

**BROADCAST MEDIA ORGANISATIONAL INTEROPERABILITY  
FACTORS AS DETERMINANTS OF COMMUNAL CONFLICT  
MANAGEMENT IN OYO AND LAGOS STATES, NIGERIA**

**BY**

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## CERTIFICATION

I certify that this study was carried out by OmoladeObukohwo SANNI (Matric No. 47562) in the Department of Adult Education, Faculty of Education, University of Ibadan, Ibadan.

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## **DEDICATION**

This thesis is dedicated to Almighty God, my Alpha and Omega.

To Abiodun and Fiyinfoluwa, for being there always.

UNIVERSITY OF IBADAN

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## TABLE OF CONTENTS

Title page	i
Certification	ii
Dedication	iii
Acknowledgements	iv
Table of contents	vii
List of tables	xi
List of figures	ivx
Abstract	xv

### CHAPTER ONE: INTRODUCTION

1.1	Background of the study	1
1.2	Statement of the problem	11
1.3	Objectives of the study	13
1.4	Research Questions	14
1.5	Hypotheses	15
1.6	Significance of the study	15
1.7	Scope of the study	16
1.8	Operational definition of terms	18

## CHAPTER TWO: REVIEW OF RELATED LITERATURE AND THEORETICAL FRAMEWORK

2.1.	The concept of conflict	22
2.1.1	The Concept of Communal conflict	24
2.1.2	The Concept of Conflict Management	25
2.1.3	The Concept of Interoperability	25
2.1.3.1	Concept of Organisational Interoperability	26
2.1.4	The Concept of Broadcasting	28
2.1.4.1	The Nature of the Nigerian Broadcast Industry	30
2.1.4.2	Structure of the Broadcast Industry in Nigeria	32
2.1.4.2.1.	Nigeria Broadcast Media and Networking	33
2.1.4.3.	Nigeria Broadcasting Stages of Production	34
2.1.4.4	New Media Technology and the New Media	36
2.1.4.5	Broadcasting in New Media	37
2.1.5	Broadcast Media Interoperability and Communal Conflict Management	38
2.1.5.1	Broadcast Media Effectiveness and Conflict Management	43
2.1.6	Media Governance and Broadcast Media Interoperability	44
2.1.7	Standard Operating Procedure and Broadcast Media Interoperability	46
2.1.8	Concept of Information and Communication Technologies (ICTs)	49
2.1.9	Technology and Broadcast Media Interoperability	52
2.1.10	Concept of ICT Literacy	55



2.1.11	Training and Broadcast Media Interoperability	57
2.2	Empirical Studies	59
2.3	Theoretical Framework	71
2.3.1	Diffusion of Innovation Theory	71
2.3.2	Social Responsibility Media Theory	75
2.3.3	Reception Theory	75
2.3.4	Realistic Conflict Theory	76
2.4	Organisational Interoperability Maturity Model	77
2.5	Appraisal of Literature Review	83

### **CHAPTER THREE: METHODOLOGY**

3.1	Research Design	84
3.2	Population	84
3.3	Study Area	84
3.4	Sampling technique and Sample Size	88
3.5	Instrumentation	91
3.5.1:	Organisational Interoperability Factors' Scale	91
3.5.2:	Media Effectiveness Factors' Scale	92
3.5.3	Media Personnel and Communal Conflict Management Checklist	92
3.5.4	Audience and Conflict Management Checklist	93
3.5.5	In-depth Interview	93
3.5.6	Focus Group Discussion	94
3.6	Procedure for Data Collection	95
3.7	Method of Data Analysis	95

## **CHAPTER FOUR: RESULTS AND DISCUSSION OF FINDINGS**

4.1	Analysis of Demographic Characteristics of Respondents	97
4.2	Test of contribution and strength of the relationship among core variables, and effectiveness of broadcast media.	109

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

5.1	Summary of the study	167
5.2	Conclusions	170
5.3	Recommendations	171
5.4	Contributions to Knowledge	173
5.5	Limitation to the study	173
5.5	Suggestions for further studies	174
	References	175
	Appendix	183

## LIST OF TABLES

<b>Table 1.1:</b>	List of Chosen Radio and Television Stations	17
<b>Table 2.1:</b>	OIM Levels and Attributes	79
<b>Table 3.1:</b>	Population and Sample size of Broadcast Media Respondents Chosen for the study	89
<b>Table 3.2:</b>	Population Sample of Local Government Respondents	90
<b>Table 3.3</b>	Schedule of IDI Sessions Conducted	94
<b>Table 3.4</b>	Schedule of FGD Sessions Conducted	95
<b>Table 4.1:</b>	Distribution of Participants Based on Broadcast Stations	98
<b>Table 4.2:</b>	Distribution of Respondents based on Local Government Areas	104
<b>Table 4.3:</b>	Presence of Agreement for Interoperability of Broadcast Media Organisations	110
<b>Table 4.4:</b>	Level of Interoperability of Broadcast Media Organisations	111
<b>Table 4.5:</b>	Influence of Governance Pattern on Interoperability Level	112
<b>Table 4.6:</b>	Capital Investment Funding Dedicated to Operating Cost of Interoperability	113
<b>Table 4.7:</b>	Use of Standard Operating Procedure for Broadcast Media Organisations	119
<b>Table 4.8:</b>	Use of Legislative Laws for Broadcast Organisations	120
<b>Table 4.9:</b>	Use of Media regulatory Laws Broadcast Organisations	120
<b>Table 4.10:</b>	Technology Used by Broadcast Stations to Facilitate Dissemination of Information	124
<b>Table 4.11:</b>	Broadcast Organisations Primary Communication System	125
<b>Table 4.12:</b>	Frequency of Training Programmes	128
<b>Table 4.13:</b>	Training Exercise Conducted for Interoperability	129
<b>Table 4.14:</b>	Usage of Interoperable Communication in Broadcast Media Organisations	132

<b>Table 4.15:</b>	Summary of Multiple Regression Analysis Showing Relative Contribution	136
<b>Table 4.16:</b>	Summary of Multiple Regression Analysis Showing Composite Contribution	137
<b>Table 4.17:</b>	Reflection of Information Sharing in Content of Messages Disseminated by Different Broadcast Media Organisations	144
<b>Table 4.18:</b>	Level of Information Sharing in Content of Messages Disseminated by Different Broadcast Media Organisations	145
<b>Table 4.19:</b>	Appropriateness of Messages in Information Shared for Conflict Management	146
<b>Table 4.20:</b>	Effectiveness of Broadcast Media Organisations in Disseminating Programmes that Promote Conflict Management	147
<b>Table 4.21:</b>	Level of Effectiveness of Broadcast Media Organisations in Disseminating Programmes that Promote Conflict Management	148
<b>Table 4.22a:</b>	Most effective Broadcast Media Organisations Promoting Conflict Management in Oyo State	148
<b>Table 4.22b:</b>	Most effective Broadcast Media Organisations Promoting Conflict Management in Lagos State	149
<b>Table 4.23:</b>	How Entertainment and Public Enlightenment Programmes Promote Conflict Management in Areas of Study	150
<b>Table 4.24:</b>	Summary of Multiple Regression Analysis Showing Relative Contribution of Organisational Effectiveness Factors on Conflict Management	151
<b>Table 4.25:</b>	Summary of Multiple Regression Analysis Showing Composite Contribution of Organisational Effectiveness Factors on Conflict Management	152
<b>Table 4.26:</b>	Availability of Human and Technical Resources for Interoperability of Broadcast Organisations	157
<b>Table 4.27:</b>	Challenges of faced by Broadcast Organisation Respondents for Successful Operation of Broadcast Media Interoperability	159

<b>Table 4.28:</b> Summary of Correlation Statistics Showing Relationship betweenGovernance of Media Organisations and Conflict Management	160
<b>Table 4.29:</b> Summary of Correlation Statistics Showing the Relationship between Standard Operating Procedure of Broadcast Media Organisationsand Conflict Management	161
<b>Table 4.30:</b> Summary of Correlation Statistics Showing Relationship between Technology of Broadcast Media Organisations and Conflict Management	162
<b>Table 4.31:</b> Summary of Correlation Statistics Showing Relationship betweenTraining Exercises of Broadcast Media Practitioners and Conflict Management	162
<b>Table 4.32:</b> Summary of Correlation Statistics Showing Relationship between Usage of Interoperable Communication by Media Practitioners and Conflict Management.	163

## LIST OF FIGURES

<b>Figure 2.1:</b>	Theoretical Framework for Broadcast Media Interoperability	82
<b>Figure 3.1:</b>	Map of Nigeria	87
<b>Figure 3.2:</b>	Map of Lagos state showing the local government areas	87
<b>Figure 3.3:</b>	Map of Local governments in Oyo State	88
<b>Figure 4.1:</b>	Gender of Participants from Broadcast Stations	99
<b>Figure 4.2:</b>	Age Distribution of Participants from Broadcast Stations	99
<b>Figure 4.3:</b>	Marital Status of Participants from Broadcast Stations	100
<b>Figure 4.4:</b>	Educational Qualification of Participants from Broadcast Stations	101
<b>Figure 4.5:</b>	Work Experience of Participants from Broadcast Stations	102
<b>Figure 4.6:</b>	Sectional Units of Participants from Broadcast Stations	103
<b>Figure 4.7:</b>	Gender Distribution of Respondents from Local Government Areas	104
<b>Figure 4.8:</b>	Age Distribution of Respondents from Local Government Areas	105
<b>Figure 4.9:</b>	Marital status of Respondents from Local Government Areas	106
<b>Figure 4.10:</b>	Educational Qualifications of Respondents from Local Government Areas	107
<b>Figure 4.11:</b>	Occupation of Respondents from Local Governments Areas	108

## ABSTRACT

Communal conflicts are on the increase in Nigeria with attendant negative consequences. The reportage of these conflicts brings about constraints in their management and sometimes aggravates the situation. This necessitates the interoperability of the broadcast media organisations in their reporting to enhance information sharing and consistency. Previous studies have focused more on different strategies used in Communal Conflict Management (CCM), while few have considered the contributions of interoperability factors among the broadcast media in managing such conflicts. This study, therefore, determined Broadcast Media Organisational Interoperability Factors (BMOIF) as predictors of communal conflict management in Oyo and Lagos states, Nigeria. It also examined the effectiveness of the broadcast media.

The study adopted survey design. Oyo and Lagos states were purposively selected because of the presence of federal, state and privately owned media organisations. Three radio and television stations were purposively selected from each of the two states. 'Amuludun', Broadcasting Corporation of Oyo State (BCOS), and Splash FM radio stations, and Nigeria Television Authority (NTA), BCOS and Galaxy television stations in Oyo State; and Bond FM, Radio Lagos, Raypower FM radio stations and NTA Lagos, Lagos Television and Television Continental from Lagos State. Stratified random sampling technique was adopted in selecting 303 broadcast journalists; 958 community representatives from four (two from each state) purposively selected high conflict-prone local government areas. Media Personnel and Audience CCM Checklists, BMOIF ( $r=0.97$ ) and Broadcast Media Effectiveness (BME) ( $r=0.99$ ) scales were used for data collection. These were complemented with 12 and eight sessions of In-depth Interview and Focus Group Discussion respectively with selected journalists and community representatives. Data were subjected to content analysis, descriptive statistics, Pearson product moment correlation and multiple regression at 0.05 level of significance.

Usage of interoperable communication ( $r=.87$ ), technology ( $r=.86$ ) and training ( $r=.85$ ) had positive significant correlation with CCM while governance and standard operating procedure did not. The BMOIF significantly predicted CCM ( $F_{(5, 297)}=194.64, R=.88$ ); accounting for 76.6% of its variance. Usage of interoperable communication ( $\beta=.49$ ) and technology ( $\beta=.27$ ) had relative significant contributions to CCM while governance, standard operating procedure and training had none. The BME indices had relative significant contributions to CCM as follows: programme timing ( $\beta=.71$ ), programme content ( $\beta=-.58$ ) and audience reach ( $\beta=.35$ ) while language, news coverage area, frequency of programme and reception had none. About 62.0% of Lagos State respondents indicated Television Continental as the most effective broadcast station that disseminated programmes that promote CCM and 59.8% indicated Splash FM in Oyo State. The challenges affecting broadcast media interoperability were: incessant power failure ( $\bar{x}=3.21$ ), telecommunication network failure ( $\bar{x}=3.17$ ), inadequate funding ( $\bar{x}=3.17$ ), inadequate protection of journalists ( $\bar{x}=3.09$ ) and old communication equipment ( $\bar{x}=3.05$ ). Although there were perceived advantages of interoperability in terms of easy interpersonal communication, online streaming of news; yet there was inadequacy of training opportunities.

Usage of interoperable communication and technology positively influenced the management of communal conflicts in Oyo and Lagos states. There is a need to improve their usage to enhance the use of broadcast media organisations in communal conflict management.

**Keywords:** Organisational interoperability factors, Communal conflict management, Nigerian broadcast media organisations

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The 20th Century was especially notable for the number of wars and other violent conflicts that took place and the scale of destruction and disruptions that these produced (Ubi, 2001). Apart from the First and Second World Wars in which millions died, the world also witnessed several other interstate wars, mostly in the developing countries. In many African countries, the disparities in society, based on factors such as the unequal share of economic resources, lack of consensus on democratic issues and governance and problems of identity, ideology or religion contribute to the development of violent conflicts (Ubi, 2001).

Nigeria, in the past four decades, has experienced incessant violent conflicts, which have occurred between communities, ethnic groups and religious groups (Ubi, 2001). Since 2000, there have been significant ethnic and religious clashes every year in Nigeria (Ubi, 2001) and the most recent decade has seen long-running ethnic friction over land issues taking a violent turn. These conflicts are not confined to any specific geo-political zone of the country. Specifically, there are seemingly unceasing riots in ZangoKataf (Kaduna State), TafawaBalewa (Bauchi State), Ife-Modakeke (Osun State), Igbo Ora (Oyo State), Tiv-Jukun, Wukari (Taraba State), Warri (Delta State), and the Niger Delta. Other conflict areas include Kaduna, Kano, Sagamu and Aba (Ubi, 2001). The most recent ravaging crisis is the Boko Haram insurgency in the North West zone of the country.



Besides, some states have been enmeshed in alleged crises, fracas, mayhem, in-fighting, riots and extra-judicial killings. For example, the crisis in Ogun state from Sagamu to Ijebu-Ode, from Yewa to Ijebu-North, from Abeokuta South to Ado-Odo/Ota and IjebuEast gained international prominence and was most unbecoming (Akinlotan, 2009). Apart from this, Olu-Adeyemi (2006) reports the local farmers and Fulani cattle rearers' clash in Saki, Oyo State on May 18, 2000, the Owo mayhem in Ondo State in 2000; the commencement of communal clashes at IkareAkoko, Ondo State, on July 1, 2000 and the renewed communal clashes at Owo, Ondo State on September 3, 2002. Furthermore, in Lagos State, violent clashes erupted in the Agboma Community in Epe Local Government Area on 22August, 2000 while on October16, 2000, Igbos and Hausa traders clashed at the AlabaRago Market in Lagos State. Also, Oodua People's Congress and Hausas clashed at Idi-Araba on 2 February, 2002 (Olu-Adeyemi, 2006).

Nigeria enjoyed a relatively calm political environment after the 2007 presidential elections; however, there was another wave of violence in Port Harcourt in July and towards the end of 2008 when there were several days of ethnic clashes in Jos, Plateau State. Another crisis occurred in Jos in 2010, though it was unclear what triggered off the latest bout of violence, reports suggested it began after an argument over the rebuilding of homes destroyed in the 2008 clashes (BBC News, 2010). In another report by News24, (2010: p.1)

the killing of more than 500 Christians in a three-hour orgy of violence on Sunday was blamed on cattle rearers from Nigeria's Fulani tribe. Some survivors, rights activists and police suggest the attacks were in reprisals for the January clashes which left more than 300 mainly Muslims dead in and around the city of Jos, capital of Plateau state.

According to the report, Akanji (2010) opined that people were mobilised along religious lines because the conflict was an indigene-settler conflict having a religious colouration.

In 2013, the Mobil Producing Nigeria Unlimited shut down its operations in Akwalbom following a crisis between two of its host communities, EsitUrua and Mkpanak communities in Eket Local Government Area and Ibeno Local Government Area, respectively (News, 2013). According to the News 2013, the News Agency of Nigeria (NAN) reported that the crisis was over ownership of land. The crisis led to destruction of properties in the two neighbouring communities, causing paralysis of social and economic activities in the area as markets and other businesses had remained closed. The situation in the area forced the management of the Mobil Producing Nigeria Unlimited to shut the premises and evacuate most of the expatriate staff (News, 2013). Examples of other communal conflicts include communal conflict between the neighbouring communities of Ugep and Ekor in Yakkur Local Government Area of Cross River State, following the killing of a Yakkur man. The discovery of the body in Ekor allegedly led to tension, which caused several Ekoripeople to flee their homes (Una, 2013). In Nasarawa State, 7,000 internally displaced persons escaped from their troubled home, following the communal crises and are now taking refuge in Plateau State (Adinoyi, 2013).

Communal crisis occurred between the Hausa/Fulani and the Gwari people, the attack, which caused pandemonium in Jere town, Kagarko Local Government Area of Kaduna state, left the Emir severely injured (Ebije&Alabelewe, 2014). Also, a fresh communal

crisis was reported in the Okerenkoko community, Warri South-West Local Government Area of Delta State, over the invasion of the community by soldiers. To stem the ugly development, community leaders petitioned President Goodluck Jonathan, asking for a redress (News, 2014). In another communal crisis, the general manager of the Cross River Basin Development Authority in an interview with News agency of Nigeria in Uyo said many people died as a result of communal crisis in Nkari clan over the Dam project which was designed to provide potable water and boost agricultural production in the state (The Citizen, 2014).

Recently, violence erupted among the people of Ipetumodu and Ashipa communities, in Osun state. The violence was caused by a boundary dispute between the two communities. Though it was not clear if there were casualties but it was gathered that some persons were injured in the clash (Makinde, 2015). Ibrahim (2015) reported recent hostilities between the Tiv/Jukun and the Fulani/Kabawa communities of Gbajimba and TseKuncha in Guma Local Government Area of Benue state, which led to wanton destruction of the community settlement. In Ekiti state, a Hausa community was attacked and the violence was said to be a culmination of previous acts of harassment of the Hausas. It was reported that while the attackers were on rampage, shops belonging to the Hausas were destroyed, burnt or looted (Hassan, 2015). These violent conflicts are often not the result of a monocausal event or trigger, but rather the inability of a society (or the failure of a state) to address the basic human needs and the interests and aspirations of all its constituent peoples, ethnicities and groups. These exclusions, in turn, lead to increasingly belligerent

positions of the marginalised and the alienated groups, who, over a period of time, may take up arms, in the face of constant marginalisation, in order to further their aspirations (Hattotuwa, 2004).

The management of these crises particularly communal conflicts is often a big, complex and drawn-out operation, which involves many public and private organisations. It relies on the ability of all levels of government and the private sector to communicate and cooperate effectively with one another (Muhren, Jaarva, Rintakoski & Sundqvist, 2008). The key problems of conflict management and peace-building processes are obtaining up-to-date real time information and maintaining shared situational awareness. The way communal conflicts are reported by journalists is another major challenge in conflict management and peace-building processes. Journalists and media workers have more direct access to more people than at any time in the past - they need to be aware of the impact their reporting can have on exacerbating or calming conflicts. In conflict management and peace-building processes, the mutual exchange of information within public administration, communication with the media, and the communication of risks and safety information to and from the public are key to a successful cooperation towards managing communal crises (Muhren et al. 2008).

Conflict management programmes use a number of approaches, from facilitating dialogue and negotiations between conflicted groups to using peacekeeping forces to separate armed factions. Evidently, by incorporating media strategies into such approaches, these

programmes can reach and potentially influence a far larger audience (Frohardt & Temin, 2003). Perhaps the media have generally been overlooked in the analyses of conflict, because on their own, they are rarely a direct cause of conflict. If preventing conflict is the goal, then influential tools such as the media must be closely examined, their pernicious effects mitigated and their positive output magnified.

Broadcast media reach not only people's homes, but also their minds, shaping their thoughts and sometimes their behaviour (Frohardt & Temin, 2003). There is growing recognition and advocacy among policymakers and conflict management experts that the broadcast media should be a building block of any comprehensive and integrated peace-building strategy. Recognising the broadcast media's reach is but a first step in harnessing their power as potential peace builders. Care must however be taken to prepare the media accordingly for the different roles they can play as information provider, watchdog, mobilizer and promoter (Himelfarb & Chabalowski, 2008). The broadcast media educate, correct misconceptions, identify underlying interests, and humanise the parties in the dispute. They also provide an emotional outlet, enable consensus building, and at the same time can offer solutions and build confidence (Howard, 2003).

The broadcast media, in any part of the world, have been observed as means through which socio-economic, cultural and political development of a nation is enhanced, particularly through electronic devices like radio and television for entertainment, educational and informational purposes. The number and types of radio stations in Africa have massively increased due to governments' liberalization of licensing laws,

privatization of former state broadcasters, and commercial and religiously-motivated entrepreneurialism (Adam & Holguin, 2008). However, a key challenge in the future is how essential information can be identified and communicated safely in real time to those who need it. This process of information sharing and coordination requires connectivity and interoperability among those who require the use of such information. The process of interoperability is important because of the need of organisations to use resources efficiently and to operate in an effective way with other organisations to achieve common goals (Muhren et. al. 2008).

Interoperability systems from the concept of operability and refers to the ability of diverse or disparate systems and organisations to operate with each other. Interoperability, like openness, is something that is generally thought of as a good thing in the context of Information and Communications Technologies (ICTs)

(<http://publicsafety.fcc.gov/pshs/clearinghouse/coreconcepts/interoperability.htm>).

According to Heubusch (2006), interoperability is the ability of different information technology systems and software applications to communicate, exchange data accurately, effectively, and consistently, and use the information that has been exchanged. The oldest definition of interoperability first published in 1977 cited by Ford (2008: 3) is “the ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together”. According to Ford (2008), this definition of interoperability has been well accepted over the years because it is flexible enough to cover many different types of interoperability. Its wording talks about systems, possibly implying technical types of

interoperability, and mentions units and forces, implying operational types of interoperability. Most (if not all) types of interoperability can be classified as either technical or non-technical. Examples of technical interoperability types are communications, electronic, application, and multi-database interoperability. Examples of non-technical interoperability types include organisational, operational, process, cultural, and coalition interoperability (Ford 2008).

The focus of this study is organisational interoperability which is defined according to Clark and Moon (2001: 2) as

the ability of organisations to effectively communicate and transfer (meaningful) data (information) even though they may be using a variety of different information systems over widely different infrastructures, possibly across different geographic regions and cultures.

Organisational interoperability depends on successful technical, syntactic and semantic cooperation among organisations. Organisational interoperability is concerned with defining business processes and bringing about the collaboration of administrations that wish to exchange information and that may have different internal structures. Moreover, organisational interoperability aims at addressing the requirements of the user community by making services available, easily identifiable, accessible and user-oriented (Panetto, 2007).

The capacity for interoperability is a complex issue that involves technological, political, operational, and human variables. Some means is needed for monitoring and evaluating the interoperability that can be achieved in any potential collaboration. The five critical

factors of interoperability adapted from the Interoperability Continuum are governance, standard operating procedures, technology, training exercises, and usage of interoperable communications. These five factors determine an organisation's capacity for interoperability (Krauss, 2007). Interoperable communications and shared situational awareness are now widely recognised as vital to effective day-to-day public safety services as well as emergency response. They ensure that personnel can communicate and coordinate response actions with one another regardless of agency or department affiliation (Gasser & Palfrey, 2008). Gasser and Palfrey further assert that interoperable communications allow diverse entities to join together using scarce resources. It is all about protecting life and property as efficiently as possible while minimizing and/or mitigating further harm.

International organisations and Non-Governmental Organisations (NGOs) have advocated that broadcast media have a crucial role to play in conflict management by practicing peace journalism. Peace journalism is when editors and reporters make choices of what stories to report, and how to report them, which create opportunities for society at large to consider and to value non-violent responses to conflict (Lynch & McGoldrick, 2005). Starting in the nineties, there has been major media interventions in conflict-prone or transitional regions (Africa, Balkans and Central Asia) (Spurk, 2002). Many actors were involved – from international organisations and bilateral donors, to local and specialised media and NGOs with a broad spectrum of activities – ranging from training to provision of equipment, from launching media regulation initiatives to enhancing professional associations, from supporting individual media to transforming former state radios into



public service broadcasting organisations. The interest in the media's role and its impact on peace-building is rising (Spurk, 2002). Suffice it to say that ICT would facilitate sharing of information and communication amongst multiple organisations and agencies; it would help to identify and reduce redundant efforts quickly. Better use of ICT would provide even access to critical, real-time decision-making information – getting information to people in a timely manner to save lives, limit damage and accelerate recovery (Rinkineva, 2004).

Management of information and the resulting analysis of crisis situations are crucial for informed decision-making and the effective use of resources. In any crisis management situation, the critical factor in making timely, appropriate decisions is to have the benefit of the optimum amount of quality information which could be provided using ICT to share and distribute information among media houses. This information may come from a variety of sources that need to be integrated in an information system that is appropriate for the environment in which it is used (Rinkineva, 2004). It is believed that a convergence of ICT and innovative interoperability media can help bridge communication gaps between the main stakeholders in the peace process, as well as enable public participation in the process from the grassroots upward (Hattotuwa, 2004).

Although there are vast literatures on conflict management (Miall, 2003; Reimann, 2003; Muhren et al. 2008) as well as the use of the media to enhance conflict management (Frohardt & Temin, 2003; Bajraktari & Hsu, 2007; Spurk, 2002), there is a dearth of literature on organisational interoperability of information sharing among media houses

using appropriate ICTs strategies to mitigate communal conflicts. This study therefore, concentrates on the increasing confluence between broadcast media organisational interoperability, ICT, and conflict management. The study is designed to find out how the five critical factors (media governance; media standard operating procedures; technology; training; and usage of interoperable communication) determine an organisation's capacity for interoperability and viewers' perception of how the use of broadcast media interoperability determines conflict management.

## **1.2 Statement of the Problem**

Communal conflicts are on the increase in Nigeria with the attendant negative consequences. The reportage of these conflicts brings about constraints in their management and sometimes aggravates the situation. This raises concern among stakeholders for its timely management. However, the management of such crises particularly communal conflicts involves many public and private organisations especially the broadcast media, and relies on the ability of the entire sector to communicate and cooperate effectively with one another to ensure peace in the communities, using a number of conflict management processes and approaches. Assuredly when this is done, it is believed that conflict management programmes can reach and potentially influence a far larger audience.

However, government and the private media have generally been overlooked in the analyses of conflict, because it is the general belief that on their own, they are rarely a direct cause of conflict. Many radio stations have emerged without much training or idea about what they should do in times of crises. In the different tiers of broadcast stations,

the way communal conflicts are reported by journalists is a major challenge in conflict management processes. Misinformation, misrepresentation or misinterpretation of information on any communal crisis can aggravate conflict situation. It is believed that the media organisations have direct access to a larger audience that listen to and watch television, and journalists need to be aware of the impact their reporting can have on exacerbating or defusing conflicts.



Furthermore, other key problems of conflict management processes are obtaining up-to-date real-time information, access to critical real-time decision-making information, maintaining shared situational awareness and getting information to people in a timely manner to save lives. Though different media organisations are confronting the same problems but they lack shared or consistent information, coordination or qualitative information and communication technological equipment intervention for organisational interoperability towards reaching the larger audience. This necessitates the interoperability of the broadcast media organisations in their reporting to enhance information sharing and consistency. Previous studies have focused more on different strategies used in Communal Conflict Management (CCM), while few have considered the contributions of interoperability factors among the broadcast media organisations in managing such conflicts. This study, therefore, determined Broadcast Media Organisational Interoperability Factors (BMOIF) as predictors of communal conflict management in Oyo and Lagos states, Nigeria. It also examined the effectiveness of the broadcast media in communal conflict management.

### 1.3 Objectives of the study

The main goal of this study is to determine the extent to which broadcast media organisational interoperability factors determine communal conflict management in Oyo and Lagos state, Nigeria.

The specific objectives among others are to:

- i. determine the features of media organisations in the coverage areas in terms of the five critical factors of interoperability (media governance, media standard operating procedures, technology; training exercises; and usage of interoperable communication).
- ii. determine if contents of messages are appropriate for interoperability of the media organisations for managing communal conflicts.
- iii. assess how effective the operations (roles) of media organisation are in conflict management as observed by the audience.
- iv. determine if there are significant contributions of each of the seven factors of organisational effectiveness (audience reach, coverage area, language, content, reception, frequency of programming and timing of programming) of the broadcast media organisations to conflict management.
- v. examine if broadcast media have the human and technical resources to facilitate interoperability (information sharing) for conflict management.
- vi. identify the possible challenges and hindrances of organisational related factors on the successful operation of broadcast media interoperability.

## 1.4 Research Questions

This study is geared towards answering the following research questions:

- i. What are the features of media organisations in the coverage areas in terms of the five critical factors of interoperability (media governance, media standard operating procedures, technology; training exercises; and usage of interoperable communication).
- ii. Which of the five factors of interoperability of broadcast media organisations (governance, standard operating procedures, technology; training exercises; and usage of interoperable communications) has a significant contribution to conflict management?
- iii. To what extent is the content of message in information shared by broadcast media organisations appropriate for managing communal conflict?
- iv. How effective are the operations (roles) of media organisation in conflict management as observed by the audience?
- v. Which of the seven factors of organisational effectiveness of broadcast media organisations (audience reach, coverage area, language, content, reception, frequency of programming and timing of programming) has a significant contribution to conflict management?
- vi. What are the human and technical resources available in the broadcast media organisations to facilitate interoperability (information sharing) for conflict management?
- vii. What are the possible challenges and hindrances of organisational related factors on the successful operation of broadcast media interoperability?

## **1.5 Hypotheses**

The following null hypotheses were raised to guide this study which was tested at the 0.05 significance level.

**HO<sub>1</sub>:** There is no significant relationship between media organisation's governance and conflict management in the communities.

**HO<sub>2</sub>:** There is no significant relationship between media organisation's standard operating procedures and conflict management in the communities.

**HO<sub>3</sub>:** There is no significant relationship between media organisation's technology and conflict management in the communities.

**HO<sub>4</sub>:** There is no significant relationship between media organisation's staff training exercises and conflict management in the communities.

**HO<sub>5</sub>:** There is no significant relationship between media organisation's usage of interoperable communications and conflict management in the communities.

## **1.6 Significance of the Study**

Technology is of increasing importance in people's everyday lives and it will most certainly increase in the coming years. No longer relegated to specialized workplace settings, information and communication technologies have become increasingly common in community settings, new computer and communication technologies are penetrating the home, the workplace, the marketplace, the government, and the community. This is changing the fundamental requirements for the life skills of citizens and, over the last ten years, has created a new political debate on global digital divide issues — issues which challenge world leaders, industry and educators to address a growing gap between

societies and individuals with access to technology. And those people evaluating and synthesizing information found in a variety of sources requires even more advanced skills.

It is expected that the findings of this study will contribute immensely to the recognition of the advantages of harnessing ICT for interoperability and information sharing among the broadcast media organisations to improve communication with communities and strengthen their conflict management activities. Findings of this study will be useful to individuals, governments, non-governmental organisations, and the broadcast media in coordinating information and having shared knowledge for effective decision making for their conflict management activities, thereby eliminating working wastefully on the same problems. The finding will also be useful to policy makers in putting in place better media legislation and for broadcasting organisations to engage in new forms of collaboration, such as collaborative networks. The result will bring to light the importance of ICT literacy for today's journalists in making them successful and relevant in this information age. The data that will be generated from the study will be useful to future researchers and in the context of Africa, it will add to the corpus of Africalog generating information that is so crucial for conflict management in the continent.

### **1.7 Scope of the Study**

This study investigated the extent to which broadcast media organisations interoperability factors determine communal conflict management in communities in South-western Nigeria. On this basis, the study was restricted to two states in South-western Nigeria, namely Oyo and Lagos states. The choice was borne out of the existence and presence of

vibrant and digitally equipped broadcast media in the states. Besides, two local governments were chosen from each state to represent communities steeped in communal crisis. Akinyele and Iseyin Local Government Areas were chosen in Oyo State, while Mushin and Agege Local Government Areas were chosen in Lagos State. The choice of the local governments in Oyo state was based on the incessant crisis between the Yoruba farmers, vigilante and the Fulani cattle breeders and rearers in the State which has been going on for several years up to (2000 –2013). With regards to Lagos State, clashes have been repeatedly reported in Mushin and Agege between the year 2002 and 2013, between the Hausas and the Yorubas. Furthermore, three radio and television stations were chosen from each State as shown on Table 1.1. The choice of these radio and television stations was based on the role they played in ensuring peace within the selected communities as well as their wide-coverage.

<b>State</b>	<b>Radio</b>	<b>Television</b>
Oyo	Amuludun Radio (FRCN) BCOS Radio 1 Splash FM	NTA Ibadan BCOS Television Galaxy Television
Lagos	BOND FM (FRCN) Radio Lagos Raypower FM	NTA Lagos Lagos Television (LTV) Television Continental (TVC)

**Table 1.1: List of Chosen Radio and Television Stations**



## 1.7 Operational Definition of Terms

**Broadcast media organisational Interoperability:** The collaboration among Broadcast media organisations that wish to exchange information (news items) but that may have different internal structures and processes that may hinder or facilitate such collaboration.

**Broadcast media interoperability factors:** These are the five critical factors needed for success in interoperable crisis response: media governance, media standard operating procedures, technology, training and exercises, and usage of interoperable communications.

