SCHOOL OF JOURNALISM AND COMMUNICATION

AN EXAMINATION OF THE PRACTICE AND EFFECTIVENESS OF OUTSOURCING TELEVISION PROGRAMS: THE CASE OF ETHIOPIAN BROADCASTING CORPORATION (EBC)

By

Tola Dabesa

A Thesis Submitted to the School of Journalism and Communication in Partial Fulfillment of the Requirements for the Degree of Master of Arts in Journalism and Communication (Multimedia Journalism)

Addis Ababa, Ethiopia

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ADDIS ABABA UNIVERSITY GRADUATE SCHOOL

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This is to certify that the thesis prepared by Tola Dabesa entitled: Examination of the Practice and Effectiveness of Outsourcing Television Programs: The case of Ethiopian Broadcasting Corporation and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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ABSTRACT

This study was undertaken to examine the practice and the effectiveness of the outsourced television programs in EBC. The study was guided by three basic research questions; and the public broadcasting service and, use and gratification theories as a theoretical framework. The study used descriptive research design and mixed methods by combining quantitative and qualitative methods. The study focused on the Ethiopian Broadcasting Corporation (EBC). The study sites were selected by using purposive sampling technique. The qualitative data was gathered from one group discussion with five participants from EBC staff whose work was connected with outsourced programs. Two were outsourced program editors; one was from the quality control team, one from the outsourced programs selection committee; and the fifth was the Outsourcing and Commissioning Department Head. Furthermore it was gathered from in – depth interview with four outsourced television programs producers. The quantitative data was collected from156 television viewers of Addis Ababa city residents who had television sets and were annual service charge payers. The study was made using the survey method. Thus, a questionnaire was employed to collect the required data used to find out the audiences' level of satisfaction based on Likert's scale. The collected data was analyzed by using SPSS version 24. Results of the findings of the study from the focus group discussion and individual in-depth interview showed that, most of the EBC outsourced television programs lack creativity and additional variety. The results from the audience survey showed that the level of satisfaction of the audience is very low. Participants those fill the questionnaire were generally dissatisfied with the overall services of the EBC outsourced television programs. The programs suffer from lack of credibility. Based on the findings, the researcher recommends that the corporation improves the entertainment channel to HD transmission. EBC should measure the level of satisfaction of the audiences before outsourcing television programs. The EBC should improve and employ flexible outsourcing practices according to the needs of the current entertainment industry to ensure trust by meeting professional standards.

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List of Abbreviations

A.A – Addis Ababa

CEO – Chief Executive Officer

CSA – Central Statistics Agency

EBA – Ethiopian Broadcasting Authority

EBC – Ethiopian Broadcasting Corporation

EBS – Ethiopian Broadcasting Service

ETV – Ethiopian Television

FGD – Focus Group Discussion

HD – High Definition

OTP – Outsourced Television Program

PSB – Public Service Broadcasting

QC – Quality Control

SD – Standard Definition

TV – Television

Declaration

I hereby declare that this thesis and the work presented in it are my own and all sources used for this thesis have been properly acknowledged.

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CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

The main role of the media in any society is to inform, to educate and to entertain the larger number of population by addressing various public issues so that the media will be able to shape the public perceptions towards the common goal and to serve the public interest. This is usually done by the media houses and the practicing journalists while the media organizations are disseminating information in electronic or print media, and in what the journalists develop as contents in their decision and control of stories (Zyong & Newhagen, 2009).

Consequently, establishing strong and participatory programs and giving many places for the programs which enable the audience to express their views freely would be the central point for any media to work towards becoming a vibrant media and gaining much of its audience.

To fulfill the audience's satisfaction, they create different programs format that produced in house and with the collaboration of independent producers. One of the mechanisms to perform their activities successfully is outsourcing.

Outsourcing is an essential part of the activities of an organization. The term 'outsourcing' consists of 'out' and 'sourcing' refers to the act of transferring work, responsibilities and decision rights to someone else (Power, et al. 2006). When the two terms are combined, they imply "the act of transferring the work to an external party" (Power, et al. 2006:87).

Benaud and Bordeianu (1998) also define outsourcing as the practice of finding new suppliers and new ways to secure the delivery of raw materials, goods, components and services. Use the knowledge, experience and creativity of new suppliers which did not use previously.

From this point of view, public media which are established for public services, and private media which are established for commercial purposes, have different objectives beside the outsourcing programs practices.

Public service broadcasters receive funding from different sources, including license fees, contribution by individuals, government grants and commercial financing (Burnley 2014:6; Juneau 2000:9). For instance, in the USA, public service broadcasters are funded by private and corporate donations. Public broadcasters have a mandate from the funders (usually the state) that tells them what services they have to provide (Thomas, 2010:6).

Furthermore, Thomas (2010:8) emphasized, very few public broadcasters subsist only on public funding. Even the BBC has substantial income from commercial activities. Most public broadcasters in the world receive subsidies from the state, and income from licenses, all of which are not enough. So they sell air-time to advertisers as well in order to make up the difference.

However, public broadcasters cannot afford to buy in programming that has mass appeal like the commercial broadcasters. They also have a mandate to fulfill. This needs costly local programming; for which they receive funding. This means that first and foremost they have to fulfill their mandate to offer public service programming (Thomas, 2010).

The funding split of the South African Broadcasting Corporation (SABC) in 2016 was also from advertising revenue, television license fees, sponsorships, government grants and business enterprises and facility revenues (Nyembezi,V. et al 2019).

The Ethiopian Broadcasting Corporation is also a public media which was reestablished with proclamation 858/2014 to serve the public (EBC proclamation, 2014). Its characteristics are also to:

- Collect revenue from license fees
- Give more attention to public issues rather than financial issues

Most public broadcasters are funded by public money that either comes directly from the government, or from TV licenses.

The reason for outsourcing and what to outsource for broadcast media is determined by the type of the broadcast media. Based on their objectives, media companies are formulating the outsourcing practices and guidelines.

In a similar manner, the Ethiopian Broadcasting Corporation has started to implement outsourcing with the formulation of the commissioning guidelines. Different independent producers believe that EBC is the training center because it is the only media having long time history in Ethiopia. It also has rich material and human resources used for producing television programs; even it is a base or a bridge for the expansion of different media in the country. Most of the newly established media organization was took technical and professional support from the corporation. But EBC is not successful in implementing the outsourcing programs according to its objectives.

On the contrary, the corporate objectives of commercial broadcasting satisfy the needs of the stakeholders, especially the shareholders. Commercial broadcasters will achieve their objectives when their income substantially exceeds costs (Thomas, 2006).

The viewers of public broadcasting want their public broadcaster, their friend, to deliver what they need and want. Public service programming talks to and with people, not down to them. The content introduces people to people. It brings communities and views together in such a way that the viewers want to think about issues and decide what action they want to take.

All programs are about delivering content to audiences so that they can act on it. Programs either induce or encourage, or they have failed (Thomas, 2006:29).

Commercial programs want people to:

- Watch again next time.
- Tell their friends to watch.

They focus on the commercial purpose and advertisement to fulfill their commercial interest.

Public service programs want people to:

- Initiate something that improves their live and the lives of others.
- Tell their friends to watch next time.

The viewer is eager, and wants to be surprised with the content. They want their public broadcaster, their friend, to deliver what they need and want. Public service programming talks to and with people, not down to them. The content introduces people to people. It

brings communities and views together in such a way that the viewers want to think about issues and decide what action they want to take (Thomas, 2006).

People learn from other people. They get information from the news, educational programs and documentaries; they learn through discussing about the content with other people and they use in their day to day life. Due to this public broadcasting service programs are focused on the public interest.

To put this into effect, Ethiopian Broadcasting Corporation (EBC) established the outsourcing and commissioning department which the commissioning guideline is formulated with the purpose of:

- Making produced programs, independent from the influence of sponsor organizations.
- Enabling programs produced based on planning with feasible cost and specified time and quality (EBC commissioning guideline, 2014:1).

EBC editorial policy also mentioned how the corporation should produce different programs in collaboration with outsiders so as to develop the quality and output of programs, and to add and improve creativity. It shall also allocate airtime and entertain programs prepared by talented associate bodies (EBC Editorial Policy, 2015:220).

Commissioning and outsourcing guideline also, the corporation works with outsiders (outsourcers) by selling air time, by giving free airtime and sharing the income, and sharing the ownership (Commissioning and Outsourcing guideline, 2014).

In Ethiopia using the opportunity of digitalization and development of media platform, private media organizations are spreading from time to time. Therefore they are implementing different types of outsourcing practices to fulfill their objectives.

For example Ethiopian Broadcasting Service (EBS) has implementing the types of outsourcing practices like:

- Co – producers (partnership)
- Sharing the income, according to the program format
- Especially for drama's it is paying for producers by episode.
- Giving the production materials like studio, camera and produce the content.

There are about ten television programs produced by outsourcing partners and broadcasted on ETV news, ETV entertainment and ETV languages channels. As it mentioned earlier in previous chapter EBC have three television channels – ETV news, ETV entertainment and ETV languages channels.

These ten outsourced television programs can categorize in to two main groups, namely, Entertainment Programs and Educational Programs. The entertainment programs are broadcasted on ETV entertainment channel and the educational programs are broadcasted on ETV news and ETV languages channels.

These are shown in the following table 1.

Table 1: EBC Outsourced Television Programs and Broadcasted Channels

No.	Name of Outsourced programs broadcasted weekly On EBC				
	Name of Programs	Duration in Minute	Time and day of Aired	Channel	Types of outsourcing
1	Kaleb Sow	60	Sunday 1:00PM	Entertainment channel	Revenue sharing
2	Chef zerihun Maed	40	Tuesday 3:00PM		Revenue sharing
3	Ethio tena ena Bikat	30	Monday – Friday 6:00PM		Revenue sharing
4	Nuro ena Business	45	Saterday 4:15PM	News Channel	Revenue sharing
5	Ethio tena ena Bikat	30	Monday – Friday 5:30 PM		Revenue sharing
6	Police Pro.	60	Sunday 12:00PM		Airtime Leasing
7	Mekelakeya pro.	1:30/90	Sunday 10:30AM		Airtime Leasing
8	Ethio tena ena Bikat	30	Tuesday, Thursday and Friday 6:30 AM	ETV languages channel	Afaan Oromoo (Revenue sharing)
9	Benishangul Region pro	30	Mon., Wednesday & Friday		Airtime Leasing
10	Gambella Region pro	30	Tuesday & Thursday		Airtime Leasing

Those outsourced television programs under airtime leasing are produced by government organizations.

These are:

- Police ena Hebreteseb: produced by Federal Police Commission
- Mekelakeya: produced by Ministry of Defense.
- Benishangul Program: produced by Benishangul Gumuz Mass Media Agency and
- Gambella Program: produced by Gambella Mass Media Agency

The other programs are produced by independent producers. This study mainly focused on the programs produced by independent producers, specifically those produced in Amharic on ETV entertainment channel and ETV news channel.

In this context the study analyzed the practice and the effectiveness of the outsourcing television programs of EBC.

1.2. Statement of the Problem

The main role of the media in any society is to inform, educate and entertain the general public in addressing various public issues. This is known to apply in any media institution and journalism practices. These roles are implemented in the capacity of the media institution and with the collaboration of other partners or independent producers. In this regard, the Ethiopian Broadcasting Corporation has been more than a couple of a decade since beginning the practice of outsourcing programs. The first outsourced talk show program was believed to be “The Alebe Show” which was on air since 1999 and was interrupted with the death of the producer. This indicated that there was outsourcing programs in EBC before 1999.

As institutional level, it has been more than a decade since EBC began accepting outsourcing television programs to encourage professionals in the arts industry and to provide alternative sports and entertainment programs to the audience on ETV 3 channel (only was broadcasted on terrestrial) Television and established outsourcing department.

In this process, more than 40 entertainment outsourced programs have been aired on EBC 1 and EBC 3 (outsourced programs evaluation form). But this time, there are only six outsourced television programs on ETV entertainment and ETV news channels. Actually, there are some outsourced programs on ETV languages channel in Afan Oromoo, English and Tigiregna television programs. However, the focus of the study is only on the Amharic television outsourcing programs.

EBC produces different programs in collaboration with outsiders, so as to develop the quality and output of the programs and to add and improve creativity. It shall also allocate airtime and entertain programs prepared by talented partners (EB Editorial policy, 2015).

Although EBC was launching the outsourcing programs to participating partners, which have better content variety and production quality, to reach out the wider community, and expand its engagement. However, the programs are not better than the in-house programs in terms of content variety and production quality. In particular, there are many programs that have a problem of production quality.

Outsourcing programming in the private media, on the other hand, focus on business or commercial services to fulfill the needs of sponsors and advertising companies, particularly the shareholders rather than the wider community. As the result they are

following the variety of outsourcing practices to participate the partners, which have a better capacity in production quality.

The Ethiopian Broadcasting Service (EBS) Television is a private satellite television channel, launched in 2008 in Silver Spring, Maryland, USA to provide a niche transmission programming that target the booming Ethiopian market globally.

The channel is based in Ethiopia with correspondents both in Ethiopia and United States at its headquarters in Silver Springs, Maryland, U.S. http://ebstv.tv/.

In 2018, EBS was able to acquire a local broadcasting license. The company had to split into two separate entities, EBS Television Ethiopia PLC. and EBS Television Global, in order to get the local broadcasting permits http://ebstv.tv/. In this process EBS also started participating different independent producers.

EBC was started the practice of outsourcing television programs in Ethiopia. However it is not developed in terms content variety and production quality. This is motivated the researcher to study about the practice and the effectiveness of the outsourcing television programs.

