

CHAPTER 11 PROGRAMME PLANS

Chapter 11 Programme Plans

In Uganda, the Second Five-Year Economic Development Plan is now being pushed forward. Radio and TV are expected to play a very important role in the progress and development of economy, society and culture, since other mass media have not been fully popularised, but the present TV programmes are not quite satisfactory in quality. To prove the true merits of the proposed nation-wide broadcasting network, the TV broadcasting should be improved to display its full functions after the completion of the network, and this necessitates an increase of the broadcasting hours and also calls for endeavours to improve the quality of and keep up an excellent level of the programmes.

11.1 Increase of Broadcasting Hours and Compilation of Programmes

11.1.1 Increase of Broadcasting Hours

The broadcasting hours of TV in a country is decided by the demand in that country. In Japan, two systems of NHK, the General TV network and educational TV network, are broadcasting 18 hours each a day. Some station in the U.S.A. is reported to be broadcasting almost 24 hours.

In Uganda, TV broadcasting is presently carried out for six hours and thirty-five minutes a day on the average, in which are included the programmes for general public of the Ministry of Information, Broadcasting and Tourism and the school programmes of the Ministry of Education. In consideration of the high interest shown by the government of Uganda in the TV broadcasting, it is considered necessary to increase the present broadcasting hours to at least 10 hours a day in order to meet the government's requirements for its public relations and school programmes.

11.1.2 Compilation of Programmes

The following table shows the broadcasting programmes classified by their social functions.

Table 11-1

Function	Programme
News (Information transmission)	News, News Commentary, News Documentary, Sports, Government's Public Relations
Education and Culture	School Programmes, Educational Programmes for Adults, Cultural Programmes for General Public
Entertainment	Entertainment
Advertisement Media	Commercials

The programme compilation by functions must be decided on the basis of the policy and situation of the country concerned, taking into consideration the viewers' opinion.

In Uganda, judging from its national condition and the policy of the government, emphasis would have to be placed on news, education and culture. Therefore, the following programme percentages in the total broadcasting hours will be appropriate in the final stage of this project.

Education & Culture	40 - 50%
News	25 - 35%
Entertainment (including Advertisement)	20 - 30%

When compiling the broadcasting programmes, it will be necessary to combine general programmes designed for the entire nation and special programmes designed for such special groups of viewers as pupils and students, children and adults, in order to meet the demand of as many viewers as possible. And in compiling programmes for each time-zone, it is desirable to take due account of daily activities and habits of different groups of viewers that may be classified by their occupation, age, academic background, and social status, and also give consideration to the results of such scientific researches as the investigation of the viewers' life.

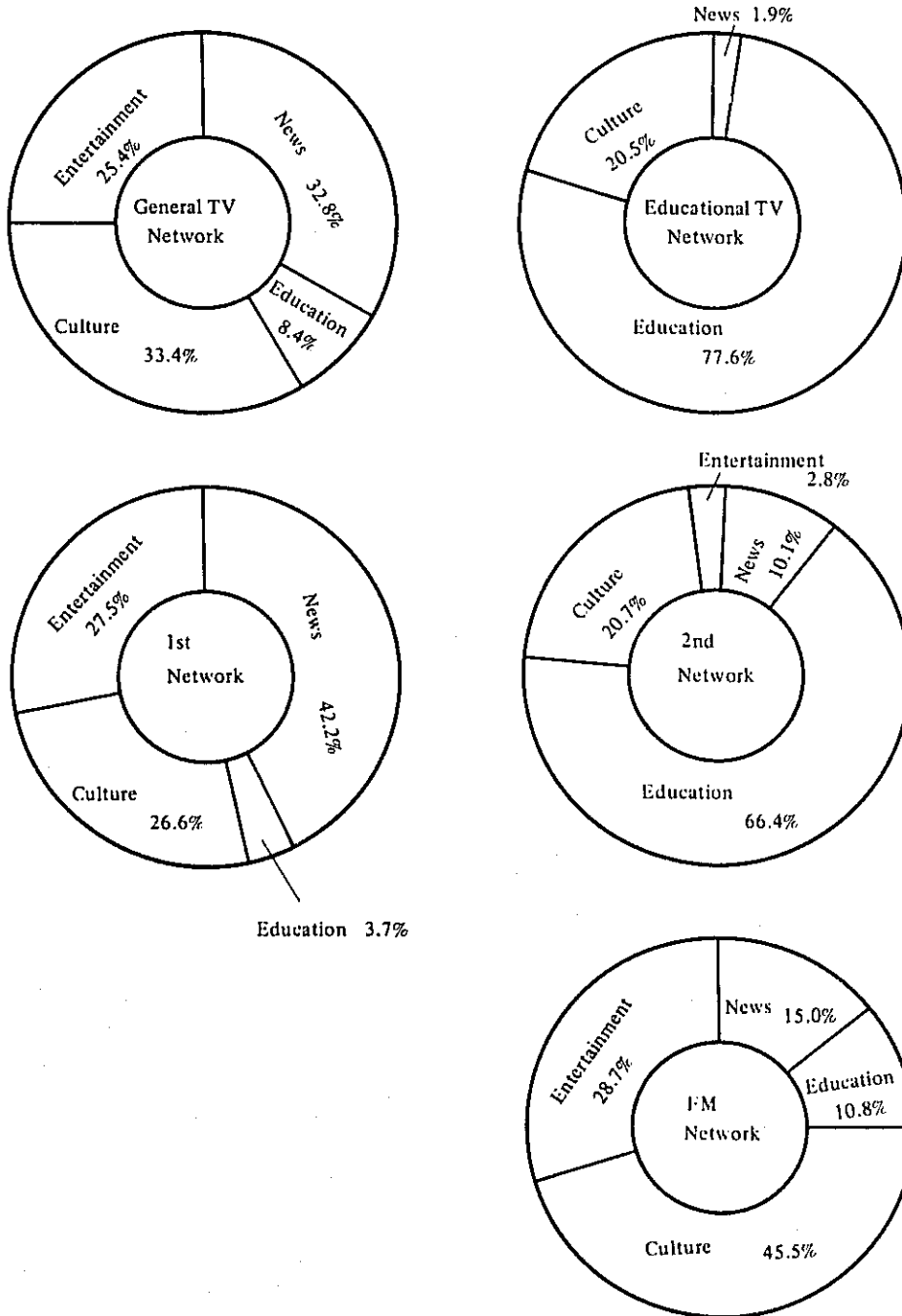
With the present production facilities of the UTV, it is difficult to produce local programmes at its local stations. However, it is desirable to comply with the demands of the residents in local communities and to introduce the local communities to the entire country through the production of programmes with as much local color as possible. As a basic direction in the compilation of programmes, it is urged that all endeavours be exerted toward the unification of languages, the crusade against illiteracy, equal educational opportunities, the promotion of mutual understandings between tribes and regions, the contribution to the social and economic development and the promotion of international understandings.