**Communal Conflict:** It is the crisis that occurs due to differences in interests and values of different groups in a community, competition for limited resources, religious and ethnic disagreement, and poor implementation of government policies.

**Communal Conflict Management:** The process of managing communal crisis that may be violent or non-violent between two communities with the intention of preventing a further escalation of the crisis and facilitating its resolution.

**Media Governance:** This involves media ownership that can either be Federal, State or Private, and the decision making groups within the broadcast media organisations.

**Media Standard Operating Procedures:** This refers to accepted methods of practice to ensure success in broadcast media organisations.

**Technology:** This refers to the different types of gadgets/equipment used by broadcast media organisations to facilitate the processing of information and messages both for internal and external communication.

**Training Exercises:** Technical training of journalists in acquiring skills and knowledge of new media technology, using digital technology and communication tools in accessing, managing, integrating and creating information to aid conflict management.

**Interoperability Usage:** The extent of exchange of information among the broadcast media organisations.

**Broadcast Media:** Electronic instrumentation of radio and television, radio and television networks, which has the ability to reach vast numbers of people.

**Information and Communication Technologies (ICTs):** Any communication device or application, encompassing radio, television, cellular phones, internet, computer and network hardware and software, satellite systems that provide access to information.

**The Fulanis in Nigeria:** Group of pastoralists located mostly in northern part of Nigeria, bound together by the common language of Fulfulde.

**The Yorubas in South Western Nigeria:** Collection of people in South-western Nigeria that speak the Yoruba language.

**Broadcast News:** The transmission of announcements or programmes on radio or television made widely known to vast numbers of people throughout an area.

**Information Management in Broadcast Media Organisations:** Collection and management of information from one or more sources, and the ability of broadcast media organisations to capture, manage, preserve, store and deliver the right information to the right people at the right time appropriately and responsibly.

**Media Ownership:** Individuals or groups possessing media licenses and exercising relative rights to distribute messages through the media, and owners may be distinguished by the sector in which they operate: government, private or co-operative.

**Political Power:** The ability held by individuals and groups within a society that allows them to make use of public resources as they see fit.

**Religious Conflict:** It is the crisis that occurs due to differences in religious interests and values, and discrimination against religious groups by rival faiths.

**Political Conflict:** A positional difference regarding values relevant to a society that can result to crisis arising out of or challenging an uneven distribution of power such as relational, religious, and cultural power.

**Tribal or ethnic Conflict:** Sustained conflict in which national, ethnic, and religious or other communal minorities challenge governments to seek major changes in status.

## CHAPTER TWO

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This chapter reviews related literature, concepts and the theories considered relevant to the study. Various past studies on conflict management were reviewed and concepts such as conflict, conflict management, broadcast media, interoperability and other related concepts were reviewed. Three media theories were reviewed and a theoretical framework for broadcast media interoperability was adapted from Fawell and Clark (2003). This study reviews some existing concepts considered relevant under the following subheading:

1. Concept of conflict and conflict management
2. Concept of interoperability
3. Concept of broadcast media
4. Processes of conflict management
5. Broadcast media interoperability and Communal Conflict Management
6. Governance and interoperability of broadcast media
7. Standard operating procedure and interoperability of broadcast media
8. Technology and interoperability of broadcast media
9. Training and interoperability of broadcast media

Empirical studies

Theoretical framework

## 2.1 Concept of Conflict

The premise in the various literatures is that conflict is associated with negative features and situations which give rise to inefficiency, ineffectiveness or dysfunctional consequences. Conflict is perceived as bad, counterproductive, disruptive and unnatural, and represents a form of deviant behaviour that calls for control and change (Okediran&Oghenekhowo, 2003). Mullins (1996) cited in Okediranand Oghenekhowo (2003), defines conflict as behaviour intended to obstruct the achievement of some other people's goal. Conflict is therefore based on the incompatibility of goals and arises from opposing behaviours. Bhaskaran (2003) defines conflict as the existence of non-compatibility or disagreements between two actors (individuals, groups, organisations or nations) in their interaction over issues of interests, values, beliefs, emotions, goals, space, positions, scarce resources etc. According to Coser (1956) cited in Bhaskaran (2003), conflict is also defined as a struggle over values and claims to scarce status, power and resources, a struggle in which the aims of opponents are to neutralize, injure or eliminate rivals.

Conflict is normal and natural. It is an inevitable part of our lives and cannot be completely eradicated. However, it is important to manage it constructively and creatively so that it does not escalate into violence. More often than not, this is not possible because not all conflicts lead to bloodshed, destruction and catastrophe. Viewed in this positive light, conflict may present opportunities for change, growth, development and creative problem-solving. For instance, at an intra-personal level, people often experience internal conflict over certain decisions that affect their lives. However, the conflict does not always lead to violence. At a community level, conflict and competition may arise over power,

sharing of resources, etc, without leading invariably to violence. Therefore, it is important to distinguish between conflict and violence as this would impact on the intervention strategies put in place by national institutions to respond to conflicts. This new understanding of conflict and its distinction from violence is an important one for national institutions as they encounter conflict situations daily.

With more than 170 million people belonging to nearly 300 ethnic groups, Nigeria inevitably faces major problems of governance. In Nigeria today, a greater percentage of budgetary revenue is derived from oil located in the south, while the north remains relatively poor. But the north has dominated the political landscape since Independence in 1960. Nigeria has opted to balance resources and limit the risk of secession through a federal structure but the tension has often proved too great, and for years, Nigeria has been subjected to military rule (Institute for Peace and Conflict Resolution (IPCR) Consolidated Report, 2002). According to the IPCR Consolidated Report of 2002, the removal of the military yoke in 1999 has left the underlying problems more exposed, and in greater need of attention. On the positive side it can be said that since the Biafra War more than forty years ago, Nigeria has been spared conflict on the scale experienced by many other African countries. Instead, Nigeria experiences a mass of relatively minor conflicts. Furthermore, the report opined that literature review and fieldwork confirm that there are conflicts in all parts of Nigeria, and it appeared to researchers that they were on the increase. A total number of casualties is not available due to paucity of data. However, the often publicly quoted number of 10,000 deaths since May, 1999, seems to be an underestimation.

### **2.1.1 The Concept of Communal conflict**

The type of conflict in Nigeria is closely linked to resource competition and contest for political power. Competition for political positions sometimes used ethnic differences for selfish interest, leading to heavy casualties among the masses that are not necessarily the beneficiaries of the economic gains of the coveted office. Some of these conflicts emanate from governmental policies, which do not seem to carry the populace along, but are tied to the interest of the elite, particularly the political class (IPCR Consolidated Report, 2002). Communal conflict is often a manifestation of other problems like corruption, self-centred leadership, poor implementation of government policies, the glaring gap between the rich and the poor, and the arrogant display of stolen public fund by government officials etc. as the underlying causes of public anger and frustration that need religious and ethnic disagreements to erupt into violence (IPCR Consolidated Report, 2002).

People compete for scarce economic resources and political power along many different types of social cleavages and under all types of governance. In the oil rich Niger Delta region of Nigeria, it is generally recognized that the perennial violent conflicts are linked to the quest by the communities for resource control, and also, to secure basic needs (identity, freedom, well-being and survival) (Akanji, 2012). Nevertheless, the deadly competitions that afflicted Nigerians as they prepared for and implemented democratic governance are noteworthy both in their quantity and their quality. Regarding the quantity, the dawn of democracy was accompanied by a dramatic spike in the number of communal conflicts reported and in the death tolls associated with each. Politicians and journalists alike spoke of Nigeria as being engulfed in the flames of communal violence (www.public.asu.edu/~ellswork/Chapter5.pdf).

### **2.1.2. The Concept of Conflict Management**

Conflict management is defined as civilian and/or military intervention in a crisis that may be violent or non-violent with the intention of preventing a further escalation of the crisis and facilitating its resolution (Hattotuwa, 2008). This definition covers peace mediation, peacekeeping and peacebuilding activities of both the local and the international communities. According to Muhren et al. (2008) the management of a crisis is often a big, complex and drawn-out operation, which involves many public and private organisations. It relies on the ability of all levels of government and the private sector to communicate and cooperate effectively with one another. Conflict management concerns itself with the design of appropriate institutions and channels which serve to defray inherent tensions in societies and prevent them from erupting into violence, by trying to cajole powerful actors and stakeholders and having the necessary power and resources to bring pressure on conflicting parties to resolve their differences and settle disputes constructively (Miall, 2003 & Reimann, 2003).

### **2.1.3 The Concept of Interoperability**

Interoperability means not only technical and political compatibility, but also the will and the means to communicate, to cooperate, and to collaborate; in short, sharing a common culture of communication. When systems are not politically, organisationally, or technically interoperable, information becomes "stovepiped" within a single organisation, and systems cannot easily collaborate (Solomon & Brown, 2003). Furthermore, sometimes technologists refer to the mechanics of interoperability as an electronic 'handshake' that



enables separate communication systems to 'talk' to each other. Such metaphors try to explain in common parlance, the conditions that enable non-human technologies to do 'human' things, such as share information. The technical term, 'interoperability', can be referred to basically as the human endeavour of creating conditions that enable separate organisations to share information toward a common end (Solomon & Brown, 2003).

According to Sobernig and Wild (2010), the capability to be interoperable is often mixed up with a couple of related concepts, encompassing 'coexisting', 'inter-connectable', 'inter-workable', and 'interchangeable'. By assessing capabilities along the three layers: communication and control, (meta-) data, and business model, interoperability can easily be differentiated from the other notions. If none of the features is provided by two communicating systems, they are obviously incompatible. By using the same communication protocols, systems can be classified as coexistent. If they additionally offer the same communication interface and allow for (meta-) data access, applications can be called inter-connectable. By also providing identical (meta-) data types, they are inter-workable. If they also support the same business model, processes, policies, etc. they can be called interchangeable (Sobernig & Wild, 2010).

#### **2.1.3.1. Concept of Organisational Interoperability**

Most (if not all) types of interoperability can be classified as either technical or non-technical. Examples of technical interoperability types are communication, electronic application, and multi-database interoperability. Examples of non-technical interoperability types include organisational, operational, process, cultural, and coalition

interoperability (Ford 2008). Organisational interoperability is a non-technical interoperability concerned with defining business processes and bringing about the collaboration of administrations or organisations that wish to exchange information and that may have different internal structures (Clark & Jones, 1999; Clark & Moon, 2001). The process of organisational interoperability is important to broadcast media organisations in Nigeria because of the need to use resources efficiently and to operate in an effective way with one another to achieve common goals in conflict management.

According to Clark & Jones (1999), there are five levels of organisational interoperability; the levels were called Unified (Completely integrated information sharing). This is the highest level. Combined (High level of information sharing), Collaborative (Minimum level of information sharing), Cooperative (Restricted level of information sharing) and the lowest level, Independent level (No exchange of information). These levels describe the stages through which organisations may progress or evolve as they are defined, implemented or improved. This however does not mean that all organisations should aspire to the highest level. Lower levels may be entirely appropriate in some circumstances. The broadcast media stations in Nigeria are either government or private owned and controlled with different internal structures. The government owned stations are established and operated by the government at the Federal and State levels, while the private owned stations are established by individuals, corporate organisations and institutions. The difference in their internal structures and other factors therefore determines their organisational interoperability level.

#### **2.1.4 The Concept of Broadcasting**

The term broadcasting, was derived from two words: BROAD meaning “wide” and CASTING, which means “to spread”. In layman’s language, it means to spread far and wide. But what the ordinary man’s definition fails to take note of is the simultaneity of the whole process. Broadcasting forms part of, and competes with wider media and entertainment industries. The broadcasting industry in any part of the world has been observed as a means by which the socio-economic, cultural and political developments of a nation are enhanced particularly through electronic devices like radio and television for entertainment, education and information purposes. In general, broadcasting can be defined as the business of producing information content and program, and distributing via telecommunications services.

Broadcasting is the primary medium through which information and entertainment are delivered to the public in virtually every nation around the world (Newby, 2004). Broadcasting, which forms a very large segment of the mass media, is referred to as the basic creative knowledge-transferring industry, through which any dedicated professional can communicate a complete range of human experiences to his audience (Okagbue, 2000). It is the process involved in transmitting messages to various audiences settled in different places, yet receiving particular information at the same time. It is one of the channels of mass communication, which is further sub-divided into other channels like radio and television. Onabajo (2005) also defined broadcasting as the transfer or dissemination of knowledge, information, entertaining and educative messages through the television or radio technology, to a wide or mass audience, which is heterogeneous in

nature (the general public), simultaneously, with the purpose of effecting a change in behaviour. Broadcasting can therefore be defined as the simultaneous production and transmission of electromagnetic signals (information, education and entertainment) to a large scattered and heterogeneous audience through a specified frequency within the electromagnetic spectrum, to be decoded by the audience receiver set- television, radio or web browser (Tejumaiye, 2003).

Broadcasting is the creation of a signal using a technology which is by its nature only able to be viewed as one source, many receivers. The definition in the Broadcast Act (1992) goes thus:

Broadcasting means any transmission of programs, whether or not encrypted, by radio waves or other means of telecommunication for reception by the public by means of broadcasting receiving apparatus, but does not include any such transmission of programs that is made solely for performance or display in a public place.

In every part of the world, people use broadcasting services to provide information and knowledge; radio and television are used mostly for entertainment, escapism and relaxation. People use these services at different times of the day and the week for different purposes. Sometimes broadcasting services are substitutes for each other, at other times, they are complimentary. The broadcast media organisations are guided by broad objectives as stipulated in the Fundamental objectives and Directive Principles of State Policy, as set out in chapter two of the 1999 Constitution (as amended) cited in the Nigeria Broadcasting Commission (NBC) Code (2012). The objectives include Social, Cultural, Economic, Political, Technology, and Professional.

#### **2.1.4.1 The Nature of the Nigerian Broadcast Industry**

Nigeria was the first nation to introduce a television house in Africa in 1959. It was named the Western Nigerian Television (WNTV) located in Ibadan, capital of the then Western Region government. WNTV later transformed and served as the bedrock for the birth of today's Nigeria Television Authority (NTA). Unlike in the United States where television broadcasting was owned and controlled by private individuals, television broadcasting in Nigeria followed the British model of government ownership and control. Here, the government establishes, runs and operates the station. This happens at the Federal, Regional or State levels. Government control usually is the responsibility of the Ministry of Information. Government finances the system, that is, it pays staff emoluments and censors the programme materials when necessary. The censorship is meant to arrest the situation whereby negative news will be broadcast against the government (Owuamalam, 2007).

This pattern of government ownership and control continued until August 24, 1992 when the Federal military Government, headed by General Ibrahim Babangida, promulgated the Decree No 38 which formally established the National Broadcasting Commission (NBC) thereby deregulating the electronic broadcasting industry by allowing private ownership and control of television and radio houses. This means that broadcast organisations can be owned by individuals and corporate organisations and institutions. Government can regulate the activities of such private media organisations to some extent as spelt out by the National Broadcasting Commission Act No. 35 of 1992, Subsection 9, Article 13. In such situations, the station generates its revenue by the sale of airtime, the featuring of

advertisements, endorsements or getting donations from well-wishers (Owuamalam, 2007). The regulation according to NBC Code (2012) is to ensure that broadcast media organisations play a pivotal role in the social, cultural, technological, economic, and political lives of the people of Nigeria.

The promulgation of the decree officially signalled the entry of Nigeria into the era of private commercial broadcasting after 50 years of its introduction in the country in the late 1950s. The operating decree outlined the new commission's main tasks as:

- The allocation of broadcast frequencies
- The issuance, renewal and revocation of broadcast licenses
- The setting and enforcement of standards with regards to the content broadcast by stations

On June 10, 1993, following the advice and recommendation of the NBC, General Babangida signed and personally handed out licenses to the first set of broadcast entrepreneurs in Nigeria. In all, 14 companies were awarded licenses to operate free to air and 13 got licences for wireless cable /Microwave Multichannel Distribution Services (MMDS) television broadcast.

Broadcasting television is currently delivered to Nigerian viewers in three major ways

- Terrestrial Free to Air (FTA) television services ( which broadcast from transmitters sited at ground level)
- Microwave Multichannel Distribution Services (MMDS) (otherwise known commonly as cable television)
- The third delivery method is broadcasting via satellite

12 Direct ToHome (DTH) operating services have been licensed by the NBC. The commission also licensed the Africa Independent Television (AIT) and Minaj TV to offer free to air international satellite broadcast under the satellite either from Nigeria or from elsewhere. Any viewer can receive transmissions from a satellite with a suitable aerial within line of sight of the satellite within its footprint on the ground. One satellite can transmit a number of channels on different frequencies. Radio and television broadcasting perform a significant role in information dissemination, entertainment and education of the people. Meanwhile, for an effective and sustainable radio and television broadcast in Nigeria, there is the need for a high level and qualitative information and communication technological equipment intervention towards reaching the larger audience.

#### **2.1.4.2 Structure of the Broadcast Industry in Nigeria**

The Nigerian broadcast industry is divided into two major areas - public broadcasting and private broadcasting. This classification is further subdivided into the following

- Free to air sound broadcasting services
- Free to air television broadcasting services
- Subscription sound broadcasting services
- Subscription television services

The broadcasting services provided are more or less universal with free to air services available to anyone with a suitable receiver and more people consume them every day. The National Broadcasting Commission (NBC) as at August 2012 has licenced 402 broadcast stations, there are 233 radio and television stations owned by federal and state governments, 123 are privately owned and there are 46 cable stations (PM News, 2012).

#### **2.1.4.2.1. Nigeria Broadcast Media and Networking**

In Nigeria, both the government and private broadcast stations have network stations. The Federal Radio Corporation of Nigeria (FRCN) and the Nigerian Television Authority (NTA) have a national network. Network simply means chain broadcasting. In chain broadcasting, programmes are broadcast by cable or by microwave relays, from the point of origin to the outlet stations of the network. According to Sambe (2008:80), networks are the major sources of programming for the stations, part of the network schedule is produced directly by the stations; another part is supplied by other sources in which the network has an interest. Advertisers also supply some materials to be broadcast if such materials suit the standard of the network and fit the time segment. The final decision as to what materials are aired on the network is the sole responsibility of the network. However, because of the diverse cultural nature of Nigeria and in order to integrate the nationwide line-up of stations to meet advertisers' desired market coverage, sometimes the network bends to the advertisers and their agencies.

Programmes aired by the national network of Federal-owned stations are broadcast throughout the country at the same time on the government owned and controlled broadcast stations. And this is the only means through which programmes can reach national audiences (Sambe, 2008). Sambe (2008:81) further opined that one of the fundamental objectives of the national programme is to reflect the federal character in the programme input – output of the corporation in accordance with the diversity of Nigeria's culture and nationwide audience. The different programme types on the national network include features, documentaries, religious broadcasts, sports, discussions, interviews,



talks, educational services, news and current affairs. The general programming standard for all broadcast media organisation is however set by NBC as contained in the NBC Code (2012) for Programmes, News and Current Affairs. The aim of the programming standard as contained in the general guideline is to ensure that qualitative programming content is met, while encouraging creativity, innovation and entrepreneurship.

#### **2.1.4.3. Nigeria Broadcasting Stages of Production**

There are three broad stages of broadcasting production. These are content production, content packing, and delivery (or distribution). The Nigerian broadcast industry like others worldwide, has the following stages of production handled by different sectors:

- Programme production
- Programme packaging
- Wholesale distribution, retail distribution and customer terminal equipment

Those involved in broadcasting include producers, presenters, continuity announcers, reporters and newscasters. Akpunonu(1999), opined that every programme on radio or television has a producer, either in-house or an independent, who sees to the staffing of the production team with appropriate hands. The author mentioned the duty of a producer as seeing to the provision of the scripts beforehand for the presenter to read out at certain points in the programme. The producer also sees to the selection and invitation of live guests to go on air, and also comes up with questions to be asked during the interview, being the key personnel of any programme production (in-house). The producer decides the form the programme will take and how best the message is to be delivered to the target audience. The producer also harnesses resources in finance, artwork, graphics, props,

manpower etc. and weighs the social and legal implications of every programme, guiding against infringing on any broadcast law or ethics of the profession (Onabajo, 2000).

Presenters draw in the listeners and hold their attention for as long as necessary. According to Onabajo(2000), presenters are hosts on talk shows and musicals; instructors on educational radio and television services, acting as narrators in documentary programmes; and are also moderators in discussion and debate programmes. Presenters are equipped with interactive ability, for programmes are identified with their presenters and not the producers who actually conceptualize and execute the programmes. Furthermore, Onabajo (2000) says that presenters are highly skilled broadcasters, versed in a wide range of subjects, apart from being experts in the field of their programmes. In the view of Akpunonu (1999), continuity announcers tell the viewers/listeners what is coming-up-next and for the rest of the day in order to provide a smooth link, between one programme and the next, personifying the corporate image of the station because their voices are heard as soon as the station is turned on and before it is off. They are in charge of the station in the absence of the management team and assess situations as they occur, and take and carry out decisions without waiting for briefs from superior officers.

Announcers are saddled with the task of “selling” the station’s programmes, whether directly or indirectly. What they say and the way they say it are important factors in the success of the programmes. Reporters research, report and turn in news stories, which have been packaged and are ready for broadcasting. They are sometimes assigned to particular beats on which they report with a camera man or operators (Onabajo, 2005).

They conduct interviews, investigations, researches and so on, after which they do a “report to camera”, that is, standing in front of the camera to give background information and summing up of the story. They return to the newsroom, edit the bits of the news stories, and present the news to the news editor in charge. Newscasters are part of the news department in some stations, or the news production crew. They cast or read the news stories that are prepared and edited by the news department, using good microphone voices and articulation abilities which drive home the messages of the news casts to the listeners and viewers. They do not necessarily make any contribution towards the editorial process in most stations, yet they are part of the reasons why broadcast stations are rated high.

#### **2.1.4.4 New Media Technology and the New Media**

New Media technologies are new or latest technologies involved in the creation, delivery and consumption of media contents e.g. digital satellite, and internet linked personal computers. They are advances in technology which have a direct bearing on the generation, location and consumption of mass media content. New media technologies have changed broadcast production in subtle and unexpected ways over the years, and brought about the new media (Hattotuwa, 2004). The new media comprise the media that require technologies for creation or distribution that did not exist prior to approximately 1970 – specifically, the personal general purpose computer, communication between personal computers via telephone modem (Bulletin Board Systems or BBS), peer to peer networking of personal computers (Local Area Networking or LAN), and internetworking of LAN networks (Wide Area Networking or WAN) which now culminates in what we know as the Internet (Pitt, 2008).

According to Pitt (2008), examples (not exhaustive) of new media by this definition include:

- text, graphic, audio, video creation and manipulation using computer technology in general and the personal computer specifically as a critical part of the process
- text, graphic, audio, video creation/manipulation by participation of multiple persons in different locations, in real time or in time periods shorter than physical movement of individuals from their normal locations might allow (round-robin story creation is one such activity in the period between 1983 and 1993. For example, using e-mail and file transfer technologies to hand the work around. Another is real-time multi-person orchestral playing) – i.e. creativity where “the network” is critical to the task
- live/near real-time streaming audio/video via computer network
- audio/video archive viewing/listening by request via computer network
- any/all publication/presentation of any/all types of “content” where such content is presented in a fashion and at a time typically dictated by the viewer, including but not limited to aspects that control required bandwidth such as resolution, frame-rate, quality, continuity (pause, rewind, skip, etc.) portability (iPod, cell phone, PDA, MP3 player, etc.)

#### **2.1.4.5 Broadcasting in New Media**

Conventional media—radio, television; newspapers and magazines usually play a positive and informative role in society. Community media operates on a local level through traditional platforms such as television, radio and print. The introduction of the cellular

phone systems has done much to advance radio technology. Their sizes have prompted radio to also be produced in smaller sizes, but with higher frequencies (Frohardt & Temin, 2003). Broadcasting is distinct from other forms of media in that it makes use of telecommunication services. These telecommunication services may involve either radio waves or a fixed wire connection which may be one directional or two directional, digital or analogue and high or low bandwidth. Traditionally, broadcasting was predominantly radiobased one way and with a relatively united bandwidth. Now, there is a strong trend in broadcasting towards digital high bandwidth and two-way telecommunication (Organisation for Economic Co-operation and Development OECD, 1999).

Today, there are a number of different types of technologies that are in use when it comes to radio broadcasting and the achievements of a high standard of communication. There are features like satellites, microwave links, sophisticated radio data links, antennas, transmitters and receivers as well as several others to achieve a sound radio broadcast system. Since the first radio or wireless transmissions were made, the field of radio has grown by enormous proportions. Now more than ever, it is a cornerstone to our everyday life, both at home and at work. With technology progressing as it is, radio is likely to become even more important in the years to come, giving more flexibility and higher quality service (Poole, 2003).

### **2.1.5 Broadcast Media Interoperability and Communal Conflict Management**

The management of a crisis is often a big, complex and drawn out operation, which involves many public and private organisations. It relies on the ability of all levels of government and the private sector to communicate and cooperate effectively with one

another. In many cases, organisational relations and responsibilities are not necessarily clearly delineated – such as in the relations between military and civilian operators in both national and international emergencies (Muhren et al. 2008). According to Muhren et al. (2008), the need for secured and fully meshed communication between agencies is evolving as a key strategic requirement for all public safety organisations. Standardised and interoperable communication systems are of vital importance to first responders. These systems should be able to seamlessly and dynamically interconnect multiple users, who have many functions, and numerous information and communication technology systems. How organisations are built has an impact on information sharing. If there is no horizontal information sharing and everyone reports upwards, there will be a need to determine the interoperability threshold (at what level is information shared horizontally (with other departments and with other organisations) to get a full picture of the situation).

Most conflicts in Nigeria's Fourth Republic were divided along communal lines and most of these conflicts were motivated by ambitions fired by the promises of the democratic discourse. As Nigerians began to act on the discourse of democracy, they applied concepts associated with democracy (such as representation, fair distribution, and religious freedom) in ways that met their particular needs. Unfortunately, most of these actions led to violent competition and widespread death ([www.public.asu.edu/~ellswor/Chapter5.pdf](http://www.public.asu.edu/~ellswor/Chapter5.pdf)).

In war-torn societies, the development of independent, pluralistic, and sustainable media is critical to fostering long-term peace and stability. Post-conflict civilian populations are particularly vulnerable to manipulation by mass media as tensions run high and the possibility of violent relapse remains strong. Many civilians harbour deep skepticism and

mistrust of the media, being accustomed to platforms that are controlled either by the state or by political groups looking to further their political agendas.

In contrast to the active use of media outlets to promote conflict, the media can also contribute to conflict involuntarily. Such passive incitement to violence most frequently occurs when journalists have poor professional skills, when media culture is underdeveloped, or when there is little or no history of independent media. Under such circumstances journalists can inflame grievances and promote stereotypes by virtue of the manner in which they report, even though their intentions are not necessarily malicious and they are not being manipulated by an outside entity. Such a scenario is less common than that in which media are actively manipulated, but it is no less dangerous (Frohardt & Temin, 2003). While recognizing the destructive role media have played in many conflicts, clearly seen in Rwanda and the former Yugoslavia, and holding in mind the potential of free and independent media for fostering democracy, international organisations and Non-Governmental Organisations (NGOs) have concluded that the media have a crucial role to play in peace-building and conflict management (Frohardt & Temin, 2003).

Media content is critical in conflict management because media content helps to shape an individual's view of the world and helps the individual to form the lens through which all issues are viewed (Frohardt & Temin, 2003). The implications of using information shared on news values are that broadcast media organisations should be objective and take into cognizance the integrity, credibility and timeliness of the news. Therefore broadcast

media organizations must be able to evaluate the reliability and credibility of information by knowing its source, and should be responsible to their partners and stakeholders for the

content they publish and disseminate. Broadcast media organisations should also consult a variety of sources when collecting and analyzing information so as to provide varied and balanced perspectives for addressing problems and recommending solutions. Information should be collected, analyzed, and distributed efficiently, and must be kept up-to-date.

According to the study of Bajraktari and Hsu (2007), an effective media strategy can mitigate post-war tensions by elevating moderate voices and dampening extremist ones. It can create peaceful channels through which differences can be resolved without resort to violence. The creation of a robust media culture will also allow citizens to begin holding their government accountable for its actions and ensuring its commitment to democracy. Entertainment-oriented programming offers another way to use media as positive tools for preventing and resolving conflict. Soap operas are designed to encourage dialogue and discourage violence. It is easy to discount the effects of such programming due to its soft nature, but these programmes can be quite effective, as many people use media not for news gathering but for entertainment. Frohardt and Temin, (2003) opined that entertainment-oriented programming can have a direct effect on them and may be significantly more influential than news programming. Even for people who use media primarily for news, entertainment-oriented programming can supplement and complement what they read, watch, and hear.



According to Spurk(2002), the role of the media is twofold:

1. providing non-partisan news and reports by:



- informing about different opinions and views (including the views of the others);
  - contributing to knowledge (mechanism, people, causes) about politics, local issues and conflictive issues,
  - building well-informed and unbiased opinion, and
  - enabling people to take care of and decide on their own issues.
2. addressing issues concerning peace and conflict. This supports:
- improving the knowledge of the people about possible conflict scenarios such as elections, causes of conflict, inter-ethnic understanding, discrimination, truth commissions and war crimes,
  - providing incentives for changing behaviour or attitudes,
  - countering false images or propaganda from biased media, and
  - enabling societies to deal with the past and build a common future.

This second role requires the trust of the people in the respective media. Otherwise, it is in danger of being interpreted as poor propaganda and will be either ignored or discredited. According to the Code of Ethics for Nigerian Journalists, to earn and maintain the trust of the people, it is morally imperative for every journalist and every news medium to observe the highest professional and ethical standards. In the exercise of these duties, a journalist should always have a healthy regard for the public interest (Nigeria Press Council, 2015). In the short and medium-term perspectives, the role of professional media is mainly to

provide non-partisan news, report and analyse the contexts of conflicts and their background factors; gather different views and opinions, focus on specialised peace and

conflict issues and prepare the ground for a sound media sector development in the long run. In the long-term perspective, the general role of media in democracies comes into focus. This is to establish a sector that provides a free flow of information, ensuring that citizens have the opportunity to make responsible, informed choices about their future, as well as to provide a watchdog function (Spurk, 2002).

### **2.1.5.1 Broadcast Media Effectiveness and Conflict Management**

It is possible to identify the effectiveness of the use of broadcast media in conflict management using a series of indicators. These indicators are divided between those dealing with media structure (the way the media sector is set up) and those dealing with media content (the news and programming that media outlet produce). According to Frohardt and Temin, (2003) indicators concerning the media outlets themselves include reach, accessibility, and plurality.

**Reach:** The reach enjoyed by media outlets is critical for obvious reasons: if the reach of a particular outlet is minimal, then its capacity to influence a society will also be limited. Factors affecting media reach include the strength of radio and television signals.

**Accessibility:** Media accessibility is equally important. Even if media are widely available, people still need to have access in order for outlets to be influential. For radio and television this means owning or having access to a radio or television and understanding the language of the programming.

**Plurality:** The degree of media plurality is critical because with greater competition in the media, it is increasingly unlikely that one or a small number of media outlets will have the capacity to dominate. An important variable here concerns whether the media scene is dominated by either state-owned or private outlets, or if there is a balanced mixture of the

two. Another important variable is the receptivity of the population to diversified independent media.

**Content Indicators:** Content is critical to the overall analysis because media content helps shape an individual's view of the world and helps form the lens through which all issues are viewed. Media content indicators are divided into two categories: those intended to instil confidence in a population, and those intended to create a sense among the population that conflict can be managed.

### **2.1.6 Media Governance and Broadcast Media Interoperability**

Governance of broadcast stations is the leadership style (media ownership); decision making groups within the organisation; and the agreements made with other broadcast media organisations in information sharing, the strategies planned for interoperability and funds made available to the broadcast stations. The society in which media can exert the most influence, both positive and negative, is one in which media outlets enjoy wide exposure but have relatively few competitors (Frohardt & Temin 2003). The degree of plurality in broadcast media organisations applies not only to the number of outlets but also to the number of divergent voices emanating from those outlets. In other words, a multitude of private stations all playing music, or all espousing similar messages, does not constitute plurality. When media diversification occurs one of the consequences can be vacant media space filled by outlets operating from distinctly nationalist and ethnic perspectives.

The political, ethnic, religious, and regional composition of the journalist corps is influential because if media outlets are dominated by people affiliated with a particular political party, of a certain ethnicity or religion, or from a particular region, these people

may be able to collaborate to exert disproportionate control over media content. In extreme cases, they may be able to co-opt the media in an effort to promote the narrow interests of their group. The best safeguard against this is to ensure diversity in the journalist corps. Particularly in traditional societies where ethnic bonds are given great deference, simple peer pressure and an emphasis on the importance of responsibility to clan or group can facilitate media manipulation. In such societies, it may be relatively easy for individuals holding revered positions in their groups to manipulate members of the same group who work as journalists. They can sometimes do so using threats or bribes, without having to revert to overt coercion (Frohardt & Temin 2003).

Along the same lines, Frohardt and Temin (2003) opine that diversity in the ownership of media outlets is critical because ultimately, it is the owners who exert the most control over content. A society is especially vulnerable to media abuse when all or a significant portion of media outlets are owned by one or a small number of people, particularly if those people are of the same ethnicity or religion, support the same political party, or are from the same region. Even a balanced mix of state-owned and independent media outlets may not be sufficient to guard against abuse, because the independent outlets may have strong ties to the government. It is also important to determine whether there exists more subtle links between influential members of particular groups and media outlets, such as discrete financial relationships. Enhancing the ability of independent media outlets to

resist unwanted influence from the government or elsewhere is critical to developing their ability to avoid abuse and manipulation. This strengthening is often a product of media plurality and longevity, both of which make using media to incite violence increasingly difficult. Plurality creates strength in numbers; with a variety of diverse independent

media outlets in place, if one or even several ones are co-opted, the effect is mitigated. Through media expansion and diversification, hate media can be marginalized. Longevity contributes to the strength of independent media because the longer independent outlets are in place the more ingrained in society they become. Consequently, if such ingrained outlets are abused, or shut down, the public outcry is likely to be substantial (Frohardt & Temin, 2003).