In the media industry, particularly in television programs various studies have been conducted, but in relation to outsourcing television programs there are limited studies. Yemane, (2014) made a study on the practice of outsourcing television production in EBC. It was focused on the television production quality; since it was 6 years ago when it was conducted; it needs additional research if it has any change or improvement. While, many partners are beginning as partner with the corporation and couldn't go far; they terminate their agreement.

Furthermore the researcher believes that the level of audience satisfaction with EBC outsourced television programs should be measured.

This study examines the practice and effectiveness of the outsourcing television programs in EBC.

1.3. Research Objectives

1.3.1. General Objective

The main objective of the study is to examine the practice and effectiveness of the outsourcing television programs in EBC.

1.3.2. Specific Objectives

- To examine the EBC's outsourced television programs selection criteria.
- To investigate whether the EBC has obtained the required variety of content due to implementing outsourcing.
- To examine how much the EBC outsourced programs are satisfying the audiences.
- To analyze the capacity of outsourcing partners.
- To examine the challenges in implementing the outsourcing.

1.4. Research Questions

- What criteria does EBC use to select the desired outsourcing partners?
- What benefits does EBC obtain due to the implementation of outsourcing?
- Does the outsourced programs satisfying the audiences?
- What is the capacity that outsourcing partners have?

- What challenges does EBC face in the implementation of outsourcing?

1.5. Significance of the Study

Outsourcing practices are these days common in every organization. Every industry needs outsourcing for the improvement of its activities. It is also common to see outsourcing in experienced global media like BBC, SABC and others. EBC has also a long time experience since it started outsourcing.

Even though a little research is done concerning outsourcing television programs, the study will provide an overall implementation of EBC outsourcing television programs.

Therefore, the study will have the following contributions: It help media professionals to evaluate the application of outsourcing. Even though every medium have their own objectives, they are responsible to serve the public interest, the study may help the media organizations following their commercial objectives, and they initiate them to revise their editorial policy towards meeting the public services. It can also be used for journalists and media policy makers.

Moreover it may serve as an input for additional research in the area, and initiate the media organization to revise the outsourcing program selection criteria and guidelines.

The study will help EBC; in particular, follow best outsourcing practice to be successful in content variety and production quality according to its objectives. It also opens the door for further study and adds the input in the media industry.

1.6. Scope of the study

The study is mainly concerned with the outsourcing television programs of EBC. For the purpose of this study, only Amharic television outsourcing programs has been selected from the organization.

1.7. Limitations of the study

The study is going to be conducted using in depth interview, Focus group discussion and surveying audience satisfaction. These data gathering tools are influenced by subjective behavior. The shortage of research works in media outsourcing also its own influence on the study.

In addition to this, the researcher tried to compare private media and public media to compare their practices, however, the private media has not interested to give information about the outsourcing practices guidelines due to their businesses. They took too much time to respond. After much waiting, they finally said that they have no wish to participate in the research. Among those who pulled out was EBS.

1.8. Organization of the study

The research proposal consists of five chapters. The first chapter includes background of the study, objectives of the study, research questions, significance of the study, limitation of the study, scope of the study and organization of the research proposal. Chapter two is a literature review. In this chapter, different issues that have direct and indirect relations with the study are reviewed. Chapter three discusses about the methodology of the study.

And finally chapter four and five are focuses on the discussion and analysis, and the recommendation of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter presents a review of related literature on "Outsourcing Television Programs in EBC". It is organized under the conceptual, empirical and theoretical frame work of the research.

2.2. Conceptual Review

People implement outsourcing in order to perform their daily activities; from simple to complicated industries. When a person doesn't have time to pay for water, electricity meter and so on, he/she is outsourcing part of in-house jobs. It is also common for various agencies to do security, cleaning, and other work for the third party or outsourcing. Scholars believe that the concept of outsourcing came from "outside resourcing," which means to obtain resources from outside (Smadi et.al.2016).

Outsourcing is viewed as a means to provide enhanced productivity. However, many organizations never realize the full benefits of an outsourcing relationship. Outsourcing relationships fail when they are viewed as short-term or tactical solutions, rather than part of long-term strategic plans (Barney, 2001). The process of considering and/or implementing an outsourcing solution must be systematic and fully documented to achieve the desired results.

Bender (2009) asserts that the decision to outsource can lead to increased productivity for businesses. For outsourcing to be successful in enhancing productivity, the decision needs to be an informed one. Good, hard, detailed information in the hands of strong management can help avoid a costly step, one that is not easily reversed. Ultimately, for

outsourcing in any form to be successful in enhancing productivity, quick response times to strategic opportunities and threats are essential.

Effective management of the outsourcing relationships is an organizational imperative. The decision to outsource should address the critical role of information and processes in organizations, including the role that systems play. If an entire function is to be outsourced, sufficient provision should be made in the outsourcing contract to deal with current and future requirements of the organization. Special attention should be given to the potential need for innovative solutions to be provided by the outsourcer, and to the timing of these actions.

In today's world of ever increasing competition, organizations are forced to look for new ways to generate value. The world has embraced the phenomenon of outsourcing and companies have adopted its principles to help them expand into other markets.

Lau & Hurley (2007) find a significant relationship between outsourcing and profitability margin where they found that Chrysler's profit margin is four times high due to effective outsourcing through strategic alliances. Media companies are also outsourcing their programs for different reasons, in the context of their objectives.

2.2.1. Types of EBC Outsourcing Programs

According to Bragg (1998) the most common outsourced services are: Accounting Services, Human Resource Function, Maintenance and Janitorial Function, Outsourcing Materials Management Function Sales and Marketing Function and Administration Function. However, media organizations are outsourcing its content for radio and television programs which couldn't produce for it.

Therefore, EBC has working radio and television programs in collaboration with different partners. According to EBC Commissioning and Outsourcing Guideline (2014), any content broadcast by EBC have to be undertaken without affecting the editorial independence of the corporation.

Following this EBC has practicing the following types of outsourcing.

These are:

1. **Procurement Outsourcing**

This is a system in which the corporation prepares a list of programs and presentations for the programs it intends to undertake and compares the legal tender to independent producers or suppliers.

2. **Cooperation (Revenue Sharing)**

This is a system enables the use of the talents and special skills of the community and provides free airtime to the winning independent producers (organizations) after the corporation sets the messages or content required by the corporation. It is the method by which sharing any revenue from sponsorship and advertising according to the agreement.

3. **Airtime and Property Leasing**

All governmental and non-governmental organizations, institutions and individuals working with the corporation will be able to provide informative, educational and entertaining programs on paid, partial or free media basis (EBC commissioning and Outsourcing Guideline, 2014:164 - 170).

2.2.2. Benefits Gained from Outsourcing

Organizations who have shared part of their work to be done by external bodies are able to focus on their core activities. In order to continue their core activities in a sustainable manner, organizations are required to perform their activities efficiently. And also able to appropriately adjust their infrastructure scale and scope at low cost and a rapid rate Hayek cited in Kakabadse, A. & Kakabadse, N. (2000:109).

Ethiopian Broadcasting Corporation also implements outsourcing practices for accomplishing its needs. It is working in collaboration with external bodies (outsiders), so as to develop the quality and output of programs, and to add and improve creativity. It shall also allocate airtime and entertain programs prepared by talented associate bodies (EBC Editorial Policy 2015, 220).

Therefore the corporation should have established commissioning and outsourcing department to accomplish the core activities like:

- To fully achieve the vision and mission set by the corporation by enhancing its decision-making capabilities.
- To enable the outsourced programs to maintain the competition and creative production quality in accordance with the goals of the corporation.
- To satisfy the needs of the audience by using the talents and abilities in the community.
- To make the relationship between the corporation and the outsourced program producers should be clear and accountable
- To increase (develop) the capacity of the art industry, and

- To increase the revenue of the corporation (EBC Commissioning Guideline, 2014:153).

2.2.3. Factors that Influences Outsourcing Practices

2.2.3.1. Internal Influences

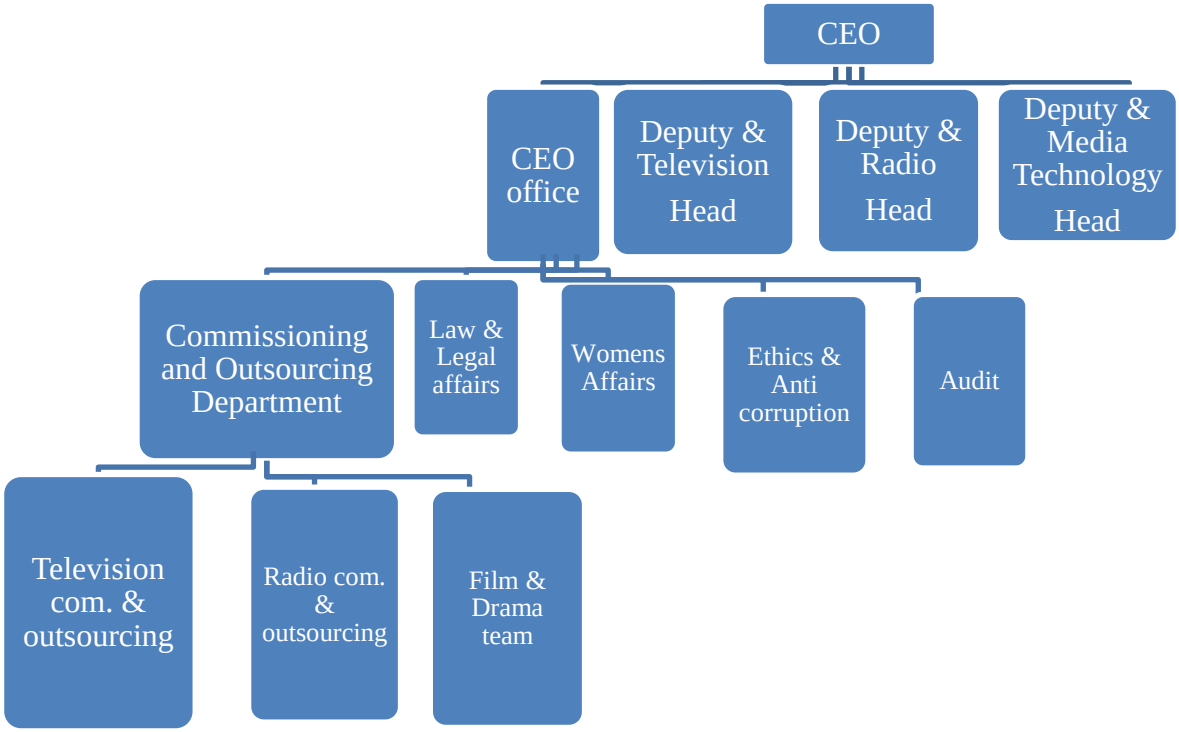
i. Organizational Structure

Organization structure is crucial especially for media. Structure of the organization is focuses on key organizational services.

The key organizational service of EBC is content. Since the Commissioning and Outsourcing Department is doing content work, the structure should be organized with similar departments. However, the department is not organized with parts that have similar working behavior.

The fundamental problem of commissioning and outsourcing department was not organized according to the work behavior of the department, and its structure has lack consistency.

Figure1. The Current Organizational Structure of Commissioning and Outsourcing Department



Source: *EBC Organizational Structure, 2016:24*

ii. Commitment

Commissioning and Outsourcing directive allowed different outsourcing practices but the organization has only implementing revenue sharing practices. While the development of media industry is rapidly increasing, the media organization should be committed to improve and update their working process within this development.

2.2.3.2. External Influences

i. The Capacities of the Producers

The capacity of program producer is a great role in a quality of the program. The capacities of the producers are discussed focused on the professional, technical and financial capacities.

- **Professional and Technical Capacity**

Any media is established for the purpose to inform, educate and entertain. To accomplish this objective it needs the professional capacity. The journalism knowhow should be crucial to accomplish the journalistic profession and to fulfill the needs of their audiences.

- **Financial Capacity**

Even though the role of the media is to inform, educate and entertain the mass audiences, to accomplish these role the financial capacity should be essential. Most of the outsourced programs are terminated their agreement due to lack of sponsors; programs which have no sponsors are couldn't cover their financial problem. Since the television production is involving different crew members from pre-production to post production. Due to this it needs financial capacity for the better quality of program.

2.3. Empirical Review

Research work by many scholars concerning media outsourcing indicate that there is a great opportunity in the industry that most activities can be outsourced. It was also mentioned earlier in the previous chapter that outsourcing practices are nowadays common in many countries and have contributed a lot for the industrial growth of every sector.

The application of outsourcing practices in Ethiopia regarding media outsourcing is very low, but highly dominated by core businesses functions for different objectives.

The implementation of outsourcing in public broadcasting services and Private broadcasting services are different in practices, since their purpose of establishment is different (McQuail 2010). This is similar with the outsourcing practices in Ethiopian Broadcasting Corporation (EBC) and other private media organizations. It will be explained by the public broadcasting theory and use and gratification theory in the theoretical framework.

2.4. Theoretical Framework

It is known that there are many theories of media. But for the purpose of this study, the Public Broadcasting Theory, and Use and Gratification Theory will be used as theoretical frameworks.

2.4.1. Public Broadcasting Theory

Public Service Broadcasting refers to a system that is a set up by law and generally financed by public funds (often a compulsory license paid by households) and given a large degree of editorial and operating independence. One of the main goals of Public Broadcasting Theory is putting public interest before financial objectives (McQuil, 2010). Public Broadcasting Theory also relates to the kind of organization that would be needed in order to achieve the goals indicated. In particular, the theory involves the view that the free market, left to it, would fail to satisfy the criteria indicated because it might not be profitable to do so (McQuail, 2010).