11.1.3 Expansion of Local-Made Programme

In UTV, local-made programmes will amount to about 40% by hour of the total broadcasting hours, and it will exceed 50% when educational broadcastings are included. The greater part of the local-made programmes is occupied by news and other information programmes as well as by school programmes and other educational programmes. The local-made programmes bear the ratio of only about 15% to the total entertainment programmes, the greater part of which consists of the American or British TV films.

As a result of investigations carried out in local communities of Uganda, it has been disclosed that the general public gathering at community centres want programmes useful for the improvement of their life and culture rather than European- or American-made TV films (mainly dramas) in which they find a great gap of living conditions. It is beyond question that the TV programmes based on their own way of life and customs exercise a greater effect on the general public. Therefore, not only for the promotion of TV dissemination throughout the entire nation but also for the elevation of the TV's educational effects, increased production of local-made programmes in the entertainment field is wanted. Of course, the increase of local-made

Fig. 11-I Percentage of Weekly Broadcasting Hours by Categories (NHK)
(As of September, 1968)



programmes will require more personnel, expenses and facilities, and should therefore be realized in pace with the fulfilment of these requirement, while gradually decreasing the purchase of foreign programmes.

11.2 Contents of Broadcasting Programme

11.2.1 Classification of Contents of Programme

The following is a list of broadcasting programmes classified by their contents. It is desirable to broadcast these programmes properly combined within the frame of the foregoing compilation rate.

Table 11-2 Classification of Programme Contents

Classification	Example of Programme Contents	Object
News Programme	News	General
	Overseas news	”
	News commentary	”
	Special News (Special programmes in the event of disaster, etc.)	”
	Government's public relations	”
	Others	
Education and culture Programmes	School programmes	Special
	Infant's programmes	”
	Children's programmes	”
	Lady's programmes	”
	Correspondence education programmes	”
	Social welfare programmes	General
	Programmes to afford the latest knowledge, information, etc. concerning society, economy, politics, industry, civilization, etc.	”
	Programmes concerning health and hygiene	”

	Programmes to promote scientific knowledge and technology	General
	Programmes concerning the management of factories, shops, etc.	Special
	Programmes concerning agricultural management and technologies	"
	Vocational education programmes (Technical guidance, etc.)	"
	Adults education programmes (Dissemination of standard language, etc.)	General
	Programmes to introduce foreign manners and customs, histories, culture, etc.	"
	Programmes concerning religions	"
	Others	
Entertainment Programmes	Dramas	General
	Music and dance programmes	"
	Quiz programmes	"
	Variety shows	"
	Play films	"
	Others	
Sports Programmes	Sports relay	General
Others	Others	

11.2.2 Programmes for Education and Culture

Judging from the fact that the extension of the education programmes is counted as one of the most important objects of the nation-wide TV broadcasting network expansion project, the education programmes will become the nucleus of the programme plans.

Infants' and children's programmes designed for promotion of their physical and mental development; Ladies' programmes for the enlightenment of housewives; Linguistic programmes for the dissemination of the standard language; Vocational and technical education programmes

Fig. 11-2 NHK How do school programs take shape? (For Reference)

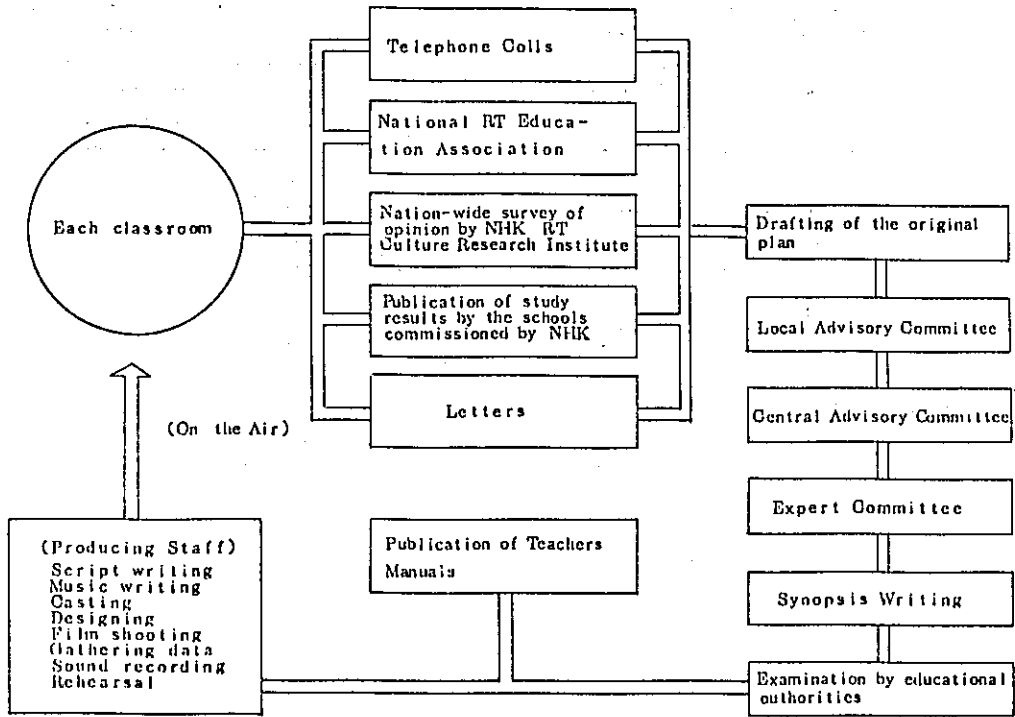
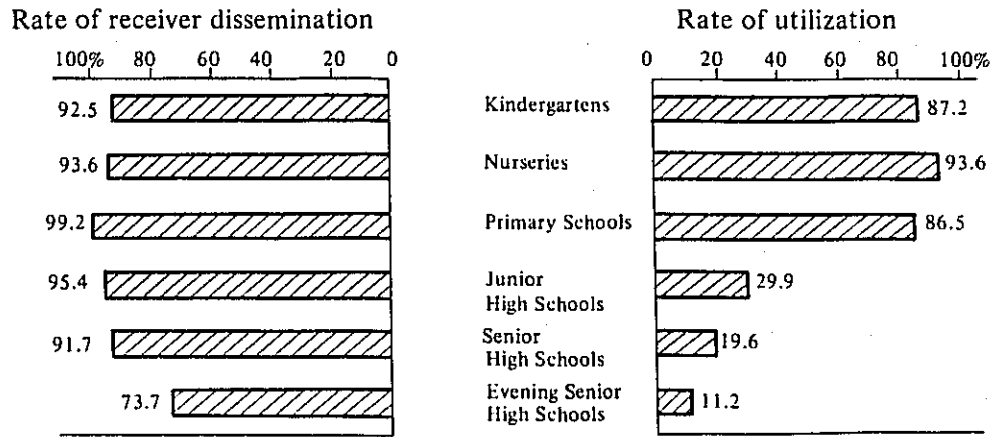