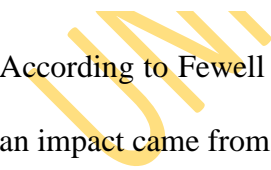
### **2.1.7 Standard Operating Procedure and Broadcast Media Interoperability**

Standard operating procedures define the organisation's policies, government policies, legislature and judiciary, practices of the organisation and the procedures followed in information sharing by the different organisations. Perhaps, as important as the structure of media outlets and the people involved with them are, the independence and effectiveness of government institutions concerned with the media, particularly the legislature and judiciary is equally of importance. The degree of media independence and freedom established in a country's laws, and the degree to which those laws are enforced, defines the space in which media are allowed to operate. The relevant indicators here are media's legal environment and changes in media controls. The government institutions are responsible for protecting citizens' rights, including the rights to free speech and independent media, both of which are enshrined in the International Covenant on Civil and Political Rights (Frohardt and Temin, 2003).

Frohardt and Temin (2003) opine that particular attention should be paid to the legislature because of its capacity to make and modify legislation. In many societies susceptible to media abuse, the legislation necessary to prosecute media abuse—including legislation that protects the independence of private media outlets and legislation that addresses

hateful and antagonistic media contents, such as slander and libel laws—is absent, ineffective, or poorly designed. Thus it is important for experts in comparative media to work with legislatures to aid them in crafting such legislations. Individual legislators deemed sympathetic to the notion of legislation addressing media abuse can be identified and encouraged to introduce new legislation or modify current laws that are ineffective.

Two very different types of legislation are critical to maintaining a healthy legal environment for media: legislation protecting journalists and media outlets from abuse and guaranteeing their freedom to operate without government interference; and legislation, such as libel and slander laws, protecting private individuals from being the subject of unjustified insult or falsehoods appearing in the media. The former allows journalists to operate without fear of government coercion, unwarranted prosecution, or personal harm. If such legislation is in place and consistently enforced, then journalists and media outlets are not likely to be very susceptible to abuse. But if such legislation is absent, journalists and media outlets are essentially "fair game" for the government, meaning that the state is free to attempt to manipulate them however it chooses. Journalists, in turn, have few options for recourse (Frohardt and Temin, 2003).



According to Fewell and Clark (2003), other factors identified that could potentially have an impact came from the environment of the organisation. In summary, these are legislation and constitution, political and economic goals and environments, and information sources such as the nature and freedom of the media. Also included in the environment of the organisation are the nature of society including the languages spoken; historic, ethnic or religious connections and groups; customs and rules of behaviour; standards of living and demographics; commitment to democracy; free trade;

globalisation; human rights and values (e.g. those placed on human life); and public opinion and support, including the influence of business and special interest groups. These factors potentially constrain organisations. The environment defines the organisation's goals and provides constraints in the form of government guidance and policies, formal guidelines and administrative procedures developed outside of the organisation.

Differences in the environments of each collaborating organisation may indirectly place additional external constraints on the organisation interoperability by, for example, imposing additional goals on some participating organisations (Fewell & Clark, 2003)

Once the necessary media legislation is in place, it is equally important that the judiciary has the capacity to enforce the laws. If it is effective and impervious to corruption, the judiciary can provide an important check on media abuse because it can punish actors attempting to use the media maliciously. But in so many of the societies recently succumbing to conflict and in those vulnerable to doing so, rule of law is weak and the legal system is riddled with bribery and corruption. Media regulation, encompassing both codes of conduct and ownership issues, is the necessary rule of law component of every comprehensive media development project. While the strategies create and encourage open media through production, regulation is a parallel effort to ensure that what is

produced and aired is not inflammatory or contrary to the public's interest in peace. When done well, the peace-building benefits are substantial. (Frohardt & Temin, 2003). In Nigeria, the Nigeria Broadcasting Code first published in 1993 specified standard operating procedures for all broadcasting stations. According to the National Broadcasting Commission (NBC) (2012: 6), the standard operating procedures "is to assist broadcasters make sound judgement and provide the public with information, and to enable

stakeholders in the industry discharge their responsibility more effectively and provide a transparent tool for the commission to adequately regulate the industry”.

### **2.1.8 Concept of Information and Communication Technologies (ICTs)**

Information Technology (IT) has been used for many years, particularly in the United States, and refers to the electronic display, processing, and storage of information, but not necessarily the transmission of the information. The term carries strong historical associations with enterprise data processing and centralized computer services. However, Information and Communication Technology (ICT) represents the set of activities and technologies that fall into the union of IT and communication technologies. Global industry, international media, and academics increasingly now use ICT to describe this union. The real benefit of adding communication doesn't derive from including specific technologies, such as routers or servers, but from the dynamism implicit in interconnected social, economic, and information networks. ICT is characterized by unprecedented global flows in information, products, people, capital, and ideas. These flows are enabled by ICT: their sheer scale and pace would not be possible without the ability to connect vast networks of individuals across geographic boundaries at negligible marginal cost

([http://wsipapers.choike.org/national\\_strategies.pdf](http://wsipapers.choike.org/national_strategies.pdf)). The description of digital technology, communication tools, and/or networks reflects the same thinking that stimulated the use of Information and Communication Technology (ICT) versus Information Technology (IT). Digital technology reflects hardware and software products, communication tools reflect those products and services used to transmit information, and networks themselves are the pathways for this transmission. The words are meant to be as



inclusive as possible to reflect the breadth of hardware, software, and infrastructures that makeup ICT.

ICTs are defined as technologies that facilitate communication and the capture, processing and, transmission of information by electronic means. This definition encompasses the full range of ICTs from radio, television, and telephones to computers and the Internet([http://wsispapers.choike.org/national\\_strategies.pdf](http://wsispapers.choike.org/national_strategies.pdf)). Many ICTs are new media or multimedia, a series of innovations that have as much to do with content, information and

communication as hardware and software. Multimedia and media convergence appears to be expanding the importance of information and communications in society and in the economy. Activities of communication and information gathering, manipulation, trading and application are keys to many of our activities. New Information and Communication Technologies (ICTs) or "Multimedia" in a natural setting include computers, mobile phones and television, radio and any application and service based on these (Stewart, 2002). Besides, the emergence of the new Information and Communication Technologies (Internet, computers, interactive multimedia systems, and digital telecommunications) has dramatically altered theoretical and practical assumptions about the role of communication

technologies in information dissemination(Hattotuwa, 2004). ICT can be a powerful enabler of development goals because its unique characteristics dramatically improve communication and the exchange of information to strengthen and create new economic and social networks. With the proliferation of different media channels and increasing portability of new telecommunications and computing technologies, we have entered into an era where the media constantly surrounds us.

Convergence generally means the intersection of the old and the new media. Jenkins (2006:2), states that convergence is, "the flow of content across multiple media platforms, the cooperation between multiple media industries, and the migratory behaviour of media audiences". Media convergence, in reality, is more than just a shift in technology. It alters relationships between industries, technologies, audiences, genres and markets. Media convergence changes the rationality media industries operate in, and the way that media consumers process news and entertainment. Media convergence is essentially a process and not an outcome, so no single black box controls the flow of the media. The media convergence requires that media companies rethink existing assumptions about media from the consumer's point of view, as these affect marketing and programming decisions. Media producers must respond to newly empowered consumers (Jenkins, 2006). In planning for, and using ICT, many countries often concentrate on the intervention itself, rather than what they want to accomplish through it. It must be remembered that ICT is a means to an end, not an end in itself. The digital revolution and advances in satellite technology has given people unprecedented access to global events, with immediate and detailed reporting of conflicts and violence now possible (Rinkineva, 2004).

### **2.1.9 Technology and Broadcast Media Interoperability**

Developments in technology continue to change the relationship between communities and media organisations. Technology gives unprecedented access to events, experiences, opinions and sources of knowledge from around the world. It allows journalists to communicate and collaborate with others locally and internationally, and extend the range of opportunities they have to develop as successful journalists and global citizens.

According to Muhren et al. (2008), technology is only one component of more complex socio-technical systems. The introduction of technology is dependent on other factors such as organisational commitment, training, and policies that affect how a new technology is managed in an organisational context; roles that various stakeholders play in designing, developing, and implementing a technology; and the role of user groups in determining how technologies come to be systems embedded in complex institutional and cultural contexts.

The new arrival of multimedia technologies including the Internet, mobile and telephony services, and their various applications are part of a revolution similar to those that occurred at earlier innovative periods that saw the development of steam power, antibiotics, electricity, radio and television, the internal combustion engine, and the telephone (Stewart, 2002). The cellular telephone is an information-sharing tool that has proven invaluable in linking individual actors to information resources for advance warning, situation updates, and changes in guidance. Accessible mobile communications like the cellphone are particularly important because the success of peace support operations can hinge on the actions of one or two relatively junior soldiers far from headquarters. These individuals must have up to the minute information for decision making at the lowest level. With satellite support, the cellular telephone gives them that kind of crucial information. There is no question that today, well into the Information Age, technology exists to support global communications in any environment (Boltz, 2001).

In the Millennium Report, the former Secretary General of the United Nations, Annan (2000) opined that "The Internet is the fastest growing instrument of communication in the history of civilization, and it may be the most rapidly disseminating tool of any kind ever".

The power of the Internet, given its global reach and the speed and ease with which it transfers and propagates information, portends numerous applications for peace support operations. These are technologies which are involved in the creation, delivery and consumption of media content e.g. digital satellite, internet linked personal computers and so on. They are advances in technology which have a direct bearing on the generation, location and consumption of mass media content.

These established technologies all appear to have provoked considerable changes in society and in our everyday lives. However, they all emerged within a period of considerable social change, and many histories have shown how events and situations pushed forward the development and adoption of technologies that met the demands of the time. Today we are in a similar situation. Technology is associated with many aspects of social and economic change today, but unravelling cause and effect is arguably an impossible task (Stewart, 2002). Information technology's power does not reside solely in communications architecture, remote-sensing devices, and training simulations. A significant strength of the new technologies lies in their ability to communicate quickly with global publics.

The access, filing capabilities, and pervasiveness of the modern media corps virtually guarantee that reporters will transmit all newsworthy events to local international audiences—often in real time. These three IT-driven characteristics—unfettered access, real-time reporting, and the twenty-four hour news cycle—significantly affect peace support operations. The media can flatten the traditional organisational hierarchy through unrestricted access and compress decision-making cycles through real-time reporting. As information gatekeepers, journalists become the voice from the field, providing

continuous reporting and analysis. Insightful developments of IT solutions to crisis management challenges, however, are cornerstones to meeting the challenges of peace building in the Information Age(Boltz, 2001).

Although information operations are not easily executed, IT can expedite and strengthen their effect. Established actors such as NGOs and the media have historical information that peacekeepers need both for background and for its predictive value. Moreover, by the time peacekeepers get to the field, chances are that information already would have been manipulated for censorship, propaganda, and disinformation. Information operations touch all the actors in the post-conflict environment because they include the cultural and political dimensions of the operation. The measure of success is not dominating the enemy but influencing the affected parties to create the conditions for a stable environment in which businesses flourish, children regularly attend schools, and families live free from the fear of being forced from their homes(Boltz, 2001).

#### **2.1.10 The Concept of ICT Literacy**

The increasing importance of technology in people's everyday lives cannot be over emphasized, and that presence will most certainly increase in the coming years. Information and communication technologies is longer relegated to specialized workplace settings, but have become increasingly common in community settings, at school, and at home and in many organisations. Everyday activities have been transformed by ICT for example, looking up a book on a computerized card catalogue at the public library,

making a withdrawal from an Automated Teller Machine (ATM), or accessing telephone messages (International ICT Literacy Panel, 2007). As a result, the notion of a literate populace must be expanded to include the technology-based skills and abilities that will enable citizens to function in an increasingly technological world. According to 2007 report of the International ICT Literacy Panel, ICT literacy cannot be defined primarily as the mastery of technical skills. The concept of ICT literacy should be broadened to include “both critical cognitive skills as well as the application of technical skills and knowledge. These cognitive skills include general literacy, such as reading and numeracy, as well as critical thinking and problem solving”. Without such skills, ICT literacy cannot be attained. ICT literacy is viewed as a continuum of skills and abilities, ICT literacy ranges from simple uses of technology in everyday life to uses in performing complex tasks. ICT literacy is defined in the following way to reflect the growing importance and ubiquity of new technologies in work, education, and everyday life (International ICT Literacy Panel, 2007).

ICT literacy is using digital technology, communications tools, and or networks to access, manage, integrate, evaluate, and create information in order to function in a knowledge society. This definition reflects the notion of ICT literacy as a continuum, which allows the measurement of various aspects of literacy, from daily life skills to the transformative benefits of ICT proficiency (Information Technology Association of America, 2000). This definition is important in that it lists five critical components of ICT literacy. The five components according to International ICT Literacy Panel (2007) represent a set of skills and knowledge presented in a sequence that suggests increasing cognitive complexity. These components are:

- **Access** - knowing about and knowing how to collect and or retrieve information.

- **Manage** - applying an existing organisational or classification scheme.
- **Integrate** - interpreting and representing information. It involves summarizing, comparing and contrasting.
- **Evaluate** - making judgments about the quality, relevance, usefulness, or efficiency of information.
- **Create** - generating information by adapting, applying, designing, inventing, or authoring information.

As technology evolves, becoming simpler and more transparent, one might argue that the need to develop ICT literacy would lessen, but in fact, the opposite is true. Simpler interfaces may broaden access to technology, but they cannot make people, ICT literates. In order to take a full advantage of the opportunities such technology presents, individuals still need critical cognitive and technical skills. This creates a difficult challenge for investing in training and education. While digital technology, with its immense capacity to present, access, and manage information, is seductive, there must be a balance between the need for cognitive skills, literacy, and knowledge and what the technology can achieve by itself. Literacy is no longer seen as a condition that one either has or is lacking (International ICT Literacy Panel, 2007). Rather, it is seen as a continuum of knowledge, skills, and strategies that individuals acquire over the course of their lives in various contexts and through interactions with their peers and with the larger communities in which they participate. Therefore, ICT literacy have the potential to transform, not only the lives of individuals who develop the requisite skills and knowledge, but society as a whole.

### 2.1.11 Training and Broadcast Media Interoperability

ICT skills necessary for individuals to function in the new economy and in everyday life in the 21st century are continuously changing and emerging. The Internet, e-commerce, and other new economy workforce needs will have a large impact on the nature of job skills and life skills. Changes in technology, skill requirements, and in the structure of jobs have increased the demand for better-educated and more literate workers, with stronger communication and critical thinking skills. Workers will require new proficiencies, skill sets, and relationships. Workers need to master many new skills to adapt to these changes. They need to develop the vocabulary and fluency required to understand technological concepts and they have to learn to use it. Correspondingly, people will have to adapt the way they work to exploit technology (Hart, 2001). It is extremely important, especially as the demands of peace operations accelerate and become more complex worldwide, that training of professionals become more attuned to new technologies, specifically computer-based learning and distance learning techniques (Ward, 2000).

Journalist capacity refers to journalists' ability to carry out their charge with a reasonable degree of professional integrity and skill. The level of journalist capacity is critical because more capable journalists tend to make media outlets less susceptible to abuse. Therefore, one important variable is journalism training. Training journalists on reporting on issues that tend to be particularly sensitive and possibly explosive is critical in conflict management (Frohardt & Temin, 2003). Two such sensitive and explosive issues are economic and environmental resources issues that have the potential to be distorted and twisted into tales of ethnic hatred and animosity because the issues affect people's livelihood, and can have a dramatic effect on both personal economic viability and general stability. Thus, it is particularly important that economic and environmental resources



issues are reported in a professional manner, and issue-oriented training focus on how journalists can frame these issues. Such training increases the capacity for journalists to provide their listeners and readers with the information they need to address the underlying causes of economic or environmental problems, rather than stories that provide scapegoats and are thus misleading (Frohardt& Temin, 2003).

Developing journalists' competence involves two basic objectives: enhancing the physical resources available to journalists (such as computers and vehicles), and enhancing human resources (such as writing ability, editing skills, and contextual knowledge). Regarding the former, such physical resources are important for obvious reasons, and without them journalists' ability to perform their duties are compromised. Furthermore, if journalists lack these resources, they are likely to be more susceptible to co-optation and corruption. For example, if they are poorly paid (or not paid at all) it is easy to imagine how journalists could be bought off by actors with malicious intentions. Similarly, if journalists have no form of transportation, one could envision how they could be bribed with vehicles (Frohardt& Temin, 2003).

Furthermore, Frohardt and Temin (2003) opine that human resource needs are more difficult to define and to provide because they are not tangible goods. The principal method of enhancing human resources is through journalist training, often through peer-to-peer training conducted by journalists. While the results of such training are often difficult to quantify, the benefits accrued by journalists can be substantial. Even with the latest technology, ultimately, it is the quality of the journalist that determines the quality of journalism. Improving the technical or material components of the medium does not, in itself, improve the message, which is of greatest importance. Consequently, addressing

human resource needs must be a top priority. An added benefit of developing journalists' competence is that more competent journalists are more likely to investigate and report on actors attempting to abuse the media and to expose their intentions, which can deter or thwart the actors' efforts. Investigative journalism can be critical to blocking efforts to incite conflict and can debunk some of the inflammatory myths and stereotypes propagated in the media (Frohardt & Temin, 2003).

## **2.2 Empirical Studies**


In the assessment study by Frohardt and Temin (2003) titled "Towards Interoperability in Crisis Management", the authors considered the post-Iraq war challenges. In their assessments of the American operations six months after the end of the major combat, a picture of how reconstruction-phase planning was undermined by a lack of information

sharing among various government agencies was observed. The authors found out that no technologies have been more powerful in reshaping the post-Cold War international system than those of the information revolution. These technologies offer an expanded role for conventional foreign affairs agencies in the international arena through their power to reach vast publics, maintain 24/7 contact with their counterparts in every country, and elicit immediate responses from their own national governments. Yet, these agencies have tended to resist such changes. Many reasons are offered for not dismantling organisational "stovepipes" that inhibit reaching out to publics and counterparts across the globe. The reasons, however, boil down to two: a defensive view that their power will be diminished by sharing information with competitors; and fear of change coupled with a lack of accountability for ineffective practices and procedures, all of which leads to disjointed, erratic, piecemeal policy-making and operational coordination.

Frohardt and Temin (2003) extracted four key lessons, all related to the need to create a common culture of communication between civilian and military organisations; and between civilians and Non-Governmental Organisations (NGOs) during humanitarian or peace keeping operations. The specific lessons are:

- communication must flow in all directions, all the time.
- an organisation's mission matters.
- information structures need to be flexible (but not ad hoc).
- "lessons learned" need to be learned and training organised.

In the report of the United States Institute of Peace's Virtual Diplomacy Initiative (USIP/VDI, 2000): "Managing Communications: Lessons from Interventions in Africa" the effectiveness of communication and information-sharing practices between and within humanitarian and peacekeeping organisations operating in complex emergencies in Somalia, Rwanda, and Liberia was examined. From that study and every subsequent studies, the Institute has undertaken this and related subjects. The institute has learnt that, at least seven dimensions of communication must be in place and be working during a crisis:

- 
1. communication within organisations
  2. communication between organisations (bilaterally)
  3. communications among organisations (multilaterally, as in a networked community)
  4. communication with local leaders
  5. communication with and between decision makers
  6. communications with the media
  7. communication among the parties in the conflict

Perhaps, most central to these assessments was the realization that communication interoperability is less a technical problem than a matter of organisational politics. Commitment at the very highest policy levels to implement and enforce omni-directional information sharing is required before there can be meaningful information exchange from headquarters all the way down into the field. Advances along the road toward organisational interoperability must be aggressively initiated from the top with the goal of transforming organisations into portals rather than terminals in the global network.

According to Adam and Holguin (2008), the media can have an impact on peacebuilding by citing Mali, Afghanistan and Rwanda as examples. The authors reported the achievement of Radio Douentza, in Mali, not far from Timbuktu, a small community station with a handful of staff broadcasting to about 125,000 people in the Sahara Desert, some of them nomad pastoralists, others, settled farmers. Traditionally, both groups had got on well, but drought and population increase had put the relationship between the two groups under great strain. Every year there were outbreaks of violence as the nomads drove their hungry cattle and goats across the fields of the farmers before they had time to harvest them. People were being killed in the resulting clashes. This was all the more regrettable, as traditionally, the two groups had exchanged land for grazing in return for the manure of the animals which had contributed to good crops in the preceding years.

Adam and Holguin (2008) find out from the study that to tackle the conflict, the staff of Radio Douentza took three main initiatives:

- i. They developed a series of public service announcements reminding the farmers and herders about their traditional collaboration and advising

restraint. The spots started using a local proverb: 'If the yolk and the white of an egg do not agree, the eggshell breaks! Farmers and herders are both worried. ....' In other words, everyone is a loser if there is fighting.

- ii. They reported any incidents very promptly so that the local administration could intervene before the conflict got out of hand.
- iii. This was the simplest and most effective ploy: they encouraged farmers to post messages on the radio as to when they would be finished with harvesting. The herders were listening to Radio Douentza, and they knew when they could safely move across these particular fields.

What emerged was a participatory process: the listeners' using the radio station's power to communicate as a means of tackling a social problem. Also, the local knowledge of the radio station staff was key. These were solutions very much geared to a specific local problem.

In Afghanistan, a radio soap opera which was called *New Home, New Life* was aired three times a week in two languages for millions of Afghan men, women and children. The soap opera was educational in purpose but entertaining in format –it was a story of a community surviving at a time of conflict. *New Home, New Life* had given listeners a safe space to discuss a very sensitive topic. This was the first stage in people re-evaluating, and it had been prompted by the intense emotions acted out in a radio social drama.

The findings on *New Home, New Life* was fourfold:

1. Radio drama is a very effective vehicle for prompting people to think about the consequences of their actions.
2. It is a long term involvement - these storylines went on for months, and the key messages were reinforced in related storylines over a period of years.

3. They tackled the do-able - focusing not on major conflicts which were complex, but on community based conflicts where listeners could exercise influence by doing things differently.
4. Ownership of the drama by the listeners is important - the audience really saw this as a true reflection of their own lives, and this was why they liked to listen and learn from it.

In Rwanda, Search for Common Ground set up a radio production facility in October 1995, called *Studio Ijambo*, (Kirundi expression for 'wise words') in Bujumbura and began producing regular programmes. With funding from USAID, they produced approximately fifteen hours per week of radio programming, using mixed teams of Hutu and Tutsi journalists. The programmes aimed at reducing ethnic violence and counter hate radio by stressing themes of peace and reconciliation. *Studio Ijambo* produced programmes dedicated to transforming conflict into cooperative action. The aim was to show that even contentious problems can be examined in ways that inform and entertain, while still promoting the search for peaceful solutions. Entitled *UmubanyiNiweMuryango (Our Neighbours, Ourselves)*, their radio drama described the trials and tribulations of these neighbours and how, together, they overcome the problems common to both families: drought, lack of food, a pregnant daughter, division in the village, rumour-mongering neighbours etc. (Adam and Holguín 2008).

Adam and Holguín (2008) found out that *Studio Ijambo* reached an estimated 12 million people throughout the Great Lakes region. It earned a reputation for unbiased and responsible reporting, with its broadcasts used regularly by other news organisations such as Reuters, the BBC, and Voice of America. *Studio Ijambo* was also credited with playing

a key role in decentralizing the media in Burundi and building local capacity for news coverage. The following were also found out:

- i. an estimated 87% of Burundians listened to the radio, and 82% of those surveyed believed that Common Ground's programmes in Burundi greatly helped reconciliation.
- ii. there was a wider coverage of conflicts at different levels: family, community, national, regional.
- iii. it gave the people the ability to highlight positive stories of conflict handling - where people found a degree of common ground.
- iv. production of programmes that drew people into the process of dealing with conflict. They facilitated dialogue and joint problem solving and helped disperse rumours, misconceptions and fear.
- v. brought conflicting parties together in the studio. In the studio parties built relationships and exchanged views and information.

Adam and Holguín (2008) also observed that the past ten years have seen major, long running radio soap operas set up with aid funding in Cambodia, Afghanistan, Rwanda, Kenya, Botswana, Zimbabwe, Colombia, Albania, Rumania, Russia, Uzbekistan and Tajikistan, to mention just a few.

In the study of Howard (2003:10), the importance of journalism training for political stability in Bosnia-Herzegovina in 2001 was revealed. The author, citing the London-based Institute for War and Peace Report on Bosnia, revealed that "Bosnia has no comprehensive journalism training or education in place. The existing journalism faculties are politically tainted, obsolete and often incompetent. Many of the most talented

journalists have emigrated and will never return. The younger generation of journalists lack mentors to teach them the craft. Some young reporters who have attended training courses have subsequently been fired by their editors, who view Western-style journalism education with suspicion". Tens of millions of dollars were assigned to training, journalist protection, equipment and direct subsidies to newly-emerged media outlets. The intention was to create diversity and independence within the Bosnia media to counter state broadcasters who continued to foment ethnic hatred.

Furthermore, Howard (2003) found out the following:

- i. worldwide, journalism training and development contains almost no reference to the discipline of conflict analysis. Little of the wisdom of nearly five decades of academic and professional study of conflict is included in journalism training, and certainly not at the basic level. This is unfortunate because such knowledge can better inform journalists in their work, especially in their analysis of conflict, its sources and its alternative responses, and in their reporting of efforts to defuse conflict.
- ii. it is increasingly clear that journalism development in the absence of a media-supportive infrastructure cannot function very well or likely very long. A media-supportive infrastructure includes a system of legislation, courts and tribunals that complement, defend and discipline a reliable news media. Without this, there is no access- to-information legislation to enable well-informed journalism, no courts to protect journalists from intimidation and to



address media malfeasance such as libel and slander, and no independent regulators to fairly allocate publishing and broadcasting rights.

- iii. it requires a multi-sectoral approach to enable the media to contribute to a society's resolution of its conflict. It may be called something else, such as legal and administrative reforms, or civil service modernization, and may be funded separately, but these sectors are essential for media security and professionalism.
- iv. the holistic approach to media interventions must also reflect upon economic conditions. Professional journalism and the presence of a media-enabling infrastructure will have little effect if a local economy is too impoverished to support companies buying advertising in the media. Media managers unable to finance their operations in the open market will remain vulnerable to subsidization by political interests who seek to dictate news judgment.
- v. in addition, journalists, regardless of advanced training, remain liable to corruption, bribery and intimidation on the job if they obtain very low pay and low status in the reflection of the national economy.

In Boltz's (2001) study, the author reported that great advances in telecommunications capabilities in the 1990s, fed by a demand for systems able to support global commerce and education, have resulted in increased commercial information-sharing means and methods. Systems that once relied exclusively on cable connections now take advantage of microwave and satellite capabilities. Unfortunately, in terms of interoperability, the rapid development of IT sparked competing markets globally, resulting in widely different systems designed without an eye toward operating across the multinational, inter-agency

landscape of peace support operations. The introduction of multiple communication systems without an overarching strategy toward interoperability created the greatest obstacles to effective information sharing. Boltz(2001) cited Col. Patricia Capin, Chief of the Multinational Joint Logistics Center for Headquarters, Kosovo Force (KFOR), described the early communication challenges faced by KFOR this way: "If we wanted to communicate with one another we either met somewhere or provided national equipment to our multinational counterparts (or received equipment from them). We each deployed with our own communications system, none of which could talk to the other. We need to

deploy with a common system that allows us to communicate between nations and agencies from day one." Technical problems were compounded when attempts were made to communicate with NGOs, most of which possessed small, earth station communication dishes to support satellite communications, none of which could interface with any of the national systems.

The following were the findings of Boltz(2001):

- one work-around solution designed in response to the NGO link was Hotmail, which became a depository for routine information regarding supply routes and meetings.
- an Internet-based solution was proposed. The advantage of using the Internet for communication interoperability is that it "allows remote, long-range, dynamic data retrieval and manipulation from any connected source. Though the problem with using an Internet solution is security, but it was

predicted that given IT advances, security limitations would be temporary at most.

- approaching the problem from a more traditional point of view, it was suggested that existing national systems should be made interoperable, that is having a common interface that links existing systems, and that any agreed-upon interface must link with each individual system.
- the cellular telephone is another information-sharing tool that has proven invaluable in linking individual actors to information resources for advance warning, situation updates, and changes in guidance.

According to the study of Bajraktari and Hsu (2007), the creation of a fully functioning media sector requires intensive work on various levels. One of the most fundamental levels involves implementing a strong legal framework that safeguards the greatest possible freedoms for the press and lays down a robust foundation on which to build radio, television, and print outlets. Bajraktari and Hsu (2007) reported that according to the Committee to Protect Journalists, dozens of journalists are murdered for their work as reporters, while hundreds more are persecuted by governments or opposition groups and face death threats to their families and themselves. In a well-known Bosnian case, Zeljko Kopanja, the editor of Banja Luka's *Nezavisnost*, was targeted because of his coverage of Serbian war criminals and he lost both of his legs in a car bombing. Bajraktari and Hsu (2007) also report that Cambodia today still lacks an effective means by which to file complaints of libel, leaving the media unfettered by professional standards and more likely to breed a culture of journalistic impunity. At the same time, the government has arbitrarily sanctioned outlets, creating a climate of uncertainty in which there are no uni-

form codes of conduct for journalists. Also in Cambodia, international journalism training programmes had limited impact because they were too narrowly focused on short-term gains and failed to follow up with trainees after the programmes had been completed.

Bajraktari and Hsu (2007) find out the following;

- Establishing or reforming a legal media framework can entail a range of tasks, including lobbying for media safeguards in the country's constitution, establishing a code of ethics for journalists, amending the penal and civil code to protect journalists against defamation charges, and adopting laws on information access to ensure transparency of public administration.
- Media laws should be stated as unambiguously as possible to avoid misunderstanding in implementation.
- In many less developed countries, especially in Africa, the lack of a robust market for media explains why privately owned media outlets are few in number and overshadowed by the state media structure.
- It is needful to develop rigorous media training programmes to educate personnel on journalistic standards of professional integrity and independence. Many reporters in post-conflict societies have worked only under authoritarian regimes and lack experience in running independent media. Training programmes must be designed with long-term interests in mind; they should offer a comprehensive education, including follow-up initiatives, and run for a long time.

- A successful training programme should educate people in the concepts of truth, impartiality, public service, and journalistic ethics. Business concepts such as competition in the media market and management and administrative capacities must also be taught.
- It is important to educate the broader public about liberal conceptions of the role of media in politics and society. Some citizens are deeply suspicious about the media, having been accustomed to the distortions and half-truths that state-owned media outlets often disseminate. Given these conditions and deep-seated preconceptions, substantial investment must be made to inform and educate the public on the role of free and independent media in democracies and the importance it has in protecting their rights and spotlighting abuses of government power.

According to Spurr(2002) in the “Memorandum on the Promotion of Platforms for Independent Broadcasting in Africa”, published in March 2002, the following findings were reported as the major problems of the media in Africa:

- lack of responsible media policy and an unfinished legislative framework
- restrictive legislation upon the media
- poor quality of media
- political influence and economic dependence
- lack of sound journalism training and weak professional structures

### **2.3 Theoretical Framework**

The theoretical framework for this study is premised on the following theories: Diffusion of innovation theory, Social responsibility theory, Reception theory and Realist conflict theory.

### **2.3.1 Diffusion of Innovation Theory**

Griffin(2000) defines Diffusion of Innovation Theory as a theory of how, why, and at what rate new ideas and technology spread through cultures. Diffusion is the process by which an innovation is communicated through certain channels over time among members of a social system. Communication is at the heart of Diffusion of Innovations Theory. “The essence of the diffusion process is the information exchange through which one individual communicates a new idea to one or several others” (Rogers, 1995). In general, mass media are considered the best channels to create awareness about innovations, whereas interpersonal channels are crucial for persuasion and adoption of decision. Diffusion theory emphasizes interpersonal communication more than any other area of communication research.

Diffusion of Innovations Theory describes the social process of communication of a new idea among the members of a community over time. The focus of the theory is not only on awareness and knowledge but also on attitude change and the decision making process that lead to the practice or adoption of an innovation. The objective is to explain the dynamics of social construction and gradual assimilation of an innovation. The theory includes conceptual generalizations about:

- (1) how and through what media an innovation is communicated,
- (2) the attributes of innovations,

- (3) the decision process that leads to adoption (or non-adoption), and
- (4) the characteristics of adopters.

Rogers (1995) proposes a number of key issues of influence in the diffusion and adoption of innovation: the concept of innovation, its diffusion over time, personal influence and opinion leadership, the adoption process, the roles of the innovator and other adopter categories, and the role of the social system. Characteristics such as opinion leadership and interpersonal information seeking have been shown to have some correlation with innovation adoption. The scholar also points out how the innovation itself can be analysed to see how relevant and amendable to adoption and diffusion it may be, suggesting a number of important features to be considered in relating it to the social system it enters. Such are relative advantage, compatibility, complexity, and observability.

These factors provide inputs to the adoption process which takes into account attitudes and awareness about products (cognitive processing), the uncertainty and risk of adoption (including financial risk, social risk, credibility risk etc), pre-existing activities that will influence and be affected by adoption, and competitive innovative solutions. The key elements in diffusion research are the innovation, types of communication channels, time or rate of adoption, and the social system which frames the innovation decision process. This review of the literature will concentrate on the adoption process.