The main goals of public service broadcasting are universality of geographic coverage (reception as well as transmission), diversity in providing for all main tastes, interests and

needs as well as matching the full range of opinions and beliefs in news and programs production; having concern for national culture, language and identity; public interest before financial objectives (MaQuail, 2010).

In this context the characteristics of public broadcasting media listed by McQuail are similar with the characteristics of the Ethiopian Broadcasting Corporation. They are giving more attention for the public interest rather than the financial issues, more concern on the variety of content, and so on.

The Ethiopian situation is no exception. Ethiopian Broadcasting Corporation (EBC) is state media station in the country which is assumed to carryout public service broadcasting. The source of income of the corporation is from government funds, license fee paid by households, sponsors and advertisements.

According to the World Bank document (2008), "Public service broadcasters should be prescribed in law as bodies that are editorially independent of government, serve the public interest, and are protected against political and commercial interference. The duty of a national public service broadcaster should be to serve the public interest in broadcasting throughout the territory and for the whole of the population of the country in which it is established".

In addition, as stated by the document, the public service broadcaster should provide a wide range of innovative and high quality programs designed to educate, inform, and entertain the general public while taking account of ethnic, cultural, religious, and regional diversity.

The main weakness of public broadcasting theory lies in two sources of tension.

1. Between the necessary independence and the necessary accountability for finance received and goals achieved or missed.
2. Between achieving the goals set by 'society' in the public interest and meeting the demands of the audience as a set of consumers in the wide media (and audience) market (McQuail 2010, 154).

2.4.2. Use and Gratification Theory

Use and gratification is first framed by Elihu Katz & Jay Blumer in the 1970s. The theory was significant because it turned attention from media sources and message effects to audience's use of media contents. It focuses on audiences actively seeking out specific media content to generate specific gratifications.

Use and Gratification theory is one of the leading theories that provide information and try to understand audience's media choice. The core question it asks is 'why people use media?" and "what do they use media for?".

As Blumer & Gurevitch (1974) define it, the Use and gratification approach is concerned with societal & psychological origins of needs which generate expectations of the mass media or other sources which lead to differential patterns of media exposure resulting in need gratification and other consequences, perhaps mostly unintended.

McQuail (1997) also, Use and gratification theory attempts to explain the uses and functions of the media for individuals, groups, and society in general. It is a theory that seeks to explain the uses of media and the satisfactions derived from them in terms of the motives and self-perceived needs of audience members (McQuail, 1997).

There are three objectives in developing uses and gratifications theory:

1) To explain how individuals use mass communication to gratify their needs.

2) To discover underlying motives for individuals' media use.

3) To identify the positive and the negative consequences of individual media use. As to Baran and Davis (2006), people put media gratifications from they use.

The assumptions of Use and Gratification theory are based on;

1. The audience is conceived as of active (media use is assumed to be goal directed – means uses are driven by needs and motives).
2. In the mass communication process, much initiative in linking need gratification and media choice lies with the audience member.
3. The media compete with other sources of need satisfaction.
4. Gratifications are assessed based on expectation and evaluation – cumulative violation of expectation negatively affects future attention.

According to Use and Gratification Approach, audience/consumers choose media by considering its potential to fulfill their needs. There are objective relations between content transmitted by mass media and the gratification arising from individual's instinctive interest (Turkoglu, 2007, 118).

Use and Gratification approach revealed that people prefer entertainment shows rather than information TV shows. Entertaining oneself became much easier than acquiring information as a result of the developments in communication technologies, especially beginning with the developments in the 1970.

Media audiences are active and purposive. If the audiences are purposely watching they will have needs to be fulfilled. When they meet the expected needs, they will be happy and satisfied. However, how would it be possible to know whether audiences are satisfied

or not? Knowing television audience's satisfaction is vital but difficult in mass communication as well as in psychological and organizational communication (Assael, 1998).

In broadcasting, however, unlike most other goods and services, there is no hand in hand selling. Besides, since satisfaction is a mental process, it is difficult to predict viewers' satisfaction from the lists of the subscribers. Nevertheless, media messages can hold viewers' viewing if they touch the needs and interests of viewers.

Level of satisfaction with television programs can be explained at least by gratifications gained from media products. Audiences with high level of satisfaction are expected to have their levels of viewing becoming more and more frequent accompanied by less and less complaining behavior.

On the contrary, viewers who do not get TV programs attractive and satisfying are not supposed to watch since weak performance reduces the level of satisfaction (McQuail, 1997). Satisfaction can be achieved if expected and perceived values are matching. That is, audiences need something from media, keeping these expectations in mind they watch television (Abercrombie &Long Hurst, 1998). For example they watch EBC outsourced programs. And when their expectations match with their needs, they will be gratified.

However, different audiences regardless of similar programs cannot achieve satisfaction equally. Even if all audiences show the sign of satisfaction the degree differs from person to person.

What is encouraging nowadays at least in foreign media is that media agents take satisfaction studies as their important management issues (Assael, 1998). That is bringing satisfaction among customers is the core of the matter to the economic sustainability of

media products and services, for satisfied audiences are likely to stay honest while the dissatisfied will divert to other alternatives.

Therefore, attracting audiences is vital; however, making them reliable is dominant importance to certain media. In the context of this research; therefore, satisfaction is a process whereby audiences attain /fulfill desired needs and wants from outsourced television programs viewing.

CHAPTER THREE: REASERCH METHODOLOGY

3.1. Research Design

The main objective of the study is to find out the practice and effectiveness of outsourcing television programs whether the organization is fulfilling its objectives of implementing the outsourcing practices in a situation that fulfilling the public issues.

In order to discuss these problems, the researcher should get opinions, views and suggestions of the outsourcing program producers, outsourced television programs editors, outsourced programs selection committee members, the outsourced programs production quality control team and outsourced television programs viewers.

To address these objectives this study used mixed research methods using both analytic and descriptive research designs. Mixed research refers to the process whereby both qualitative and quantitative elements are interlinked to produce a fuller account of addressing research problem (Zhang and Creswell, 2013).

Qualitative data tends to be open-ended without predetermined responses while quantitative data usually includes closed-ended responses such as found on questionnaires or psychological instruments. Its central premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone. In this study purposive sampling research design was used.

Mixed method research is multi-method research. It has also been called hybrids research. Some scholars consider this type of research with the name methodological triangulation or combined research.

As a method it focuses on collecting, analyzing and mixing both quantitative and qualitative data in a single study or series of studies. Mixed methods research as a third research paradigm can help bridge the differences between quantitative and qualitative.

3.2. Participants /Data sources

Data sources are source of a study that we can categorized them as primary and secondary data. Primary data are those which collected a fresh data include in-depth interview, focus group discussion, and other different firsthand information obtained from the sources (Kothari, 2004). However, secondary data include various documents, publications of governments, books, and others (ibid, 2004).

Therefore, the study was mainly focused on Ethiopian Broadcasting Corporation and Addis Ababa City. This was because, as EBC outsourcing department staff and outsourced program producers were easy to access information on the topic.

For audience survey, the questionnaire is distributed for Addis Ababa city residents who have TV sets and have Television License fee from EBC A.A. license fee branch office. According to the branch office, there are 389,151 residents have television license fee. From these residents 156 of them were selected according to Yamane (1967) formula. The study focused on the residents of A.A. city, because the residents have access to watch different Medias. Furthermore, the outsourced television programs producers are also based in the city to produce their programs; none of them are outside the city.

Due to this the researcher focused on the Addis Ababa residents. The participants were selected using purposive sampling.

3.3. Instruments

3.3.1. Focus Group Discussion

Scholars suggest that focus group discussion is one of the common qualitative instruments and that it has gained widespread popularity as a research method for studying audiences. It is guided by a facilitator which group member talk freely and spontaneously about certain topic. The moderator introduces the topic and controls over speaking, domination and such activities during the discussion.

Additionally, it brings together a group of subjects to discuss an issue in the presence of a moderator (Lunt and Livingstone, 1996).

The focus group is defined as an interview style designed for small groups (Berg 2001:114). "Using this approach, researchers strive to learn through discussion about conscious, semiconscious, and unconscious psychological and socio cultural characteristics and process among various groups" (Bach, 1987 Lengua et al.1992) cited in Berg (2001:11).

While designing focus group interview for this study, the researcher has taken into consideration EBC outsourcing staff professional capacity, personal ability to express about the programs, and outsourcing procedures.

Therefore, the researcher decided to select the group participants based on purposive sampling. As to Miles & Huberman (1984), most focus group research relies on purposive sampling, with researcher selecting participants based on the project and on the potential contributions of participants.

The researcher decides to one group with five participants to have focus group discussion. As to Deacon (1999), the most common number of participants is between five up to ten. The focus group members were conducted EBC Commissioning and Outsourcing Department Head, Two Outsourced Programs Editors, Outsourced Programs Production Quality Control team representative, and outsourced programs selection committee member from EBC staff.

Before conducting the focus group discussions brief explanations on the purpose of the research were made by the researcher to avoid any inconvenience. Then after, the theme of each interview and discussion was summarized and interpreted to analyze and come up with some findings.

Detail of focus group discussion participants is shown in the table below. Their name is coded due to the privacy of the informants.

Table: 2. Profile of FGD participants coded

FGD NO.	Informants	Educational Background	Profession	Work Experience	Position/Responsibility
1	Discussant 1	MA	Theatre and development	20 years	Editor
2	Discussant 2	MA	Journalism & Communication	25 years	Editor
3	Discussant 3	BA	Journalism & Communication	22 years	EBC Commissioning and Outsourcing Department
4	Discussant 4	BA	Computer Science	12 years	Quality Control Team
5	Discussant 5	MA	Journalism and Communication	20 years	Outsourced Program Selection Committee Member

- The name of the FGD participants are coded

3.3.2. In-depth Interview

In – depth interview is a data collection method which helps to get views and opinions of a single person (Gunter, 2002). In-depth interview helps to get an intensive background, specific and elaborated answers about the data (Wimmer, 2011).

Interview can be conducted either through structured, semi structured (in-depth), unstructured and group interview. In qualitative research method in-depth interview is one of the most common elements. In-depth or semi structured interview has involved one tone interactions, may takes place face to face, over the telephone or by other means. As to Kothari (2004), the interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be through personal interviews and, email, through telephone interviews.

Accordingly, on the study in- depth interview conducted face to face with two informants and one on phone call in semi structured by using purposive and convenience techniques. The in-depth interviews were conducted with EBC outsourced television programs producers; Kaleb Show, Chef Zerihun Maed and Nuro ena Business programs producers. The informants' personal profile is indicated in the table below.

Table: 3. Profile of Individual In-depth Interview Informants

No.	Partner's name/ Informant's name	Program name	Profession	Responsibility/ Position
1	Interviewee 1	11	Accountant	Presenter & Company Manager
2	Interviewee 2	12	Chief Chef	Presenter & Company Manager
3	Interviewee 3	13	Business Management	Producer

- The name of the in - depth interviewer participants and their programs are coded

3.3.3. Questionnaire

Scholars believe that survey method would be appropriate to gather information from large number of population quickly. Groves (2004) writes that a survey is a systematic method for gathering information from a sample for the purpose of constructing quantitative descriptors of the attributes of the larger population.

The questionnaire has Likert scale questions that include both open ended and close ended items. Each degree of agreement or disagreement gives a value of a prearranged scale from the EBC outsourced television programs viewer's perspectives. This method helps to request more detail information. The close-ended ones require respondents to specify level of their agreement to a particular statement.

While the open-ended ones uses to gather attitudes, beliefs, favorites, perceptions and wider views of the respondent. Options given for respondents range from strongly agree

to strongly disagree. Each option has got its own numerical representative. In the questionnaire, strongly agree is represented by 1, agree by 2, neutral by 3, disagree by 4, and strongly disagree by 5.

For those respondents couldn't read and write English language, to minimize language constraints, Amharic version of the questionnaire is used for data collection and for those couldn't read and write, the researcher help them to read the questions and fill according to their responses.

The researcher used copies of a questionnaire based on Likert's scale type of measurement, i.e. the most frequently used attitude measure in social sciences. Respondents were requested to state their level of agreement with a series of attitude statements. Each degree of agreement or disagreement was given a value of a determined scale. A set of Likert items would be summed to provide a total score for the attitude.

The questionnaire has two parts. The first part deals with demographic information about the respondents. The second part focuses on questions that deal with levels of satisfaction. This part has items which mainly inquire information about EBC outsourced television programs services, that is, how much the programs transmitted by EBC meet the needs of audiences.

The data analysis, these questions have been collected under similar categories and the scores for each factor added up, and then the sum has been divided by total number of similar questions to obtain the mean or average score for each factor.

3.4. Sample Size and Sampling Techniques

The population for this study comprised the EBC outsourcing Department staffs and some residents of Addis Ababa City.

The focus of the study is the practice and effectiveness of the outsourcing television programs in Ethiopian Broadcasting Corporation. Thus, the sample frame refers to EBC outsourced programs editors, EBC outsourced programs quality control team, EBC outsourced programs selection committee and EBC outsourced programs producers are targeted. Although the audiences of EBC outsourced television programs in Addis Ababa city is also targeted in this study.

The study was adopted a purposively selected from EBC outsourced programs producers, and EBC staffs for focus group discussion (one FGD with five members) and four outsourced television programs producers for in-depth interview. For audience survey 156 Addis Ababa city residents who have TV sets and has a license fee has been selected purposively.

Purposive sampling technique permits the selection of interviewees whose qualities or experiences allow them to understand the question and give accurate responses (Milles & Haberman 1944).