Fig. 11-3 Rate of TV receiver dissemination and utilization of TV school programmes (Japan)



(Remarks) Rate of dissemination (100% = Total of Schools)
 Rate of Utilization (100% = Total of Receiver-possessing Schools)

(On the investigation of the Radio TV Culture
 Research Institute of NHK as of 1967)

useful for the social and economic development. All of them are playing important roles.

Among others, the school programmes are occupying the most important position, making up for the shortage of school facilities and teachers.

To heighten the effect of school programmes, attention must be paid to the following points.

- (1) To compile the programmes systematically and deliberately and make them available continuously.
- (2) To pay full regard to the opinions of the Ministry of Education, teachers and other educational specialists in the production of the programmes, even when the unified broadcasting enterprise takes charge of the production of educational programmes.
- (3) To make the contents of the programmes closely entwined with the contents of education at school.
- (4) To aim at the unification of the programmes and the teachers' guidance, making a close contact with the teachers who utilize the programmes through the texts and meetings prior to the broadcasting.
- (5) To compile the programmes according to the physical and mental development stage of pupils.
- (6) To produce the programmes in such a manner as to assure full of functions of TV.

Programmes for elementary schools on radio, and those for lower secondary schools and the Teacher's Training Centres on TV are the today's school programmes in Uganda. In Japan, the survey of utilization situation of the NHK's school programmes (Fig. 11-3) revealed that the programmes for kindergartens and the lower classes of elementary schools are more utilized than those for higher classes. The survey also showed that higher effects are achieved in the lower classes. Therefore, it is considered desirable for Uganda, too, to broadcast the highly effective TV programmes for elementary schools.

11.2.3 News Programmes

News programmes will occupy an important position next to the educational programmes. In Uganda, where other mass media have not yet been fully developed, TV will become the most important media of information transmission and will also prove effective in permeating government policies through its PR programmes.

In the field of the news programmes, it will be desirable to include some live relay programmes making use of small outside-broadcast vans and videotape-recorded outside-broadcast programmes in addition to the conventional news and news documentaries which mainly consist of films and talks. It is recommendable that these relay programmes and videotape programmes cover sports, national events, major local events, folk customs and manners, local sceneries, etc. which might help promote the mutual understanding and cooperation between tribes and regions.

11.2.4 Entertainment Programmes

Entertainment programmes, being most popular among the general viewers, contribute greatly to the dissemination of TV receivers. Particularly in a country like Uganda, where there are comparatively little entertainment facilities, they will have a great significance in offering sound entertainment to the general households. At the same time, they will contribute to the promotion of the national culture through the introduction of excellent domestic and foreign public entertainments and the broadcasting of the self-created highly artistic programmes.

Therefore, it will be recommendable to broadcast dramas based on the daily life of the people of Uganda, folk dances and music, musical shows featuring such folk dances and music, and the quiz show programmes in which viewers will participate.

Programmes purchased from abroad must be decreased gradually to lower the rate of foreign films. On the other hand, it will be necessary to introduce the excellent foreign public entertainments for the promotion of national culture.

With respect to the viewers attendance programmes, it will be advisable to make a videotape recording in local cities through the medium of a small outside-broadcast van, in consideration of the desired dissemination of TV and increase of viewers in the local communities.

Advertisement broadcasting must also be increased since it is an important revenue source next to the receiving licence fee income. However, the increase in the spots is more desirable than that in the sponsored programmes, since the TV in Uganda is under the control of a government-managed body, and the intervention of the sponsor into the contents of the programmes is not desirable.

11.3 Improvement on Quality of Programme and Maintenance of Superior Programme Level

TV is the most excellent means in all the mass communication media and it has a very great influence. Therefore, exertions must always be made to improve the quality of programme and to maintain the superior level of programme for the betterment of national culture. For this purpose, the improvement of the quality of programme production and technical personnel, investment of sufficient production cost, and repletion of production facilities will naturally be needed. The following are the basic items recommendable for the improvement of programme quality.

11.3.1 Establishment of Programme Advisory Committee

A committee should be organized, consisting of leading personalities in the field of politics, economy, science, education, art and religion, to provide advice and suggestions to the government-managed broadcasting organization with respect to the basic problems in the programme planning such as the broadcasting hours, broadcasting hours by categories and contents of programmes.

11.3.2 Establishment of Programme Standard

A broadcasting programme standard should be established which would serve as a general standard clarifying the object and basic ideas of the broadcasting programmes, on which the programmes are to be compiled and produced.