The adoption process encompasses how an individual encounters an innovation, how he or she engages it, how decisions are made about it, and the process of actually obtaining the product and then its implementation and use. One model that is widely used is that developed by Rogers (1995). He identifies a number of stages in adoption, taking the concept of adoption away from a simple decision to purchase towards a more complete

model that accounts for the long awareness building and evaluation period that may occur before any actual purchase, including the possibility of trial and rejection, the importance of demonstration and recommendation, post-purchase re-evaluation and re-invention, and more creative consumer behaviour. Rogers' model contains five main dimensions to an innovation decision process:

- i. **Knowledge**– This refers to exposure to existence and understanding of function (questioning whether awareness comes through a search initiated by need, or through random exposure in the environment);
- ii. **Persuasion** – This is formation of attitude, often based on affective judgements, including thought, experiments and getting innovation-evaluation information from the close social network ;
- iii. **Decision** – it is to adopt or reject – often based on advantages/disadvantages of using the innovation and personal or vicarious trials resulting from the usage
- iv. **Implementation** – It means putting to use and determining the usefulness of the innovation including the appropriation work needed to be done until an innovation is institutionalised. This stage can often include some reinvention of the product.
- v. **Confirmation** – This involves reinforcement or disappointment which sometimes leads to discontinuance. The individual finalises their decision to continue using the innovation and may use the innovation to its fullest potential.

There have been a number of criticisms of the Diffusion of Innovation theory. Such criticisms include the idea that:



1. There is a lack of process orientation. Research tends to look at the moment of adoption, and not actually track the individual's decision process over time.

2. There is pro-innovation bias which assumes that all innovation is desirable.

The diffusion of innovation theory is applicable to this research work in the sense that the emergence of the new Information and Communication Technologies (ICTs) has dramatically altered theoretical and practical assumptions about the role of communication technologies in information dissemination by the broadcast media.

### **2.3.2 Social Responsibility Media Theory**

The theory explains how the broadcast media should provide a full, truthful, comprehensive and intelligent account of the day's events in a context which gives the meaning (Mac Quail, 2005). The theory further has the principles of accepting and fulfilling certain obligations to the society. These obligations are to be met by setting high or professional standards of informativeness, truth, accuracy, objectivity, and balance. In accepting and applying these obligations, media should be self-regulating within the framework of the law and established institutions, the media should avoid whatever might lead to crime, violence or civil disorder or give offence to minority group. The theory is related to the study by imploring the broadcast stations to put up their responsibility in disseminating public enlightenment programmes that promote tolerance, equity, respect for human rights and peace related issues. Also, the broadcast media, in performing their obligation to the society should be accurate and objective in their information messages, and in the packaging and presentation of programme production to the audience.

### **2.3.3 Reception Theory**

The Reception Theory was developed by theorists such as Hans Robert Jauss in the late 1960s (Wikipedia, 2012). Reception theorists focus on the roles that audiences (readers of texts, decoders of texts) play in the scheme of things, and not on texts themselves. Holub (1984) characterizes Reception Theory as “a general shift in concern from the author and the work to the text and the reader.” The scholar opined that the Reception Theory’s approach to textual analysis focuses on the scope for negotiation and opposition on the part of the audience. This means that a text is not simply passively accepted by the

audience, but that the reader or viewer interprets the meanings of the text based on their individual cultural background and life experiences. In essence, the meaning of a text is not inherent within the text itself, but is created within the relationship between the text and the reader. A basic acceptance of the meaning of a specific text tends to occur when a group of readers have a shared cultural background and interpret the text in similar ways. It is likely that the less shared heritage a reader has with the artist, the less he/she will be able to recognize the artist's intended meaning, and it follows that if two readers have vastly different cultural and personal experiences, their reading of a text will vary greatly (Holub, 1984). This theory is related to this study because the way individuals receive and interpret a text, and how their individual circumstances (gender, class, age, and ethnicity) affect their reading and perception of a situation, will ultimately affect their reaction.

### **2.3.4 Realistic Conflict Theory**

Realistic conflict theory ( **RCT**), also known as Realistic group conflict theory (**RGCT**) was officially named by Donald Campbell, but has been articulated by others

since the middle of the 20th century (Campbell, (1965); Brief, Umphress, Dietz, Butz, Burrows, Schoelten (2005) cited in Wikipedia, 2012). Realistic conflict theory focuses on the sources of conflict between groups which include incompatible goals and competition over limited resources which can present potentially harmful consequences. The theory also offers an explanation for negative attitudes toward other tribes and efforts to promote diversity (Bobo (1983);Baumeister&Vohs, (2007) cited in Wikipedia, 2012). RCT provides an explanation of this pattern because in communities of mixed tribes, members of minority groups are seen as competing for economic security, power, and prestige with the majority group.

According to Jackson, (1993) cited in Wikipedia(2012),feelings of resentment can arise in the situation that the groups see the competition over resources as winner takes all, in which only one group is the winner (obtained the needed or wanted resources) and the other loses (unable to obtain the limited resource due to the "winning" group achieving the limited resource first).The length and severity of the conflict is based upon the perceived value and shortage of the given resource (Sidanius&Pratto, (1999) cited in Wikipedia 2012).The theory is related to this study because the selected communities for this study have mixed tribes that compete for limited resources. Thedestruction of farm produce of Yoruba farmersby the Fulani cattle rearers in Oyo state caused incessant crisis. Also there were reported clashes in Mushin and Agegein Lagos state due to differences in interests and values of the different ethnic groups within the communities.

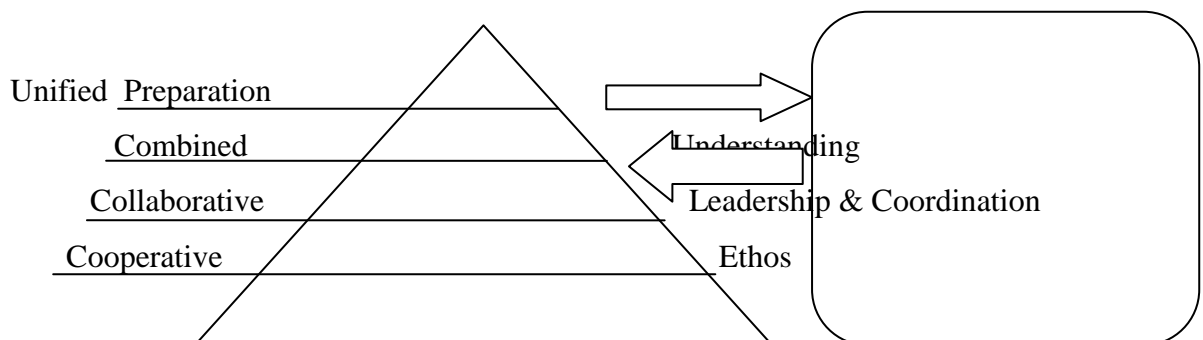
#### **2.4 Organisational Interoperability Maturity Model**

Interoperability is important because of the need of organisations to use resources efficiently and to operate in an effective way with other organisations to achieve

common goals. Some means is needed for monitoring and evaluating the interoperability that can be achieved in any potential collaboration. The model adopted for this study is the Organisational Interoperability Maturity (OIM) Model. Organisational Interoperability Maturity (OIM) model was developed to address the importance of organisational and cultural aspects (Clark & Jones, 1999; Clark & Moon, 2001). The term organisational interoperability was introduced to cover organisational and cultural issues characterised by human activity. In the OIM model, the focus is on how these factors affect the exchange of information and sharing of knowledge.

### Overview of the OIM Model

The OIM model is based on the concept of maturity model. This describes the stages through which systems, processes or organisations may progress or evolve as they are defined, implemented or improved. Although the model defines levels of maturity, this does not mean that all organisations should aspire to the highest level; lower levels may be entirely appropriate in some circumstances. The use of the model is to identify or characterise the level at which an organisation is operating, describe the situation and contribute to an understanding of the factors affecting interoperability. In the original OIM model (Clark & Jones, 1999), five levels of organisational interoperability were described in terms of four attributes. These levels were called Unified, Combined, Collaborative, Cooperative or Independent levels.



## Independent

### Organisational Levels in the OIM model      Attributes

**Source:** Clark and Jones, 1999

Four attributes have been identified as the enabling features of organisational interoperability. They are:

- a. **Preparedness:** This attribute describes the preparedness of the organisation to interoperate. It is made up of doctrine, experience and training.
- b. **Understanding:** The understanding attribute measures the amount of communication and sharing of knowledge and information within the organisation and how the information is used.
- c. **Leadership Style:** This is the attribute that describes the management and leadership style of the organisation – how decisions are made and how roles and responsibilities are allocated or delegated.
- d. **Ethos:** The ethos attribute is concerned with the culture and value systems of the organisation and the goals and aspiration of the organisation. The level of trust within the organisation is also included.

**Table 2.1: OIM Levels and Attributes**

Level of interoperability	Preparation	Understanding	Leadership and co-ordination	Ethos
4 Unified	Completely integrated. Preparation resulting in normal day to day working. Common doctrine covers all aspects of operations. All other agreements are in place. High levels of integrated training and experience using common doctrine, communication and information system, tools and agreed operational processes.	Completely integrated Knowledge building. Shared interpretation. Communication and information system capabilities correspond to LIS enterprise level	Homogeneous leadership. No difference in leadership style.	A high level of commitment to shared goals. Minimal impact of external constraints. Complete trust and respect. Minimal impact from differences in personnel arrangements and organisational culture.
3. Combined	A high level of preparation. Most other agreements are in place. Common doctrine covering most aspects of operations. Moderately high levels of training and experience using common doctrine, communication and information system, tools and agreed operational processes.	High levels of information exchange and integrated knowledge building. Shared interpretation. Communication and information system capabilities correspond to LIS domain level.	Coordinated leadership with interaction with other organisations. Minimal differences in leadership styles.	A high level of commitment to goals. Little impact from external constraints. High levels of trust and respect. Little impact from differences in personnel arrangements and organisational culture.
2. Collaborative	General doctrine in place. Some formal and informal agreements. Some combined training and experience.	Sharing of information and knowledge restricted to specific topics. Some	Separate reporting lines of responsibility overlaid with a single goal. May	Shared purpose. Moderate level of commitment to goals. At most, a

		shared interpretation. Communication and information system capabilities correspond to LIS functional level.	besome differences in leadership styles.	few moderate impacts from external sources. Moderate levels of trust and respect. A few impacts from differences in personnel arrangements and organisational culture.
1. Cooperative	General guidelines in place. Some informal agreements in place. Limited combined training and experience.	Exchange of information restricted. Little shared interpretation. Communication and information system capabilities correspond to LIS connected level.	Separate reporting lines of responsibility. Co-ordination only at the highest levels. Significant differences in leadership styles.	Shared purpose. Some major impacts from differences in personnel and organisational culture.
0. Independent	Almost no preparation.	Almost no exchange of information. Communication and information system capabilities correspond to LIS isolated level.	Separate leadership structures with little interaction. Major differences in leadership styles.	Limited shared purpose. Minimal trust and respect. Some major impacts from differences in personnel and Organisational culture.

**Source:** Fewell & Clark, 2003

For the purpose of this study, the theoretical framework was adapted from Fawell and Clark (2003) for the proper understanding what is required of the broadcast media to interoperate in order to manage communal conflict. The theoretical framework was based on the four stated media and conflict theories and the potential attributes was identified using a systemic approach. The boundary of each organisation, when viewed as a system, was restricted to those sub-systems over which the leadership structure of the organisation has effective control. The basis for this approach is suggesting that interoperability problems can potentially occur anywhere in the collaboration where there is a difference between organisations.

The first group of factors identified that could potentially have an impact come from the environment of the organisation. In summary, these are:

- legislation and constitution;
- political and economic goals and environments;
- information sources such as the nature and freedom of the media;

- the nature of society including the languages spoken, historic, ethnic or religious connections and groups; customs and rules of behaviour; standards of living and demographics, commitment to democracy, free trade, globalisation, human rights and values (e.g. those placed on human life); and
- public opinions and supports including the influence of business and special interest groups.

These factors potentially constrain organisations e.g. legislation and the environment largely define the organisation's goals and provide constraints in the form of government guidance and policies, and formal guidelines and administrative procedures developed outside of the organisation. Differences in the environments of each collaborating organisation may indirectly place additional external constraints on the entire collaboration by, for example, imposing additional goals or legislative intelligence-gathering limitations on some participating organisations.

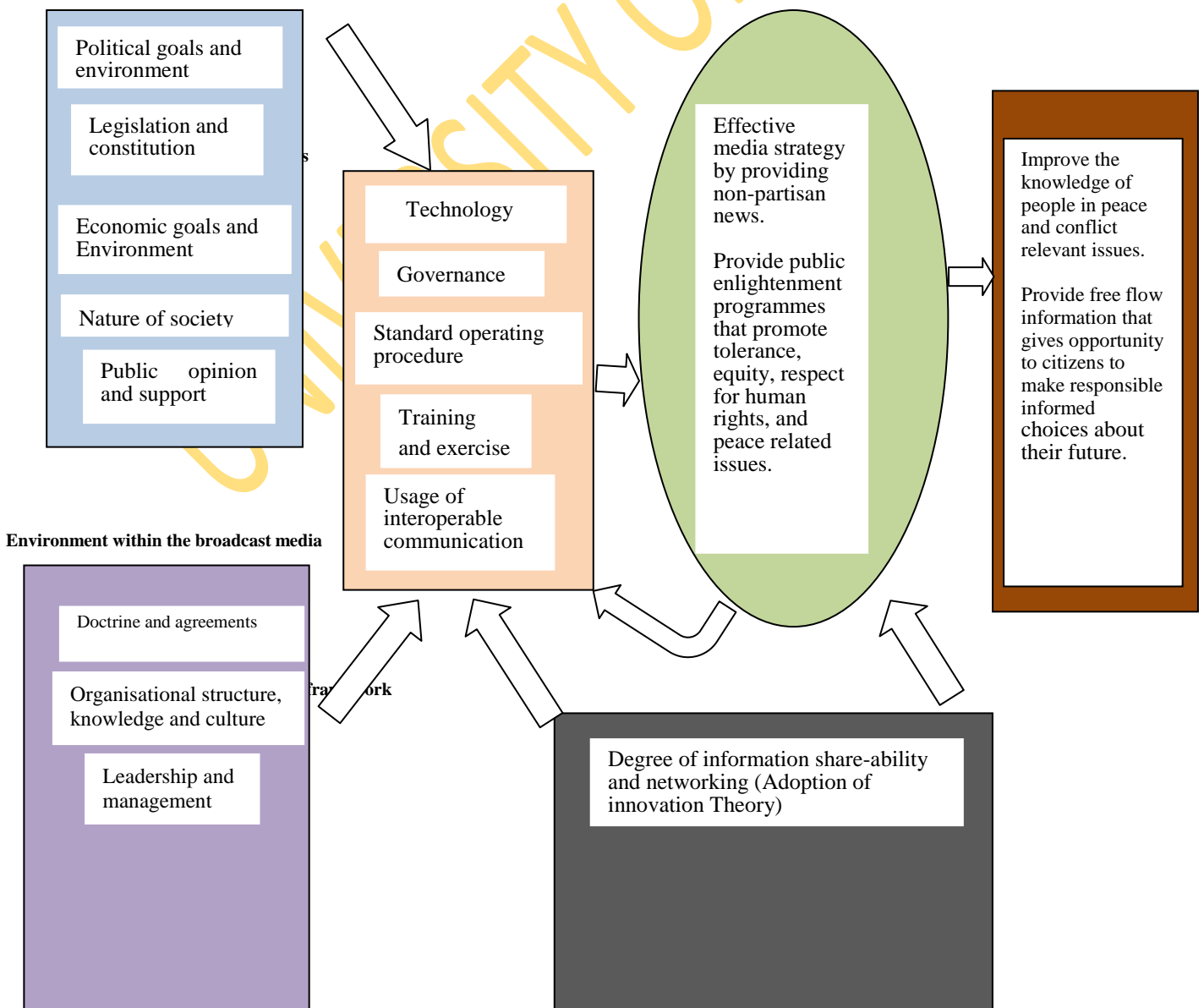
The main subsystems within the organisations can be viewed as:

- organisational structure, knowledge and culture;
- leadership and management, including management practices e.g. guidance on ways of operating;
- doctrine and agreements covering all aspects of the collaboration and operational concepts;
- personnel and personnel practices including the accompanying sets of skills, competencies, guidelines and policies on recruitment, work practices and conditions of work; and

- training and experience including the experience personnel bring to an organisation — individual and collective training and experience and staff development.

### Theoretical framework for broadcast media interoperability

External environment of broadcast media Conflict management





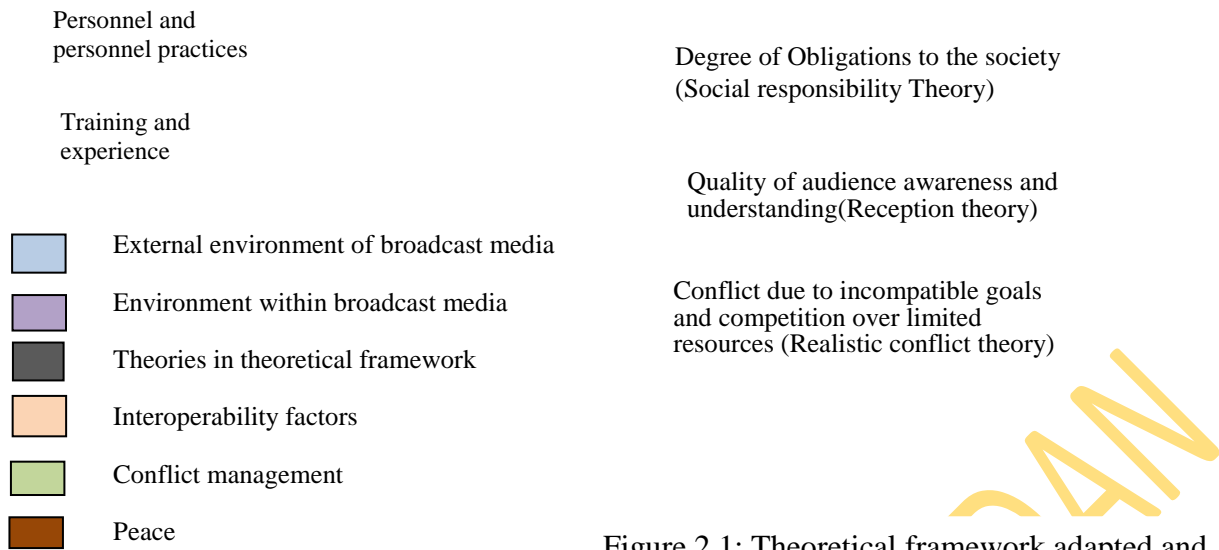


Figure 2.1: Theoretical framework adapted and modified from Fewell and Clark (2003)

## 2.5 Appraisal of Literature Review

All the literature reviewed revealed the importance of information sharing among media organisations in predicting conflict management in the developing countries especially in south western Nigeria. Information sharing is essential to establishing and maintaining an atmosphere of cooperation among the different media organisations because information sharing is at the heart of the unified effort. From the review of literature, there is a need for an extensive research into organisational interoperability of the broadcast media organisations to address the effectiveness of broadcast media as a mediator in conflict management. In summary, the theoretical framework and the review of related studies on organisational interoperability of broadcast media in crisis management in Nigeria support the need for the testing of the research questions and the hypotheses raised for this study.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1. Research Design**

The research design that was adopted for this study was the descriptive survey research design of the *ex Post Facto* type. The design was adopted because it studied both large and small population by selecting and studying samples chosen from the population without any manipulation of the independent variable(s). More importantly, the descriptive survey research design was chosen because of its ability to prove, to a large extent, facts from more than one person on the same questionnaire. It affords the opportunity to corroborate evidence from different persons on the same issue.

#### **3.2. Population**

The population consisted of two different categories namely, the media personnel of broadcast media stations (both radio and television stations) and adult inhabitants from Oyo and Lagos States.

### 3.3 Study area

Lagos state is the smallest state in Nigeria, with an area of 356,861 hectares of which 75,755 hectares are wetlands, yet it has the highest population, which is over five per cent of the national estimate. The state has a population of 17 million out of a national estimate of 170 million. The United Nations (UN) estimates that at its present growth rate, Lagos state will be third largest mega city in the world by 2015 after Tokyo in Japan and Bombay in India. Of this population, Metropolitan Lagos, an area covering 37% of the land area of Lagos State is home to over 85% of the State population(<http://www.lagosstate.gov.ng>)

By the 2006 population census, Agege Local Government has a population of 1,033,064, The Northerners in Agege Local Government migrated from the north of the country and their population stands at 40 %. Other tribes found in Agege include Awori who are the real indigene of the city but they have been outnumbered by the Northern migrants. The population of the Awori is about 30%. The Egba migrated from Abeokuta and are 10% while Igbo represent 20%. Mushin local government is the most densely populated area in Lagos state. Thus, while the whole of Mushin Local Government is has a population of 1,321,517 (2006 census), Mushin indigenes about 500,000. The predominant people there are the Northerners of about 49%. The Yoruba are about 30%. Ibo represent 10%, while others represent 11% (Bamgbose, 2009).

Oyo State, popularly referred to as the “Pace Setter” is one of the constituent 36 States of the Federal Republic of Nigeria. Oyo State is located in the southwest region of Nigeria. Latitude 8 degree and Longitude 4 degree East bisect the State into four nearly equal parts. The State now covers a total of 28,454 square kilometers of landmass. The State is divided

into three Senatorial Districts of Oyo North, Oyo Central and Oyo South. Oyo North has 13 Local Governments: Saki West, Saki East, Atisbo, Irepo, Olorunsogo, Kajola, Iwajowa, Ogbomoso North, Ogbomoso South, Iseyin, Oorelope, Oriire and Itesiwaju. The people of Oyo State are Yoruba, however, there are other sub-ethnic groups with distinct dialect peculiarities. The people of Oyo State may be divided into five broad groups, viz Ibadans, Ibarapas, Oyos, Oke-Oguns and Ogbomosos.

Akinyele Local Government Area was created in 1976 with the Administrative Headquarters located at Moniya. It occupies a land area of 464.9 square kilometres with a population density of 516 persons per square kilometer. Using 3.2% growth rate from 2006 census figures, the 2010 estimated population for the Local Government is 239,745. Dominated by the Yorubas among other resident tribes, the people are of Christianity, Islamic and Traditional religious background. The L.G.A is endowed with fertile agricultural land suitable for the cultivation of fruits like orange, mango, banana, pineapple, etc. The area is also notable for palm oil production. (<http://www.oyostate.gov.ng/government/local-govt-area/akinyele>).

Iseyin, the Home of "AsoOke", is a city located in Oyo State, southwest Nigeria. It is approximately 100 kilometers north of Ibadan. Iseyin is bounded by Latitude 7°57'N & 8°17'N with longitude 2°45'E & 3°37'E, and shares boundaries with Ojogbodu (Oyo West), Kajola, Ifedapo and Ibarapa Local Government Areas of Oyo State. The recent national head count put the city at a population of 256,926. The primary industry of the area is cotton-based textiles. Agriculture is the secondary occupation. Iseyin has been the

headquarters of Oke-Ogun area, which comprises of Iseyin, Okeho, Iganna, Saki, Kisi, Ipapo, Tede, and Ado-Awaye. OkeOgun people are identified with language or dialect known as 'Onko' solicited (<http://www.iseyinland.com/iseyinland/>)



**Figure 3.1 Map of Nigeria**

Source: [http://nigeria-local-government.blogspot.com/2009\\_01\\_01\\_archive.html](http://nigeria-local-government.blogspot.com/2009_01_01_archive.html)



**Figure 3.2: Map of Lagos State showing the local government areas**

Source: [www.the-nigeria.com/2014/05/list-of-local-government-areas-in-lagos.html#.VOHnTuFAGnE](http://www.the-nigeria.com/2014/05/list-of-local-government-areas-in-lagos.html#.VOHnTuFAGnE)



### Figure 3.3: Map of local governments in Oyo State

Source: <http://www.the-nigeria.com/2014/05/list-of-local-government-areas-in-oyo.html>

#### 3.4. Sampling Techniques and Sample Size

To ensure an adequate representation of the population, multi-stage sampling process was adopted for this study.

Stage I: In the first stage, two states, Oyo and Lagos, are selected from the six states in southwestern Nigeria, using purposive sampling because these were the states that had both government and private radio and television stations.

Stage II: In stage two, purposive sampling technique was used to select the radio and television stations to represent federal, state and private stations in the two states. They are as follows: NTA Ibadan, BCOS television Galaxy Television, Premier FM (FRCN), BCOS Radio 1 and Splash FM from Oyo state. From Lagos state, the following media stations were selected: NTA Lagos, Lagos Television, Television Continental (TVC), Bond FM (FRCN), Radio Lagos and Raypower FM.

Stage III: In the third stage, purposive and stratified sampling techniques were then used to divide the radio and television stations into existing departments/units. Simple random sampling was then used to select respondents from different departments/units of the radio and television stations. A total number of three hundred and forty one (341) out of a total of six hundred and sixty four (664) from the selected twelve media stations in Oyo and Lagos states, Nigeria were used for the study.

**Table 3.1: Population and Sample size of Broadcast Media Respondents Chosen for the study**

State	Broadcast media	News		Field reporters		Programming		Production		Editorial	
		Pop	Sample chosen	Pop	Sample chosen	Pop	Sample chosen	Pop	Sample chosen	Pop	Sample chosen
Oyo											
	NTA IB	23	13	7	4	6	3	9	5	6	2
	BCOS TV IB	27	14	8	4	8	4	9	5	5	2

	GALAXY IB	7	7	2	2	2	2	2	2	2	2
	AMULUDUN IB	23	12	8	4	8	4	8	4	7	4
	BCOS RADIO IB	22	11	7	4	5	2	5	2	5	2
	SPLASH FM IB	25	13	9	5	5	2	7	4	7	4
Lagos	NTA LA	27	14	9	5	8	4	9	5	8	4
	LTV LA	21	12	8	4	11	6	7	4	7	4
	TVC LA	29	15	11	6	10	5	13	7	7	4
	BOND FM LA	31	16	9	5	9	5	8	4	5	2
	RADIO LA	29	15	11	6	9	5	11	6	6	3
	RAYPOWER FM LA	21	11	7	4	9	5	9	5	5	2
	<b>Total</b>	<b>285</b>	<b>153</b>	<b>96</b>	<b>53</b>	<b>90</b>	<b>47</b>	<b>98</b>	<b>53</b>	<b>75</b>	<b>35</b>

Stage IV: The fourth stage involved choosing local governments from the two states to represent the community. Two local government areas steeped in communal conflicts were selected from each state using the purposive sampling technique. The population of the four local government areas represented the population size. The sample size was selected using the stratified sampling technique to select the 16 wards from the four local governments.

Stage V: In stage five, proportionate sampling was used for the selected sample size and simple random sampling technique was used to select respondents from the wards. The sample size for the community consisted of community leaders, opinion leaders, youth leaders, and community people in each of the selected local government area who are ardent listeners and viewers of radio and television.

**Table 3.2: Population Sample of Local Government Respondents**



State	Local Government	Ward	Estimated Population	Selected Sample size
<b>Oyo</b>	Akinyele	Ikereku Moniya Elekuru Olode	239745	252
	Iseyin	Ado Awaye Ekunle II Isalu I Koso II	221294	243
<b>Lagos</b>	Agege	Isaleoja Olusanya 2 Atobaje 3 Sango4	1033064	256
	Mushin	Atewolara Babalosa 3 Adeoye Onitire	1321517	263
<b>Total</b>			<b>2,815,620</b>	<b>1014</b>

### 3.5 Instrumentation

The instruments for data collection were two different sets of measuring scales and two checklists covering each major variable in the study. These were Organisational Interoperability factors' scale, Media Effectiveness scale, Media personnel and conflict management checklist, and audience and conflict management checklist. The use of questionnaire was complemented with 12 sessions of the In-depth Interview (**IDI**) with the selected media personnel in the media stations, and eight sessions of Focused Group Discussions (**FGD**) was done with selected community members of the four selected local governments.

The adoption of multiple methods or triangulation in social research has been endorsed by various researchers because they help to overcome flaws inherent in the use of one method. Patton (1999) argues that combinations of interviewing, observation, and document analysis

are expected in much social research fieldworks. The author argued that studies which adopt only one method are more vulnerable to errors linked to that particular method than studies that use multiple methods in which different types of data provide cross data validity checks.

### **3.5.1: Organisational Interoperability Factors' Scale**

Organisational Interoperability factors' scale covered all the independent interoperability variables within this study: governance, standard operating procedure, technology, training and usage of interoperable communication with 81 questionnaire items. The Organisational Interoperability factors' scale was adapted from "Performance measurement and Interoperability" (Krauss, 2007). The Organisational Interoperability factors' scale was

subjected to face and content validity, while test retest pilot study was carried out using media personnel in Premier FM Ibadan, and Channels TV Lagos, not part of the selected media stations for research but have the same attributes. The result was subjected to Cronbach alpha test with reliability coefficient of 0.97

### **3.5.2: Media Effectiveness Factors' Scale**

The media effectiveness factors' scale is a set of self-structured questionnaire. This deals with audience perception on the effectiveness of broadcast media organisational interoperability in communal conflict management. It has 51 questionnaire items structured on a four point Likert rating scale, 4= strongly agree, 3=agree, 2=disagree and 1=strongly disagree. The questionnaire was subjected to face and content validity, while test retest pilot study was carried out using adult inhabitants of Ibadan North, not part of the selected local

governments for the research but have the same attributes in determining its level of reliability; it yielded a coefficient of 0.99

### **3.5.3 Media Personnel and Communal Conflict Management checklist**

Media personnel and conflict management checklist has 11-item awareness level scale that was developed to measure the awareness level of media personnel on communal conflicts in their communities, and the interoperability level of the stations for conflict management considering the different tiers of broadcast stations. The media personnel were able to indicate their awareness level of communal conflict and the level of interoperability their media station share with other media houses, and see where to work on in terms of information sharing to have an impact during communal crisis.

### **3.5.4 Audience and Conflict Management Checklist**

Audience and conflict management checklist has 22-item awareness and prevalence level scale that was developed to measure the awareness level of adult inhabitants of the selected local governments on prevalence of communal conflict in their communities, and also measure their preference level for media stations they watch and listen to during communal conflict situations. The audience were able to know their level of awareness and see how they can work on their listenership and viewership habits to be aware of what is going on in their environments particularly during conflict situations.

### **3.5.5 In-depth Interviews**

The qualitative method of In-depth interview (IDI) was used to complement the media personnel questionnaires to elicit more crucial information that may not be captured by the

survey technique through mutual interaction of the researcher with the media respondents comprising of news editors, field reporters, programme editors and programme producers. The convenience sampling technique was adopted with a total of 12 IDI sessions conducted with one key respondent from each of the 12 media stations selected for the study. The IDI sessions were conducted with the aid of discussion guide and tape recorder to store up responses apart from note taking.

<b>Broadcast media stations</b>	<b>Location of IDI</b>	<b>No of Session</b>	<b>Date</b>	<b>No of respondents per session</b>
NTA IB	Ibadan	1	26/03/2013	1
BCOS TV IB	Ibadan	1	22/03/2013	1
GALAXY IB	Ibadan	1	15/03/2013	1
AMULUDUN IB	Ibadan	1	29/03/2013	1
BCOS RADIO IB	Ibadan	1	22/03/2013	1
SPLASH FM IB	Ibadan	1	15/03/2013	1
NTA LA	Lagos	1	22/02/2013	1
LTV LA	Lagos	1	08/02/2013	1
TVC LA	Lagos	1	12/02/2013	1
BOND FM LA	Lagos	1	05/02/2013	1
RADIO LA	Lagos	1	15/02/2013	1
RAYPOWER FM	Lagos	1	19/02/2013	1

LA				
<b>Total</b>	12	12	12	12

**Table 3.3 Schedule of IDI Sessions Conducted**

Sub-theme for IDI:-

1. Organisational interoperability factors and conflict management
2. Human resources and conflict management
3. Technical resources and conflict management

### **3.5.6 Focus Group Discussions**

The qualitative method of Focus group discussions (FGD) were also used to complement the audience questionnaires to elicit more crucial information from the adult inhabitants of the selected local governments that may not be captured by the survey technique through mutual discussion of the researcher with the local government respondents. The

convenience sampling technique was adopted with a total of 8 FGD sessions conducted with one group consisting about 8-10 respondents each from the 4 local government areas selected for the study. The FGD sessions were conducted with the aid of discussion guide, tape and video recorders to store up responses apart from note taking.

**Table 3.4 Schedule of FGD Sessions Conducted**

<b>Local government area</b>	<b>Location of FGD</b>	<b>Number of sessions</b>	<b>Date</b>	<b>Number of participants per session</b>
Akinyele	Elekuru	1	13/04/2013	8
	Olode	1	06/04/2013	8
Iseyin	Ado Awaye	1	20/04/2013	9
	Isalu I	1	27/04/2013	8
Agege	Isaleoja	1	09/02/2013	8

	Atobaje 3	1	16/02/2013	8
Mushin	Babalosa 3	1	09/03/2013/	9
	Onitire	1	23/02/2013	8
Total	8	8	8	66

Subtheme for FGD

Awareness of conflict and conflict management

Prevalence of conflict and conflict management

Broadcast media effectiveness and management of conflict

### 3.6 Procedure for Data Collection

Pre-information was given to the executives of the twelve selected broadcast stations and community leaders of the four selected local governments concerning the study. This arrangement made it easy to meet the respondents of the broadcast stations and the adult inhabitants of the four local governments. The researcher was assisted by youth corps members serving in the selected media stations. The corps members were trained by the researcher to become research assistants for the period. For the selected local governments, the researcher was formally introduced to the head of the communities by some of the community leaders in line with the culture of the people of the communities, by performing the traditional rites of taking gifts to the community heads. The researcher was assisted by some selected community youths chosen by the community heads and trained by the researcher to become research assistants. This made it easy to have access to the members of the community for questionnaire distribution and focus group discussion.