To select the required sample, the researcher used purposive sampling technique. This technique was employed because it was hoped to enable the researcher to select the real television viewing informants, as all the people who have TV will not watch the programs.

3.5. Method of Data Analysis

The researcher will employ narration style to analyze the data obtained from focus group discussion, in-depth interviews, and questionnaire.

To achieve the above objective, the researcher adopted mixed and descriptive research design. Thus, the study is categorized under descriptive data analysis. The quantitative data were properly coded and entered into or present by computer using Statistical package for social science (SPSS version 24).

Finally, the researcher uses descriptive statistics to analyze and describe quantitative data which include frequency, percentage, mean, tables and graphs to present the data. The qualitative data generated from the focus Group discussion and interview were transcribed and translated into English. The qualitative data supplements the findings obtained using the quantitative data. The qualitative data was categorized, summarized and analyzed.

3.6. Sample Size Determination

The population may be known or unknown but the researcher has to draw conclusions on the basis of a sample and, therefore, sample size determination is an important element in any survey research, although it is a difficult one (John Adams et al, 2007).

John Adams et al (2007) added that sample size is associated with time and cost. It is on the basis of these two constraints one has to determine a sample which in turn will be able to produce results that are statistically significant, statistically robust or statistically justified, but, more importantly, representative of the whole population.

According to EBC license fee Addis Ababa city branch office there are 389, 151 residents have paid TV license fee. From these residents 156 respondents were selected by using the following formula and proportional probability to sampling size technique from 389, 151 residents who have TV sets were calculated in a simplified formula suggested by Yamane (1967).

The determinant formula is described as follows $\boldsymbol{n} = \frac{\mathbf{N}}{\mathbf{1+N(e)^2}}$

Where n = is the sample size

N = designates total number of population who have TV sets

e = designates maximum variability or margin of error

1 = designates the probability of the event occurring.

$$Therefore, \qquad \mathbf{n} = \frac{\mathbf{389,151}}{\mathbf{1 + 389,151(.08)^2}} \cong \mathbf{156}$$

Sample sizes were calculated as above showed and structured questionnaire for the study.

Therefore, the data was collected from 156 Addis Ababa city residents who were watching the programs.

3.7. Ethics and Limitation

The researcher gives great concern for ethical issues in revealing the findings of the research. The researcher respected the dignity of the targeted informants and participants who were involved focus group discussion and in-depth interviews. The study was done on the bases of informed permission and confidentiality of the information that was

assured by excluding names of the respondent from identification. Confidentiality matters of all participated on the study was saved in a very careful way. No one participated in the study was exposed to danger due to what he/she expresses for the sack of study input. The researcher clearly explained the research aim and what is their role in it. In different parts of this research literature works were properly cited and any forms of plagiarism were avoided from the research.

CHAPTER FOUR: RESULT AND DISCUSSION

4.1. Introduction

This chapter deals with the presentation, analysis and discussion of results. As it has been indicated earlier, the study focused on the practice and effectiveness of EBC outsourced television programs. In the previous chapter, it was discussed in detail that the data gathering tools applied was focus group discussion, individual in-depth interview, and questionnaire. Based on these data gathering tools, the research finding concerning the practice and effectiveness of outsourcing television programs in Ethiopian Broadcasting Corporation was discussed and analyzed in this chapter.

4.2.EBC's Outsourced Television Programs and Research Findings

Based on the previous theories – public broadcasting theory and use and gratification theory, data were collected and analyzed. Therefore, the research findings of the study are categorized in to four main groups. These are:

- EBC obtained the required variety of content from outsourced programs
- Professional, technical and financial capacities of the partners
- Outsourced programs to satisfy the needs of the audience
- Challenges faced during the practice of the outsourcing television programs

4.3. Research Findings from the FGD and in – depth Interview

4.3.1. EBC Obtained the Variety of Programs from Outsourced Television Programs

The researcher tried to search whether the outsourced television programs have obtained additional variety for in house programs. Ethiopian Broadcasting Corporation has different television program genres (formats) in house and outsourcing. These are magazine format, talent show, idle show, reality show, talk show, game show, and others. Following this most of the outsourced programs are similar with in - house programs one or in another way, content or format (genre).

During the focus group discussion, the participants have responded to the question whether the outsourced television programs have additional variety for EBC. Here are the responses.

> **Discussant 1:** (Outsourced programs editor and former entertainment outsourced programs department head)
>
> The main focus of outsourcing program is fulfilling the in-house content need. But when we see the outsourced programs most of them are one and in other way covered by in –house programs. The format (genre) or content are similar with in-house programs. This time the outsourced television programs are few in numbers. The only program which different from in-house program are Chef Zerihun maed which focused on food cooking program and Ethio tena ena Bikat program focused on the fitness. Most of the programs that have additional inputs for EBC are terminated for different reasons. Due to this the outsourced programs are not additional variety for EBC.

Discussant 2: (Outsourced programs editor)

> One of the objectives of the EBC outsourced television programs is to maintain competition in terms content variety and production quality. However, most of the outsourced television programs are couldn't meet the goal when compare with other media organization in the country. Those programs create additional variety for the organization was terminated due to different reasons.

EBC's commissioning guideline explains how the outsourcing programs content should be selected as follows. "All governmental and non-governmental development organizations, institutions and individuals working with the corporation will be able to provide informative, educational and entertainment events on a paid, partial or free media basis. Based on this the channels manager required their needs, contents and formats should be outsourced to Commissioning and Outsourcing Department. The department also announces for the partners and collected proposals depend on the required needs. Following this, EBC outsources its works to independent producers.

During the focus group discussion the EBC Commissioning and Outsourcing Department Head explained concerning outsourced programs. He commented as follows.

> **Discussant 3:** (Commissioning and Outsourced Department Head)
>
> According to the commissioning guideline to obtained variety of programs, the organization invites independent producers those are talented and additional input for the organization. However the creativity and variety of the programs have no

inconsistency. They are decreasing from time to time due to different reasons.

The researcher had observed from the group discussion that about five different programs were terminated recently. They were obtained additional variety for the in-house programs. These are:

1. Ethio Kuas Meda
2. Sile Dance
3. Yene Beteseb
4. Archtainment, and
5. Ethiopian Idol Show program.

The research findings obtained from the group discussion indicate that these programs were terminated due to financial problem and COVID – 19 pandemic. During the pandemic the partners were couldn't produce the programs.

Therefore more than 50% of the outsourced television programs which create additional variety for the organization were terminated. They were broadcasted on ETV entertainment channel.

Media industry is growing fast rapidly. In this context to be competent and to survive the media organizations are revising their practices and directives. In this process the capacity of the organizations should be vital.

4.3.2. Capacities of Outsourced Programs Producers

4.3.2.1.Professional Capacity

One of the selection criteria of outsourced programs are professional capacity. According to EBC Commissioning Guideline (2014), the capacity of the profession (manpower) is 30%. This means that the producers should have work or academic background related to the media. Based on this the findings during the individual in - depth interview indicates that, most of the outsourced program producers have no professional workers.

One of the respondents has explained about the professional capacity of its employees as follows.

> **Interviewee 2: (Chef Zerihun Maed** program producer and owner)
>
> Our program is serving as in put for the organization. It broadcasts content about different traditional and modern food cooking. It is an edutainment program that is broadcast for 40 minutes every Tuesday night starting from 8:30PM. We started our program production with a little know – how about the journalistic profession. We are with the professional support that the EBC's outsource editors are providing us. We are working as outsourced partner for three years. The professional support providing for us has not less than a training school. Step by step we are trying to make ourselves self-sufficient concerning the professional capacity.

The main problem of the professional capacity is not only the outsource television programs producers; the outsourced programs editors also have lack of professional capacity. From entertainment channel out of three outsourced television programs, none of them have journalistic know –how.

The findings in the focus group discussion support this idea.

> **Discussant 2:** (Outsourced program editor)
>
> Most of the outsourced television program producers are from advertisement, business administration, accounting, film and others. Due to this they need updated and flexible entertainment skilled and talented professional support. However the capacity of editors are different from each other and also they have lack of skills that entertainment industry need.

4.3.2.2.Technical Capacity

The world is in the development of digital technology. Using this opportunity EBC has changed its production materials in to digital technology. According to EBC's Video and Audio Quality Control Guideline (2014) this technological transition helps the corporation to meet the standards of production quality.

The Quality Control Team 2013E.C. fiscal year, first six months report shows that from number of programs evaluated by the team 70% of the programs were broadcasted without any production quality, 30% of them have different kinds of production quality problems and they are get back to correct the production problems.

In television production the audio and video is essential. The technical capacities of the producers have its own impact on the output of the whole programs transmitted. Whatever interesting and entertain the content, without production quality the program couldn't meet the goal. The EBC's Commissioning Guideline (2014) indicates 20% from the selection criteria for technical capacity.

The EBC Video and Audio Quality Control Team Leader Ato Dereje Sisay who participated during the focus group discussion emphasized this as follows.

> **Discussant 4:** (Video and Audio Quality Control Team)
>
> Most of the partners who are working with EBC have not given attention for the production quality. Their main focus is the content. However the quality of content not supported by the quality of production couldn't meet the standards set by the corporation. Moreover in our country, different media organization, especially the private media organizations are improving the production quality using the development of digital technology. This helps the media makes them competent nationally and globally.

During the individual in-depth interview, the outsourced program producers also mention that they have shortage of technical equipment. This may include the equipment used for television program production.

> **Interviewee 2: (Chef Zerihun Maed** Program producer)
>
> Yes, we don't have the technical equipment, I used camera, editing machine and other equipment used for the production by rent. It is difficult producing weekly program by renting the equipment. Due to this reason, they fail to deliver quality of produced program. If EBC give us technical support we only focuses on the content and possible to deliver entertaining program.

4.3.2.3. Financial Capacity

Television program production is highly expensive. The findings from the individual in-depth interview is indicates a production companies pays for employees, pay rent for office, for production equipment and for other similar services.

As it is mentioned earlier those entertainment programs terminated were due to financial problems in addition to COVID-19 pandemic. Following this most of the outsourced television programs have no sponsors.

According to the EBC's Commissioning Guideline (2014), one of the objectives of the outsourcing practice in EBC is to increase the revenue of the corporation. One of the respondents participated on individual in-depth interview is emphasized this idea as follows.

> **Interviewee 1:** (Kaleb Show program producer)
>
> The entertainment television shows have need investment. Every movement in terms of producing the program is needs money. When we are going to find sponsors and advertisement, different companies rise about the quality of the ETV entertainment channel. Different media organizations are improving their television to HD quality. However ETV entertainment channel has still transmitted in SD quality. The improvements of the quality of the channel have its own impact to attract the advertisement and sponsors. This is its own impact to attract the revenue. If we are supported by sponsors or advertisement, our financial capacity would be increased and the quality of the program is also increased.

Interviewee 3: (Nuro ena Business program producer)

> Actually we do have production equipment; our company has good experience in television and radio production. As much as possible we are tried to update ourselves in production equipment and manpower. Due to this we have produced programs which have production quality. However those who didn't have production material are difficult to produce weekly television program. EBC should also revise its guidelines according to current media needs and development. It is long time experience.

In Ethiopia for many years, the media was rarely used for the benefit of the people and the country except for the use of propaganda. In the last three to 10 years, the new media freedom has become more and more diverse.

Today, the media industry has shifted from one-sided ideology to one of mass media. There are more than 25 Television stations are licensed by Ethiopian Broadcasting Authority (Ethiopian Mass Media Authority) and broadcasted based their content in Ethiopia.

The information below shows the type and number of broadcast media licensed by the Ethiopian Broadcasting Authority (EBA) recent changed its name to Ethiopian Mass Media Authority since its inception www.eba.gov.et.

Table: 4. List of broadcast media development in Ethiopia, in terms of ownership

No.	Types of Owner	Before 1990		After 1990			
		Radio	Television	Radio	Television		
					Teristerial	Satelite	Teristerial & satelite
1	Public	1	1	10	5	8	3
2	Trade	-	-	12 (23 branch stations)	-	18	
3	Community	-	-	49	-	-	-
Sum		1	1	71	5	26	3

Last Updated: Thursday, 18 June 2020 18:37/ source www.eba.gov.et

In the development of the mass media, the media organizations are using different practices to cover their airtime and to fulfill their financial needs. As it is mentioned above they are implementing different outsourcing practices. Following this the researcher tried to assess what private media have implementing the outsourcing practices. To involve the private media in the study, the researcher interviewed the EBS representative on phone. The interviewee explained their idea as follows.

EBS Representative

EBS is a family oriented TV station focused on the age group between 21 – 45 years, and its target audience is women. The programs produced in-house and with partners are infotainment (information and entertainment). EBS has a platform that working to fulfill the audiences needs collaboration with different partners. The outsourced

program producers are producing the programs in the guideline of the station. If the producers have the problems of technical, professional and financial capacities we support different things to keep our audiences need. Therefore according to our survey we are successful in terms of outsourcing practices. Our partners and audiences have satisfied with our practices.

4.4. Research Findings from Questionnaire

4.4.1. Outsourced Programs as Need of Audiences

According to EBC's Editorial Policy (2015), EBC shall conduct continuous listener-viewer research to measure the compatibility of quality and effectiveness of its contents with the need of the audience. A body which is accountable to the Chief Executive Officer and that organizes this very useful process with full responsibility will be formed. Based on the evaluation of its editorial performance and internal studies conducted by its education and training department and in each of the processes, EBC shall launch new programs, cancel existing ones, and introduce changes in contents and forms of programs as found necessary.

Furthermore, EBC shall hire neutral and competent external bodies as per the law to carry out audience survey at least once in two years (EBC Editorial Policy 2015, 219).