11.3.3 Establishment of Programme Examination System

A programme examination system should be established within the management planning division to prevent the lowering of the programme quality through its examination on the basis of the aforesaid standard before and on broadcasting.

11.3.4 Survey of Televiewer's Opinions and Requirements

It is necessary to carry out the televiewer's disposition investigation seeking the opinion and reaction of the televiewers, the programme viewing rate investigation researching how much the programmes are viewed, and the people's life time investigation useful for the establishment of broadcasting time bands and for programme compilation.

11.4 Programme Compilation Plan

11.4.1 Ultimate Form of Programme Compilation

The ultimate form of Uganda TV's programme compilation in 1981, as based on our above-mentioned recommendations, will be as shown in the following table 11-3. The broadcasting hours will be 70 hours a week and 10 hours a day on the average. In this weekly timetable, education and culture programmes are scheduled to constitute 44%, news 27%, and entertainments 29%.

Plans for Broadcasting Programmes (10 hours a day; 70 hours a week)

1.	Education and Culture Programmes	31° (44%)	
	(1) School Programme (20°)	Mon.–Fri.	9.00–12.00 30'x 30=15°
			(For elementary and lower secondary schools and colleges)
		Mon.–Fri.	13.00–14.00 30'x 10=5°
	(2) Culture and Adult Education (7.5°)		
		Mon.–Fri.	18.00–19.00 30'x 12=6°
		Sun.	16.00–17.30 30'x 3=1.5°
	(3) Children Programme (3.5°)		
		Mon.–Sun.	17.30–18.00 30'x 7=3.5°
2.	News	18.5° (27%)	
	(1) News and Government's Public Relations (11.5°)		
		Mon.–Sun.	12.30–13.00 30'x 7=3.5°
		"	19.45–20.15 30'x 7=3.5°
		"	21.45–22.15 30'x 7=3.5°
		Sun.	18.30–19.00 30'x 1=0.5°
		Mon.–Sun.	23.00–23.05 5'x 7=0.5°
	(2) Sports and Sports News (3.5°)		
		Sat., Sun.	13.00–16.00 3° x 2x ½=3° (Biweekly)
		Sun.	18.00–18.30 30'x 1=0.5°
	(3) News Documentary, News Commentary (3.5°)		
		Mon.–Sun.	20.15–20.45 30'x 7=3.5°
3.	Entertainment Programmes	20.5° (29%)	
	(Including Commercials)		
		Mon.–Sun.	19.00–19.45 45'x 7=5° 15'
		"	20.45–21.45 60'x 7=7°
		"	22.15–23.00 45'x 7=5° 15'
		Sat., Sun.	13.00–16.00 3° x 2x ½=3° (Biweekly)

Table 11-3 Programmes Schedule (Example) (70 hours per a week)

Time	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.	Time	
8								8	
9								9	
10	Educational Broadcasts to Schools								10
11								11	
12	National News (including Government's public relations)								12
13						o Outside Broadcasts (Sports, Entertainment)		13	
14	Educational Broadcasts to Schools					o Foreign Movies		14	
15								15	
16							Adult Educational Programmes	16	
17	Programmes for children								17
18	Culture for General Households & Adult Educational Programmes						Sports News Weekly News	18	
19	Entertainment Programmes								19
20	News (including Government's public relations, International)								20
	News Documentary; or commentary programmes								
21	Entertainment Programmes								21
	News (including International News)								
22	Entertainment Programmes								22
23	Headline of News								23

It is in the following points that the proposed schedule differs remarkably from the present conditions.

- (1) Education and culture programmes are increased from 13 hours and a half a week to 31 hours; in which school programmes are increased from 9 hours to 20 hours.
- (2) News are increased from 12 hours a week to 18 hours and a half; in which are included the creation of the news and government public relations hours (12.30–13.00, everyday), the sports relay broadcasting through an outside broadcast van and the news documentary (films) and news commentaries at night.
- (3) Entertainment hours are left almost un-increased, but the contents are improved by increasing the local-made programmes.

11.4.2 Annual Plan for Programme Compilation

Table 11-4 shows a long term yearly plan for the programme compilation with the increase of broadcasting hours and local-made programmes as its pivot.

Table 11-4 Schedule for Increase of Broadcasting Hours

Year	Increased Hours per Day		Broadcasting Hours per Day		Content of Schedule
	Hr.	Min.	Hr.	Min.	
1969	—	—	6	: 35	
1971	0	: 30	7	: 05	<ol style="list-style-type: none"> 1) Increase of adult education programmes (partial) 2) Increase of general culture programmes (partial) 3) Increase of local-made programmes (partial)
1973	1	: 30	8	: 35	<ol style="list-style-type: none"> 1) Start of school programmes for elementary schools 2) Increase of children programmes (partial) 3) Increase of news programmes 4) Increase of sports and entertainment relay programmes 5) Increase of local-made programmes

Year	Increased Hours per Day	Broadcasting Hours per Day	Content of Schedule
1976	0 : 45	9 : 20	1) Increase of programmes for elementary and lower secondary schools 2) Increase of adult education programmes (partial) 3) Increase of general culture programmes (partial) 4) Increase of children programmes (partial) 5) Increase of local-made programmes (partial)
1981	0 : 40	10 : 00	- ditto -

(Remarks): For further details, see Table 13-6.

Creation of new programmes with the increase of broadcasting hours is closely related with the repletion of production personnel and equipment of production facilities. So, if they are not fully repleted or equipped, the increased broadcasting hours may be filled through the effective arrangement of the rebroadcastings, even though the number of newly produced programmes should be decreased. At the same time, attention must be paid to the compilation rate by categories so that programmes may be compiled without partiality to any particular category.

Note: In designing this compilation plans, the following installations are anticipated: installation of two studios (one of them being the outside-broadcast van drive system) by 1976; further increase of studio with the start of the broadcasting centre's operation after 1976; and increase of a small outside-broadcast van (including VTR, power supply and FPU) after 1973.