A total of three hundred and forty one (341) copies of questionnaires were distributed to the respondents of the broadcast stations and one thousand and fourteen (1,014) copies of questionnaires were distributed to the adult inhabitants of the local governments respectively. A total of three hundred and twenty six (326) copies of questionnaires were retrieved from the media stations, and three hundred and three (303) were properly filled and used for analysis of data. From the selected local governments, a total of nine hundred and eighty nine (989) copies of questionnaires were retrieved, and only nine hundred and fifty eight (958) were properly filled and used for analysis of data.

### **3.7 Method of Data Analysis**

The data collected in respect of the research questions was analysed using simple frequency counts and percentages. The relationship between the independent and the dependent variables was tested using multiple regression analysis at 0.05 alpha, while the qualitative data collected from both the IDI and FGD sessions were content analysed to make inferences from them.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION OF FINDINGS**

This chapter represents the results of data analysis and the discussion of findings of the data collected through the administration of questionnaires, Focus Group Discussions (FGDs) and In-depth Interviews (IDIs). Furthermore, the chapter describes the demographic characteristics of the respondents which were presented in tabular and graphic forms using frequency counts and percentages. However, multiple regression and

correlation analyses were employed for answering the research questions and testing the hypotheses. The research hypotheses formulated were tested at 0.05 level of significance.

## PART A

### 4.1. Analysis of Demographic Characteristics of the Respondents

It is expedient to have background knowledge of the characteristics of the respondents both in the media organisations and the local governments in order to have a good view of how the demographic factors could predispose the respondents from the media organisations to interoperability factors and affect the local governments respondents perception of effectiveness of broadcast media in communal conflict management respectively. The demographic data of all the respondents from both the broadcast organisations and the local governments from Lagos and Oyo states are presented below.

#### 4.1.1. Demographic Data of Participants from the Broadcast Organisations

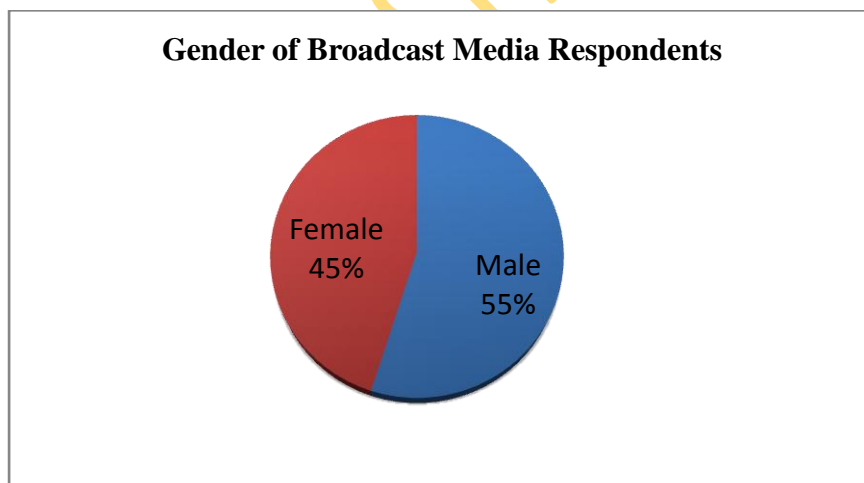
**Table 4.1: Distribution of Participants Based on Broadcast Stations**

Category	Broadcast Stations	Frequency	Percentage (%)
<b>Federal TV</b>	NTA Ibadan	23	7.6
	NTA Lagos	29	9.6
<b>State TV</b>	BCOS Ibadan	24	7.9
	LTV Lagos	26	8.6
<b>Private TV</b>	Galaxy TV	15	5.0
	TVC Lagos	33	10.9
<b>Federal Radio</b>	Amuludun Radio Ibadan	26	8.6
	Bond FM Radio Lagos	29	9.6
	BCOS Radio Ibadan	20	6.6



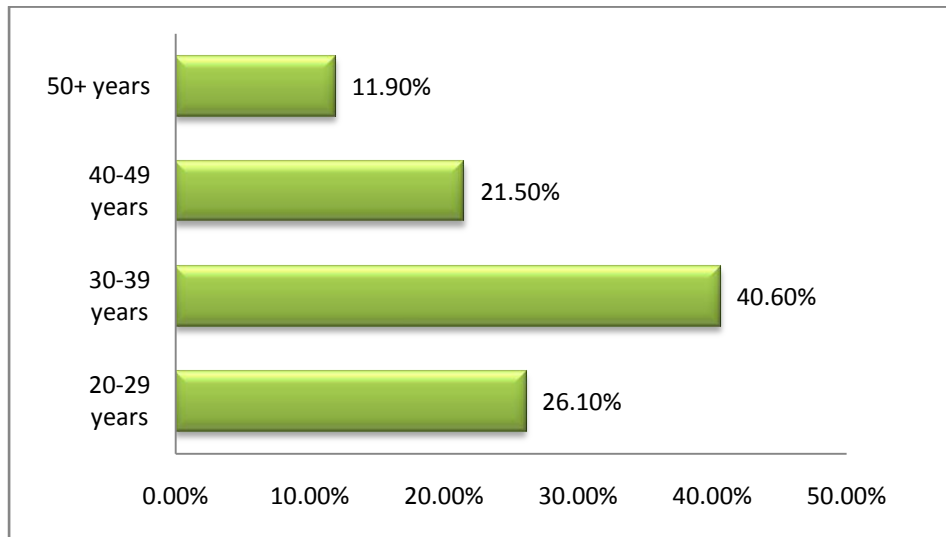
<b>State Radio</b>	Radio Lagos Lagos	31	10.2
<b>Private Radio</b>	Splash FM Radio Ibadan	24	7.9
	Raypower FM Lagos	23	7.6
	<b>TOTAL</b>	<b>303</b>	<b>100.0%</b>

Table 4.1 reveals that 303 participants were involved in the study, and these were from 12 broadcast media organisations. A total 8% was from NTA Ibadan, BCOC TV Ibadan, Splash FM Radio Ibadan and Raypower FM Radio Lagos respectively. A total of 8.6% each was from Amuludun Radio Ibadan and LTV Lagos, while 9.6% each were from NTA Lagos and Bond FM Lagos, a total of 10% was from Radio Lagos and 11% was from TVC Lagos. A total of 7% was from BCOS Radio, Ibadan and 5% was from Galaxy Television, Ibadan. This implies that all the broadcast stations were well represented except for Galaxy Television whose headquarter is in Lagos and only few of the staff members are stationed in the Ibadan office.



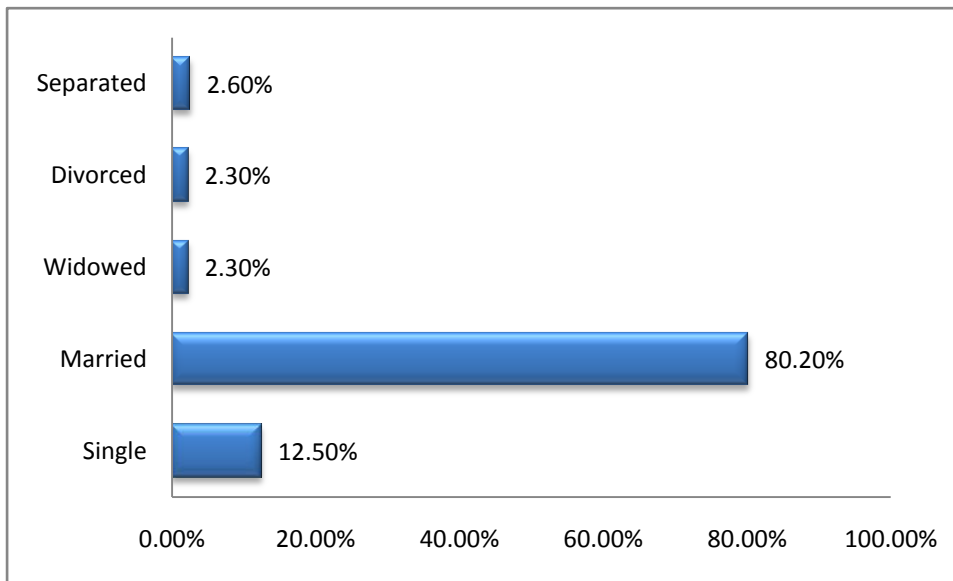
**Figure 4.1: Gender of Participants from Broadcast Media Organisations**

Figure 4.1 reveals that 55% of the participants from the broadcast media organisations were male while 45% were female. This implies that there are more male staff than female staff in the broadcast media organisations.



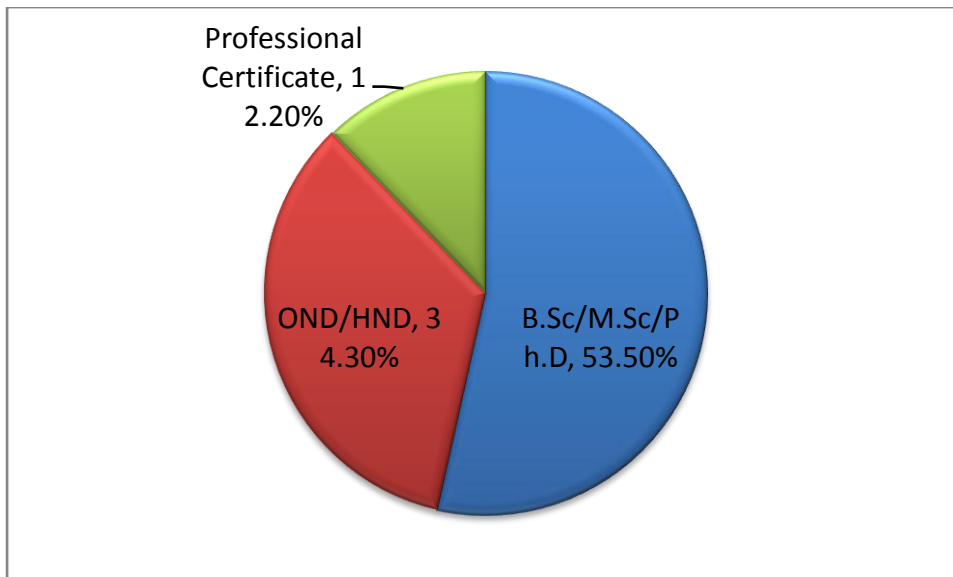
**Figure 4.2: Age Distribution of Participants from the selected Broadcast Media Organisations**

Figure 4.2 reveals that 26.1% of the participants were within the age of 20-29 years, 40.6% were within the age range of 30-39 years, 21.5% were within the age range of 40-49 years, and 11.9% were within the age range of 55 years and above. The result implies that there are more young broadcasters in their productive age who are apt to changes in technology and can easily respond to crisis situations, and the older generation who can nurture them to respond to crisis situation are also well represented.



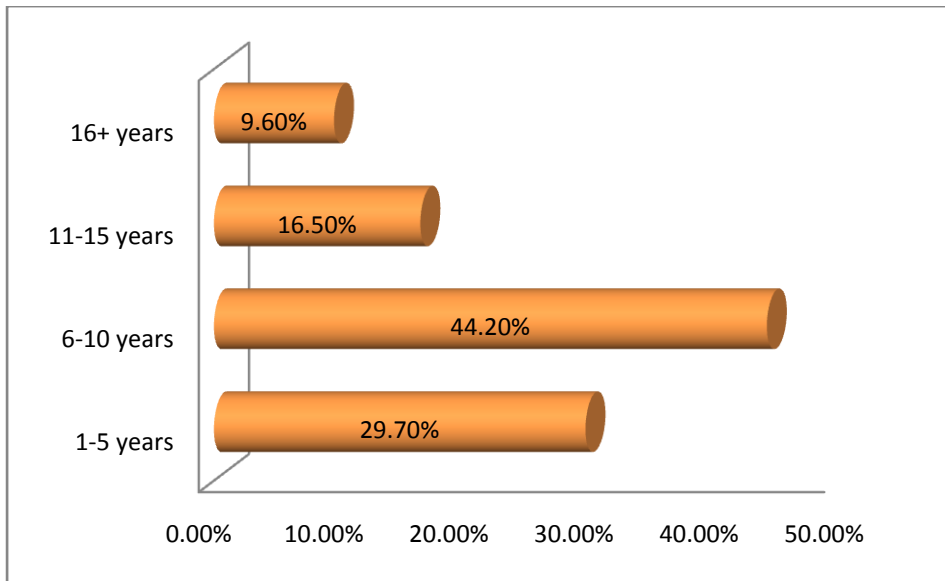
**Figure 4.3: Marital Status of Participants from Broadcast Media Organisations**

Figure 4.3 reveals that 12.5% of the participants were single, 80% were married, and 2.3% were divorced and widowed respectively, while 2.6% were separated. The results revealed that there are more married respondents and this could imply that there will be more maturity on their part which can impact on the way they carry out their duties, most especially in crisis situation.



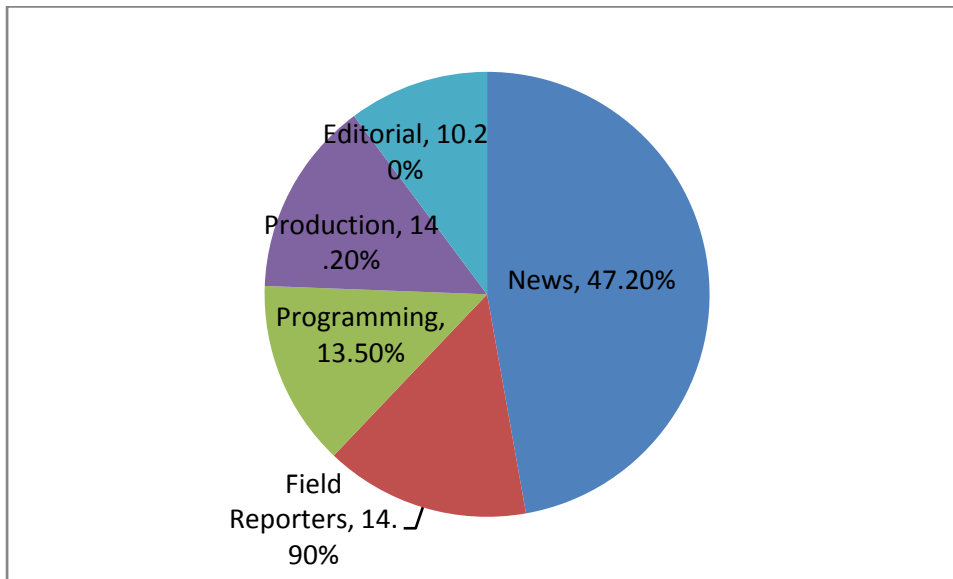
**Figure 4.4: Educational Qualification of Participants from Broadcast Media Organisations**

Figure 4.4 reveals that 34.3% of the participants has OND/HND certificate, 53.5% has B.Sc/M.Sc/Ph.D certificate, 12.2% has professional certificate. This implies that all the respondents met the stipulated educational qualification stated by the National Broadcasting Commission (2012: 27) in the Nigeria Broadcasting Code which states that “The minimum entry for recruitment of a junior broadcaster in the industry shall be an ordinary diploma or a certificate from a recognised media training institution”.



**Figure 4.5: Work Experience of Participants from Broadcast Media Organisations**

Figure 4.5 reveals that 29.7% of the participants has work experience within the range of 1-5 years, 44.2% has work experience within the range of 6-10 years, 16.5% has work experience within the range of 11-15 years, and 9.6% has work experience within the range of 16 years and above. This implies that the broadcast stations have more professional broadcasters with cognate experience which can positively impact on the handling of information dissemination in times of crisis.



**Figure 4.6: Sectional Units of Participants from Broadcast Media Organisations**

Figure 4.6 reveals that a total of 47% of the participants work in the News unit, 10.2 % each work in Editorials and 13.5% Programme unit respectively. A total of 14.9% were field reporters, and 14.2% work in the Production unit respectively. This result implies that all the units were well represented ensuring that the stations are well staffed.

#### 4.1.2. Demographic Data of Respondents from Local Government Areas

**Table 4.2: Distribution of Respondents based on Local Government Areas**

Local government Area	Frequency	Percentage (%)
Mushin	247	25.8
Agege	236	24.6
Akinyele	244	25.5
Iseyin	231	24.1
<b>Total</b>	<b>958</b>	<b>100.0</b>

Table 4.2 revealed that 26.0% of the participants were from Mushin and Akinyele Local Government Areas respectively. A total of 25.0% of the participants were from Agege while about 24.0% were from Iseyin Local Government Areas respectively.

**Figure 4.7: Gender Distribution of Respondents from Selected Local Government Areas**

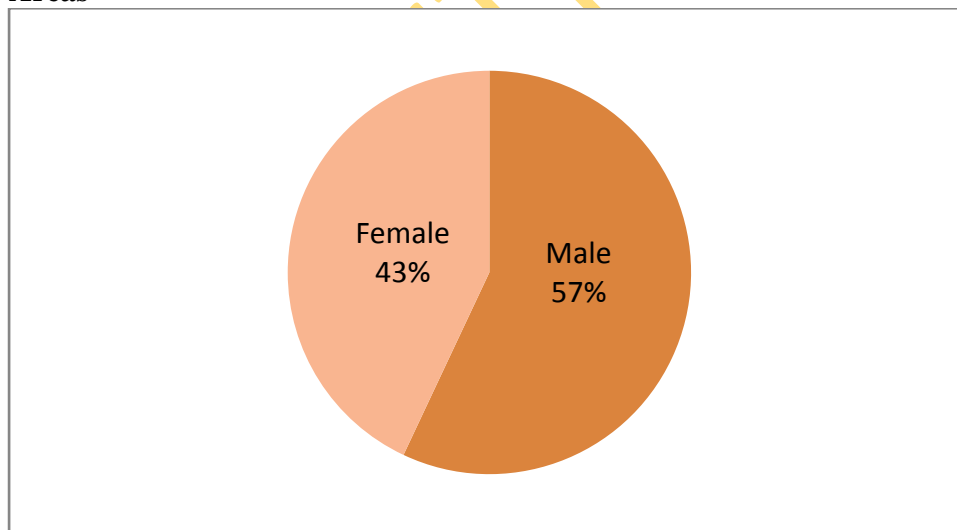
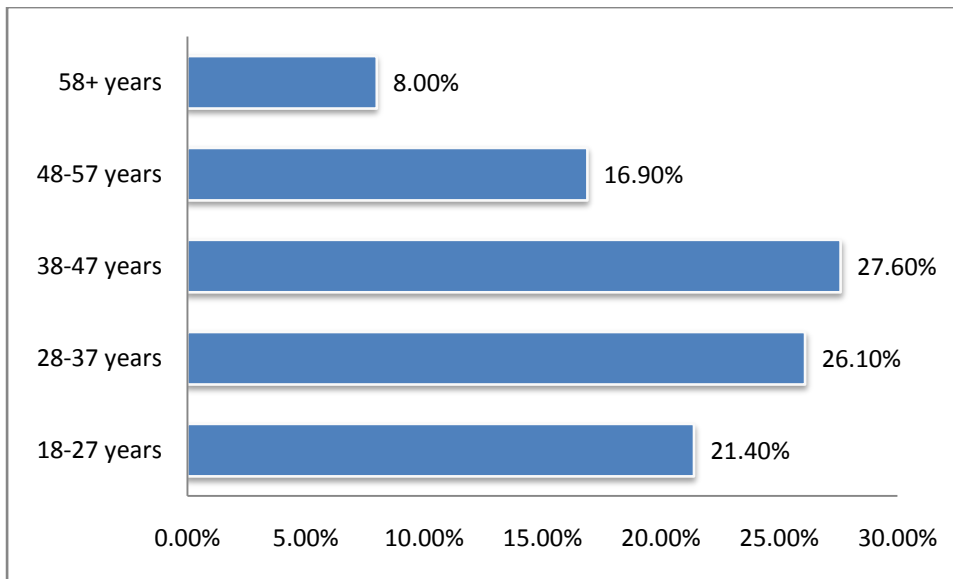


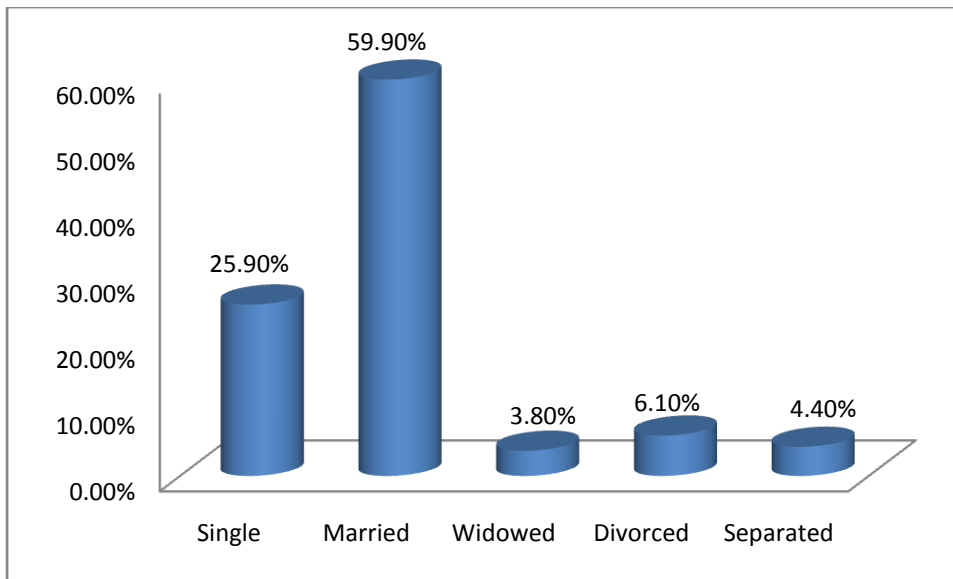
Figure 4.7 reveals that about 57% of the participants from the local governments were male while 43% were female. This implies that there are more male respondents than female respondents from the selected local governments.



**Figure 4.8: Age Distribution of Respondents from Selected Local Government Areas**

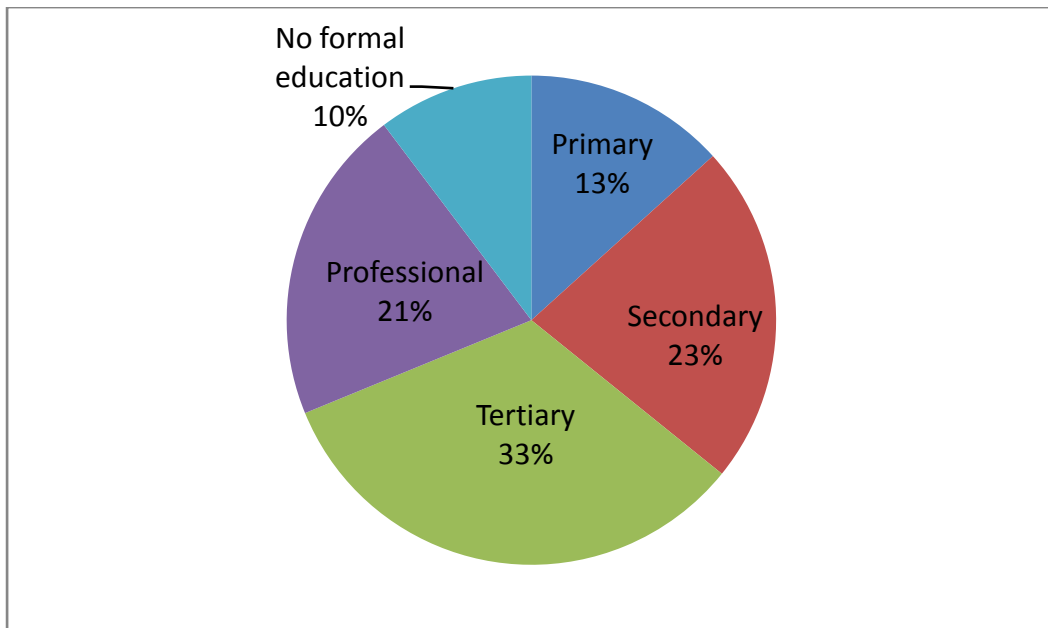
Figure 4.8 reveals that 21% of the participants were within the age of 18-27 years, 26% were within the age range of 28-37 years, 28% were within the age range of 38-47 years, 17% were within the age range of 48-57 years while the rest 8% were 58 years and above. The result implies that the different age brackets were well represented among the respondents.





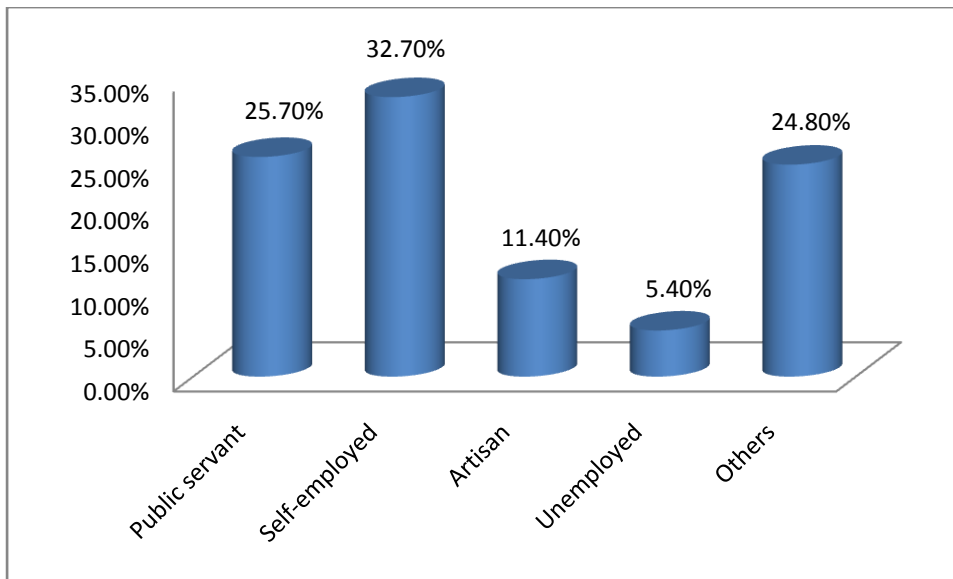
**Figure 4.9: Marital status of Respondents from Local Government Areas**

Figure 4.9 reveals that 26% of the participants were single, 60% were married, 4% each were either widowed or separated, and while 6% were divorced. The result implies that most of the respondents were married and therefore matured enough to understand the situation in the country.



**Figure 4.10: Educational Qualification of Respondents from Local Government Areas**

Figure 4.10 reveals that 13% of the participants are primary school certificate holders, 23% of them have secondary school certificates, 33% have tertiary education and 21% have professional qualifications. Only 10% of the participants have no formal education. The result implies that majority of the respondents have formal education and are able to comprehend the different types of programmes aired on the broadcast stations, especially those geared towards enhancing conflict management.



**Figure 4.11: Occupation of Respondents from Local Governments Areas**

Figure 4.11 reveals that 26% of the participants were public servants, 33% were self-employed, 11% are artisans and 5% were unemployed. The remaining 25% of the participants indicated “others” comprising of clergymen, students, youth corp members, farmers and retirees. The result implies that most of the respondents were gainfully employed.

## **PART B**

### **Test of contributions and strengths of the relationship among core variables, and effectiveness of broadcast media**

This section deals with data presentation of the research questions and hypotheses raised for this study that examines the extent to which broadcast media organisational interoperability factors determine communal conflict management. This is achieved by subjecting the data collected to simple frequency counts and multiple regression analysis. The results obtained are presented below followed by detailed discussion.

#### **4.2.1. Research Question 1: What are the features of media organisations in the coverage areas in terms of the five critical factors of interoperability (governance, standard operating procedures, technology; training exercises; and usage of interoperable communications)?**

This is to determine if the five critical factors of interoperability (governance, standard operating procedures, technology; training and exercises; and usage of interoperable communications) are present in the broadcast media stations.

#### **Governance of Broadcast Media Organisations**

Governance of broadcast media organisation entails the ownership pattern which falls into the categories of Federal, State and Private broadcast media organisations. This is an important variable because it concerns whether the media scene is dominated by government-owned or private outlets, or if there is a balanced mixture of the two. The interoperability agreement amongst the broadcast media organisations, that is, if there

are any agreements stipulated by Nigerian Broadcasting Commission and the broadcast stations on information sharing among the broadcast stations especially during crisis situation. Governance also includes level of interoperability that is, the level at which information is shared amongst the broadcast media organisations which falls into five categories: Unified (Completely integrated information sharing), Combined (High level of information sharing) Collaborative (Minimum level of information sharing) Cooperative (Restricted level of information sharing) and Independent (No exchange of information). Funds made available by the different tiers of broadcast stations for operating cost of interoperability is also determined by ownership style of the broadcast media organisations.

**Table 4.3: Presence of Agreement for Interoperability of Broadcast Media Organisations**

There are informal and published agreement in place for interoperability		Category of Broadcast Media Organisations					Total	
		Federal TV	State TV	Private TV	Federal Radio	State Radio		Private Radio
<b>Strongly Agree</b>	Frequency	10	12	13	14	16	12	77
	Percentage (%)	19.6%	24.0%	27.1%	25.9%	31.4%	25.5%	25.6%
<b>Agree</b>	Frequency	33	31	32	35	31	29	191
	Percentage (%)	64.7%	62.0%	66.7%	64.8%	60.8%	61.7%	63.5%
<b>Disagree</b>	Frequency	6	5	2	4	3	5	25
	Percentage (%)	11.8%	10.0%	4.2%	7.4%	5.9%	10.6%	8.3%
<b>Strongly Disagree</b>	Frequency	2	2	1	1	1	1	8
	Percentage (%)	3.9%	4.0%	2.1%	1.9%	2.0%	2.1%	2.7%
<b>Total</b>	Frequency	51	50	48	54	51	47	301
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.3 reveals that 89% of the participants from the broadcast stations indicated that there was agreement in place that enabled interoperability in the broadcast stations, while 11% disagreed. This implies that there is a form of agreement in place for the broadcasters to interoperate in a crisis situation.

**Table 4.4: Level of Interoperability of Broadcast Media Organisations**

Level of interoperability		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
<b>Unified</b>	Frequency	1	1	0	0	0	0	2
	Percentage (%)	1.9%	2.0%	.0%	.0%	.0%	.0%	0.7%
<b>Combined</b>	Frequency	4	1	2	4	4	0	15
	Percentage (%)	7.7%	2.0%	4.3%	7.3%	7.8%	.0%	5.0%
<b>Collaborative</b>	Frequency	35	35	36	43	33	32	214
	Percentage (%)	67.3%	70.0%	76.6%	78.2%	64.7%	69.6%	71.1%
<b>Cooperative</b>	Frequency	12	12	9	6	13	13	65
	Percentage (%)	23.1%	24.0%	19.1%	10.9%	25.5%	28.3%	21.6%
<b>Independent</b>	Frequency	0	1	0	2	1	1	5
	Percentage (%)	.0%	2.0%	.0%	3.6%	2.0%	2.2%	1.7%
<b>Total</b>	Frequency	52	50	47	55	51	46	301
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.4 reveals that in terms of the level of interoperability, 71.1% of the participants from the broadcast stations indicated that they were at the collaborative level of interoperability, followed by 21.6% of the participants from the broadcast stations, who indicated the cooperative level while 5% indicated they were at the combined level. The result implies that majority of the broadcasters can collaborate with one another and share information.

**Table 4.5: Influence of Media Governance Pattern on Interoperability Level**

Governance pattern influence interoperability level		Category of Broadcast Media Organisations					Total	
		Federal TV	State TV	Private TV	Federal Radio	State Radio		Private Radio
<b>Strongly Agree</b>	Frequency	5	11	5	10	9	8	48
	Percentage (%)	9.8%	22.4%	10.4%	18.5%	17.6%	17.4%	16.1%
<b>Agree</b>	Frequency	41	35	38	38	37	34	223
	Percentage (%)	80.4%	71.4%	79.2%	70.4%	72.5%	73.9%	74.6%
<b>Disagree</b>	Frequency	3	2	4	3	5	3	20
	Percentage (%)	5.9%	4.1%	8.3%	5.6%	9.8%	6.5%	6.7%
<b>Strongly Disagree</b>	Frequency	2	1	1	3	0	1	8
	Percentage (%)	3.9%	2.0%	2.1%	5.6%	.0%	2.2%	2.7%
<b>Total</b>	Frequency	51	49	48	54	51	46	299
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

In respect of whether ownership pattern influences the level of interoperability, Table 4.5 reveals that 90.7% of the broadcast media organisations participants agreed that governance pattern influences broadcast media organisations interoperability level, while 9.4% of the broadcast media organisations participants disagreed. This implies that ownership of the broadcast media organisations have their policies that controls or restricts information sharing of the broadcast media to a minimal level which made their interoperability level to be collaborative.

**Table 4.6: Capital Investment Funding Dedicated to Operating Cost of Interoperability**

Capital investment funding dedicated to operating cost of interoperability		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
Strongly Agree	Frequency	11	11	8	7	10	12	59
	Percentage (%)	21.2%	22.0%	16.7%	12.7%	19.6%	25.5%	19.5%
Agree	Frequency	20	19	21	26	21	17	124
	Percentage (%)	38.5%	38.0%	43.8%	47.3%	41.2%	36.2%	40.9%
Disagree	Frequency	20	18	17	19	19	15	108
	Percentage (%)	38.5%	36.0%	35.4%	34.5%	37.3%	31.9%	35.6%
Strongly Disagree	Frequency	1	2	2	3	1	3	12
	Percentage (%)	1.9%	4.0%	4.2%	5.5%	2.0%	6.4%	4.0%
Total	Frequency	52	50	48	55	51	47	303
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.6 shows that 60.4% of the broadcast media organisations participants agreed that there is capital investment funding dedicated by media owners for operating cost of interoperability, while 39.6% disagreed. This implies that the different broadcast media organisations have capital investment funding for infrastructural facilities needed for interoperability in place but it may not meet their interoperability infrastructural needs with the number of participants that disagreed based on the way the broadcast media organisations are being funded by their different owners.