However, practically the audience survey is no consistency. Most of the time the audience survey is didn't include the outsourced programs. The organization also launched 982 free telephone number that the audiences would give feedback on the broadcasted programs, and also there is a team which organizes the feedback of the audiences. However the research finding obtained from document analysis of feedback

team indicate no one give any feedback on the outsourced programs on the free telephone line.

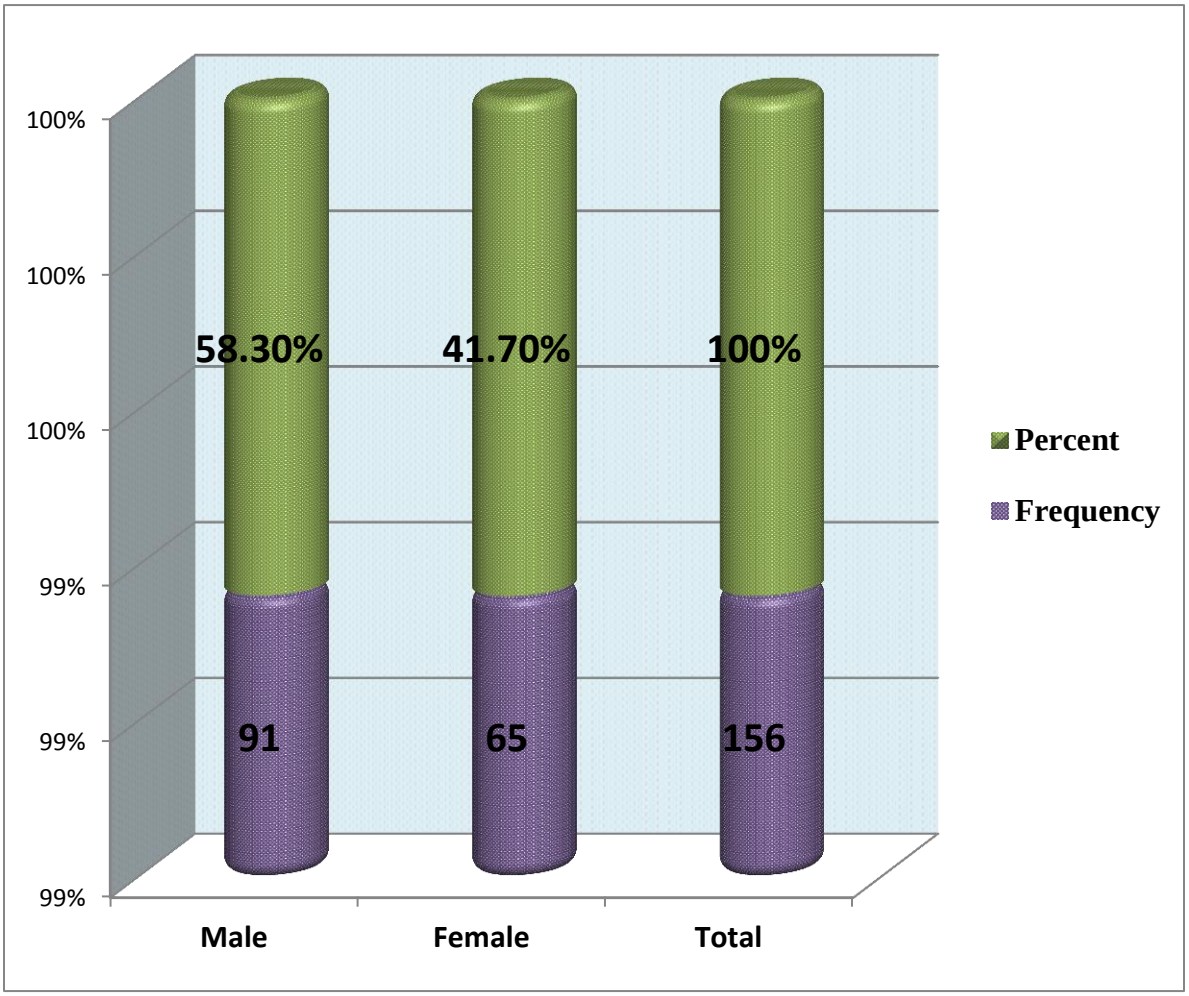
As it has been indicated earlier the main purpose of the study is to assess the practice and the effectiveness of the EBC outsourced television programs. For the part of the effectiveness of the programs the study assesses the satisfaction power from the audience point of view. To gather the required data for the study, a questionnaire was employed as a major tool. The questionnaire has two parts. The first aimed at finding out demographic information of respondents; while the second part is designed to get information to help to know the degree of satisfaction the audiences gain from the programs, and know whether programs satisfy the needs of the audiences. The questions were distributed at Addis Ababa city.

4.4.2. Demographic Distribution of Respondents

Knowing the background information of the respondents in audience research has a considerable importance. It helps to know what demographic combination the programs audiences have. In this context, gender, age occupation, education, and marital status of the respondents of the audiences is discussed below.

4.4.2.1.Gender

Figure 2: Gender of the respondents

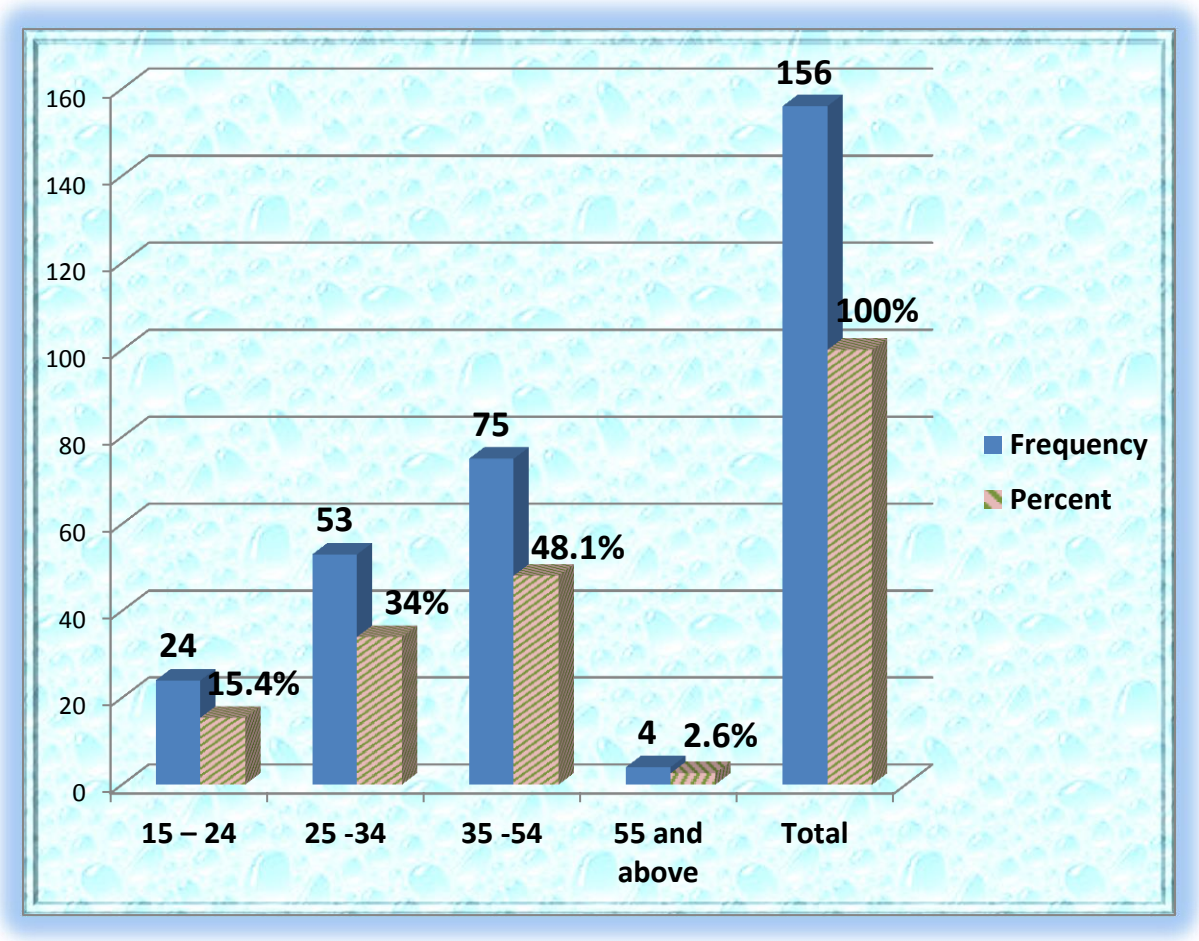


As shown in the above figure, most of the respondents appeared to be males that account for about 58.3% of the total population, while the remaining 41.7% of the respondents are females.

This might be due to cultural influence; in Ethiopian there is cultural influence which pushes female not to convey their ideas.

4.4.2.2. Age

Figure 3: Age of the respondents



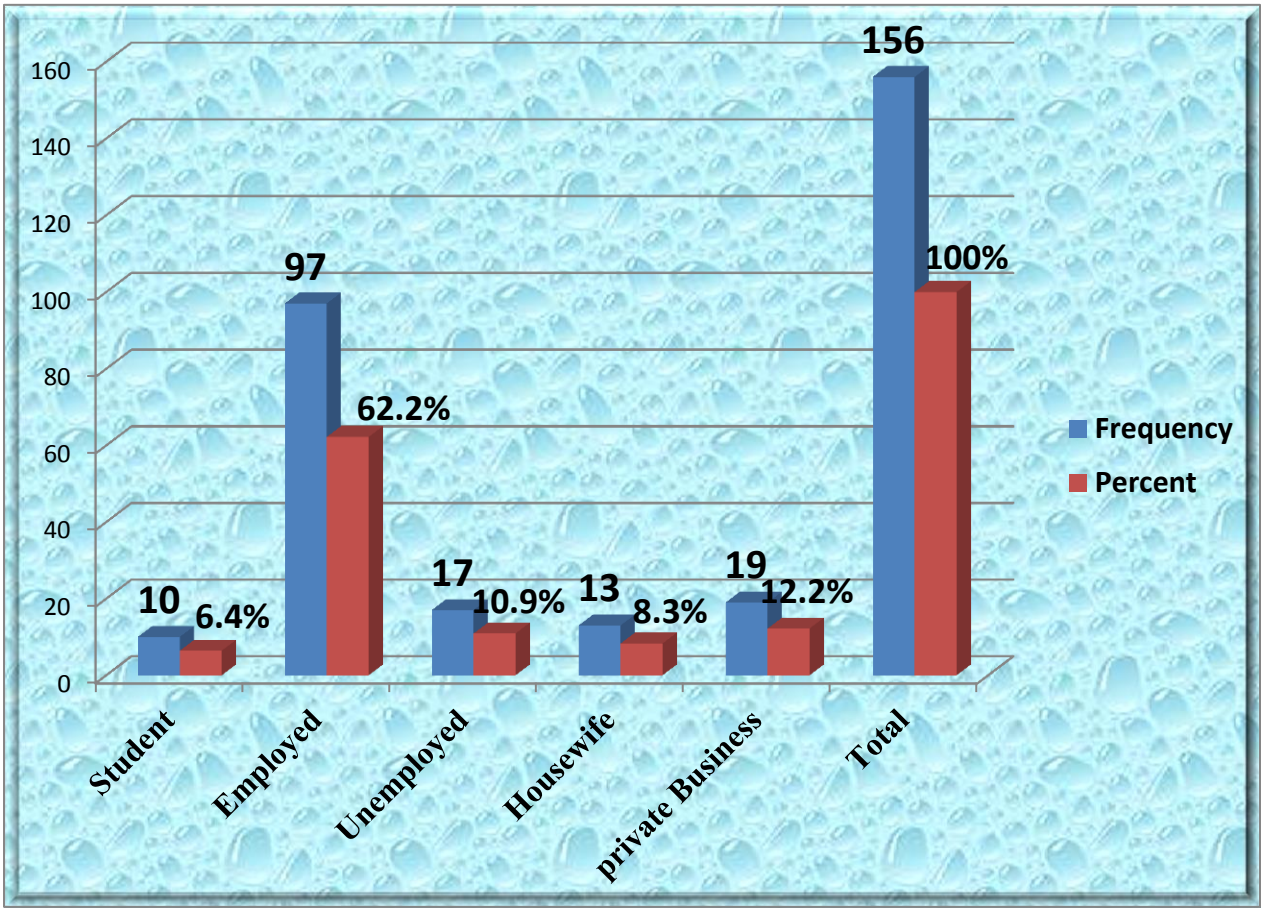
The above figure indicates that, in relation to age of the respondents, 48.1% of the respondents were between 35 – 54 years of age while 34.0% were among 25 – 34 years. There were also audiences who cover 15.4% of the respondents aged between 15 – 24 years. However, only 2.6% were aged 55 and above years.

Here the results indicates that the majority of the respondents were adults and between 35 – 54 years of age. This shows that adult people watch more than young and old audiences.

This might be due to vulnerability towards the technology. Each audience has its own characteristics. In reality, people in different age groups do things differently (Thomas, 2013).

4.4.2.3. Occupation

Figure 4: Occupation of the respondents



Besides the occupational distribution of the audiences, 62.2% of the respondents were employed, while 10.9% of the respondents were unemployed. Moreover students, housewives and private workers accounted for about 6.4%, 8.3% and 12.2% respectively.

