fundamental principles of media ownership and professional journalism. Some of the areas which require further studies include comparative

studies to compare how ownership influences content across different ownership structures and c studies on how different types of media are influenced by ownership.

REFERENCES

Altschull, J. H. (1984), Agents of Power: The Role of the News Media in Human Affairs. New York: Longman

Archer et al (2017), Changing Owners, Changing Content: Does Who Owns the News Matter for the News?". Jepson School of Leadership Studies articles, book chapters and other publications. 252. https://scholarship.richmond.edu/jepson-faculty-publications/252.

Babtister, S (2022) The Impact of owner's interference in the Media Content Production in the 2015 General Elections. A Dissertation submitted in partial Fulfilment of the requirements for the award degree of master of arts in mass communication (MAMC) Department of Journalism and Media study of the Open university of Tanzania.

Burgess and Green (2009).YouTube: *Online Video and Participatory Culture*. Polity Press 65 Bridge Street Cambridge CB2 1UR, United Kingdom

Burgess, J. (2013) YouTube and themolestation of amateur media. *Amateur Media: Social, Cultural and Legal Perspectives*

Creswell, J.W. (1994). Research Design: *Qualitative, Quantitative and Mixed Methods Approaches.* Sage, Thousand Oaks.

Farrington Whitaker (2006). Semiparametric analysis of case series data. The Open University, Walton Hall, Milton Keynes

Gilens and Hertzman, "Corporate Ownership and News Bias," Colistra, "Coverage and Editorial Framing of the FCC's 2003 Review of Media Ownership

Rules;" Snider and Page, "Does Media Ownership Affect Media Stands?," as cited in Mark Cooper, Media Ownership and Democracy in the Digital Information Age, 48.

Henry, J., (2006).Convergence Culture. *Where Old and New Media Collide*. New York University Press. U.S.A and UK

International Telecommunication Union (2022), Global Connectivity Report. ITU Publications, Geneva, Switzerland.

International Telecommunication Union. (2019). The ICT Development Index.*Methodology, Indicators and Definitions*- ICT Data and Statistics Division. Geneva, Switzerland

Kazibwe (2018), A television study on the influence of media ownership on news content in Uganda: A comparison of Wavah Broadcasting Services (WBS) and Nation Television (NTV)

Kothari, C. R. (1990). Research Methodology Method: and Technique, (2nd Edition). The contextual approach in research: Two empirical studies Hamilton (ON): McMaster University

Kothari, C.R. (2004) Research Methodology: Methods and Techniques. 2nd Edition, New Age International Publishers, New Delhi.

Lindlof, R. (1995).QualitativeCommunication Research Methods. Thousand Oaks, CA:Sage,1995.London&New York: Routlege. University of KwaZulu-Natal. South Africa

Mano et al (2023).Media Ownership in Africa in the Digital AgeChallenges, Continuity and Change: Challenges, Continuity and Change.1st Ed. Routledge. New York.U.S.A

Manzu Ali, (2013). Influence of media ownership on editorial independence: https://www.academia.edu/23187914/INFLUENCE_OF_MEDIA_OWNER SHIP_ON_EDITORIAL_INDEPEDENCE

M. Eisenhart (1991), Conceptual Frameworks for Research Circa 1991*: Ideas and Cultural Anthropologist;Implications for Mathematics Education Rese.* Blacksburg, VA: Psychology of Mathematics Education.Virginia.U.S.A

Mwafissi, S. (2013), Editorial Independence in Public Broadcasting in Africa, The University of Dar es Salaam (UDSM), Dar es Salaam Tanzania.

Namyalo J. (2016). The Influence of Media Ownership on Media Content. A case study of Vision Media Group and Monitor Publications. Kampala International University

Okwuchukwu, O. G. (2014). The influence of media ownership and control on media agenda setting in Nigeria. International Journal of Humanities Social Sciences and Education (IJHSSE), 1(7), 36-46.

Rioba, Ayoub (2008) Media Ethics, The Open University of Tanzania

Sturmer M. (1998). The Media History of Tanzania. Ndanda Mission Press.

Thembo, J. (2013). The impact of media ownership on content: a comparative study of the Daily Monitor and the New Vision newspapers. Unpublished Master's Thesis. Makerere University, Kampala, Uganda.