#### **Interpretation and Discussion:**

The results from Table 4.3 to Table 4.6 imply that though there is a form of agreement in place that enables the different broadcast media stations to interoperate but this is done on a collaborative level as the ownership pattern of the broadcast stations influence the interoperability level of the stations. Governance is the leadership, that is, media



ownership of the broadcast organisations. Ownership pattern of broadcast media organisations in Nigeria which falls into government (Federal and State) and private control stations have bearings on the effective interoperability capability of the broadcast stations.

The leadership of the broadcast organisations decides on the interoperability level at which they want to operate with the other stations, having in mind the standard operating procedure stipulated in the Nigerian Broadcasting Code. This then defines the type of agreement they will have with other broadcast stations. Fewell and Clark (2003) model on organisational interoperability asserts that the four enabling factors of interoperability which describes the leadership style that is how decisions are made, the preparedness of the organisation to interoperate, the amount of communication and information shared and also the goals and aspirations of the organisation all affect the level of interoperability. Due to the general doctrine in place and the differences in the ownership pattern of broadcast stations, majority of the broadcast media organisations participants indicated the level of interoperability by their organisations as collaborative since sharing of information is minimal and restricted to specific topics by their organisations, though they may have a shared purpose of defusing conflict situations in the communities. With respect to funding, majority of the respondents said there was funding by the broadcast stations but mostly, the funds did not meet their interoperability infrastructural needs as some of the communication equipment are old and there is a need to acquire new ones.

To further find out the perception of the audience about the features of media organisation in terms of governance, a Focus Group Discussion (FGD) was conducted with the

members of the communities in Lagos and Oyo states. The participants from both the broadcast media organisations and selected local government areas were asked if there was presence of different tiers of broadcast media in their states, and if this presence exerts any influence on information sharing among the broadcast media organisations.

With regards to ownership pattern of the broadcast media, one of the broadcast media In-depth interview participants opined that

There is the presence of Federal, State and private owned broadcast stations in my state, and there is no dominance of one station over the other. However, all the broadcast stations cannot disseminate the same information at all times because ownership patterns of the broadcast media influence the level of information sharing. There are some restrictions laid out by the organisation on the amount of information that can be shared with other organisations directly especially when such information is regarded as a “scoop” that is breaking news that was first disseminated by a particular broadcast station. This gives a competitive edge to the broadcast station. (*IDI, Lagos, February, 2013*)

Another in-depth interview participant opined that:

There is a balanced mixture of both government and private owned broadcast stations in the state but the leadership style of broadcast media organisation affects the level of information sharing. In my organisation which is owned by the Federal government, there is informal and formal agreement in place to foster information sharing. It is expected that state owned television links up with the network service for some programmes but private owned broadcast stations do not have to link up. Sometimes there is news regarded as “scoop” which is used as breaking news which can later be shared with other broadcast stations. (*IDI, Oyo, March, 2013*)

Another IDI participant commented that:

There is certainly a restriction to information sharing with other broadcast organisations due to differences in policies of the different broadcast stations due to the different ownership patterns. The ownership patterns of government and private owned broadcast stations are well represented in my State. The broadcast media have a shared goal though, to defuse crisis situation, therefore, there are times we call each other as colleagues to share information, but the source has to be acknowledged in case we cannot get to the crisis location on time, or if we monitor the information on other broadcast stations. (IDI, Oyo, March, 2013).

In the opinion of another IDI participant:

The different tiers of broadcast stations that is, Federal, State and private are well represented in the state, and in my opinion, one does not dominate the other because they all have a role to play in the society. Ownership patterns do have influence on information sharing because we have our limitations to the amount of information we can share with other broadcast stations. We normally monitor news from other broadcast stations to know what is going on. Funding operating cost for interoperability is not enough, for we still need a lot in terms of new communication equipments to improve our level of interoperability. (IDI, Lagos, February, 2013)

One of the discussants from the FGD expressed his views thus:

There is a mixture of all tiers of broadcast stations in the two States, and I can say that the media scene is not dominated by either government or private owned stations. I listen to both private and government broadcast stations but I mostly watch private television stations though I listen to NTA news at 9pm. (FGD, Lagos, February, 2013)

Another FGD participant responded thus:

Both the government and private stations are well represented in the state, and there is a form of balance in the representation. No dominance of any broadcast station.(FGD, Oyo, April, 2013).

Another FGD participant stated thus:

I listen to radio a lot, both government and private stations. On television, there is only Galaxy as a private station in Oyo State but I still get other private stations from Lagos State like AIT, Channels, TVC and Silverbird etc. I think all in all, both private and government stations are well represented.(FGD, Oyo, April, 2013).

OneFGD participant revealed that:

Government and State stations are well represented but I prefer listening to private stations because they are not under the influence of the ruling party in the state which dictates what information to be given out. Thank God for private stations, they pose a challenge to government stations because they always say the facts.(FGD, Lagos, March, 2013).

Another FGD participant summarised her opinion on the subject matter thus:

I like listening to news, so I listen to both the government and private owned stations which are well represented in the two States. I prefer listening to private stations because they give more authentic information but this gives the government stations some challenges because they know if they don't give us the authentic news, the private stations will do. I think this is acting as check and balance for the government stations. (FGD, Oyo, April, 2013).

From the in-depth interview, it is revealed that there is the presence of media governance in the various broadcast stations which have an influence on the level of interoperability

and funding. Also, the aggregate opinions of the Focus Group Discussion participants from the communities shows there is a balance in the mixture of both government and private owned broadcast organisations, and there is no dominance of one over the other. This creates checks and balances in the information given out to the populace. This is an important variable because if the media scene is dominated by state-owned or private outlets, particularly if the media scene is dominated by the state, there is often little or no check on media behaviour. The degree of media plurality is therefore critical because with greater competition in the media, it is increasingly unlikely that one or a small number of media outlets will have the capacity to dominate.

### **Standard Operating Procedure of Broadcast Media Organisations**

Standard operating procedures define the media regulatory laws and organisation's policies and practices that contain rules and regulations for broadcasting, so that broadcasters will meet the cardinal responsibility of broadcasting, and also legislative laws that protect journalists and media outlets from abuse and guaranteeing their freedom to operate without government interference, thus allowing journalists to operate without fear of government coercion, unwarranted prosecution, or personal harm. Nigeria Broadcasting Code first published in 1993 specified standard operating procedures for all broadcasting stations. According to the National Broadcasting Commission (NBC) (2012: 6), the standard operating procedures "is to assist broadcasters make sound judgement and provide the public with information, and to enable stakeholders in the industry discharge their responsibility more effectively and provide a transparent tool for the commission to adequately regulate the industry".

**Table 4.7: Use of Standard Operating Procedure for Broadcast Media Organisations**

Presence of Standard Operating Procedure		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
<b>Strongly Agree</b>	Frequency	9	9	7	9	11	11	56
	Percentage (%)	17.6%	18.0%	14.9%	16.4%	21.6%	23.4%	18.6%
<b>Agree</b>	Frequency	40	39	35	43	37	35	229
	Percentage (%)	78.4%	78.0%	74.5%	78.2%	72.5%	74.5%	76.1%
<b>Disagree</b>	Frequency	2	2	1	3	3	1	12
	Percentage (%)	3.9%	4.0%	2.1%	5.5%	5.9%	2.1%	4.0%
<b>Strongly Disagree</b>	Frequency	0	0	4	0	0	0	4
	Percentage (%)	.0%	.0%	8.5%	.0%	.0%	.0%	1.3%
<b>Total</b>	Frequency	51	50	47	55	51	47	301
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.7 reveals that about 94.7% of the broadcast media participants agreed that there is the use of standard operating procedure for broadcast organisations while about 5.3% disagreed. This implies that all the broadcast stations have standard operating procedures in place for the members of staff to ensure that the rules and regulations of the broadcast stations and the stipulated regulations of the National Broadcasting Commission (NBC) stated in the “NBC Code” are strictly adhered to for the smooth running of the of broadcast organisations.

**Table 4.8: Use of Legislative Laws for Broadcast Media Organisations**

Presence of Legislative laws		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
<b>Strongly Agree</b>	Frequency	11	19	11	17	17	17	92
	Percentage (%)	21.2%	38.0%	22.9%	30.9%	33.3%	36.2%	30.4%
<b>Agree</b>	Frequency	41	31	37	38	34	30	211
	Percentage (%)	78.8%	62.0%	77.1%	69.1%	66.7%	63.8%	69.6%
<b>Total</b>	Frequency	52	50	48	55	51	47	303
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.8 reveals that all the broadcast media participants (100%) indicated the use of legislative laws for broadcast organisations. This implies that the government of Nigeria has legislative laws in place that protect the journalists and guarantees their freedom to operate without fear of coercion from the government.

**Table 4.9: Use of Media regulatory Laws for Broadcast Organisations**

Presence of Legislative laws		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
<b>Strongly Agree</b>	Frequency	16	19	13	15	19	19	101
	Percentage (%)	30.8%	38.0%	27.1%	27.3%	37.3%	40.4%	33.3%
<b>Agree</b>	Frequency	36	31	35	40	32	28	202
	Percentage (%)	69.2%	62.0%	72.9%	72.7%	62.7%	59.6%	66.7%
<b>Total</b>	Frequency	52	50	48	55	51	47	303
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.9 reveals that all the broadcast media participants (100%) indicated the use of media regulatory laws for broadcast organisations. This implies that the government of Nigeria has media laws that protect journalists and private individuals from being the subject of unjustified insult or falsehoods appearing in the media.

## Interpretation and Discussion

From Tables 4.7 to Table 4.9, the study revealed that the presence of standard operating procedure as stipulated in the Nigerian Broadcasting Commission (NBC) code for all broadcast stations, and also there are media regulatory laws that safeguard the greatest possible freedom for the press. In-depth interviews were conducted to further ascertain if the broadcast stations have the NBC Code and media regulatory laws in place, and use them. The participants from the broadcast media organisations were asked if they were aware of NBC Code and media regulatory laws.

One of the zonal co-ordinators at the office of the NBC remarked thus:

‘The Code’ is the minimum standard for broadcasting in the Federal Republic of Nigeria, and contains rules and regulations for broadcasting, so that broadcasters will meet the cardinal responsibility of broadcasting which according to the NBC Code (2012: 9) is to “inform, educate, and entertain”. Each broadcast organisation was given five copies of the NBC Code and were advised to buy more so that each department can have it for the use of its staff. (*IDI, Oyo, March, 2014*).

One of the journalists for the In-depth Interview (IDI) remarked thus:

After recruitment, we were taken through the rules and regulations of broadcasting during training to assist us in carrying out our duties. The NBC code is a guide for us. Though there is media regulatory law in place but the safety of journalists is still not guaranteed. I can only say that journalism is better in the democratic regime than during the military regime. (*IDI, Lagos, February, 2013*)



Another IDI participant stated that:

The management provided the NBC code for us during training after recruitment to intimate us with the rules and regulations guiding broadcasting to help us in discharging our professional duties. We were also given the Freedom of Speech Act but in all our reporting activities, we still have to be cautious because of persecution from government or opposing political parties. (*IDI, Lagos, February, 2013*)

Another IDI participant remarked thus:

Yes there are standard operating procedures and media regulatory laws in place but many journalists are still persecuted or murdered in the course of their duties. In fact some media houses were sanctioned heavily during the military regime and some journalists were incarcerated. There is more freedom for journalists in this democratic dispensation but there is still need for a better regulatory framework that will protect the journalists in the discharge of their professional duties. (*IDI, Oyo, March, 2013*)

The In-depth Interview shows that all broadcast stations have the NBC code booklet and the journalists are expected to know the rules and regulations therein stated because the code is to assist broadcasters make sound judgements and provide the public with information, and to enable stakeholders in the industry discharge their responsibility more effectively and provide a transparent tool for the commission to adequately regulate the industry (NBC 2012:6). The researcher was given the NBC code booklet in some organisations to actually go through and attest to the fact that they have the NBC code handy for their staff to familiarise themselves with the different stipulated rules governing dissemination of information during communal crisis situations.

With regards to the media regulatory laws, the journalists complained of threats to their lives during reportage of crisis, that there is still more to be done to protect their lives as they discharge their professional duties. Once adequate media regulations are in place, it is also equally important that the judiciary be given the capacity to enforce the laws. If it is effective and impervious to corruption, the judiciary can provide an important check on media abuse because it can punish actors attempting to use the media maliciously. This gives credence to the study of Bajraktari and Hsu (2007); and Frohardt and Termin (2003) that for a fully functioning media sector; one of the most fundamental features involves implementing a strong legal framework that safeguards the freedom of the press and allow journalists to operate without fear of government coercion, unwarranted persecution, or personal harm, and protect the private individuals from being the subject of unjustified insult or falsehoods appearing in the media. Frohardt and Temin (2003) asserts that if such legislation is in place and consistently enforced, then journalists and media outlets are not likely to be very susceptible to abuse. But if such legislation is absent, journalists and media outlets are essentially "fair game" for the government, meaning that the state is free to attempt to manipulate them whenever it chooses. Journalists, in turn, have few options for recourse.

### **Technology Used by Broadcast Organisations**

Technologies used by broadcast media organisations are those that facilitate communication and capture the processing and transmission of information and this encompasses the full range of ICTs from radio, television, and telephones to computers and the Internet. ICTs can dramatically improve communication and enhance the exchange of information amongst the broadcast media organisations and allow journalists to

communicate and collaborate with others, and extend the range of opportunities they have to develop as successful journalists

**Table 4.10: Technology Used by Broadcast Media Organisation to Facilitate Dissemination of Information**

Technology used to communicate		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
<b>Mobile Telephone</b>	Frequency	23	22	18	17	18	19	117
	Percentage (%)	7.6%	7.3%	5.9%	5.6%	5.9%	6.3%	38.6%
<b>Landline Telephone</b>	Frequency	6	6	5	7	3	5	32
	Percentage (%)	2.0%	2.0%	1.7%	2.3%	1.0%	1.7%	10.6%
<b>Internet</b>	Frequency	9	10	8	7	12	10	56
	Percentage (%)	3.0%	3.3%	2.6%	2.3%	4.0%	3.3%	18.5%
<b>All of the above</b>	Frequency	14	12	17	24	18	13	98
	Percentage (%)	4.6%	4.0%	5.6%	7.9%	5.9%	4.3%	32.3%
<b>Total</b>	Frequency	52	50	48	55	51	47	303
	Percentage (%)	17.2%	16.5%	15.8%	18.2%	16.8%	15.5%	100.0%

Table 4.10 reveals that 39% use mobile telephone technology to communicate, 11% use Landline telephone, 19% use the Internet technology, while 32% use all the technologies in the options provided (Mobile and landline telephone, and the Internet). This shows that all the broadcast organisations participants have the ability to communicate with each other and members of the communities during crisis through land phones, the Internet and most especially, mobile phones, and share information with colleagues from other broadcast organisations pertaining to news, programmes and awareness of conflict situations in order to achieve a common goal of defusing conflict.

**Table 4.11: Broadcast Media Organisations Primary Communication System**

Organisations primary communication system		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
<b>Independently owned and operated communications system used exclusively by our organisation</b>	Frequency	23	18	34	21	15	40	151
	Percentage (%)	7.6%	5.9%	11.2%	6.9%	5.0%	13.2%	49.8%
<b>Part of a communication system that serves several public service organisation in our jurisdiction</b>	Frequency	19	26	13	23	25	7	113
	Percentage (%)	6.3%	8.6%	4.3%	7.6%	8.3%	2.3%	37.3%
<b>Part of a multi-agency multi-jurisdictional shared communications system</b>	Frequency	8	6	0	11	11	0	36
	Percentage (%)	2.6%	2.0%	0.0%	3.6%	3.6%	0.0%	11.9%
<b>Don't know</b>	Frequency	2	0	1	0	0	0	3
	Percentage (%)	0.7%	0.0%	0.3%	0.0%	0.0%	0.0%	1.0%
<b>Total</b>	Frequency	52	50	48	55	51	47	303
	Percentage (%)	17.2%	16.5%	15.8%	18.2%	16.8%	15.5%	100.0%

Table 4.11 revealed that 50% of participants indicated that their organisations used independently owned communication system run exclusively by their organisations. A total of 37% indicated that their organisations primary communication system was part of a communication system that served several public service organisations in their jurisdiction. A total of 12% indicated that their organisations primary communication system was a part of a multi-agency multi-jurisdictional shared communications system. Only 1% indicated that they do not know their organisations' primary communication system. This implies that all the broadcast stations have the capacity to communicate through one or more communication systems, and this has helped their situation awareness because of the use of new media technology that is helping them in real time situations.

## **Interpretation and discussion**

Technology gives unprecedented access to events, experiences, opinions and sources of knowledge from around the world. It allows journalists to communicate and collaborate with others locally and internationally through the use of telephones, computers and the Internet and communication systems. A participant of the IDI interview commented thus:

I use my mobile phone a lot and share information with other colleagues as the situation demands, not forgetting the management policy of my broadcast station. In the newsroom, we monitor both international and local news on satellite and also the internet so as to be abreast of the happenings around us. *(IDI, Lagos, February, 2013)*

Another IDI participant stated that:

In this information age, the mobile phone is the best tool for information dissemination. I can easily contact my colleagues from any part of the country and share real time information with them with the management policy in mind. In times of crisis, we normally receive real time information from our colleagues through the mobile phone showing videos of the situation e.t.c if they are in the area of the crisis. If we don't have our correspondents in the place, then our colleagues sometimes call us on our mobile phones. We also use the internet a lot to monitor news all around the world. *(IDI, Lagos, February, 2013)*

The broadcast media respondents reiterated that they use mobile phone and internet to contact their colleagues and also to be aware of what is happening in their communities in real time. From the observation of the researcher, television sets showing other broadcast stations other than the visited broadcast station were used to monitor news disseminated

by the other stations. Also, the researcher observed that some of the journalists were using internet on their computers and mobile phones to receive news on video streaming from some of their colleagues outside the state where they do not have correspondents, and also to monitor breaking news on the international scene. The summary of all the opinions of the IDI participants and the observation of the researcher is that the effective use of technology namely mobile phones and the Internet could immensely enhance information sharing during the period of crisis and consequently reduce crisis situations because real time reporting can flatten traditionally hierarchical decision making means.

### **Training**

To determine if journalists are exposed to training, the type of training they are exposed to and the frequency of the training. The use of training as one of the features of broadcast organisations is important because training increases the capacity of journalists to provide their listeners and readers with information needed to manage communal conflicts.

**Table 4.12: Frequency of Training Programmes**

Frequency of training programme		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
<b>Very Often</b>	Frequency	6	7	6	6	4	6	35
	Percentage (%)	2.0%	2.3%	2.0%	2.0%	1.3%	2.0%	11.6%
<b>Often</b>	Frequency	11	7	8	15	7	8	56
	Percentage (%)	3.6%	2.3%	2.6%	5.0%	2.3%	2.6%	18.5%
<b>Sometimes</b>	Frequency	28	29	28	26	34	26	171
	Percentage (%)	9.2%	9.6%	9.2%	8.6%	11.2%	8.6%	56.4%
<b>Once in a while</b>	Frequency	7	7	6	8	6	7	40
	Percentage (%)	2.3%	2.3%	2.0%	2.6%	2.0%	2.3%	14.5%
<b>Total</b>	Frequency	52	50	48	55	51	47	303
	Percentage (%)	17.2%	16.5%	15.8%	18.2%	16.8%	15.5%	100.0%

All the participants indicated that they have training exercises for interoperability in their various broadcast organisations. Table 4.12 reveals a total of 11.6% indicated that they attended training exercises very often, 18.5% indicated that they attended training exercises often, 56.4% indicated that they attended training exercises sometimes, while 14.5% indicated that they attended training exercises once in a while. The result implies that journalists in the broadcast media organisations attend training programmes.

**Table 4.13: Training Exercise Conducted for Interoperability**

Types of Training Exercises conducted		Category of Broadcast Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
Workshops oriented towards interoperability	Frequency	11	15	14	13	11	13	77
	Percentage (%)	3.6%	5.0%	4.6%	4.3%	3.6%	4.3%	25.4%
Table top exercises that incorporates interoperability	Frequency	20	13	13	11	13	15	85
	Percentage (%)	6.6%	4.3%	4.3%	3.6%	4.3%	5.0%	28.1%
Training exercises to address gaps and needs of interoperability	Frequency	9	8	7	10	10	9	53
	Percentage (%)	3.0%	2.6%	2.3%	3.3%	3.3%	3.0%	17.5%
Fully functional operational interoperability training	Frequency	11	13	12	20	16	8	80
	Percentage (%)	3.6%	4.3%	4.0%	6.6%	5.3%	2.6%	26.4%
Don't know	Frequency	1	1	2	1	1	2	8
	Percentage (%)	0.3%	0.3%	0.7%	0.3%	0.3%	0.7%	2.6%
Total	Frequency	52	50	48	55	51	47	303
	Percentage (%)	17.2%	16.5%	15.8%	18.2%	16.8%	15.5%	100.0%

Table 4.13 revealed that 25% of the attended workshops oriented towards interoperability, 28% indicated that the type of training they attended were table top exercises that incorporated interoperability while 26% indicated they attended fully functional operational interoperability training. A total of 18% indicated that their organisation adapted training exercises to address gaps and needs of interoperability while 3% indicated they do not know about interoperability training. The result implies that though the broadcast media organisations organise trainings for the broadcast journalists, more still need to be done to meet the needs of the journalists in terms of interoperability training, especially for reporting in times of crisis.



## **Interpretation and Discussion**

The result shows that the broadcast media organisation organise various trainings for the journalists, but the frequency of trainings is not sufficient to meet the needs of the journalists in terms of interoperability, especially for reporting during communal conflicts. Training journalists on reporting issues that tend to be particularly sensitive and possibly explosive is critical in conflict management. In Nigeria today, sensitive and explosive issues like economic and environmental resource issues have the potential to be distorted and twisted into tales of ethnic hatred and animosity because the issues affect people's livelihoods, and can have a dramatic effect on both personal economic viability and general stability. Thus, it is particularly important that economic and environmental resource issues are reported in a professional manner, and issue-oriented trainings focus on how journalists can frame these issues. It is equally important that that training of professionals become more attuned to new technologies and ICT skills necessary for the journalists to function in the new information age. To further find out the perception of journalists on training programmes with regards to interoperability and conflict management, In-depth Interview was conducted with some journalists from Nigeria Union of Journalists (NUJ), state house press crew and some of the broadcast organisations. The journalists were asked if there were training or workshop organized by your organisation in ICT and conflict analysis.

One of the in-depth interview participants from the state house press crew expressed his view thus:

In this information age, journalists have to be trained to acquire the ICT skills to be relevant in their profession. In case of crisis management, it is very imperative for journalists to be trained on reporting in times of crises because it is the way news is framed that either incites or deters violence. (IDI, Oyo, March, 2013)

Another IDI participant responded thus:

Journalists need to be trained to enhance their writing and editing skills especially in reporting crisis situations. They also need to acquire training in ICT and know new technological concepts so as to adapt to the changes in technology. This will greatly impact on their capabilities as skilled, competent journalists. (IDI, Oyo, March, 2013)

Another IDI participant believed that:

Training journalists to acquire ICT skills will greatly impact on their professional competency and also it is good to train journalists on how to report crisis situation so as not to incite more violence, especially through sensationalism journalism. More training programmes should be organised for journalists. (IDI, Oyo, March, 2013)

A IDI participant also responded thus:

Training of journalists in the use of ICT and reporting especially in crisis situations is very crucial because more capable journalists are needed at this time when crisis is all over the different nations with Nigeria not an exception. Training will help to sharpen the professional competence of the journalists in terms of writing ability and editing skills so that their ability to discharge their duties is not compromised. Frequent trainings, especially peer to peer trainings, involving journalists from different organisations, should be encouraged on a regular basis. (IDI, Lagos, February, 2013)

Based on the aggregate opinions of the IDI participants on training exercises for the journalists, it is obvious that the journalists admitted that training is very crucial to enable them to function as skilled and competent professionals, and also to improve their capacity in providing their listeners with the information they need to address underlying causes of the crises in their communities.

## Usage of Interoperable Communication

The ability of journalists to exchange written or audio-visual with one another on demand, in real time, when needed and as authorised by the media organisation management is sacrosanct in times of communal crisis. This also means to effective use of communication to enable the broadcast organisations work together to achieve a common goal of defusing crisis in communities.

**Table 4.14: Usage of Interoperable Communication in Broadcast Media Organisations**

Usage of interoperable communication		Category of Broadcast Media Organisations						Total
		Federal TV	State TV	Private TV	Federal Radio	State Radio	Private Radio	
Use of interoperable communication <i>sometimes</i>	Frequency	6	6	4	7	3	6	32
	Percentage (%)	2.0%	2.0%	1.3%	2.3%	1.0%	2.0%	10.6%
Use of interoperable communication <i>when needed and as authorised by management</i>	Frequency	27	23	22	27	28	23	150
	Percentage (%)	8.9%	7.6%	7.3%	8.9%	9.2%	7.6%	49.5%
Use of interoperable communication <i>in real time</i>	Frequency	17	19	19	19	18	16	108
	Percentage (%)	5.6%	6.3%	6.3%	6.3%	5.9%	5.3%	35.6%
Seldom use of interoperable communication	Frequency	2	2	3	2	2	2	13
	Percentage (%)	0.7%	0.7%	1.0%	0.7%	0.7%	0.7%	4.3%
Total	Frequency	52	50	48	55	51	47	303
	Percentage (%)	17.2%	16.5%	15.8%	18.2%	16.8%	15.5%	100.0%

Table 4.14 reveals that 49.5% indicated that their organisations used interoperability solutions regularly and on demand when needed and authorised. A total of 35.6% indicated that their organisations used interoperability solutions regularly in real time

while only 4.3% indicated that their organisations seldom used interoperability solutions except for events that can be planned ahead of time. The result implies that majority of the journalists from the media stations used interoperability solutions in times of communal crises.

### **Interpretation and discussion**

The result shows that all the broadcast stations use interoperable solutions at different times during communal conflicts; taking cognizance of their policies concerning information sharing. Interoperable solutions involve using all the factors of interoperability to achieve a common goal which is peace within and among the communities. The In-depth Interview was further conducted to ascertain if the journalists use interoperability communication in times of crises. One of the IDI participants remarked thus:

Yes we use interoperability communication according to the dictate of the situation. We can make phone calls to our colleagues if we are not in the area where the crisis is taking place to get information and sometimes video recording of the event. The use of mobile phone and the internet has been a great help to us in news gathering and the training received, though not enough has really helped in reporting news on any of such crisis. (IDI, Lagos, February, 2013)

Another participant stated that:

I believe Interoperability solution means using all resources at hand to give or disseminate useful and meaningful information to the populace, so as not to incite violence. I must say that we are trying our best to share information with other colleagues in other broadcast media stations but we must do this with the management's policy at the back of our minds because

different stations have their policies but we all operate using the NBC Code. I for instance contact my colleagues with mobile phones; sometimes I send mail to them through the internet which is very fast.(*IDI, Lagos, February, 2013*)

Another participant noted that:

Interoperability solutions in terms of information sharing cannot be overemphasized. We sometimes have to call colleagues for information, and sometimes we contact many broadcast organisations to get their information or from the News Agency of Nigeria. Sometimes we get some programmes from the network service that we have to broadcast and all state owned televisions have to link up with the federal network service of the Nigeria Television authority for some programmes too especially the network news.(*IDI, Oyo, March, 2013*)

Another participant noted that:

Essentially we are using interoperability solutions in terms of technology, the standard operating procedure, training but we are hampered by the management policies because sometimes you have to be authorized before any information sharing can take place and this can affect dissemination of real time information which is needed for actions to be taken in times of crisis.(*IDI, Oyo, March, 2013*)

Based on the aggregate opinions of the IDI participants on usage of interoperability solutions, the journalists admitted that the use of interoperability solutions is very crucial during communal crisis but they are still hampered by management policies on information sharing. Interoperable communication therefore is a core enabling element of an effective multiagency critical incident response. Though the potential for communal conflicts are

endless, nevertheless, the need for interoperable communication is a common thread for any effective emergency response.

All these results give credence to the Organisational Interoperability Maturity (OIM) Model (Fewell and Clark, 2003) adopted for this study which is based on the maturity model which describes the stages through which organisations may progress or evolve, and how the organisational interoperability factors affect the exchange of information and sharing of knowledge. From the results, majority of the journalists indicated that their organisations were on the collaborative level which confirmed the attributes of the model. All the journalists indicated that there is a general doctrine in place with some formal and informal agreements. Sharing of information is restricted to some topics, and as authorized by the management and they all have a shared purpose of ensuring effective communication and disseminating meaningful information that will not incite conflict, but build post conflict peace.

The features of media organisations in the coverage areas in terms of the five critical factors of interoperability were crucial to the creation of a fully functional media sector that requires intensive work at various levels which involves implementing a strong standard operating procedure, creating a media enabling infrastructure that will be devoid of technical problems in terms of advances in technology, training and development of journalists with reference to the discipline of conflict analysis so as to enhance conflict management. The findings of this study on the features of media organisations in the coverage areas revealed that all the five critical factors of interoperability were crucial to conflict management because the development of independent, pluralistic and sustainable media is critical to fostering long term peace and stability.

**4.2.2. Research Question 2: Which of the five factors of interoperability of broadcast media organisations (media governance, standard operating procedures, technology; training exercises; and usage of interoperable communication) has a significant contribution to conflict management?**

This is to know the contributions of the independent variables to the dependent variable as stated in the main objective that examines the extent to which broadcast media organisational interoperability factors predict communal conflict management.

**Table 4.15: Summary of Multiple Regression Analysis Showing Relative Contribution of Organisational Interoperability Factors on Conflict Management**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remark
	B	Std. Error	Beta			
(Constant)	3.013	.526		5.730	.000	sig
Governance	7.267E-03	.005	.038	1.341	.181	n.s
Standard operating procedure	-1.1632E-02	.034	.013	-.477	.634	n.s
Technology	-2.762E-02	.011	.275	2.406	.017	sig
Training and exercise	1.612E-02	.015	.113	1.051	.294	n.s
Usage of interoperable com	3.166E-02	.007	.497	4.531	.000	sig

a. Dependent Variable: conflict management

Table 4.15 reveals the relative contribution of the five independent variables to the dependent variable as follows: usage of interoperable communication had the highest significant relative contribution ( $\beta = 0.497$ ;  $t = 4.53$ ;  $p < 0.05$ ) followed by technology ( $\beta = 0.275$ ;  $t = 2.41$ ;  $p < 0.05$ ). Others had no significant relative contribution. These were governance ( $\beta = 0.38$ ;  $t = 1.34$ ;  $p > 0.05$ ), training and exercise ( $\beta = 0.113$ ;  $t = 1.05$ ,  $p > 0.05$ ) and Standard operating procedures ( $\beta = 0.13$ ;  $t = 0.47$ ;  $p > 0.05$ ). This implies that

technology and Usage of interoperable communication have significant relative contributions to management of crisis while governance, training and exercise, and standard operating procedure have no significant contributions to management of conflict.

**Table 4.16: Summary of Multiple Regression Analysis Showing Composite Contribution of Organisational Interoperability Factors on Conflict Management**

Model	Sums of Squares	df	Mean square	F	Sig	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Remark
Regression	421.024	5	84.205						
Residual	128.486	297	.433	194.643	.000	.875	.766	.762	Sig
Total	549.510	302							

Table 4.16 shows the joint contribution of the five independent variables to the prediction of the dependent variable. Conflict management positively correlated with the five predictor variables. The table shows a coefficient of multiple correlation ( $R = .875$  and a multiple  $R^2 = .766$ ). This means that interoperability factors accounted for 76.6% of the variance in conflict management. This contribution is shown to be significant ( $F_{(5, 297)} = 194.643$ ;  $P < 0.05$ ). This implies that there is a joint contribution of the five factors of interoperability to conflict management.

### **Interpretation and discussion**

In any crisis situation, obtaining information and shared situation awareness is very crucial to managing crises. Therefore interoperability of the broadcast media organisations is important because of the need of the broadcast media to use their resources efficiently to achieve a common goal which is defusing crisis and fostering long-term peace and



stability. The study revealed that all the five factors of interoperability jointly contribute to conflict management. This may be due to the presence of standard operating procedure which stipulates standards for programmes that the stations have to follow; the programming standards are expected to facilitate internal self-regulation and quality control. The broadcast stations are also expected to strictly comply with the rules and regulation of the NBC code. Broadcast stations that do not comply are fined, and sanctions may be imposed on them by the commission. According to the NBC Code (2012) Section 1.2.2 to 1.2.4, in the coverage of crisis, disaster and emergency:

Broadcasters shall observe caution, empathy and due sensitivity in the coverage and presentation of emergencies, calamities, riots, griefsetc (NBC code (2012), Section 1.2.2, p22)

In calling attention to crisis, timely basic information shall be provided to assist the public and to facilitate rescue and other forms of amelioration. (NBC code (2012), Section 1.2.3, p 22)

Sensationalism shall be avoided by refraining from speculations, statements, details or exaggerations that could aggravate mass panic or hysteria. (NBC code (2012), Section 1.2.4, p 22)

It is evident that journalists follow these stipulated rules by showing professionalism and being cautious when reporting and showing visuals of sensitive issues so as not to escalate crisis situation. Journalists are also aware of sensationalism especially when reading the news headlines, because some people only listen to news or programme headlines or breaking news and form their opinions before listening or watching the main news which has the full details of the news. This news or programme headlines may incite violence

that may lead to conflict situation. Also the timing of programmes is very important because if adequate and informed news do not get to the populace on time, rumours may spread fear among the community inhabitants which may create misunderstanding that can lead to communal conflict.