4.4.2.4. Level of Education

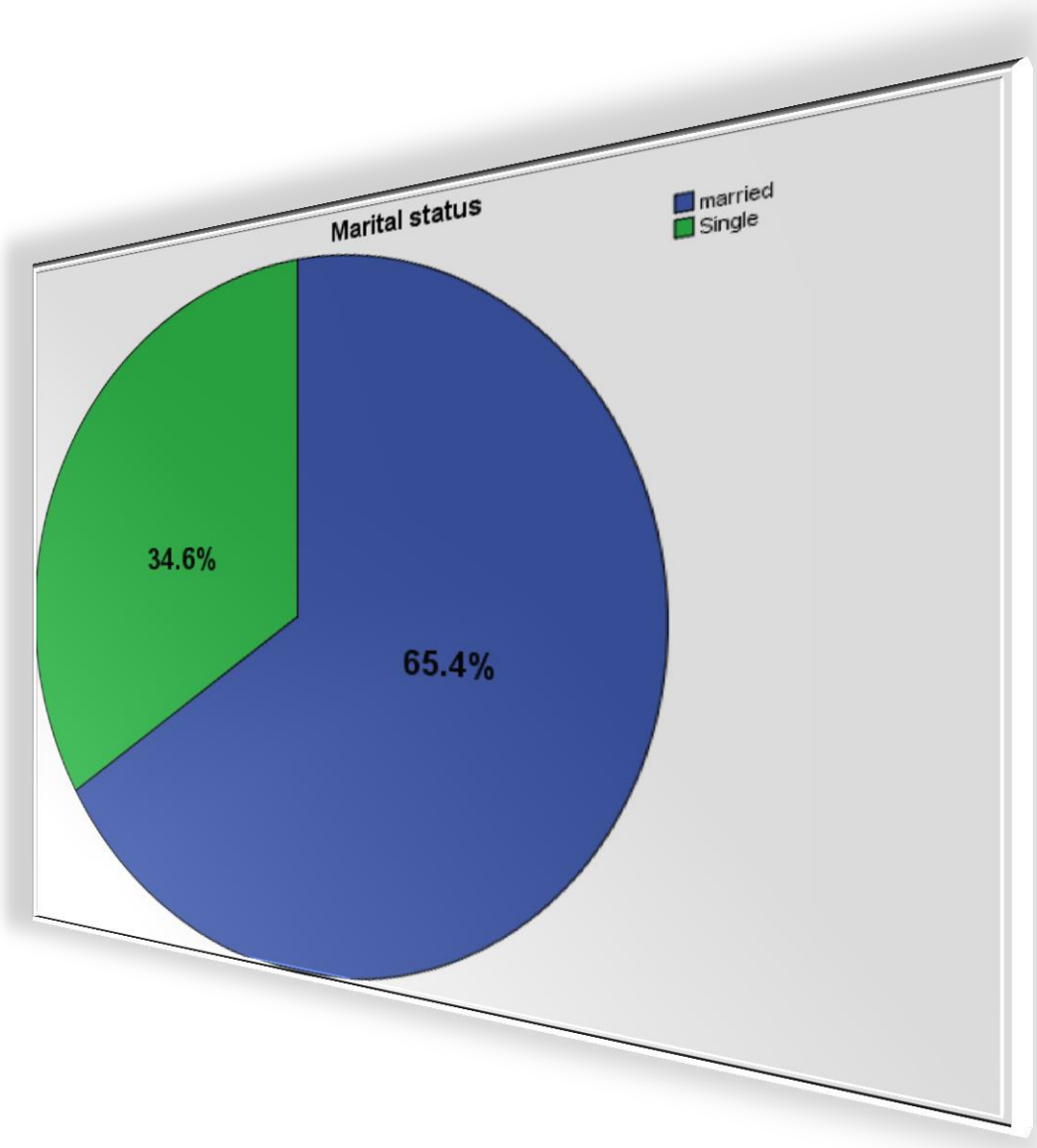
Table 5: Educational background of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Read and write	13	8.3	8.3	8.3
	High school completed	17	10.9	10.9	19.2
	Diploma	39	25.0	25.0	44.2
	BA Degree	66	42.3	42.3	86.5
	MA and above	21	13.5	13.5	100.0
	Total	156	100.0	100.0	

As regards educational background of the respondents, majority of the respondents 42.3% have BA degree, quarter (25%) of the respondents are Diploma holder. Yet again 13.5% of them are MA and above. While 10.9% of the respondents are high school completed and 8.3%of them are read and write. No one responded as an illiterate viewer.

4.4.2.5. Marital Status

Figure 5: The marital status of the respondents



The above graphs illustrate the marital status of the respondents. The finding from the chart indicates that the majority of respondents 65.4% of them are married, whereas 34.6% of the respondents were not married. According to the results none of the respondents are divorced.

4.5. Ranking of EBC Outsourced Programs According to Satisfaction/Dissatisfaction Level by Audiences

According to EBC's Editorial Policy (2015), EBC shall conduct continuous listener viewer research to measure the compatibility of quality and effectiveness of its contents with the need of the audience. Based on the evaluation of its editorial performance and internal studies, it shall launch new programs, cancel existing ones, and introduce changes in contents and forms of programs as found necessary.

In this section, the purpose of the questions is to know the level of satisfaction audiences have on selected EBC Outsourced Television Programs that are aired on ETV entertainment channel and ETV news channel. The questions are tried to categorized whether the programs are entertain, educate, or inform the audiences; moreover its credibility and the whole satisfaction level.

4.5.1. Entertaining

Questions no. 1, 17 and 20 (relaxation, pleasant rest and entertain) are designed to know if the audiences were entertained by the outsourced programs.

Table 6: The Entertaining level of the audiences with EBC OTP

Items	Strongly Agree		Agree		STA & Agree		Undecided		Disagree		Strongly Disagree		SDA and Disagree	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Because it relaxes me	10	6.4	45	28.8	55	35.2	28	17.9	68	43.6	5	3.2	73	46.8
Because it gives me pleasant rest	4	2.6	49	31.4	53	34	35	22.4	47	30.1	21	13.5	68	43.6
Because it entertaining me	4	2.6	54	34.6	58	37.2	29	18.6	57	36.5	12	7.7	69	44.2

***Note**: STA = Strongly Agree, SDA = Strongly Disagree*

The findings from the above table shows that EBC outsourced television programs couldn't entertain the audiences. Because the majority of the viewers are dissatisfied with the programs aired for entertaining purpose.

4.5.2. Educational Value of the Program

As it is mentioned in the above chapter under the public broadcasting theory, public broadcaster should provide a wide range of innovative and high quality programs designed to educate, inform, and entertain the general public while taking account of ethnic, cultural, religious, and regional diversity.

In this context, in the questionnaire question no. 5, 6, 11 and 12 (to learn things happening in the world, to learn things myself, and it teaches things didn't learn in school and to get lesson) are the major questions.

Table 7: Educational value of EBC OTP with the audiences

Items	Strongly Agree		Agree		STA & Agree		Undecided		Disagree		Strongly Disagree		SDA and Disagree	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Because it helps me to learn things happening in the world	14	9.0	48	30.8	62	39.8	40	25.6	51	32.7	3	1.9	54	34.6
Because it helps me learn things myself	11	7.1	72	46.2	83	53.3	14	9.0	54	34.6	3	1.9	57	36.5
Because it teaches me things I don't learn in school	2	1.3	80	51.3	82	52.6	25	16.0	39	25.0	10	6.4	49	31.4
I get a lesson from the experience	11	7.1	76	48.7	87	55.8	32	20.5	37	23.7	-	-	37	23.7

Table 7 shows that audiences have learn new things from EBC outsourced television programs rather than entertaining. The majority of the respondents are watching the programs for their educational value. People learn from other people.

They get information from the news, educational programs and documentaries; they learn through discussing about the content with other people and they use in their day to day life (Thomas, 2006).

4.5.3. Credibility

Following the digital technology the flourishing of the media give a chance for audiences watching and listening different media depending on their interests. There are known expression that consumer is king in our country, today's audience is watching programs with remote control can pass judgment and verdict on a substandard program. Audiences always expect truth from media. If audiences develop confidence in the media they watch, they will stay more watching and develop satisfaction in the programs that are broadcasted on any channel.

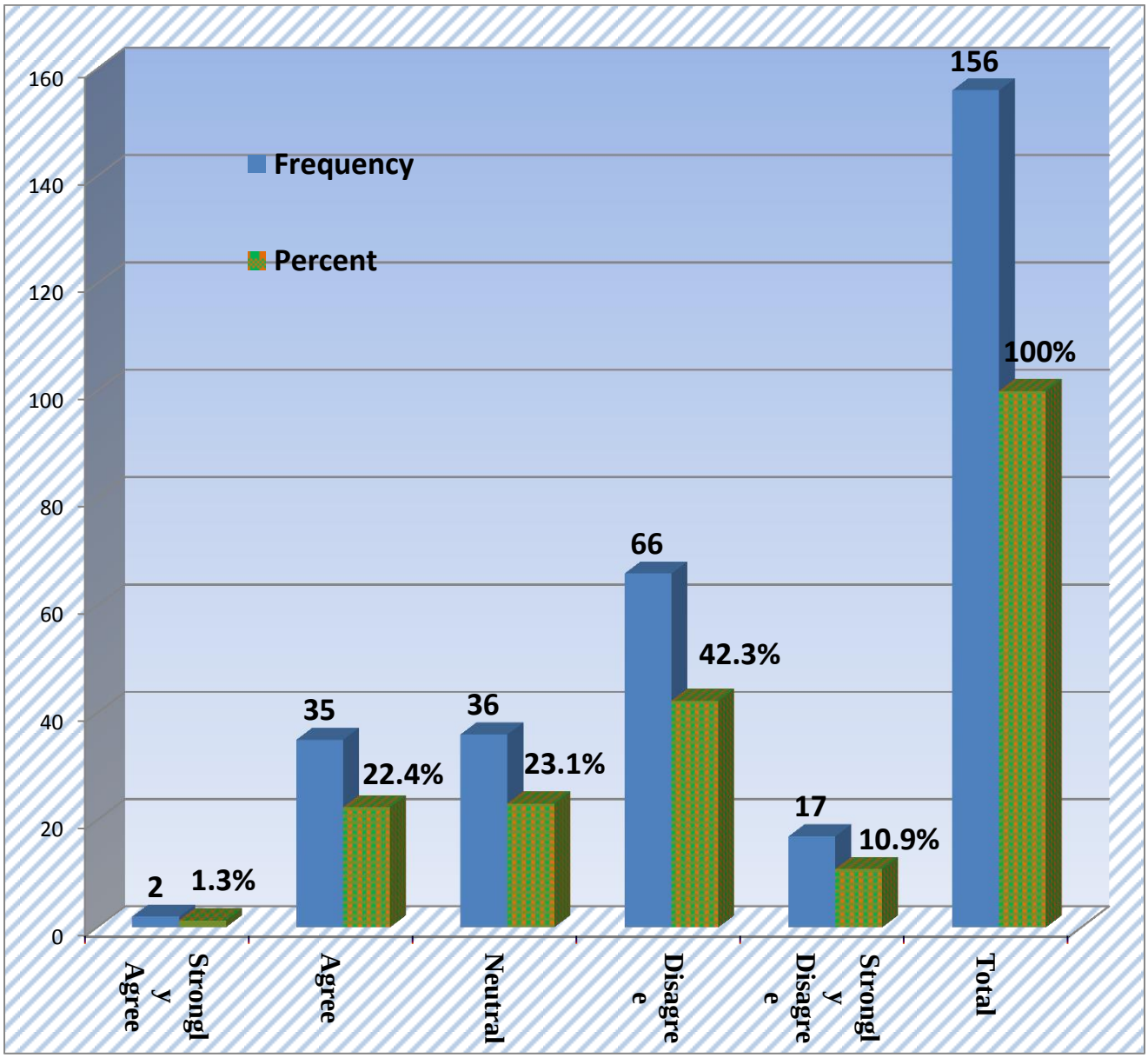
Table 8: EBC OTP with audiences' credibility

Items	Strongly Agree		Agree		STA & Agree		Undecided		Disagree		Strongly Disagree		SDA and Disagree	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Because source of information are credible	8	5.1	24	15.4	32	20.5	54	34.6	60	38.5	10	6.4	70	44.9
Because I get original information	7	4.5	37	23.7	44	28.2	33	21.2	59	37.8	20	12.8	79	50.6
To get balanced information	2	1.3	45	28.8	47	30.1	44	28.2	42	26.9	23	14.7	65	41.6

The above table shows that three questions like item no. 8, 16, and 24 indicates to measure the credibility. The findings from the respondents are shows only about quarter of the viewers are agreed or strongly agreed with the credibility of information broadcasted by EBC outsourced television programs. The majorities of the respondents strongly disagree or agree with the programs.

4.6. Overall Satisfaction of EBC OTP Audiences

Figure 6: Audiences' satisfaction level with EBC OTP



According to McQuail (1997), audience satisfaction is the satisfaction an audience gains from television programs. Audiences with high level of satisfaction are expected to have their levels of viewing becoming more and more frequent accompanied by less and less complaining behavior. On the contrary, viewers who do not get TV programs attractive and satisfying are not supposed to watch since weak performance reduces the level of satisfaction.

The results from the respondents summarized in figure 6 shows that, viewers are dissatisfied with EBC outsourced television programs. Therefore, the majority of the respondents 42.2% are disagree with overall EBC outsourced television programs, 23.1% of them were didn't clearly put their level of satisfaction, either of satisfaction or dissatisfaction.

While, 22.4% of the respondents are agreed with the overall satisfaction of the EBC outsourced television programs. 17% of them are strongly disagreeing and only 1.3% of the respondents are strongly agreed.