CHAPTER 12 DISSEMINATION PLAN

Chapter 12 Dissemination Plan

To make an exact estimate of the dissemination of TV is very difficult, as it involves many complicated factors. In such factors are included, in general, the enlargement of service area due to the expansion of broadcasting network, improvement of picture quality, repletion of programme contents and increase of broadcasting hours on the transmitter's side, the elevation of purchasing power and interest resulting from the economic and social development on the receiver's side, and the advertisement and propaganda activities, the guarantee and after-services and the reduction in price on the TV receiver supplier's side. It is these factors acting upon each other that promote the dissemination of TV.

12.1 Present Condition of Dissemination

In the last five years since the start of TV broadcasting in October, 1963, the number of TV receivers has increased at a rate of 1,560 units a year on the average. And it marked 10,000 units as of January, 1969.

The number of TV receivers disseminated each year and the increment registered at the end of each year is shown below.

	Number of TV receivers	Increment of TV sets
1963	1,433	1,433
1964	3,433	2,000
1965	4,967	1,524
1966	6,891	1,924
1967	8,451	2,560
1968	9,900	1,449
Jan., 1969	10,000	

As seen above, the increase reached a peak in 1967 and has been decreasing ever since.

The percentages of shares for this 10,000 units of TV receivers are 57% for Asians, 8% for Europeans, and 35% for Africans.

As for the community viewing facilities, the Ministry of Information, Broadcasting and Tourism is providing, through the Ministry of Culture and Community Development, the community centres with 128 units of TV receivers. There are 75 schools, including elementary schools and lower and upper secondary schools, that have TV receivers for receiving school programmes.

The price of a 16" TV receiver, ranges from 1,130 shillings to 1,390 shillings. When restricted to the African labourers, the number of households that can purchase TV receivers is estimated at about 10,000. Thus the present rate of dissemination is considered to be considerably low when compared with the number of households capable of purchasing TV

receivers. There will be more room for dissemination even under the present situation, if proper steps are taken by the government.

12.2 Future Prospect of Dissemination

Tables 12-1 and 12-2 and Fig. 12-1 show the dissemination prospect of TV receivers in Uganda, which have been prepared by taking into consideration the governmental steps which would be taken for the promotion of dissemination, increase of employment, rise of income level, reduction of receiver's price, and the expansion of TV broadcasting network.

Table 12-1 Prospect for Dissemination

(Without Promotion Steps for Dissemination)

Classification	1968	1971	1976	1981
Africans	units 3,500	units 8,700	units 20,300	units 36,100
Employed Workers	-	5,800	13,600	24,100
Others	-	2,900	6,700	12,000
Europeans	800	1,000	1,400	1,600
Asians	5,700	11,400	16,700	21,500
Total	10,000	21,100	38,400	59,200

Table 12-2 Prospect for Dissemination

(With Promotion Steps for Dissemination)

Classification	1968	1971	1976	1981
Africans	units 3,500	units 29,900	units 89,300	units 215,700
Employed Workers	-	19,900	59,500	143,800
Others	-	10,000	29,800	71,900
Europeans	800	1,000	1,400	1,600
Asians	5,700	11,400	16,700	21,500
Total	10,000	42,300	107,400	238,800