The commission imposes sanctions for any breach arising from monitoring and all complaints received on the contents or conducts of a broadcast station as stipulated in Section 2, 21 of the NBC Act CAP N11, Laws of Federal Republic of Nigeria 2004 that states thus:

Any station which contravenes the provisions of the Nigeria Broadcasting Code and any other order of the commission shall be liable to the sanctions prescribed in “The Code” (NBC code p 154).

The standard operating procedure has really helped to put the broadcast organisations in check and the journalists in responding to crisis situation show some professionalism by providing non-partisan news, reporting and analysing the contexts of conflicts, gather different views and opinions thereby contributing positively to defusing conflict and building peace in communities. This conforms to the Social Responsibility Theory (2005) which explains that broadcast media organisations should accept principles and obligations to the society by setting high professional standards of informativeness, truth, accuracy, objectivity and balance in information disseminated.

The standard operating procedure stipulates programming standards that are expected to facilitate internal self-regulation and quality control. The NBC code (2012) states the following on coverage of crises and emergencies:

NBC code (2012) Section 5.5.1

At all times, coverage of a disaster or crisis shall include, where applicable, information on evacuation, public safety, relief sites and shelters (NBC code 2012 p72).

News and commentary on a crisis or emergency shall be presented in a professional manner by relying on information from accredited disaster management organisation(s). This shall not debar a broadcaster from presenting additional information (NBC Code Section 5.5.2 p 73).

A broadcaster shall not tamper with materials or facts that could usefully ameliorate the pains of the crisis(NBC Code Section 5.5.4 p 73).

A broadcaster shall not broadcast divisive rhetoric that threatens and compromises the indivisibility and indissolubility of Nigeria as a sovereign state (NBC Code Section 5.5.5 p 73).

The broadcast stations are expected to strictly comply with the rules and regulations of the NBC Code. Broadcast stations that do not comply are fined, or sanctioned. Fines may be imposed by the commission according to the breach committed by a broadcast station, and sanctions shall apply according to the class of the rule, and the sanctions shall graduate in severity as a result of non-compliance. Adhering strictly to the various rules and regulations of the NBC Code creates a functioning media where professional journalists disseminate useful information that enhances management of conflict situations effectively.

The study further revealed that usage of interoperable communication has a relative significant contribution to conflict management. Interoperable communication and shared situation awareness are now widely recognised as vital to effective day-to-day public safety. Usage of interoperable communication is important because it allows diverse media organisations to join together to use scarce resources, and by harnessing their physical and human resources, broadcast media have been able to educate, correct misconceptions, provide emotional outlets, enable consensus building, offer solutions and build confidence. The findings and the in-depth interview conducted with some of the journalists as discussed in research question one ascertained that usage of interoperable communications enhanced conflict management because by harnessing organisations' resources together, broadcast media have been able to play their different roles as information providers, watchdog, mobilizer and promoter of peace. This gives credence to the studies of Abdulrahman, (2001), Frohardt and Temin (2003), Rinkineva (2004), and Hemelfarb and Chabalowski, (2008). Usage of interoperable communication by journalists can therefore exacerbate or calm conflicts.

The usage of interoperable communication is facilitated by the digital revolution and advances in satellite technology. Journalists can now communicate within the policies of their organisation 24/7 with their counterpart colleagues all over the world thus harnessing the power of information technology to timely information dissemination with adequate and appropriate message contents that can defuse conflict. The digital revolution and advances in satellite technology as opined by Rinkineva (2004) has given people unprecedented access to global events, with immediate and detailed reporting of conflicts

and violence more possible. Suffice it to say that ICT would facilitate sharing of information amongst broadcast stations; developments in technology continue to change the relationships between communities and media organisations. The cellular telephone is an information-sharing tool that has proven invaluable in linking individual actors to information resources for advance warning, situation updates, and allows journalists to communicate and collaborate with colleagues from other broadcast stations.

Also, in the Millennium Report, former Secretary General of the United Nations, Annan (2000) opined that "The Internet is the fastest growing instrument of communication in the history of civilization, and it may be the most rapidly disseminating tool of any kind ever". The power of the Internet, given its global reach and the speed and ease with which it transfers and propagates information, portends numerous applications for peace support operations. These two technologies used by journalists have direct bearing on the generation, location and consumption of mass media content. It makes it easy to get information and help real time reporting, and journalists become the voice from the field, providing continuous reporting and analysis. (Boltz, 2001) asserts that the three information technology-driven characteristics—unfettered access, real-time reporting, and the twenty-four hour news cycle—significantly affect peace support operations and management of conflict.

In the case of governance, information sharing among broadcasting houses are restricted to a minimum level and have separate reporting lines because of differences in their leadership styles. The journalists have to follow their management policies even if they have the same

shared purposes and goals, thus affecting their relative contributions to conflict management. Also their capital investment in interoperability may be different due to the ownership pattern, which affect their effectiveness if infrastructural facilities for interoperability are not adequate. The combination of all the factors of interoperability has a significant joint contribution to conflict management with a variance of 76.6% due to the collaborative nature of interoperability amongst the broadcast stations. Though the leadership patterns of the media stations are different, the general doctrine in place as stated in the Nigerian Broadcasting Commission Code (NBC), coupled with the formal and informal agreements they have in place, enhanced information sharing and contributed to conflict management. The self-development efforts and combined training and experience sharing though fewer in number, by the journalists also help in the dissemination of information that defuses conflict.

#### **Effectiveness of broadcast media in managing conflict**

This is to determine if broadcast stations have timely news and programmes that have appropriate contents in languages the community members understand in relation to crisis situation that can help the community members to have better understanding of situation of things around them thereby promoting dialogue among conflicting parties to defuse conflict. To elicit information from the local government respondents on the effectiveness of the different media organisations in conflict management, three research questions were raised and interpretation and discussion followed.

**Research Question Three: To what extent is the content of message in information shared by broadcast media organisations appropriate for managing communal conflict?**

Content of media messages is very important especially during communal conflict, so as not to incite fear, misunderstanding and violence in the community that can trigger communal conflict if the content is not appropriate. This is expected to show in the content of messages disseminated by the different broadcast media. This therefore is to ascertain if local government inhabitants perceive information sharing in the content of the messages disseminated by the different tiers of broadcast stations as appropriate for managing conflict.

**Table 4.17: Reflection of Information Sharing in Content of Messages Disseminated by Different Broadcast Media Organisations**

Information sharing in content of messages disseminated		Mushin	Agege	Akinyele	Iseyin	Total
<b>Strongly agree</b>	Frequency	49	45	45	50	189
	Percentage (%)	19.9%	19.1%	18.5%	21.6%	19.8%
<b>Agree</b>	Frequency	136	138	145	129	548
	Percentage (%)	55.3%	58.7%	59.7%	55.8%	57.4%
<b>Strongly disagree</b>	Frequency	34	22	28	29	113
	Percentage (%)	13.8%	9.4%	11.5%	12.6%	11.8%
<b>Disagree</b>	Frequency	27	30	25	23	105
	Percentage (%)	11.0%	12.8%	10.3%	10.0%	11.0%
<b>Total</b>	Frequency	246	235	243	231	955
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.17 shows that 77.2% agreed that information sharing shows in the content of the messages disseminated by the different tiers of broadcast stations while 22.8% disagreed. This implies that majority of the local government respondents listen to or watch different

broadcast stations and perceived information sharing in the content of news or programmes disseminated.

**Table 4.18: Level of Information Sharing in Content of Messages Disseminated by Different Broadcast Media Organisations**

Level Information sharing in content of messages disseminated		Mushin	Agege	Akinyele	Iseyin	Total
<b>Very High</b>	Frequency	29	25	32	21	107
	Percentage (%)	11.8%	10.6%	13.1%	9.1%	11.2%
<b>High</b>	Frequency	140	138	135	147	560
	Percentage(%)	56.9%	58.7%	55.3%	63.6%	58.6%
<b>Low</b>	Frequency	59	55	55	44	213
	Percentage (%)	24.0%	23.4%	22.5%	19.0%	22.3%
<b>Very Low</b>	Frequency	18	17	22	19	76
	Percentage (%)	7.3%	7.2%	9.0%	8.2%	7.9%
<b>Total</b>	Frequency	246	235	244	231	956
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.18 shows that 69.8% of the local government respondents indicated that information sharing showed in content of messages disseminated by different broadcast media to a high extent, while 30.2% indicated to a low extent. This implies that majority of the respondents put into cognisance the content of messages disseminated by the broadcast media.



**Table 4.19: Appropriateness of Messages in Information Shared for Conflict Management**

Content of message appropriateness		Mushin	Agege	Akinyele	Iseyin	Total
<b>Very High</b>	Frequency	55	41	48	49	193
	Percentage (%)	22.4%	17.4%	19.8%	21.2%	20.3%
<b>High</b>	Frequency	142	132	150	130	554
	Percentage (%)	58.0%	56.2%	62.0%	56.3%	58.1%
<b>Low</b>	Frequency	30	38	28	25	121
	Percentage (%)	12.2%	16.2%	11.6%	10.8%	12.7%
<b>Very Low</b>	Frequency	18	24	16	27	85
	Percentage (%)	7.3%	10.2%	6.6%	11.7%	8.9%
<b>Total</b>	Frequency	245	235	242	231	953
	Percentage (%)	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.19 revealed that 78.4% of the local government respondents indicated that content of messages in information shared is appropriate for managing conflict to a high extent while 21.6% indicated to a low extent.

**Research Question Four: How effective are the operations (roles) of media organisations in conflict management as observed by the audience?**

This is to determine if broadcast organisations have timely news and programmes that have appropriate contents in languages the community members understand in relation to crisis situation that can help the community members to have better understanding of situation of things around them thereby promoting dialogue and peace among conflicting parties.

**Table 4.20: Effectiveness of Broadcast Media Organisations in Disseminating Programmes that Promote Conflict Management**

Effectiveness of broadcast media organisations		Local government Areas				Total
		Mushin	Agege	Akinyele	Iseyin	
<b>Yes</b>	Frequency	182	166	197	168	713
	Percentage (%)	19.1%	17.4%	20.7%	17.6%	74.8%
<b>No</b>	Frequency	62	69	44	65	240
	Percentage (%)	6.5%	7.2%	4.6%	6.8%	25.2%
<b>Total</b>	Frequency	244	235	241	233	953
	Percentage (%)	25.6%	24.7%	25.3%	24.4%	100.0%

Table 4.20 shows 74.8% of the local government respondents indicated that the broadcast media were effective in disseminating programmes that promote conflict management while 25.2% indicated that broadcast media organisations were not effective in promoting conflict management.

**Table 4.21: Level of Effectiveness of Broadcast Media Organisations in Disseminating Programmes that Promote Conflict Management**

Level of Effectiveness		Local government Areas				Total
		Mushin	Agege	Akinyele	Iseyin	
<b>Very effective</b>	Frequency	33	31	39	37	140
	Percentage (%)	3.4%	3.2%	4.1%	3.9%	14.6%
<b>Effective</b>	Frequency	114	113	135	124	469
	Percentage (%)	11.2%	11.1%	14.0%	12.7%	49.0%
<b>Very ineffective</b>	Frequency	21	24	18	16	79
	Percentage (%)	2.2%	2.5%	1.9%	1.7%	8.2%
<b>Ineffective</b>	Frequency	56	48	44	28	176
	Percentage (%)	5.8%	5.0%	4.6%	2.9%	18.4%
<b>Total</b>	Frequency	247	236	244	231	958
	Percentage (%)	25.8%	24.6%	25.5%	24.1%	100.0%

Regarding their level of effectiveness, Table 4.21 shows that 64% indicated high level of effectiveness of media organisation in conflict management. The result implies that there are enough and adequate programmes aired in languages of the audience. The programmes are effective and promote conflict management to a great extent in their communities.

**Table 4.22a: Most effective Broadcast Media Organisations promoting Conflict Management in Oyo State**

Broadcast Media Organisations	Frequency	Percentage (%)
Amuludun Radio	54	11.4
BCOS Radio	30	6.3
Splash FM	284	59.8
NTA Ibadan	28	5.9
BCOS Television	38	8.0
Galaxy Television	49	10.3
<b>Total</b>	<b>475</b>	<b>100.0</b>

Table 4.22a showed that 59.8% of the respondents indicated that Splash FM radio was the most effective broadcast station that disseminated programmes that helped to defuse conflict in Oyo State. This is followed by Amuludun radio with 11.4%. The result implies

the programmes disseminated during communal conflicts are effective and promote conflict management to a great extent in their communities.

**Table 4.22b: Most effective Broadcast Media Organisations Promoting Conflict Management in Lagos State**

<b>Broadcast Media Organisations</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Bond FM Radio	46	9.5
Radio Lagos	29	6.0
Raypower FM	52	10.8
NTA Lagos	22	4.6
Lagos Television (LTV)	36	7.5
Television Continental(TVC)	298	61.7
<b>Total</b>	<b>483</b>	<b>100.0</b>

Table 4.22b showed that about 62% of the respondents indicated that Television Continental(TVC) was the most effective broadcast organisation that disseminated programmes that helped to defuse conflict in Lagos State. This is followed by Raypower FM radio with 10.8%. This is followed by Bond FM Radio with 9.5%, Lagos Television (LTV) with 7.5% and NTA Lagos 4.6%. The result implies the programmes disseminated during communal conflict are effective and promote conflict management to a great extent in their communities.

**Table 4.23: How Entertainment and Public Enlightenment Programmes Promote Conflict Management in Areas of Study**

Ways programmes promote conflict management		Local government Areas				Total
		Mushin	Agege	Akinyele	Iseyin	
Through dialogue and relationships among conflicting parties	Frequency	156	170	165	174	665
	Percentage (%)	16.3%	17.7%	17.2%	18.2%	69.4%
Public Enlightenment	Frequency	170	167	181	170	688
	Percentage (%)	17.7%	17.4%	18.9%	17.7%	71.8%
Communal reconciliation	Frequency	120	151	188	191	650
	Percentage (%)	12.5%	15.8%	19.6%	19.9%	67.8%
Finding common ground	Frequency	68	72	89	62	291
	Percentage (%)	7.1%	7.5%	9.3%	6.5%	30.4%
Disperse rumour, Dispel misperception and fear	Frequency	161	154	180	158	653
	Percentage (%)	16.8%	16.1%	18.8%	16.5%	68.2%
Encourage dialogue and discourage violence	Frequency	177	152	166	162	657
	Percentage (%)	18.5%	15.9%	17.3%	16.9%	68.6%
All of the above	Frequency	68	62	55	38	223
	Percentage (%)	7.1%	6.5%	5.7%	4.0%	23.3%

Table 4.23 reveals that entertainment and public enlightenment programmes promote conflict management in several ways. A total of 72% of the local government respondents indicated that public enlightenment programmes enlightens people about the real situation of things in the community while 69% indicated that public enlightenment programmes encourage dialogue and build relationships among conflicting parties. Another 69% indicated that public enlightenment programmes also help reconciliation among conflicting parties and helps disperse rumour, misperception and fear respectively. A total of 68% indicated that entertainment and public enlightenment programmes help reconciliation among conflicting parties while 30% indicated that public enlightenment programmes helps the people to find a common ground for conflict management. The result implies that entertainment and public enlightenment programmes aired by the broadcast media stations promote communal conflict management in their various communities.

**Research Question Five: Which of the seven factors of organisational effectiveness of the broadcast media organisations (audience reach, coverage area, language, content, reception, frequency of programming and timing of programming) has a significant contribution to conflict management?**

This is to know the contributions of the seven factors of organisational effectiveness on conflict management.

**Table 4.24: Summary of Multiple Regression Analysis Showing Relative Contribution of Organisational Effectiveness Factors on Conflict management**

Model	Unstandardized Coefficient		Stand. Coefficient	T	Sig.	Remark
	B	Std. Error	Beta			
(Constant)	23.597	.580		40.689	.000	
Audience Reach	.420	.150	.354	2.794	.005	sig
Coverage Area	.260	.198	.231	1.316	.188	n.s
Language	-9.21E-02	.366	-.049	-.252	.801	n.s
ProgrammeContent	-.412	.198	-.580	-2.075	.038	sig
Reception	-.400	.435	-.205	-.918	.359	n.s
Frequency of Programing	7.284E-02	.399	.044	.183	.855	n.s
Timing of the Programmes	1.016	.270	.708	3.767	.000	sig

a. Dependent variable: conflict management

Table 4.24 reveals the relative contribution of the seven organisational effectiveness factors to conflict management as follows:

Timing of the Programmes had the highest significant relative contribution ( $\beta = .708$ ,  $P < .05$ ), followed by Programme Content ( $\beta = -.580$ ,  $P < .05$ ), followed by Audience Reach ( $\beta = .354$ ,  $P < .05$ ). Others had no significant relative contribution. These were Coverage Area ( $\beta = .231$ ,  $P > .05$ ), Reception ( $\beta = -.205$ ,  $P > .05$ ), Language ( $\beta = -.049$ ,  $P > .05$ ), and Frequency of Programing ( $\beta = .044$ ,  $P > .05$ ). This implies that Timing of the Programmes, Programme Content and Audience Reach have significant relative contributions to management of crisis while Coverage Area, Reception, Language and Frequency of Programing have no significant contributions to management of conflict.

**Table 4.25: Summary of Multiple Regression Analysis Showing Composite Contribution of Organisational Effectiveness Factors on Conflict Management**

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Remark
Regression	9532.232	7	1361.747						
Residual	26005.919	950	27.375	49.745	.000	.518	.268	.263	Sig.
Total	35538.151	957							

Table 4.25 shows the joint contribution of the seven organisational effectiveness factors to the prediction of the Conflict Management. The table also shows that Conflict management positively correlated with the seven predictor variables. The table shows a coefficient of multiple correlation ( $R = .518$  and a multiple  $R^2$  of  $.268$ ). This means that organisational effectiveness factors accounted for 26.8% of the variance in conflict management. This contribution is shown to be significant ( $F_{(7, 950)} = 49.745$ ;  $P < 0.05$ ). This implies that there is a joint contribution of the seven factors of organisational effectiveness to conflict management.

### **Interpretation and discussion**

In any conflict situation, information revolution is very powerful in reshaping conflict management and the role of media is therefore very crucial to the way communal conflicts are managed. From the findings of the study, it is revealed that the communities experienced communal conflicts but the media had played effective roles in defusing the conflicts in the communities. The communities affirmed that the broadcast media organisations are effective in conflict management in the communities because they have

a high mean of audience reach and there were adequate wide coverage area of news, entertainment and public service announcement programmes that were frequently aired in languages understood by them. The timing of the programmes and content of the messages which emphasized the themes of conflict management in their communities helped to enlighten people about the real situation of things in the community, disperse rumour, misconception and fear, helped to encourage dialogue and discourage violence; and helped reconciliation among conflicting parties. To achieve stable peace in the communities after any communal crisis, the participants affirmed that the broadcast media played effective roles in conflict management in terms of providing incentives for changing behaviours through having well informed and unbiased opinions from the contents of media programmes, enabling people to take care and decide their own issues, having better understanding of local issues and conflicting issues and finally enabling people to deal with the past and build a common future. The roles played by the broadcast media give credence to the studies of Frohardt and Temin 2003; and Adam and Holguin 2008). To further ascertain the findings of the study, Focus Group Discussions (FGDs) were conducted in the selected states and one of the participants of the FGDs remarked thus:

I like listening to News and public enlightenment programmes and what I like most is that the programmes are done in the language I understand. I do not have formal education, so my understanding of English language is poor. With the programmes in Yoruba language, I'm able to understand what goes on in the community and I do not have to rely on rumours. (FGD, Oyo, April, 2013)



Another FGD participant noted thus:

I'm a retired public officer and I listen to the news a lot. The information I get from the news enlightens me about the situation in the state and I can say that the broadcast media have been able to help in managing conflict in the state. *(FGD, Oyo, April, 2013)*

Another FGD participant commented that:

Broadcast media have been playing effective roles in conflict management. Now they give us up-to-date news on crisis situation. They stress the theme of the crisis and make us to understand the real situation of events in the state. Some programmes like Today in the Papers and Headlines are translated to Yoruba language by Bond FM as "Koko InulweIrohin" which is loved by so many people because we are able to comprehend better the happenings in the society. *(FGD, Lagos, February, 2013)*

In the opinion of another FGD participant:

Broadcast media promote conflict management in the sense that some of the broadcast stations most especially the private stations that have no affiliation to political parties give truthful information about happenings in times of communal crisis. *(FGD, Oyo, April, 2013)*

The aggregate views of the participants affirm that the people are able to receive and comprehend the programmes of the broadcast stations which gives credence to the Reception Theory that explains that there is a general shift from the author (broadcast media) and the work (content of information) to the text (content of information) and the reader (audience). The audience are able to create a meaning for the information received based on their individual circumstances and life experiences, and affirmed that broadcast media played effective roles in conflict management.

A participant of the FGD remarked thus:

Broadcast stations are effective in disseminating programmes that defuse conflicts. I listen to the radio a lot, especially private radio whenever there is crisis. The private radio gives the true situation of the crisis and there are also some entertainment programmes that promote unity in our communities. *(FGD, Lagos, February, 2013)*

Another FGD participant noted thus:

I'm a retired matron and I listen to the news and enjoy entertainment programmes a lot. The information I get from the news enlightens me about the real situation in the state. I also watch private television anytime there is crisis. I can say that the broadcast media have been able to help in managing conflict in the state. *(FGD, Oyo, April, 2013)*

Another FGD participant commented that:

Broadcast media have been playing effective roles in conflict management especially the private stations, both radio and television. They give us up-to-date news on crisis situation. They make us to understand the real situation of events in the state. I listen to some programmes like Today in the Papers, Headlines and Koko InuIweIrohin which is loved by so many people and I am able to comprehend better the happenings in the society. *(FGD, Lagos, March, 2013)*

In the opinion of another FGD participant:

Broadcast media help to promote conflict management in our communities in the sense that some of the broadcast stations most especially the private stations that have no affiliation to the government of today, therefore the stations give truthful information about happenings in times of communal crisis. *(FGD, Lagos, February, 2013)*

From the aggregate opinions of the local government respondents it can be concluded that broadcast media organisations are effective in disseminating information during crisis situations through their different programmes, which help to manage conflicts in the communities.

**Research Question six: What are the human and technical resources available in broadcast media organisations to facilitate interoperability (information sharing) for conflict management?**

Developing journalists' competence involves two basic objectives: enhancing the technical resources available to journalists (such as computers, internet facilities and official vehicles), and enhancing human resources (such as writing ability, editing skills, and training) to facilitate interoperability towards conflict management.

**Table 4.26: Availability of Human and Technical Resources for Interoperability of Broadcast Media Organisations**

Availability of human and technical resources		Option				Mean	S.D
		Strongly agree	Agree	Disagree	Strongly disagree		
Professionally qualified and competent News reporters	Frequency	37	203	53	10	2.88	0.65
	Percentage (%)	12.2%	67.0%	17.5%	3.3%		
Competent Editorial writers and News managers	Frequency	39	203	48	13	2.88	0.67
	Percentage (%)	12.9%	67.0%	15.8%	4.3%		
Effective news communication equipment	Frequency	46	192	49	16	2.88	0.72
	Percentage (%)	15.2%	63.4%	16.2%	5.3%		
Internet facilities	Frequency	59	209	35	-	3.08	0.55
	Percentage (%)	19.5%	69%	11.6%	-		
Adequate operating cost	Frequency	35	178	79	35	2.55	0.74
	Percentage (%)	11.6%	58.7%	26.1%	11.6%		
Functional good computers for word processing	Frequency	42	193	55	13	2.87	0.69
	Percentage (%)	13.9%	63.7%	18.2%	4.3%		
Technical workshop and training	Frequency	33	196	59	15	2.82	0.69
	Percentage (%)	10.9%	64.7%	19.5%	5.0%		
Effective transportation for mobility of staff	Frequency	37	190	56	20	2.81	0.73
	Percentage (%)	12.2%	62.7%	18.5%	6.6%		

Table 4.26 shows the ranking of the broadcast media human and technical resources facilitating interoperability for conflict management. The availability of internet facilities to facilitate interoperability (mean = 3.08) ranked highest by mean score rating, followed by availability of news communication equipment to facilitate interoperability (mean = 2.88), availability of professionally qualified and competent News reporters (mean = 2.88), availability of competent Editorial writers and News managers (mean = 2.88), availability of functional good computers for word processing (mean = 2.87), technical workshop and training on conflict analysis to facilitate interoperability (mean = 2.82), availability of effective transportation for mobility of staff to facilitate interoperability (mean = 2.81) and lastly, adequate operating cost (mean = 2.52).

## **Interpretation and discussion**

Findings on the human and technical resources to facilitate interoperability (information sharing) for conflict management revealed technical and human resources available in the broadcast media organisations to facilitate interoperability towards conflict management included availability of professionally qualified and competent News reporters, availability of competent Editorial writers and News managers, provision of communication equipment, provision of internet facilities, and funding operating cost. Technical and human resources are important to facilitate conflict management and without them, journalists' ability to perform their duties is difficult. This is in accordance to the study of Frohardt and Temin (2003), who asserted that though human resource needs are more difficult to define and to provide because they are not tangible goods but the principal method of enhancing human resources is through journalist training, often through peer-to-peer training conducted by journalists. Consequently, addressing human resource needs must be a top priority.

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**Research Question Seven: What are the possible challenges and hindrances of organisational related factors to the successful operation of broadcast media interoperability?**

**Table 4.27:Challenges faced by Broadcast Media Organisation**

Challenges		Option					
		Strongly agree	Agree	Disagree	Strongly disagree	Mean	S.D
Incessant power failure	Frequency	119	137	37	10	3.28	0.45
	Percentage (%)	39.3%	45.2%	12.2%	3.3%		
Telecommunication network failure	Frequency	107	149	37	10	2.88	0.65
	Percentage (%)	35.3%	49.2%	12.2%	3.3%		
Inadequate funding operating cost	Frequency	113	139	40	11	3.17	0.79
	Percentage (%)	37.7%	45.9%	13.2%	3.6%		
Inadequate protection of journalist during reportage of communal conflict	Frequency	100	144	44	15	3.09	0.82
	Percentage (%)	33.0%	47.5%	14.5%	5.0%		
	Frequency	97	142	47	17	3.05	0.84

**RespondentstowardsSuccessful Operation of Broadcast Media Interoperability**

Inefficient communication equipment	Percentage (%)	32.0%	46.9%	15.5%	5.6%		
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Table 4.27 shows the possible challenges faced by broadcast organisation respondents towards successfully operating broadcast media interoperability, the following are the mean scores as ranked: incessant power failure ( $\bar{x} = 3.21$ ), telecommunication network failure ( $\bar{x} = 3.17$ ), inadequate funding operating cost ( $\bar{x} = 3.17$ ), inadequate protection of journalist ( $\bar{x} = 3.09$ ) and old communication equipment (3.05).

#### **Interpretation and discussion**

The findings revealed that though technical resources were provided by the broadcast stations, the broadcast media respondents still face a lot of challenges such as telecommunication network failure, incessant power supply failure, most of the communication equipment are obsolete and inefficient, and poor funding operating costs. Capital investment funding is not sufficient enough to meet their needs in terms of acquisition of modern communication equipment, fast reliable internet, organising workshop on interoperability and conflict analysis and also incorporating better condition of service for the staff through giving of staff incentives. The journalists reiterated that if the needs are met, then their performance in discharging their duties will be further enhanced and they can contribute better to conflict management in the state.

#### **4.3: Correlation analysis showing the relationship between the five interoperability factors of broadcast media organizations and conflict management.**

**4.3.1. Hypothesis One: There is no significant relationship between broadcast media organisation’s governance and conflict management in the communities.**

**Table 4.28: Summary of Correlation Statistics Showing Relationship between Governance of Broadcast Media Organisations and Conflict Management.**

Variable	N	Mean	Std Deviation	R	P	Remark
Conflict management	303	8.9003	1.3489	.067	.248	Not Significant
Governance	303	63.5842	7.0292			

Table 4.28 reveals that there was no significant relationship between governance of media broadcasting organisations and conflict management ( $r = 0.067$ ;  $p > 0.05$ ) Therefore Hypothesis One is not rejected. The implication of the result is that the different governance pattern of the broadcast stations has no significant effect on conflict management.

**4.3.2 Hypothesis Two: There is no significant relationship between broadcast media organisation’s standard operating procedures and conflict management in the communities.**

**Table 4.29: Summary of Correlation Statistics Showing the Relationship between Standard Operating Procedure of Broadcast Media Organisations and Conflict Management**

Variable	N	Mean	Std Deviation	r	P	Remark
Conflict management	303	8.9003	1.3489	.027	.643	Not Significant
Standard Operating procedure	303	9.7063	1.1141			



Table 4.29 reveals that there was no significant relationship between standard operating procedures of media broadcasting organisations and conflict management ( $r = 0.27$ ;  $p > 0.05$ ) Therefore, Hypothesis Two is not rejected. The result implies that standard operating procedures have no significant effect on conflict management.

**4.3.3. Hypothesis Three: There is no significant relationship between broadcast media organisation's technology and conflict management in the communities.**

**Table 4.30: Summary of Correlation Statistics Showing Relationship between Technology of Broadcast Media Organisations and Conflict Management.**

Variable	N	Mean	Std Deviation	r	P	Remark
Conflict management	303	8.9003	1.3489	.860*	.000	Significant
Technology	303	63.1056	13.4535			

\*\*Sig. at .01 level, \*Sig. at .05 level

Table 4.30 reveals that there was a positive significant relationship between technology of media broadcasting organisations and conflict management ( $r = 0.860$ ;  $p < 0.05$ ). Therefore, Hypothesis Three is rejected. This implies that technology has significant influence on conflict management.

**4.3.4. Hypothesis Four: There is no significant relationship between broadcast media staff training exercises and conflict management in communities.**

**Table 4.31: Summary of Correlation Statistics Showing Relationship between Training exercises of Broadcast Media Practitioners and Conflict management**

Variable	N	Mean	Std Deviation	r	P	Remark
Conflict management	303	8.9003	2.67	.850*	.000	Significant
Training and exercise	303	40.5446	3.93			

\*\*Sig. at .01 level, \*Sig. at .05 level

Table 4.31 reveals that there was a positive significant relationship between training of broadcast journalists and conflict management ( $r = .850$ ;  $p < 0.05$ ) Therefore Hypothesis Four is rejected. This implies that training of media journalists has a significant effect on conflict management.

**4.3.5. Hypothesis Five: There is no significant relationship between broadcast media organisation's usage of interoperable communications and conflict management in the communities.**

**Table 4.32: Summary of Correlation Statistics Showing Relationship between Usage of Interoperable communication by Broadcast Media Practitioners and Conflict Management.**

Variable	N	Mean	Std Deviation	r	P	Remark
Conflict management	303	8.9003	1.3489	.869**	.000	Significant
Usage of interoperable communication	303	100.6601	21.1521			

\*\*Sig. at .01 level, \*Sig. at .05 level

Table 4.32 reveals that there was a significant relationship between usage of interoperable communication by media broadcasting practitioners and conflict management ( $r = 0.869$ ;  $p < 0.05$ ). Therefore Hypothesis Five is rejected. This implies that usage of interoperable communication is significant to conflict management.

### **Interpretation and discussion**

The result in Table 4.28 reveals that there was no significant relationship between governance of media broadcasting organisations and conflict management. The different governance pattern of the broadcast stations had no significant effect on conflict management due to the fact that all the broadcast stations regardless of their ownership status must conform to the standard operating procedure in the NBC Code in the dissemination of information. All broadcast stations must conform to the objectives of broadcasting which is to provide an efficient, professional and comprehensive service to the entire people of the Federal Republic of Nigeria. All broadcast journalists therefore must discharge their professional duties following the stated rules and regulations of the NBC Code and the management policy of their respective broadcast stations.

This may be due to the presence of standard operating procedure which stipulates standards for programmes that the stations have to follow; the programming standards are expected to facilitate internal self-regulation and quality control. According to the NBC Code, journalists are expected to report crisis situations with a view to defusing them. The NBC Code for reporting events during crisis situation are stated thus:

Broadcasters shall be particularly careful when handling pictures of crises situation, crashes, earthquakes e.t.c so as not to cause panic or

trauma to relations of victims (NBC Code 2012, sec 5.6.8 p7).

In the event of emergency, broadcast stations across the country shall as a social responsibility, breakaway from regular programming to call attention to emergency and provide timely basic information to assist the public, to facilitate rescue and other forms of amelioration (NBC code 2012Sec 5.5.7 p 73).

In the spirit of national cohesion, broadcast stations shall report emergencies as they occur in other parts of the country as a way of creating safety consciousness(NBC Code 2012, sec 5.5.7 P 74).

By complying with the standard operating procedure, broadcast media stations have been able to defuse crisis in the various communities. This was attested to by the audience who affirmed that adequate news, entertainment and public service announcement programmes are aired during and after any crisis situation, for the purpose of enlightening people about the real situation of things in the community, dispersing rumour, misconception and fear among the communities and enabling dialogues among conflicting parties. Also the enactment of sanctions and fines helped to keep the broadcast stations in line. According to one of the zonal coordinators in the NBC office, the commission collected over N20,000,000 in fine last year from erring broadcast stations throughout the Federation.