Based on EBC outsourced television programs are not satisfied the audiences. The respondents were also asked to state their ideas for the questions overall satisfaction why they were satisfied/dissatisfied.

The responses are summarized as follows. For the questions why the programs are satisfied, they respondents were responded, because;

- It helps to learn things from the program
- It introduces people couldn't get physically
- The programs are entertaining

The majority of the respondents are not satisfied with the programs. Their ideas are also summarized as follow.

- The programs are not entertaining, it is boring, lack of variety, and ways of presentations are unattractive.
- They are poor in production quality and its content.
- The contents are not as good as the other programs aired by other television channels in Ethiopia.
- They are lack of new ideas; most of the time aired the contents that we have already known.
- Full of redundancy with other programs in the channel, as well as those already aired by other television.
- They are lack of participation; audiences are not participated on the programs.
- They are lack of diversity in terms of languages, invited guests, issues covered, culture, social, political and others.
- Presenters have lack of professional skills.

As we have seen earlier following the flourishing of new media, audiences have different choices to watch television programs. They aren't must sit with TV sets to watch television. They could have different options like their desktop, laptop computers, and their mobile phone and other technology on social media platforms.

Therefore, EBC outsourced television programs are using this platform like Facebook, Telegram, You Tube and others to reach their audiences. One of the respondents participated on an individual in-depth interview is emphasized this idea as follows.

Interviewee 2 (**Chef Zerihun Maed** program producer)

We use different ways to reach audiences in addition to mainstream media, social media like face book, YouTube, telegram and others are essential during this digital technology. Furthermore, the platform is used to survey the feedback that the viewers have with the program. However the feedback from the new media is not enough to judge about the program, different ways of audiences' survey should be necessary.

According to the audience survey, and views registered on you tube channel, from the outsourced programs YouTube users, Kaleb Show program have more views than other programs. Up to this data was compiled more than 13.6mil. viewers were watch Kaleb Show programs on its You Tube channel. The programs are listed in the following table from their You Tube channels.

Table 9: The EBC Outsourced Programs Viewers on You Tube. Compiled on May, 2021 from YouTube

No.	Nome of the program	Year of joined the channel	No. of subscribes	No. of views	Genre	Broadcasted channel	
1	Kaleb show	Feb. 24, 2017	115k	13,691, 676	Talk show	Entertainment	
2	Chef Zerihun Maed	May 10, 2017	896k	33,111	Reality	Entertainment	
3	Ethio Kuas Meda	Jan.3, 2018	225k	8,027	Talk show	Entertainment	Terminated recently
4	Nuro ena Business	Nov. 26, 2015	1.14k	63, 076	Talk show	News	

4.7.Challenges of Practicing Outsourcing Television Programs in EBC

The rapidly development of digital media in the world are challenged many public service broadcasters. Yet, many public service broadcasters are challenged by increasing competition from commercial media and broadcasting over the Internet (Burnley, 2014, 11).

Advertising is seen as a financial base for commercial broadcasters (Rutherford, 2005, 28). Broadcasting over the Internet also has its own negative impact on the viability of traditional broadcasting services, such as radio and television, as there is no license requirement for Internet streaming.

This competition affects revenue, which leads to strained and insufficient resources for public broadcasters to fulfill their public service responsibilities (Burnley, 2014, 11). In this context, EBC, specifically its outsourced programs producers have also face this challenge.

Furthermore, EBC has unable to identifying the audience needs and implementing the outsourcing practices in full capacity according to the EBC commissioning guideline.

EBC outsourcing practices are tightening in guidelines and directives; due to this the practices are lack of flexibility. As we have seen in the focus group discussion most of the discussants agree that EBC couldn't attract the talented and creative program producers.

> **Discussant 1** (Outsourced program Editor)
>
> The main challenge of outsourcing practice in EBC is lack of identifying and clarity of the objective of the organization. Anyone who has able to pay money and produce whatever the content, its program is transmitted. Recently the corporation is looks like the

public relations of different government and non-government organization. Due to this the attractiveness of the channels are decreasing from time to time.

Another challenge of outsourcing practice in EBC is the structure of the department. Organizational structure is crucial especially for media. Conner (2001) suggested that an organization sets the foundation for high performance work system as it creates a purpose and focus for the organization and its members by translating a mission, vision, a set of core values, and operating strategies.

Structure of the organization is focuses on key organizational services. The key organizational service of EBC is content. Since the Commissioning and Outsourcing Department is doing content work, the structure should be organized with similar departments. However, the department is not organized with parts that have similar working behavior (see Graph 1 in the chapter two). Therefore, one of the fundamental problems of commissioning and outsourcing department is lack of organizational structure consistency.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMENDATIONS

5.1.Introduction

The first part of this chapter is about summary and conclusions of the research; whereas the second part is focused on some recommendations that the researcher believes may minimize some of the problems regarding outsourcing practices in EBC and help to maintain audience satisfaction.

5.2. Summary

Based on the organization's editorial policy, the Ethiopian Broadcasting Corporation is a government media cluster with the objective of informing, educating and entertaining the public. It has also the mission of informing the public about the laws, regulations and proclamations of the country. Furthermore, it broadcasts messages about the social, cultural and political activities of the society. Its source of income is the revenue collected from the citizens and government subsidies since, it is not a commercial media.

On the other hand, the organization implements outsourcing practices with independent producers. These outsourcing partners produce programs depending on sponsorship and advertisement revenues. In order to attract sponsors, they should produce attractive programs with variety.

The main aim of the study was to assess the practice and effectiveness of the outsourced television programs in EBC. An attempt was made to find out how these outsourced program producers are doing their program production adhering to this tight editorial

policy and to assess the level of satisfaction of audiences in relation to EBC outsourced television programs.

The researcher also explored the relevant literature on the issues and discussed the ideas therein. Public service broadcasting theory and uses and gratification theory were applied in the research.

Three methods to study the practice and effectiveness of EBC outsourced television programs were pointed out. These methods are individual in-depth interview, focus group discussion and survey questionnaire. The individual in-depth interview is for outsourced television program producers and focus group discussion for EBC staff - outsourced program editors, quality control team, selection committee, and Commissioning and Outsourcing Department Head.

The survey questionnaires were distributed to Addis Ababa city residents who have television sets and paid license fees.

Both quantitative and qualitative methods were employed to get the data. The quantitative data were coded and entered into SPSS version 24 for analysis, while the qualitative data were transcribed and translated from Amharic back to English and thematically categorized and used in the study.

Based on the study results, the following conclusions have been drawn.

5.3. Conclusions

In this part key issues of the research findings are summarized and conclusion is drawn. The application of the outsourcing practices enables the public to have alternative content; if the outsourcing practices are implemented according to the criteria. The professional, technical and financial capacities of the outsourced program producers were

discussed. Accordingly, besides the capacities of the partners, the FGD and individual in-depth interview showed that the organization should be more careful and strict during program selection focused on the **needs of the audiences.** EBC outsourced television programs are input as additional variety for EBC – and should do their job. As they are, outsourced programs tend to lack creativity and are less entertaining. More seriously, their content and production quality is even decreasing.

Furthermore, the audiences were asked to give their overall level of satisfaction with EBC outsourced television programs. The overall satisfaction evaluation level is clearly categorized as **"Dissatisfied**". In this regard, 53.2% of the respondents said that they were not satisfied with EBC's outsourced television programs. Thus, EBC outsourced television programs producers have largely failed to produce and present programs that can fulfill the needs of the audiences. Media without audience is inconceivable.

Therefore, in order to retain audiences, the producers should understand the interests and needs of their viewers – instead of producing programs just based on the interests of the producers themselves. This does not work. Every program should be designed with at least one target audience of reasonable size and with an expected outcome.

This is the way to maintain and expand audience interest and size and insure the media organization's survival (MacQuail, 2010).

Based on the research findings, the following recommendations are made.

5.4.Recommendations

(1) Importance of entertainment programs

Nowadays using the digital technology, different private media organizations are spreading. The majority of their program content is entertainment. The EBC should, thus, be a leading participant in the entertainment industry. However, EBC is largely losing in this area to the recently established private media. Therefore, the researcher recommends that the EBC work harder and more creatively to make attractive and competent entertainment programs. EBC should improve its entertainment channel in various areas in terms of transmission quality, guidelines and directives to invite qualified partners in the entertainment industry, etc.

(2) Importance of Audience Research

The researcher also recommends that EBC does continuous audience research as a matter of crucial importance to measure the compatibility of the quality and effectiveness of the program contents outsourced and produced in-house with the needs of the audiences.

(3) Importance of Raising and Closely Monitoring Performance

The researcher recommends that the outsourcing practices is comprehensively reviewed and improved with stricter implementation of policy according to the needs of the current entertainment industry. Once the outsourcing companies are selected, the EBC should work closely with them so that they can produce the desired content.

(4) Quality Control

The outsourcing process and candidate selection should be considerably strengthened. The researcher recommends that a special team should be set up to monitor the process of

selecting outsourcing candidates, evaluating their performance and conducting audience survey and coming up with regular suggestions for improvement. Indeed, according to EBC editorial policy (2015), no content of any program can be outsourced on the EBC news channel without the consent of the Chief Executive Officer (CEO). But, this is not enough. There is the need to form the said "Quality Control Team."

5.5.Suggestion for Future Research

The practice of media outsourcing in Ethiopia, especially outsourcing the media content in the country is on the beginning. In this area no substantial research has been done. To this end, this preliminary research provides vast findings, which can also serve as a stepping stone for other related research, regarding outsourcing media content in Ethiopia. However this research is tried to investigate the television programs outsourcing which require further investigations both in coverage and depth. The other important point is that, this research considered only state media (public media). Therefore, future research should incorporate the practice and effectiveness of the outsourcing programs in private media and state media.

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APPENDIX

Appendix A: Coding Sheet

List of FGD informants by code, Educational Background, Profession, work experience and position

FGD NO.	Name of Informants	Educational Background	Profession	Work Experience	Position/Responsibility
1	Discussant 1	MA	Theatre and development	20 years	Editor
2	Discussant 2	MA	Journalism & Communication	25 years	Editor
3	Discussant 3	BA	Journalism & Communication	22 years	EBC Commissioning and Outsourcing Department
4	Discussant 4	BA	Computer Science	12 years	Quality Control Team
5	Discussant 5	MA	Journalism and Communication	20 years	Outsourced Program Selection Committee Member

List of in – depth interviewer by code, Profession and Position

No.	Name of Informants	Name of the Program	Profession	Responsibility/ Position
1	Interviewee 1	11	Accountant	Presenter & Company Manager
2	Interviewee 2	12	Chief Chef	Presenter & Company Manager
3	Interviewee 3	13	Business Management	Producer

Name of the programs coded

No.	Code	Name of the program
1	11	Kaleb Show
2	12	Chef Zerihun Maed
3	13	Nuro ena Business

Appendix B: Survey Questionnaire (English and Amharic Versions)

Addis Ababa University School of Journalism and Communication

Audience Survey Questionnaire Developed for EBC Outsourced Television programs

Dear Respondents,

The purpose of this questionnaire is to assess the level of satisfaction EBC audiences have with outsourcing television programs. A survey in titled ***"Outsourcing Television Programs in the Ethiopian Mass Media, the case of EBC (Ethiopian Broadcasting Corporation)"*** which is done in fulfillment of the requirements for Master of Arts Degree in Journalism and Communication. And you are selected to fill the questionnaire to assist the study. Your accurate response is very important for the success of the study. Thus, you are kindly requested to answer to the questions honestly and genuinely. I promise that your responses are kept confidential at all times and I assure you that the data obtained will not be used for any other purpose.

Thank you in advance for your cooperation.

Audience Survey Questionnaire Developed for EBC Outsourced Television programs viewers

General Instruction

- No need of writing your name.
- Put the mark **"√"**on the option provided.

Section A. Demographic Information

1. Age: From 15 – 24 ☐ From 25 – 34 ☐ From 35 – 54 ☐
   From 55 and above ☐
2. Gender: Male ☐ Female ☐
3. Educational Background
   Illiterate ☐ Read and Write ☐ High School Completed ☐
   Diploma ☐ BA degree ☐ MA and above ☐
4. Marital Status: Married ☐ Single ☐ Divorced ☐
5. Occupation: Student ☐ Employed ☐ Unemployed
   Housewife ☐ Private Business ☐

Section B. Questions related to assess the level of satisfaction audiences have on EBC outsourcing television programs.

1. For how many years have you been watching EBC outsourcing Television program? _____months/_____years.

2. Some EBC outsourcing Television programs are listed below. Indicate your satisfaction level by putting number 1, 2, 3, 4, or 5 in the boxes given just before the programs. The representation of each number is:

   1 = Strongly Satisfied 2 = Satisfied 3 = Undecided

   4 = Dissatisfied 5 = Strongly Dissatisfied

   Chef Zerihun Maed ☐ ☐ Kaleb Show

   Nuro ena Business ☐ Police ena Hebreteseb Program ☐

3. From the programs that you selected as satisfying on question number two above;

   The program satisfied you 1st is_____

   The program satisfied you 2nd is _____

   The program satisfied you 3rd is _____

   The program satisfied you 4th is _____

4. From the program that you dissatisfied with,

   The program that dissatisfied you 1st is _____

   The program that dissatisfied you 2nd is _____

   The program that dissatisfied you 3rd is _____

   The program that dissatisfied you 4th is _____

5. To what extent do you agree or disagree with the following statements in relation to the EBC outsourcing television programs? Please put the mark "√" to the option that best reflects your opinion and practical knowledge.