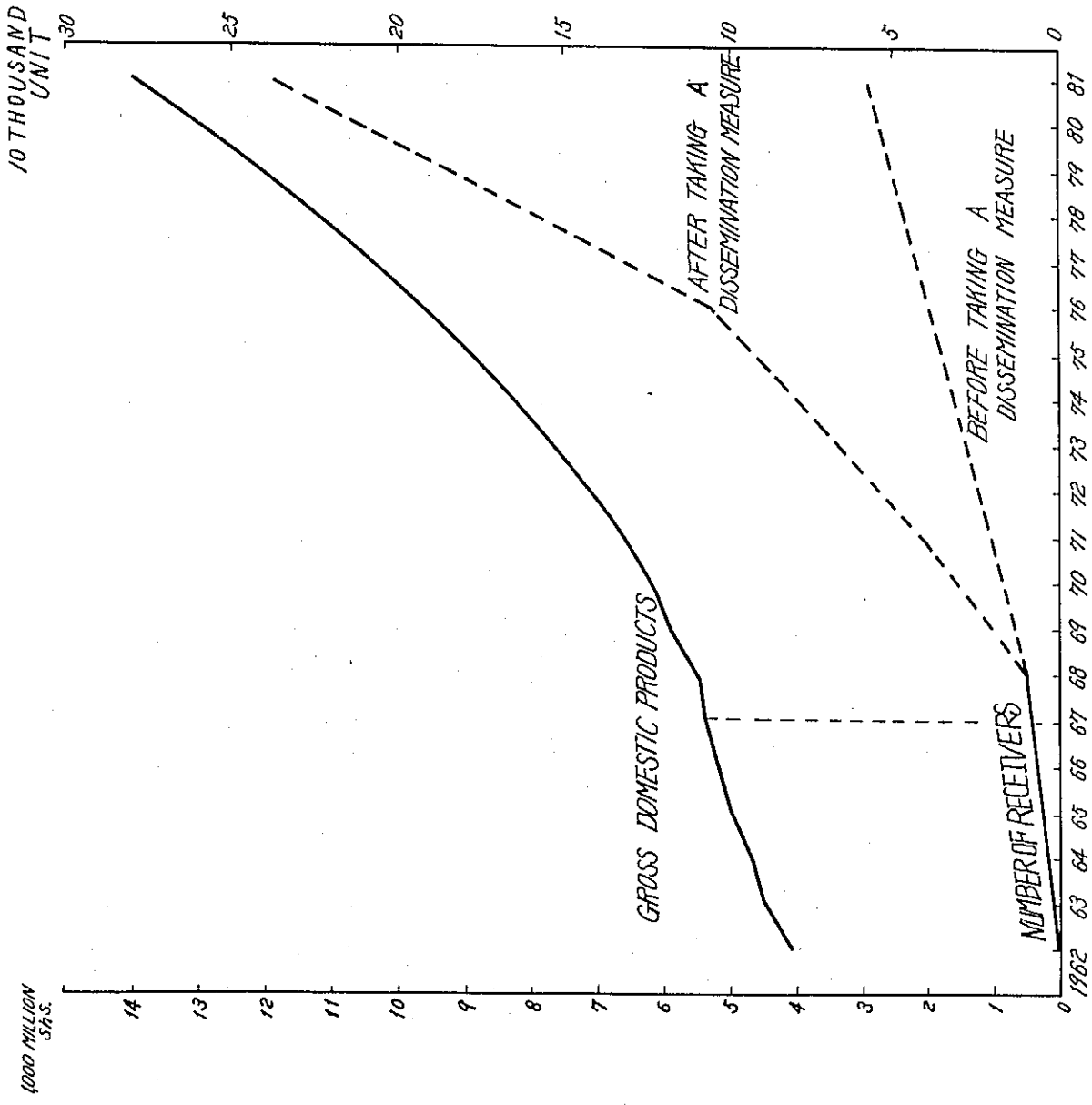


Fig. 12-1 GROSS DOMESTIC PRODUCTS (1964 PRICES) AND DISSEMINATION OF TV RECEIVERS

The conditions taken into consideration for the preparation of the foregoing dissemination prospect are as follows.

- (1) The number of employed workers was estimated to increase at the rate stipulated in the Second Five-Year Plan.
- (2) The number of households with purchasing power among independent enterprises, seasonal workers, self-supporting and self-sufficient people, etc. was estimated at 50% of that among the employed workers.
- (3) In estimating the number of households with purchasing power, those households which belong to the wage group with more than 500 shillings of monthly income were taken for the case without any promotion steps for dissemination. And those which belong to a wage group with more than 300 shillings of monthly income were taken for the case with some promotion steps for dissemination. (It was taken into consideration that the price of TV receivers and the monthly portion of installment would be reduced through the promotion of governmental steps.) The anticipated change of the wage group due to the elevation of income level was also taken into consideration.
- (4) In estimating the number of households that would actually purchase TV receivers among all households with purchasing power, the present rate of TV owners was adopted for the case without any promotion step for dissemination. And for the case with some dissemination promotion steps, it was assumed that this rate would continue to increase until it reaches 100% in 1981.
- (5) In estimating the European and Asian purchasing households, it was assumed that no increase of population and households would occur in future. And all the households were regarded as potential purchasing households, in view of their average annual income. The ratio of the actual purchasing households to the potential purchasing households was estimated to increase year after year until it reaches 60% for Europeans and 90% for Asians in 1981.
- (6) The problem of power supply was not regarded as constituting a bottleneck for the dissemination of TV, as it was expected to be solved through the increase of power-supplied households and the purchase of portable engine generators together with TV receivers.

12.3 Measures for Dissemination

It goes without saying that in order to achieve wide-spread dissemination of TV receivers, the purchasing power of the general public must be increased through the medium of the promotion of economic and social development, increase of income and expansion of individual consuming expenditures.

Such a wide-ranged dissemination of TV receivers is expected to be materialized through a powerful drive to the following dissemination steps.

12.3.1 Installation of Community Viewing Facilities

Installation of TV community viewing facilities, aiming at affording the televiewing opportunity to as many people as possible, is one of the effective steps for the promotion of

dissemination in the early stage. Even at a stage when considerable dissemination has been achieved, the community viewing will be indispensable as a means to popularize TV among people in small-income brackets who can not buy receivers.

a. Installation of TV Receivers at Schools

TV receivers should be installed at elementary and lower secondary schools located within the service area of a broadcasting station, and utilized for school education. At the same time, they should be made available to the public at night to increase their utilization effects. The number of installation is expected to amount to about 4,000 units by 1981.

b. Installation of TV Receivers at Community Centres, etc.

It is desirable to install TV receivers at places where many people gather, from community centres and rural training centres to plazas, churches and mosques, and leave them for free utilization by the general public. The number of installation is expected to reach about 2,000 units by 1981.

In installing community viewing facilities, it is desirable to give priority to densely populated areas and, if necessary, to install portable engine generators together.

The installation expenses may be borne either totally by the government or partially by the local public bodies or schools. In case where the expenses are borne by schools, it will be necessary to take favourable steps such as the exemption of import, excise and sales duties on TV receivers as well as the exemption of the receiving fee.

In addition, it is recommendable that proper administrative guidance be given by the government to promote the installation of TV receivers at hotels, restaurants, coffee shops and waiting-rooms of railway stations.

12.3.2 Promotion of Power Supply to General Households

In Uganda today, power is supplied to forty thousand households, which is only about 2.5% of the total households. This will inevitably hamper the dissemination of TV unless improved in future. So, it is necessary to exert all efforts to promote power supply to general households.

12.3.3 Special Measures for Dissemination of TV Receivers

The price of TV receivers, being very high, is now constituting an obstructive factor to their popularization. For the dissemination of good and cheap TV receivers, it will be necessary to promote the import of popular-type receivers under 16" as well as to lower the prices through the medium of reduction or abolition of the import, excise and sales duties on TV receivers until their dissemination reaches a certain level.

12.3.4 Improvement on Hire-purchase and Rental Systems

Utilization of the hire-purchase system is one of the factors that have brought about a

phenomenal popularization of TV receivers among the general public in Japan. The long-term hire-purchase system, which alleviates the monthly payment, can largely increase the number of potential purchasing households.

However, the hire-purchase system in Uganda is operated on a six-month basis, which requires the payment of a large sum of money at a time, coupled with a high interest added to the regular price. On the other hand, the rental system is not very popular due to the expensive charge. Thus, neither of them is contributing to the promotion of dissemination.

Therefore, it is advisable for the government to offer some guarantee to the retail shops or to make a low interest loan to them so that a long-term hire-purchase system be actively and effectively utilized.

The households of over 300 shillings monthly income will be able to purchase TV receivers, if monthly payment is reduced to about 30 shillings through the enforcement of price reduction measures and the popularization of long-term hire-purchase systems.

To further the price reduction, TV receivers must be assembled or produced in Uganda. Therefore, it will be necessary to consider the materialization of domestic production with the ripening of objective circumstances.