Wen, Yuxi (2021) "The Political and Economic Impact of Media Ownership Structures and Concentration on Global Communication," Butler Journal of Undergraduate Research: Vol. 7 , Article 15. Retrieved from: https://digitalcommons.butler.edu/bjur/vol7/iss1/1

APPENDICES

Questionnaire for data collection to staff

Introduction.

My name is Celina Mwakabwale a student at the Open University of Tanzania pursuing a Master of Arts in Mass Communication. I would like to ask you to spare few minutes to fill my questionnaire for the research study about. The Influence of Media Ownership on Media Content. A Case Study of Sahara Media Group (Star TV, Radio Free Africa & Kiss FM). The results of this study are confidential and will be used for academic purposes only.

PART A: DEMOGRAPHIC INFORMATION

1. Jinsia

   i) Ke ( ) ii) Me   ( )

2. Umri

   i) 18-35 ii) 36-45   iii) 46-60 iv) 61+   ( )

3. What is your position?..

4. Kiwango cha elimu

   i)   Elimu ya msingi

   ii)   Elimu ya sekondari (Form IV)

   iii)   Elimu ya juu ya Secondari (Form VI)

   iv)   Chuo cha kati (Certificate and Diploma)

   v)   Chuo Kikuu (Bachelor and Higher degree)

vi)   Other

5. For how long have you been working with the Sahara Media Group?

   i.   Less than a year ( )

   ii.   1-5 years ( )

   iii.   More than 5 years ( )

6. What is your employment status?

   i.   Part-time ( )

   ii.   full-time ( )

7. Where are you currently working?

   i.   Radio free Africa   ( )

   ii.   Kiss FM   ( )

   iii.   Star TV   ( )

PART B: THE INTERNAL AND EXTERNAL FACTORS INFLUENCING NEWS AND MEDIA CONTENT GATHERING AND PRODUCTION THAT SERVE THE PUBLIC NEED

8. Please indicate to what extent do you agree or disagree to the following statements.

Key SD-Strongly Disagree; D-Disagree, N-Neutral, A-Agree &SA-Strongly Agree

SN	Statement	SD	D	N	A	SA
a	The owner of the media influences what news and media content should be covered					

b	The top management decides on what news and media content should be covered					
c	The available number of staff affect how we can collect and produce news and media content					
d	The economic pressure within the organisation interfere with my ability to produce news and media content					
e	In most times, I consider the benefits of news and media content to the audience					
f	The advertisers affect what we cover in news and media content					
g	The news and media content we produce is directly or indirectly affected by the government and political leaders					
h	The existing type of media ownership determines on the type of media and news content to produce					
i	I consider the content from press conferences and exhibitions in the news and media content I produce					

9. What is the regulatory policy governing collection and dissemination of media content in TV, Radio and Newspaper?

……………………………………………………………………………………

……………………………………………………………………………………

…………………………………………………………………………………………………

……………………………………………

PART C: THE EDITORIAL PROCEDURES AND POLICIES FOLLOWED IN SELECTING NEWS AND CONTENT THAT SERVES THE PUBLIC NEED

10. Do you have a strict editorial guideline that you follow in preparation of news and other media content?

(a) Yes   ( )   (b) No   ( )   (c) I do not know ( )

11. Are you aware of the national media policies, laws and guidelines regarding content production and airing?

(a) Yes   ( )   (b) No   ( ).

12. What factors do you consider when making editorial decisions on the type of content or new that should be consumed by the audience?

....

....

....

....

....

13. a) Are you satisfied with media content from Sahara Media Group?

i) Yes   ii) No

b) Give your comments ………………………………………………

11.to what extent are there differences in the quality of media content between

Sahara media group and Public Media institution such as TBC?

 i) much worse ii) somewhat worse iii) about the same

    iv) somewhat better v) much better

PART D: CHALLENGES FACED UNDER DIFFERENT OWNERSHIP STRUCTURES IN MAINTAINING PROFESSIONALISM AND PREPARING BALANCED AND INDEPENDENT CONTENT

14. What are the challenges faced in preparation and dissemination of media content?

…………………………………………………………………………

…………………………………………………………………………

………………………………………………………………………..

……….

15. What do you recommend being done to overcome the mentioned challenges?

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………

Questionnaire for data collection to audience

Introduction.