Section C. I watch EBC Outsourced TV programs;

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Because it relaxes me.					
2	Because it helps me not to feel lonely					
3	As a habit.					
4	When there is no better job to do.					
5	Because it helps me to learn things happening in the world.					
6	Because it helps me learn things myself.					
7	Because it helps me to forget about previous hard works.					
8	Because sources of information are credible					
9	Because it calms me down when I am angry.					
10	Because it helps me to pass the time away					
11	Because it teaches me things I don't learn in school.					
12	I get a lesson from the experience					

13	Because the program time is appropriate to me					
14	Because it covers the issues that relevant to my life					
15	To get away from the rest of the family.					
16	Because I get original information.					
17	Because it gives me pleasant rest.					
18	To learn how to do things I haven't done before.					
19	Because it shows how other people deal with the same problems I have.					
20	Because it entertains me					
21	Because it introduce me public figure guests? I know the people I couldn't get physically					
22	Because I learn from it than other programs which produced in other television					
23	Due to lack of alternative channel					
24	To get balanced information from both sides of subjects of the issue.					
25	All in all I satisfied with Ethiopian Broadcasting corporation outsourcing television programs (EBC OTP).					

26. What is (are) your reason (s) for the answer you give to question number 25?

_____

_____

_____

27. What do you think EBC outsourced programs should do to sustain its strong sides and to improve its programs in the future?

_____

_____

_____

Thank you for your kind cooperation!

በአዲስ አበባ ዩንቨርሲቲ በጋዜጠኝነትና ኮሚዩኒኬሽን ድህረ ምረቃ (የማስተርስ ዲግሪ) ትምህርት ቤት የEBC አውትሶርስ የቴሌቪዥን ፕሮግራሞች የተመልካቾች የታዳሚ ጥናት መጠይቅ

መግቢያ

ውድ መልስ ሰጪዎች፣

የኢቢሲ ታዳሚዎች ለአውትሶርስ ቴሌቪዥን ፕሮግራሞች *"Outsourcing Television Programs in the Ethiopian Mass Media: The Case of EBC"* በሚል ርዕስ የ2ኛ ድግሪ መመረቂያ ጥናት እየሰራሁ እገኛሉ፡፡ የዚህ መጠይቅ ዓላማ ኢቢሲ ታዳሚዎች ለአውትሶርስ ቴሌቪዥን ፕሮግራሞች የሚሰጡትን እርካታ መጠን ለመገምገም ነው፡፡ የእርስዎ ትክክለኛ መልሶች ለምርምር ውጤቱ ከፍተኛ አስተዋጽኦ አላቸው፡፡ ስለሆነም ከዚህ በታች ላሉት ጥያቄዎች እውነተኛ ምላሾች እንዲሰጡ በትህትና ተጠይቀዋል፡፡ ለእነዚህ ጥያቄዎች የሚሰጧቸው መልሶች ለምርምሩ ዓላማ ብቻ የሚውሉ መሆናቸውን ላስታውሱዎት እፈልጋለሁ፡፡

ለትብብርዎ ቅድሚያ አመሰግናለሁ፡፡

አጠቃላይ መመሪያ

- ስምዎን መጻፍ አያስፈልግም ፡፡
- በቀረበው አማራጭ ላይ "√" የሚለውን ምልክት ያድርጉ ፡፡

ክፍል ሀ. የግል መረጃ

1. ዕድሜ፡- ከ15 — 24 ☐ ከ25 — 34 ☐ ከ35 — 54 ☐

55 እና ከዚያ በላይ ☐

2. ፆታ፡- ወንድ ☐ ሴት ☐

3. የትምህርት ደረጃ፡-

ማንበብና መፃፍ የማይችል ☐ ማንበብ እና መፃፍ ☐

ሁለተኛ ደረጃ ☐ ዲፕሎማ ☐ ቢኤ ድግሪ ☐

ማስተርስ እና ከዚያ በላይ ☐

4. የጋብቻ ሁኔታ፡- ያገባ ☐ ያላገባ ☐ የፈታ/ች ☐

5. ሥራ- ተማሪ ☐ ሥራ አጥ ☐ ሰራተኛ ☐ የቤት እመቤት ☐

የግል ንግድ ☐

ክፍል ለ. ታዳሚዎች የኢቢሲ የአውትሶርስ ቴሌቪዥን ፕሮግራሞችን በተመለከተ የእርካታ ደረጃን ለመገምገም የሚረዱ ጥያቄዎች ::

1. የኢቢሲ የአውትሶርስ ቴሌቪዥን ፕሮግራሞችን መመልከት ከጀመሩ ምን ያህል ጊዜ ሆኖታል? _____ ወሮች / _____ ዓመታት::

2. የተወሰኑ የኢቢሲ የአውትሶርስ የቴሌቪዥን ፕሮግራሞች ከዚህ በታች ተዘርዝረዋል:: ከፕሮግራሞቹ ትንሽ ቀደም ብለው በተሰጡት ሳጥኖች ውስጥ ቁጥር 1 ፣ 2፣ 3 ፣ 4 ወይም 5 በማስቀመጥ የእርካታዎን ደረጃ ያሳዩ:: የእያንዳንዱ ቁጥር ውክልና

1 = በጣም ረክቻለሁ 2 = ረክቻለሁ 3 = አልተለየም

4 = አልረካሁም 5 = በጣም አልረካሁም

ሼፍ ዘሪሁን ማዕድ ☐ ካሌብ ሾው ☐ ኑሮና ቢዝነስ ☐

ፖሊስ እና ህብረተሰብ ፕሮግራም ☐

3. ከላይ በተጠቀሰው ቁጥር ሁለት ላይ አጥጋቢ ሆነው ከመረጧቸው ፕሮግራሞች;

በ1ኛ ደረጃ ያረካኝ ፕሮግራም_____ነው።

በ2ኛ ደረጃ ያረካኝ ፕሮግራም _____ነው።

በ3ኛ ደረጃ ያረካኝ ፕሮግራም_____ነው።

በ4ኛ ደረጃ ያረካኝ ፕሮግራም _____ነው።

4. ከላይ ከተጠቀሱት ፕሮግራሞች አጥጋቢ ሆነው ያልመረጧቸው ፕሮግራሞች ናቸው

በ1ኛ ደረጃ ያላረካኝ ፕሮግራም _____ ነው።

በ2ኛ ደረጃ ያላረካኝ ፕሮግራም _____ ነው።

በ3ኛ ደረጃ ያላረካኝ ፕሮግራም _____ ነው።

በ4ኛ ደረጃ ያላረካኝ ፕሮግራም _____ ነው።

4. **የኢቢሲ የአውትሶርስ የቴሌቪዥን ፕሮግራሞችን በተመለከተ በሚከተሉት መግለጫዎች ምን ያህል ይስማማሉ ወይም አይስማሙም? እባክዎን የእርስዎን አስተያየት እና ተግባራዊ ዕውቀት በተሻለ በሚያንፀባርቅ አማራጭ ላይ "√" የሚለውን ምልክት ያድርጉ ።**

ክፍል ሐ. የኢቢሲ የአውትሶርስ ቴሌቪዥን ፕሮግራሞችን እመለከታለሁ ።

ተ. ቁ.	የፕሮግራሞቹ መለጫዎች	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
1	ምክንያቱም ያዝናናኛል ።					

2	ምክንያቱም ብቸኝነት እንዳይሰማኝ ይረዳኛል፡፡					
3	ምክንያቱም እንደ ልማድ ሆኖብኝ ፡፡					
4	ስራ በማይኖረኝ ጊዜ					
5	ምክንያቱም በዓለም ላይ የሚከሰቱ ነገሮችን ለመማር ይረዳኛል፡፡					
6	ምክንያቱም ነገሮችን እራሴ እንድማር ይረዳኛል፡፡					
7	ምክንያቱም ቀደም ሲል የነበሩትን ከባድ ሥራዎች ለመርሳት ይረዳኛል፡፡					
8	ምክንያቱም የመረጃ ምንጮች ተዓማኒ ናቸው፡፡					
9	ምክንያቱም ስናደድ ያረጋጋኛል ፡፡					
10	እንደጊዜ ማሳለፊያ ስለምቆጥር					
11	ምክንያቱም በትምህርት ቤት የማልማራቸው ነገሮችን ያስተምረኛል					
12	በእኔ ላይ ምን ሊሆን እንደሚችል ለማወቅ ፡፡					
13	ከልምዱ ትምህርት አገኛለሁ፡፡					
14	ምክንያቱም ፕሮግራሙ የሚሰራጭበት ሰዓት ለእኔ ተስማሚ ስለሆነ					
15	ምክንያቱም ከህይወቴ ጋር የሚዛመዱ ጉዳዮችን ይሸፍናል፡፡					
16	ምክንያቱም ዋናውን (ትክክለኛ) መረጃ አገኛለሁ፡፡					
17	ምክንያቱም አስደሳች ዕረፍት ይሰጠኛል ፡፡					
18	ከዚህ በፊት የማላደርጋቸውን ነገሮች እንዴት ማድረግ እንደምችል ለማወቅ ፡፡					
19	ምክንያቱም ሌሎች ሰዎች ያሉኝን ተመሳሳይ ችግሮች እንዴት እንደሚቀርፉ ያሳያል፡፡					
20	ምክንያቱም ያስደስተኛል ፡፡					

21	በአካል ማግኘት የማልችላቸውን ሰዎች አውቅበታለሁ።					
22	ምክንያቱም በሌሎች ቴሌቪዥን ውስጥ ከሚዘጋጁት ሌሎች ፕሮግራሞች የበለጠ እማራለሁ።					
23	በአማራጭ ፕሮግራሞች ስለሉ፣፤					
24	ሚዛናዊ መረጃ ለማግኘት።					
25	በአጠቃላይ በEBC የአውትሶርስ ቴሌቪዥን ፕሮግራሞች ረክቻለሁ ።					

26. ለጥያቄ ቁጥር 25 ለሚሰጡት መልስ የእርስዎ ምክንያቶች ምንድናቸው?

_____

_____

_____

27. EBC የአውትሶርስ ቴሌቪዥን ፕሮግራሞች ጠንካራ ጎኖቹን ለማቆየት እና ለወደፊቱ ፕሮግራሞቹን ለማሻሻል ምን ማድረግ አለበት ብለው ያስባሉ?

_____

_____

_____

ስለ ትብብርዎ አመሰግናለሁ!

Appendix C: Questions prepared for focus group discussion within EBC

1. What makes the outsourcing department different from other in-house departments?
2. How do you select outsource program proposals that are relevant to the audience? What are the criteria? Do they have consistency?
3. Why does EBC (your media organization) outsource the programs? What benefits do you obtain due to implementation of the outsourcing?
4. Is there any content not outsourced?
   If yes, what are they? Please justify the reason…….
5. What skills should the outsourcing content editors have to fulfill the editorial objectives of the organization to make smooth relationship with the partners?
6. Does the organization succeed to obtain additional variety from outsourcing partners?
7. Does the department have the required technical and professional capacity in order to give the outsourcing partners the desired support?
8. Why do some outsourcing partners terminate their contract to produce programs? What solution does the organization have to encourage them to continue their production?
9. What do the editors do when many outsourcing partners terminate their program?
10. What is the role of the outsourcing department?
11. Do you think your organization uses the outsourcing television program partners as a source of income?
    Please explain why……
12. As a public medium, how do you think EBC makes money? How do you think this is achieved besides fulfilling the public interest in terms of content?
13. Do you think the outsourcing practice in your organization is effective in accordance with its established objective?
    If yes, please explain why…….
    If no, what is your reason? .....
14. How do you evaluate the outsourcing criteria? Do they have consistency? Which part of the criteria should be improved?

15. Do you think the outsourcing department fulfills the needs of the partners (independent producers)?
    If yes, please give reasons do you think?
    If no, what do you think is the reason?
16. Do you think the structure of outsourcing satisfactory in your work process?
    If yes, how it is satisfied?
    If no, what is the problem? What part of it should be improved?
17. Do you think the outsourcing programs are satisfying the needs of the audiences? Give your reasons. …….
18. How do you find out from your audiences whether the outsourcing programs are satisfying the audience or not? What kind of feedback from the audience do you get regarding the outsourcing programs?
19. Do you think the audiences differentiate the in-house and outsourcing programs easily?
20. What is the most challenging part of the outsourcing television program? What part of it should be improved?

Appendix D: Questions prepared for individual in-depth interview by staffs that produce outsourced materials

1. How long have you been working with EBC as an outsourcing partner?
2. How do you see the work relationship between your production companies and the EBC?
3. Do you believe that you are producing programs that can provide additional variety for the audience different from in-house produced programs?

   Please explain why…..
4. Is there a clear working guideline that can help outsourcing partners to perform their tasks? What are the strengths and weaknesses?
5. Do you have production capacity in terms of skilled manpower, material, financial and technological?
6. How do you cover your financial expenses in order to produce programs?
7. Do your employees have the desired professional training either technical or professional?

   If yes, is it helpful for your quality production? ----------

   If no, how does it affect your production? ----------
8. Many outsourcing partners have terminated their production. Do you have any suggestions why? (This refers to only for EBC outsourcing partners)
9. Do you think you may terminate your program production in the long run? If yes, what are the reasons?
10. What feedback do you find from your audience? Can you tell us what are the weaknesses and strengths?

11. Do you think your program was selected because of its content and production quality?

    If yes, what makes special your program from others?

    If no, what is your reason?

12. How do you evaluate the working relationship between the outsourcing editors and your production company?

13. What are the challenges you face when you are working as outsourcing partner?

    What part of the outsourcing practice should improve?

14. What is your recommendation that media organization should improve in terms outsourcing practices?

Thank you very much!