12.3.5 Improvement on Contents of Programmes, etc.

As stated before, many of potential purchasing households in Uganda have not yet purchased TV receivers. This may be accounted for either by the lack of attractiveness in the content of TV programmes or by the lack of interest in TV itself on the part of the public. Therefore, in addition to measures for increasing the number of the potential purchasing households, it will be necessary to develop measures to stimulate their purchasing mind.

For this purpose, it will be necessary not only to increase the broadcasting hours and replete the content of programmes but also increase the local-made programmes designed for the people of Uganda. It will also be necessary to carry out PR activities on the TV broadcasting itself and its programmes. For this purpose, production of programmes participated by televiewers may be helpful since they will make the audience familiar with the TV programmes. It will also be helpful to replete TV highlights column on newspapers to introduce the contents of the programmes in addition to the timetable.

12.3.6 After-care for TV Receiver

To exercise the after-care of TV receivers, the following steps must be taken.

- (1) To give technical guidance to the dealers of TV receivers.
- (2) To establish a technical guidance course for the repair of TV receivers in training centres and technical colleges to cultivate the repair engineer.
- (3) To dispatch a Round Receiver Repairing Team of UTV, which will be mentioned later, to the electrical goods stores and the service shops to provide them with repairing techniques. The team should extend its repairing services to the general households in the areas where no other repairing services are available.

CHAPTER 13 PERSONNEL PLAN

Chapter 13 Personnel Plan

13.1 Annual Personnel Plan

The following table shows a long-range plan for personnel needed for pushing forward this project.

Table 13-1 Annual Personnel Plan

Station	Substance of Business	1971	1973	1976	1981
Kampala	Management planning & administration	19	25	32	34
	Transmission technique	18	21	17	17
	Reception technique	7	13	15	17
	Broadcasting service	16	16	16	16
	Programme production	47	63	99	106
	Programme production technique	54	62	102	102
	Total	161	200	281	292
Soroti	Transmission technique	7	7	9	9
	Reception technique	3	6	7	8
	Total	10	13	16	17
Mbarara	Transmission technique	7	7	9	9
	Reception technique	3	6	7	8
	Total	10	13	16	17
Hoima	Transmission technique	-	7	9	9
	Reception technique	-	6	7	8
	Total	-	13	16	17
Grand Total		181	239	329	343

This annual personnel plan is based on the management organization mentioned in 10.1, but it does not include the personnel belonging to the radio bureau. The integration of radio and TV bureaus is taken into consideration for the personnel plans of the management planning division and the administration bureau. And the broadcasting personnel include the personnel for the production of school programmes. When the integration of radio and TV is materialized, the increase in the number of personnel who will work for TV service will become comparatively easy.

13.2 Plan for Management Planning and Administration Personnel

13.2.1 The following table shows an annual plan for the management planning and administration personnel.

Table 13-2 Annual Plan for Management Planning and Administration Personnel

Classification	1971	1973	1976	1981
Management Planning Div.	4	6	8	10
Administration Bureau	7	10	14	14
Commercials	4	5	6	6
Director General, Vice-Director, etc.	4	4	4	4
Total	19	25	32	34

13.2.2 The following table shows the personnel of the management planning division and the business in their charge.

Table 13-3 Annual Plan for Management Planning Personnel

Classification	1971	1973	1976	1981
Chief	1	1	1	1
Senior Officer	3	3	3	3
In charge of programmes	1	1	1	1
In charge of technique	1	1	1	1
In charge of management	1	1	1	1
Assistant Staff	-	2	4	6
In charge of programmes	-	1	2	2
In charge of technique	-	1	1	2
In charge of management	-	-	1	2
Total	4	6	8	10

Super scale should be appointed to the chief; G1 to the senior staff and G2 or G3 to the assistant staff. Until 1973, one person should be appointed to take charge of the pressing TV network construction. Other positions should be filled one by one.

13.2.3 The following table shows the ultimate number of personnel for the administration bureau.

Table 13-4 Plan for Personnel of Administration Bureau

Classification	1971	1973	1976	1981
Director	1	1	1	1
Senior Officer	2	3	3	3
Chief of Personnel Section	1	1	1	1
Chief of Training Section		1	1	1
Chief of Accounting Section	1	1	1	1
Assistant Staff	4	6	10	10
Personnel	2	2	4	4
Training		2	2	2
Accounting	2	2	4	4
Total	7	10	14	14

It is desirable to confine the personnel of the administration bureau to the minimum of about seven and to increase it gradually as the amount of business increases with the expansion of enterprise scale.

In addition to the above staff, the training officers should be pooled under immediate control of the vice-director general.

13.2.4 To increase and secure the advertisement broadcasting income, the following personnel will be necessary for the commercial section.

Table 13-5 Annual Plan for Commercial Section Personnel

Classification	1971	1973	1976	1981
Manager	1	1	1	1
Senior Officer	1	1	1	1
Assistant Staff	1	2	3	3
Accountant	1	1	1	1
Total	4	5	6	6

13.3 Plan for Transmitting Technical Personnel

13.3.1 Number of Transmitting Technical Personnel in the Final Stage

The following table shows the number of the transmitting technical personnel for 1981.

Table 13-6 Number of Transmitting Technical Personnel in the Final Stage

Substance of Business	Super Scale	Senior TV Eng.	TV Eng.	Technical Assistant	Total
Chief	1				1
Planning of Routine Service		1	1		2
Maintenance (4 stations)		4	8	24	36
Management Planning		1	2		3
Training		1			1
Reserve Personnel (Training, Overseas)			4		4
Total	1	7	15	24	47

- Remarks:
1. The number of management planning personnel is also shown in the foregoing table.
 2. The reserve personnel mean the pooled training instructors and the personnel dispatched abroad for the purpose of training.