According to the NBC the backbone of broadcasting is technology. Technology itself is universal and based on certain principles. To be part of the global village that the world has become, there is a need to set technical standards that conform to international standards (NBC 2012, p.123). Though technology has a significant relationship with conflict management, but the introduction of technology is dependent on other factors such as organisational commitment, training and policies that affect how a new technology

is managed in an organisational context (Muhren et al, 2008). Even with the latest technology, ultimately it is the quality of the journalists that determines the quality of journalism. Improving the technical or material components of the medium does not in itself improve the message, which is of greatest importance. Changes in technology, skill requirements, and the structure of jobs have increased the demand for better-educated and more literate staff with stronger communication and critical thinking skills. Staff need to master new skills to adapt to these changes. They need to develop the vocabulary and the fluency required to understand technological concepts and they have to learn to use it. Correspondingly, people will have to adapt the way they work to exploit technological advances (Hart, 2001). Therefore, it is imperative that acquisition of technology should be complemented with frequent and adequate training of journalists in their writing and editing skills and, most importantly, conflict analysis, so that their communication skills will complement their technical skills in order for technology to have more significant influence on conflict management in Nigeria.

ICT skills necessary for individuals to function in the new economy and in everyday life in the 21st century are continuously changing and emerging. The Internet, e-commerce, and other new economy workforce needs will have a large impact on the nature of job and life skills. Frequency of attending training programmes and workshops, peer-to-peer training and training on conflict analysis is extremely important especially as the demands of peace operations accelerate and become more complex worldwide. The training of professionals becomes more attuned to new technologies, specifically computer-based learning and distance learning techniques. While results of training are often difficult to quantify, the benefits that accrue to journalists can be substantial. Therefore, training of journalists on reporting of issues that tend to be particularly sensitive and possibly

explosive is critical in conflict management. While the results of such training are often difficult to quantify, the benefits accrued to journalists can be substantial. Communication between organisations, among organisations, among the parties in the conflict and shared situation awareness are now widely recognised as vital to effective day-to-day public safety. Usage of interoperable communication is important because it allows diverse media organisations to collaborate in the usage of scarce resources. The result from Table 4.32 and the in-depth interview conducted with some of the journalists as discussed under research question one ascertained that usage of interoperable communications enhanced conflict management because by harnessing their resources, broadcast media has been able to contribute significantly to conflict management.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

The study investigated broadcast media organisational interoperability factors as determinants of communal conflict management in Oyo and Lagos States. This chapter presents the summary of findings, conclusion and recommendations, contributions to knowledge and suggestions for further studies as well as limitations of the study.

#### **5.1 Summary**

The study focused on broadcast media organisational interoperability factors as determinants of conflict management in communities in south-western Nigeria. The study covered twelve broadcast media organisations comprising of Federal, State and privately owned media stations in Oyo and Lagos States. Also four local governments were selected from Oyo and Lagos States to represent the audience watching and listening to the

broadcast stations so as to determine the effectiveness of broadcast media organisational interoperability in communal conflict management in their areas.

The research study is presented in five chapters. Chapter One focused on general introduction and included background to the study, statement of the research problems, objectives of the study, research questions, hypotheses formulated for the study and significance of the study, scope of the study and operational definition of concepts. In Chapter Two four theories were reviewed: the Diffusion of Innovation Theory, Social Responsibility Theory, Reception Theory and Realist conflict theory and the theoretical Organisational Interoperability framework used for the study were predicated on these theories. The chapter also contained comprehensive reviews of previous but relevant literature on concepts and empirical findings from past studies. This chapter ended with the appraisal of literature.

Chapter Three of the study dealt with the research methodology, which comprised of the research design, study population, sampling technique and sample size, research instruments, validity and reliability of instruments, method of data collection and method of data analysis. Chapter Four of the study presented the results and discussion of findings. The data collected were analysed and presented through the use of statistical methods and simple percentages. Descriptive statistics, Pearson product moment correlation, multiple regressions and content analysis were used for the study.

The following findings were arrived at from the analysis:

- The presence of features of media organisations in the coverage areas revealed that all the five critical factors of interoperability were crucial to conflict management.

- The Broadcast Media Organisational Interoperability Factors (BMOIF) significantly predicted communal conflict management ( $F_{(5, 297)}=194.64, R=.88$ ); accounting for 76.6% of its variance. Usage of interoperable communication ( $\beta=.49$ ) and technology ( $\beta=.27$ ) had relative significant contributions to communal conflict management while governance, standard operating procedure and training had none.
- Broadcast media organisational interoperability factors correlated with conflict management as ranked: usage of interoperable communication ( $r=.869$ ), technology ( $r=.860$ ), training ( $r=.850$ ), governance ( $r=.067$ ) and standard operating procedure ( $r=.027$ ).
- A total of 78% of the local government respondents agreed that content of messages in information shared is appropriate for managing conflict.
- Majority of the local government respondents (64%) indicated that effectiveness level of media organisation is high in conflict management.
- Broadcast media organisational effectiveness factors are significantly correlated with conflict management ( $F_{(7, 950)} = 49.745; R = .518$ ); accounting for 26.8% of the variance in conflict management.
- The broadcast media organisational effectiveness indices had relative significant contributions to communal conflict management as follows: programme timing ( $\beta=.71$ ), programme content ( $\beta=-.58$ ) and audience reach ( $\beta=.35$ ) while language, news coverage area, frequency of programme and reception had none.



- A total of 62.% of Lagos State respondents indicated Television Continental (TVC) as the most effective broadcast station that disseminated programmes that promote communal conflict management and 59.8% indicated Splash FM in Oyo State.
- Ranking of the broadcast media on human and technical resources facilitating interoperability for conflict management revealed the following mean score rating internet facilities to ( $\bar{x}$ =3.08) with highest mean score rating, followed by communication equipment ( $\bar{x}$ =2.88), training on writing skills ( $\bar{x}$ =2.88), training in editing skills ( $\bar{x}$ =2.88), computers ( $\bar{x}$ =2.87), training on conflict analysis to ( $\bar{x}$ =2.82), provision of official vehicles ( $\bar{x}$ =2.81) and lastly good emolument ( $\bar{x}$ =2.52).
- The mean scores of challenges faced by broadcast media respondents on successful operation of broadcast media organisational interoperability are ranked as following: incessant power failure ( $\bar{x}$  =3.21), telecommunication network failure ( $\bar{x}$  =3.17), inadequate funding operating cost ( $\bar{x}$  =3.17), inadequate protection of journalist ( $\bar{x}$ =3.09) and old communication equipment ( $\bar{x}$ =3.05).
- There were perceived advantages of interoperability in terms of easy interpersonal communication, online streaming of news; yet there was inadequacy of training opportunities.

## 5.2 Conclusions

In response to various empirical evidence that elaborated on the role of professional media practitioners in conflict management, the study examined some broadcast media organisational interoperability factors that are critical to conflict management, with a view to establishing the facts that effective coordination of the five critical factors could

enhance conflict management and prepare the ground for a sound media sector development in the long run and create sustainable peace in the communities in Oyo and Lagos States, in particular, and Nigeria, in general. The study concluded that:

- All the five factors of interoperability (governance, standard operating procedure, technology, training and use of interoperable communication) were crucial to conflict management broadcast.
- Broadcast media organisations played effective role in the communities by having adequate audience reach, providing wide news coverage area, appropriate news, entertainment and public enlightenment programmes, with content of the messages emphasizing the theme of conflict management in languages understood by the inhabitants of the states.
- There is availability of human and technical resources in the different broadcast stations in terms of internet facilities, computers, communication equipment, and training on conflict analysis, writing and editing skills.
- Broadcast media organisations still have different challenges that varied from telecommunication network failure, old communication equipment, incessant power supply failure and protection of journalist, good operating cost.

### **5.3 Recommendations**

Based on the findings of the study, the following recommendations, which will help facilitate interoperability of broadcast media with regards to conflict management in Nigeria, are offered:

- There is a need to improve the usage of interoperable communication and technology to enhance the use of broadcast media organisations in communal conflict management.
- Secondly, the finding that usage of interoperable communication have positive influence on conflict management could draw the attention of the government to the need to implement omni-directional information sharing to enhance meaningful exchange of information among the broadcast media to defuse conflict and build peace in the community.
- Broadcast media organisations still need to put in efforts towards intervention training programmes for the journalists on advances in technology in relation to information gathering and dissemination, conflict analysis and how to report
- conflict situations. The management may also seek the assistance of the government to direct the Industrial Training Fund (ITF) to collaborate with the management of the different tiers of broadcast stations in particular the private stations in the training programmes. By so doing, it is envisaged that better skilled journalists would be trained that will provide non-partisan news, report and analyse the contexts of conflicts, their background factors, gather different views and opinions and, focus on specialized peace and conflict issues.
- Broadcast media organisations still need to release more funds for capital investments in the acquisition of modern communication equipment so that the broadcast stations will be well equipped to deliver real time decision making information to the people in a timely manner to save lives, limit damage and accelerate recovery. The public media stations can seek the intervention of the government to direct the Petroleum Trust Fund (PTF) to collaborate with the

management of the broadcast stations to release funding for capital investment

- Priority should be given to the protection of journalists by the government, considering the fact that Nigeria is in a democratic dispensation, by coming up with better legislative law that will protect the rights of the journalists so that they can discharge their duties without any fear of coercion to enhance conflict management and peace in Nigeria.
- Furthermore, the curricular of Schools of journalism and Nigerian universities offering mass communication degree courses could be reviewed to include courses in conflict analysis and advances in communication technology.

#### **5.4 Contributions to Knowledge**

The study has been able to contribute significantly to knowledge particularly on the subject matter of interoperability of broadcast stations in conflict management in the following areas:

- The study confirms that interoperability of broadcast media is effective in enhancing conflict management.
- The study shows that the five factors of interoperability were crucial to communal conflict management.
- Furthermore, the study reveals that programmes produced by the different broadcast stations in terms of news, entertainment and public enlightenment programmes aired in languages understood by the inhabitants of the different local governments, give a true reflection of their lives, and has given them better understanding and awareness that has helped to defuse conflicts in their

communities and created an avenue for dialogue among conflicting parties.

### **5.5 Limitations to the study**

The researcher was faced with 'restricted freedom' to conduct interview, take photographs or do tape recording in the media organisations for fear of exposing their organisations. The inhabitants of the sampled local government areas did not cooperate fully because of the fear of government on revenue collection of tax on TV and Radio sets owned in residential areas. It affected the number of focus group discussions the researcher could carry out, and also no recording of audio or videotapes was allowed in some areas.

Furthermore, there is the general belief among some of the respondents that nothing good comes of researches, so it was a bit difficult to really get them to open up to give their real opinions. It took several efforts and persuasion, and the researcher had to visit them repeatedly to convince them thereby extending the time spent on the field, and creating time constraints. Another limitation is the poverty level of average Nigerians; money was demanded before some of the respondents agreed to fill the questionnaire making the whole study to be very costly.

### **5.6 Suggestions for Further Studies**

It is important to point out some other areas on the same subject that this study did not cover and for which there is need for further studies. The scope could be wider to include the other media which is the print media and other news agencies in Nigeria. Also further studies could be carried out with other agencies like NGOs, fire service agencies and law

enforcement agencies involved in management of crisis.

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## **APPENDIX A**

### **BROADCAST MEDIA PERSONNEL QUESTIONNAIRE**

Department of Adult Education

Faculty of Education

University of Ibadan, Ibadan

### **BROADCAST MEDIA ORGANISATIONAL INTEROPERABILITY FACTORS AS DETERMINANTS OF COMMUNAL CONFLICT MANAGEMENT IN OYO AND LAGOS STATES, NIGERIA**

#### **Introduction**

Dear Respondent

This questionnaire is designed to elicit information on some organisational interoperability factors that determines communal conflict management in Oyo and Lagos states, Nigeria.

Please, kindly answer the questions in this questionnaire as candidly as possible.  
Information supplied is meant strictly for educational study and your responses will be treated with utmost confidentiality.

Thank you.

### INSTRUCTIONS

Please answer all questions from the perspective of your organization,  
Please tick (✓) only one option to the following questions in this section.

#### DEMOGRAPHIC DATA

1. **Gender:** Male  Female
2. **Age (in years):**  
20-29 Single   
30-39   
40-49   
50 and above  Divorced
3. **Marital status:**  
  
Married   
Widowed   
  
Separated
4. **Educational qualification:**  
B.Sc/M.Sc/Ph.D   
NCE/OND/HND   
Professional certificate
5. **Working Experience (Years):**  
1 - 5   
6 - 10   
11- 15   
16+
6. **Department/Section**  
News  Field reporters  Programming   
Production  Editorials

### Organisational Interoperability Factors' Scale

Instruction: Kindly read through the following statements and rate accordingly. You are to tick (✓) your appropriate response to each of the questionnaire items.

**SA= Strongly Agree    A= Agree    D= Disagree    SD= Strongly Disagree**

S/N	STATEMENTS	SA	A	D	SD
<b>Section A: Governance</b>					
1	Ownership style of my organization affect reporting lines of responsibility				
2	Ownership style of my organization affect level of commitment to information sharing				
3	Ownership style of my organization affect level of trust and respect of other broadcast organisation				
4	Ownership style of my organisation affect the goal of communal conflict management through stations programming				
5	Ownership style of my organization affect the communication and information system capabilities				
6	Ownership style of my organization determine the level of interoperability with other broadcast organisation				



7	Ownership of my organization exerts control over news content in times of crisis				
8	Decision making group in my organisation restrict sharing of information and knowledge to specific topics				
9	Decision making group in my organization restricts the number of programmes on conflict management				
10	Decision making group in my organization encourages programmes that stress the theme of conflict management				
11	Decision making group in my organization encourages transmission of programmes in languages the audience will understand				
12	During crisis, the decision making group of my organization allows information sharing with other broadcast station				
13	Level of information sharing not adequate during crisis situation				
14	Decision making group in my organization encourage the news unit to provide non - partisan news to the audience during crisis				
15	There are informal and published agreement in place for interoperability in times of crisis				
<b>S/N</b>	<b>STATEMENTS</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
16	The level of interoperability agreement among broadcast media enhanced management of crisis in communities				
17	There is interoperability strategic plan to improve the level of information sharing during crisis				
18	My organisation have a strategy in place to ensure programmes produced and aired is not inflammatory and contrary to the public's interest in peace				
19	There is capital investment funding for infrastructural facilities needed for interoperability in my organisation				
20	The capital investment funding meets all the interoperability requirements in my organization				
21	Funding is dedicated to operating cost of interoperability in my organization to enhance conflict management				
22	There is funding in place in my organisation to enhance physical resources needed for interoperability in times of crisis				
23	There is funding in place in my organisation to enhance human resources needed for interoperability in times of crisis				

<b>Section B: Standard Operating Procedure</b>					
24	My organization has standard operating procedure in place for all staff				
25	My organization has standard operating procedure in place with other broadcast stations				
26	My organization ensures that organization policies are practiced by staff in information sharing during crisis				
27	My organization ensures that government policies are followed by staff concerning interoperability during crisis				
28	There are media regulatory laws in place for all broadcast stations				
29	There are legislative laws in place for all broadcast stations				
30	Legislative laws in place protects journalists from government coercion				
31	Legislative laws in place protects journalists from unwarranted persecution				
32	Legislative laws in place protects journalists from personal harm				
33	Legislative laws in place protects media outlets guaranteeing their freedom to operate without government interference				
<b>S/N</b>	<b>STATEMENTS</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
34	Legislative laws address hateful and antagonistic media contents that can lead to crisis				
35	Slander and libel laws are present in the legislative law but poorly designed to prevent media abuse				
36	Slander and libel laws are present in the legislative law but are ineffective in protecting journalists				
37	There is effective judiciary that is impervious to corruption to check journalists that wants to use the media maliciously				
38	The judiciary has the capacity to enforce the laws				
39	Standard operating procedure for broadcast organisations for interoperability is effective for managing crisis				
<b>Section C: Technology</b>					
40	My organisation uses landline telephone, mobile phone and internet for interoperability in times of crisis				
41	My organization gives support to development of information technology solutions to crisis management				
42	I have access to IT in my organization that encourage interoperability for real time				

	reporting during crisis				
43	IT adoption by my organization help to provide voice from the field and continuous reporting of situation during crisis				
44	IT adoption expedite information sharing among broadcast stations and prevent information from being manipulated during crisis				
45	IT adoption expedite information sharing among broadcast stations and prevent information from being censored during crisis				
46	IT adoption expedite information sharing among broadcast stations and prevent information from becoming propaganda during crisis				
47	IT adoption expedite information sharing among broadcast stations and help in communicating real situation of crisis to the public				
48	IT adoption expedite information sharing among broadcast stations and help my organization to have access to events, experiences and opinions around the world				
49	IT allows me to communicate and collaborate with other journalists from other organisations within the stipulated organisation interoperability policies				
<b>S/N</b>	<b>STATEMENTS</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
50	My organization commitment to information sharing using information sharing tools like internet and cellular phones is invaluable to linking my organization to other organisations for advance warning and situation updates				
51	Communication system in my organisation is independent and run exclusively by my organization				
52	Communication system in my organisation is part of a communication system that serve several public service organisations in our jurisdiction				
53	Adoption of IT has met the demands of information sharing especially in times of communal conflicts				
54	The internet is a rapid disseminating tool for information sharing in times of crisis				
55	The cellular phone is a rapid disseminating tool for information sharing in times of crisis				
56	Adoption of IT has helped in gathering and handling of information shared with other organization in times of crisis				
57	My organization experience major system failure once in a while				
58	My organization has a maintenance plan that ensures a minimum level of reliability				

	and availability of the communication systems				
59	My organization has a maintenance plan that ensures capability to interoperate 24x7				
60	Use of IT in my organization is effective for information sharing and enhances conflict management				
	<b>Section D: Training and exercise</b>				
61	My organisation organizes training that helps me to adapt the new technology for interoperability				
62	My organisation organizes training that helps me to adopt the new technology for interoperability				
63	My organisation sponsors me to participate in workshops oriented towards organizational interoperability				
64	My organisation sponsors me to participate in fully functional training exercise that incorporates interoperable communication				
65	My organisation sponsors me to participate in workshops on interoperability to enhance my writing skills in times of crisis				
<b>S/N</b>	<b>STATEMENTS</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
66	My organisation organizes training to improve my reporting skill in times of crisis				
67	My organisation sponsors me to participate in training on reporting issues that tend to be particularly sensitive and explosive in conflict				
68	My organisation sponsor me to participate in training on how to report explosive environmental resources issues that affect people's livelihood to prevent inciting conflict				
69	I received training from organised workshops on conflict analysis to improve the message that block efforts to incite conflicts				
70	Peer to peer training help my human resource capabilities in terms of communication technology usage in times of crisis				
71	The training I received improved my writing skills				
72	The training I received improved my reporting skills in times of crisis				
73	The training I received improved my work performance in times of crisis				
74	Training and exercises conducted for journalist on interoperable communication is effective in managing conflicts				
	<b>Section E: Usage Frequency of Use and Familiarity</b>				

75	My organization is familiar with the use of interoperable communication especially during communal crisis				
76	My organization uses interoperable solution for day to day situation				
77	My organization uses interoperable solution on demand				
78	My organization uses interoperable solution in real time and as authorised				
79	My organization uses interoperable solution when needed and as authorised				
80	Use of interoperable communication help to defuse conflict				
81	Use of interoperable communication is effective in communal conflict management				

### Human and Technical Resources Checklist

S/N	STATEMENTS	SA	A	D	SD
1	My organisation have human resources to facilitate interoperability towards conflict management				
2	My organisation organizes training on writing skills to enhance human resources capabilities to facilitate interoperability towards conflict management				
3	My organisation organizes training on editing skills to enhance human resources capabilities to facilitate interoperability towards conflict management				
4	My organisation pay good emolument to journalists so that our duties are not compromised				
5	The human resources capabilities of my organisation enhances my competence as a journalist				
6	My organisation provides technical resources especially communication equipment to facilitate interoperability towards conflict management				
7	My organisation have technical resources (computers) to facilitate interoperability towards conflict management				

8	My organisation provide internet facilities to facilitate interoperability towards conflict management				
9	My organisation provide official vehicles for transportation to crisis areas to facilitate conflict management				
10	My organisation provide technical workshop and training to facilitate interoperability towards conflict management				
11	The technical resources provided by my organisation enhances my performance as a journalist				
12	Telecommunication network failure is a challenge to interoperability of media orgainsations				
13	Incessant power failure is a challenge to interoperability of media orgainsations				
14	Inadequate funding operation cost is a challenge to interoperability of media orgainsations				
15	Old communication equipment is a challenge to interoperability of media orgainsations				
16	Inadequate protection of journalists during reportage of communal conflicts is a challenge to interoperability of media organisations				

**Media Personnel and Communal Conflict Management checklist**

Instruction: Kindly read through the following statements and tick (√) or ( X ) as applicable

S/N	STATEMENTS	YES	NO
1	I am aware of communal conflict in my state		
2	I am aware of communal conflict in other states		
3	Communal conflict is prevalent in my state		
4	My organisation broadcast programmes on communal conflict situations in my state		
5	My organisation broadcast programmes on communal conflict situations in other states		
6	My organisation transmits programmes in languages the audience will understand		
7	The programmes my organization transmits stress the theme of conflict management		
8	My organization broadcast enough news, entertainment and public enlightenment programmes that promote tolerance, equity and peace in any communal conflict situation		
9	My organisation engage in interoperability (information sharing) with other broadcast stations for conflict management		

10. If yes to question 8, how many times are the entertainment and public enlightenment programmes aired in a week?

Every day

Once weekly

Two times weekly

Three times weekly

Every other day

11. What is the level of interoperability of your organisation with other broadcast stations for conflict management?

- a. Unified (Completely integrated information sharing)
- b. Combined (High level of information sharing)
- c. Collaborative (Minimum level of information sharing)
- d. Cooperative (Restricted level of information sharing)
- e. Independent (No exchange of information)

#### COMMUNITY REPRESENTATIVES' QUESTIONNAIRE

Department of Adult Education

Faculty of Education

University of Ibadan, Ibadan

### **BROADCAST MEDIA ORGANISATIONAL INTEROPERABILITY FACTORS AS DETERMINANTS OF COMMUNAL CONFLICT MANAGEMENT IN OYO AND LAGOS STATES, NIGERIA**

#### **Introduction**

Dear Respondent

This questionnaire is designed to elicit information of your perception on effectiveness of broadcast media in communal conflict management in Oyo and Lagos states, Nigeria. Please, kindly answer the questions in this questionnaire as candidly as possible. Information supplied is meant strictly for educational study and your responses will be treated with utmost confidentiality.

Thank you.

### INSTRUCTIONS

Please tick (✓) only one option to the following questions in this section.

#### DEMOGRAPHIC DATA

1. **Gender:** Male  Female
2. **Age (in years):**
- |              |        |                          |           |                          |
|--------------|--------|--------------------------|-----------|--------------------------|
| 18-27        | Single | <input type="checkbox"/> |           | <input type="checkbox"/> |
| 28-37        |        | <input type="checkbox"/> | Married   | <input type="checkbox"/> |
| 38-47        |        | <input type="checkbox"/> | Widowed   | <input type="checkbox"/> |
| 47-57        |        | <input type="checkbox"/> | Divorced  | <input type="checkbox"/> |
| 58 and above |        | <input type="checkbox"/> | Separated | <input type="checkbox"/> |
3. **Marital status:**
4. **Educational qualification:**
- |              |                          |                      |                          |
|--------------|--------------------------|----------------------|--------------------------|
| Primary      | <input type="checkbox"/> | Civil/Public Servant | <input type="checkbox"/> |
| Professional | <input type="checkbox"/> | Self Employed        | <input type="checkbox"/> |
| Secondary    | <input type="checkbox"/> | Artisan              | <input type="checkbox"/> |
| Tertiary     | <input type="checkbox"/> | Unemployed           | <input type="checkbox"/> |
5. **Occupation:**



No formal education

Others (Please Specify).....

6. Local government area.....

### Media Effectiveness Factors' Scale

Instruction: Kindly read through the following statements and rate accordingly. You are to tick (✓) your appropriate response to each of the questionnaire items.

#### Section A: Audience Reach

S/N	Statements	SA	A	D	SD
1	Wide area coverage makes it easy for me to get the broadcast station loud and clear anywhere I am in the state				
2	Wide area coverage makes it easy for me to get the broadcast station loud and clear whenever I travel to other states in the country				
3.	Wide area coverage of broadcast stations help me to be aware of conflict situations in my state				
4	Wide area coverage of broadcast stations help me to be aware of conflict situations in other state				
5	Wide area coverage of broadcast stations enhance listenership of radio station				
6	Wide area coverage of broadcast stations enhance viewership of television station				

7	Wide coverage area of broadcast stations keep me abreast of conflict situations of my state even when I travel out of my state to neighboring states				
8	Wide coverage area of broadcast stations is effective in reaching large audience to keep them abreast of conflict issues that enhances management of conflict				
	<b>Section B: Coverage Area</b>				
9	Wide content coverage of news, entertainment and public enlightenment programmes by federal radio enhances my awareness level of communal conflict situation				
10	Wide content coverage of news, entertainment and public enlightenment programmes by state radio enhances my awareness level of communal conflict situation				
<b>S/N</b>	<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
11	Wide content coverage of news, entertainment and public enlightenment programmes by private radio enhances my awareness level of communal conflict situation				
12	Wide content coverage of news, entertainment and public enlightenment programmes by federal television enhances my awareness level of communal conflict situation				
13	Wide content coverage of news, entertainment and public enlightenment programmes by state television enhances my awareness level of communal conflict situation				
14	Wide content coverage of news, entertainment and public enlightenment programmes is effective for conflict management				
	<b>Section C: Language</b>				
15	Public enlightenment programmes are transmitted in languages I understand				
16	News programmes are transmitted in languages I understand				
17	Entertainment programmes are transmitted in languages I understand				
18	The language of transmission enhances my understanding of communal conflict situations				

19	The language of transmission is effective for conflict management				
	<b>Section D: Content</b>				
20	Broadcast programmes content has conflict management theme				
21	Broadcast programme content emphasize the theme of conflict management				
22	Content of the programmes encourage dialogue and build relationships among conflicting parties				
23	Content of the programmes enlighten people about the real situation of things in the community				
24	Content of the programmes help to foster reconciliation among conflicting parties				
25	Content of the programmes help people to find common ground thereby managing conflict issues				
26	Content of the programmes help disperse rumour, misperception and fear that can lead to conflict situation				
<b>S/N</b>	<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
27	Content of the programmes help to encourage dialogue and discourage violence				
28	Programme content gives me better understanding of local issues and conflicting issues				
29	Programme content enables people to take care and decide their own issues				
30	Programme content provide incentives for changing behaviours through having well informed and unbiased opinion				
31	Programme content enables people to deal with the past and build a common future				
32	Programme content disseminated by broadcast stations is adequate for defusing conflict situations				
33	Programme content disseminated by broadcast stations is adequate for managing conflict situations				
34	Programme content disseminated by broadcast is effective for management of conflict				
	<b>Section E: Reception</b>				
35	I am able to interpret the content of the programmes on conflict				

	management to give me better understanding of the conflict situation				
36	My cultural surroundings affect my interpretation of the programmes on conflict management				
37	My life experiences help me to interpret and understand the content of programmes on conflict management.				
38	My interpretation of the programme content gives me better understanding of local and conflicting issues thereby giving incentives for changing behaviours				
39	My reception of the content of programs on conflict issues enhance conflict management				
	<b>Section F: Frequency of programming</b>				
40	The number of times public enlightenment programmes on communal conflict issues is aired is adequate for conflict management				
<b>S/N</b>	<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
41	The number of times news programmes on communal conflict issues is aired is adequate for conflict management				
42	The number of times entertainment programmes broadcast on communal conflict issues is aired is adequate for conflict management				
43	The number of times of breaking news on communal conflict situations is aired is adequate for conflict management				
44	Frequency of times programmes on communal conflict issues is aired for conflict management needs to be increased				
45	The number of times programmes on communal conflict related issues is aired is effective for conflict management				
	<b>Section G: Timing of the programmes</b>				
46	Time of transmission of public enlightenment programmes on communal conflict issues is adequate for conflict management				
47	Time of transmission of news programmes on communal conflict issues is adequate for conflict management				
48	Time of transmission of entertainment programmes broadcast on communal conflict issues is adequate for conflict management				

49	Time of transmission of breaking news on communal conflict situations is adequate for conflict management				
50	Time of transmission of programmes on communal conflict issues for conflict management needs to be revised to create more awareness for the audience				
51	Time of transmission of programmes on communal conflict related issues is effective for conflict management				

### Audience and conflict management check list

Instruction: Kindly read through the following statements and rate accordingly. You are to tick (✓) your appropriate response to each of the questionnaire items.

S/N	Statements	Yes	No
1	I am aware of communal conflict in my state		
2	I am aware of communal conflict in other states		
3	Communal conflict is prevalent in my state		
4	I listen to radio		
5	I watch television		
6	I am aware of information sharing among the broadcast media stations		

S/No	Statements	Very high	High	Low	Very low
7	Level of prevalence of communal conflict in my state				
8	Level of my awareness of information sharing among broadcast media stations				
9	Extent information sharing show in the content of messages disseminated by the different broadcast media station				
10	Extent content of messages in information shared by the different broadcast media is appropriate for managing conflict.				
11	Extent ownership pattern of radio and television programmes affect the programming and the news contents I listen to or watch				

S/N	Statements	SA	A	D	SD
12	Ownership pattern of radio and television programmes affect the programming and the news I listen to or watch				
13	Information sharing show in the content of messages disseminated by the different broadcast media organisations				
14	Content of messages in information shared by the different broadcast media is appropriate for managing conflict.				
15	Information sharing among the broadcast stations is effective for conflict management				

**16. Which radio station do you listen to most in everyday situation? (Tick one)**

- Amuludun Radio Ibadan  Bond  Radio Lagos
- BCOS Radio Ibadan  Radio LAGOS Lagos
- Splash FM Ibadan Raypow  M Radio Lagos

**17. Which television station do you watch most in everyday situation? (Tick one)**

- NTA Ibadan  NTA Lagos

BCOS TV Ibadan LTV Lagos

Galaxy TV Ibadan TVC Lagos

**18. Why do you prefer your chosen station?**

It has more news programmes  It has more public enlightenment programmes

It has more entertainment programmes  It has wide area coverage

It has unbiased and responsible news reporting  All of the above

Others (Please specify).....

**19. Which radio station do you prefer to listen to during communal crisis situation?**

**(Tick one)**

Amuludun Radio Ibadan Bond Radio Lagos

BCOS Radio Ibadan  Radio LAGOS Lagos

Splash FM Ibadan Raypower M Radio Lagos

**20. Which television station do you prefer to watch during communal crisis situation?**

**(Tick one)**

NTA Ibadan  NTA Lagos

BCOS TV Ibadan LTV Lagos

Galaxy TV Ibadan TVC Lagos

**21. Why do you prefer your chosen station during communal crisis situation?**

It has more news content about real crisis situation

It has entertainment programmes that discourage violence

It has more public enlightenment programmes on how to manage conflict

It has wide area coverage

It has unbiased and responsible news reporting

All of the above

Others (Please specify).....

22. Which of the broadcast media station do you consider most effective indisseminating programmes that promote conflict management? (Tick one for your state)

Oyo State		Lagos State	
Amuludun Radio Ibadan	<input type="checkbox"/>	BCOS FM Radio Lagos	<input type="checkbox"/>
BCOS Radio Ibadan	<input type="checkbox"/>	Radio LAGOS Lagos	<input type="checkbox"/>
Splash FM Ibadan	<input type="checkbox"/>	Power FM Radio Lagos	<input type="checkbox"/>
NTA Ibadan	<input type="checkbox"/>	NTA Lagos	<input type="checkbox"/>
BCOS TV Ibadan	<input type="checkbox"/>	LTV Lagos	<input type="checkbox"/>
Galaxy TV Ibadan	<input type="checkbox"/>	TVC Lagos	<input type="checkbox"/>

### Appendix B

#### In Depth Interview Guide

**Venue:** Site of each media house

**Date:**

Good day Sir/Ma, may I meet you?

I will like to ask some questions relating to organisational interoperability factors that determines communal conflict management in your broadcast station.

Name of Media House.....

Date of Interview.....

1. Are you aware of communal conflict in your state and other states in Nigeria?
2. Does your organisation broadcast programmes on communal conflict situations?
3. Does your organisation broadcast enough news, entertainment and public enlightenment programmes that promote tolerance, equity and peace in any communal conflict situation?



4. Is your organisation familiar with the use of interoperable communication especially during communal crisis?
5. Does your organisation engage in interoperability (information sharing) with other broadcast stations for conflict management?
6. Do you have infrastructural facilities needed for interoperability in your organisation?
7. Is there capital investment funding for infrastructural facilities needed for interoperability in my organisation?
8. What can you say about the level of interoperability of your organisation with other broadcast stations for conflict management?
9. Do the decision making group of your organisation allow information sharing with other broadcast station?
10. Is there any informal or published agreement in place for interoperability especially in times of crisis?
11. What information sharing tools do you use to link with other organisations?
12. How often do you use interoperable communication in your organisation?
13. Is there any training or workshop organized by your organisation on interoperable Communication?
14. Does your organization send or sponsor you for training or workshops especially on conflict analysis?
15. What can you say about the protection of journalists when reporting on crisis situations?
16. Are the adequate laws in place to protect journalists especially during crisis situations?
17. Do you have adequate physical and human resources needed for interoperability in times of crisis?

18. Is there funding dedicated in your organisation to enhance physical resources needed for interoperability in times of crisis?
19. Is there funding dedicated in your organisation to enhance human resources needed for interoperability in times of crisis?
20. What are the possible challenges your organisation has for the successful operation of interoperability with other broadcast media organisation?

UNIVERSITY OF IBADAN