My name is Celina Mwakabwale I am student at the Open University of Tanzania pursuing a Master of Arts in Mass Communication. I would like to ask you to spare few minutes to fill my questionnaire for the research study about. The Influence of Media Ownership on Media Content. A Case Study of Sahara Media Group (Star TV, Radio Free Africa & Kiss FM). The results of this study are confidential and will be used for academic purposes only.

PART A: DEMOGRAPHIC INFORMATION

1. Gender

   i) Female ( ) ii) Male   ( )

2. Age

   i) 18-35 ii) 36-45   iii) 46-60 iv) 61+   (   )

3. Marital status

   i) Single   ii) Married   iii) Separated   iv) Widow/widower v) Divorced   (   )

4. Education level

   i)   Primary school

   ii)   Ordinary level secondary (Form IV)

   iii)   Advanced level secondary (Form VI)

iv)   Certificate and Diploma

v)   Bachelor and Higher degree

vi)   Other

5. How often do you access the content from RFA, KISS FM and Star tv?

   i.   Every day of the week   ( )

   ii.   At least once a week   ( )

   iii.   At least twice per week   ( )

   iv.   At least once a month   ( )

PART B: THE INTERNAL AND EXTERNAL FACTORS INFLUENCING NEWS AND MEDIA CONTENT GATHERING AND PRODUCTION THAT SERVE THE PUBLIC NEED

6. What motivated you to join listen, read and watch Sahara Media group communication TV station and Radio?

   i) …………………………………………………………………………

   ii)…………………………………………………………………………

   iii) ………………………………………………………………………

7. a) Are you satisfied with media content from Sahara Media Group?

   i) Yes   ii) No

   b)   if   yes/no,   give   your   comments

   …………………………………………………………

8. Do you find the content from Sahara Media Group relevant to your information needs?

   Yes   ( )   (b) No   ( ).

If yes/no, why………………………………………………………………

9. Do you think the owner of the media influence the media content?

    Yes   ( ) ii) NO   ( )

10. (a)If yes to question above, how do they influence?

    ……………………………………………………………………………

    ……………………………………………………………………………

    ……………………………………………………………………………

    ……………………………………….

    (b)If No ,why do you think so?

    ……………………………………………………………………………

    ……………………………………………………………………………

    ……………………………………………………………………………

    …………………………………..

11. Are there any specific content that you access from the Sahara Media Group which you do not get from other public/religious/community owned media in Tanzania?

    (a) Yes   ( )   (b) No   ( )

    (b) If   yes/no,   why   is   it

       so?..

       ……………………………………………………………………………

       …………….

PART C: THE EDITORIAL PROCEDURES AND POLICIES FOLLOWED IN SELECTING NEWS AND CONTENT THAT SERVES THE PUBLIC NEED

12. What is the level of availability of good and reliable news content to community?

    i) Poor   ii) Fair   iii) Good   iv) Very good   v) Excellent

13. What is your suggestion on attitude of media station staff towards media contents?

    i) Poor   ii) Fair   iii) Good   iv) Very good   v) Excellent

14. What is your level of satisfaction with services covered by Sahara Media group?

    i)   Not at all satisfied ii) slightly satisfied iii) moderately satisfied iv) Very satisfied v) Extremely satisfied

15. Which media service providers do you use in accessing media services in your area?

    i) Private owned service provider ii) Public service provider iii) Both Private and public ( )

16. Indicate the level of effect Sahara media group media contents has brought to the community by offering news that cutter for community needs.

    i) No effect   ii) Minor effect iii) Neutral iv) Moderate effect v) Major effect

17. Indicate your level of satisfaction with media content from Sahara Media group?

    i) Not at all satisfied ii) slightly satisfied iii) moderately satisfied iv) Very satisfied v) Extremely satisfied

18. To what extent are there differences in the quality of media content between Sahara media group and Public Media institution such as TBC?

    i) much worse ii) somewhat worse iii) about the same

iv) somewhat better v) much better

PART D: CHALLENGES ARE FACED UNDER DIFFERENT OWNERSHIP STRUCTURES IN MAINTAINING PROFESSIONALISM AND PREPARING BALANCED AND INDEPENDENT CONTENT

19. What are the challenges facing Sahara Media group in maintaining professionalism while preparing balanced and independent media content?

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………..……………………….

20. What do you recommend being done to overcome the mentioned challenges?

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………