13.3.2 Annual Plan for Transmitting Technical Personnel

Table 13-7 Annual Plan for Transmitting Technical Personnel

Station	Substance of Business	End of First Phase (1971)	End of Second Phase (1973)	(1976)	Final Form (1981)
Kampala (Management, Planning) (Training) (Headquarters) (Round Maintenance) (Broadcasting Station)	Senior Project Officer	1	1	1	1
	Project Officer	0	1	2	2
	Senior Training Officer	1	1	1	1
	Training Officer	2	2	4	4
	Chief Engineer	1	1	1	1
	Senior TV Engineer	0	0	1	1
	TV Engineer	1	1	1	1
	Senior TV Engineer	1	1	-	-
	TV Engineer	3	5	-	-
	Technical Assistant	2	3	-	-
	Senior TV Engineer	1	1	1	1
	TV Engineer	0	0	2	2
	Technical Assistant	6	6	6	6
	Soroti (Broadcasting Station)	Senior TV Engineer	1	1	1
TV Engineer		0	0	2	2
Technical Assistant		6	6	6	6

Mbarara (Broadcasting Station)	Senior TV Engineer	1	1	1	1
	TV Engineer	0	0	2	2
	Technical Assistant	6	6	6	6
Hoima (Broadcasting Station)	Senior TV Engineer	0	1	1	1
	TV Engineer	0	0	2	2
	Technical Assistant	0	6	6	6
Total		33	44	47	47

(1) As mentioned in 13.2.1, the management planning personnel will play an important part in the smooth promotion of this project. To this position, a senior project officer should be appointed by the end of the first phase, and a project officer should be added by the end of the second phase. By 1976, three staff consisting of one senior and two other personnel should be assigned to take charge of the construction of only the broadcasting network but also performance facilities.

(2) For the cultivation of maintenance personnel which is most essential to the promotion of this project, a senior training officer should be appointed. By the end of the second phase, two personnel should be dispatched abroad for overseas training and four after that.

(3) At the headquarters in Kampala, a TV engineer should be appointed under the control of the chief engineer to take charge of the planning and administration of daily maintenance. After 1976, a senior TV engineer should be added to increase the number of the staff to two in total.

(4) With respect to the maintenance system of the broadcasting and relay stations, consideration is given only to the supervisory and maintenance personnel, since every station is designed for automatic operation of the broadcasting machines and therefore needs no operation personnel.

Periodical Maintenance Periodical maintenance by round maintenance team. Inspection and fuel feed once a month.
Servicing - once a year.

Emergency Maintenance Visit-repair at the time of trouble.

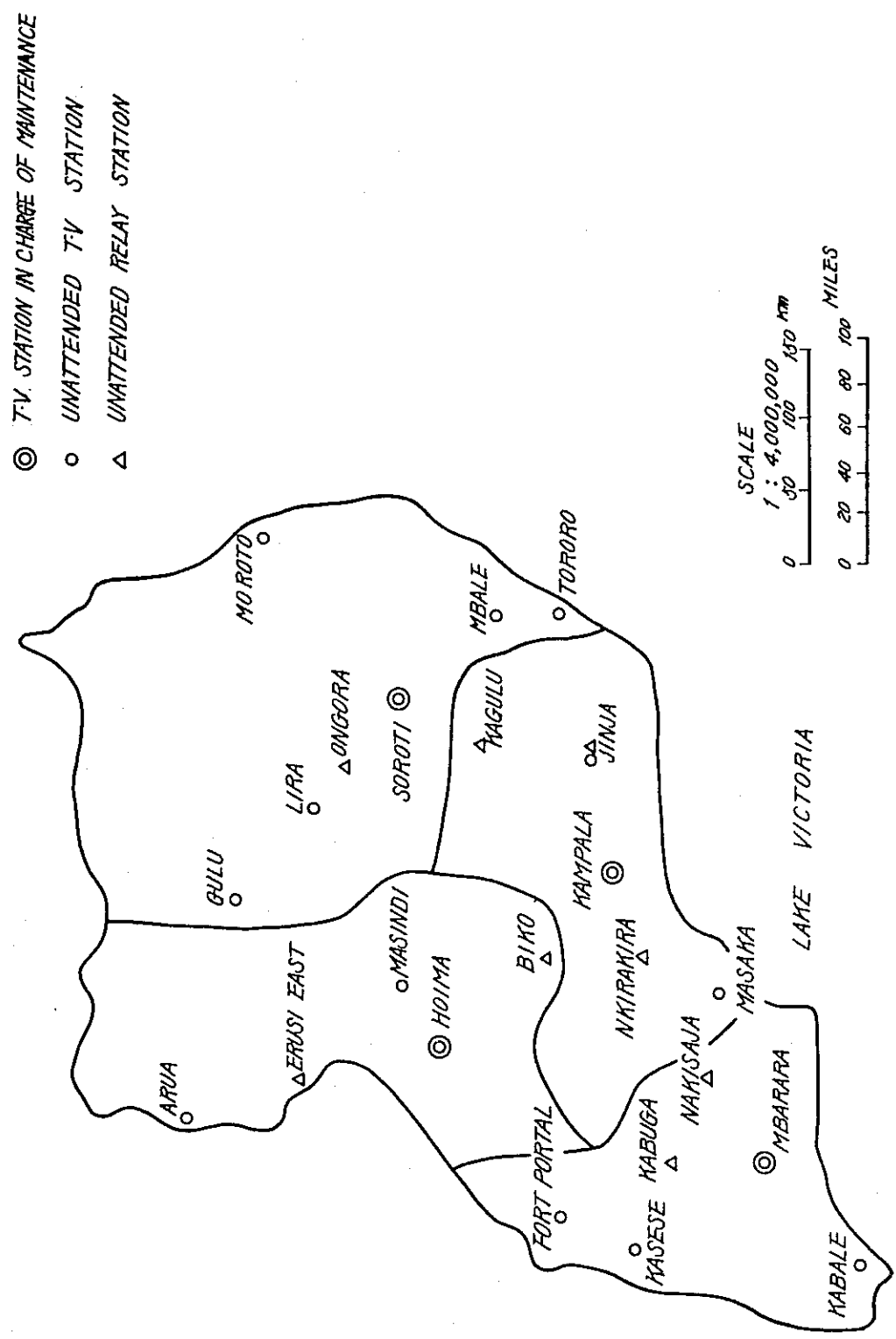
Estimating the life span of the machinery at eight years, occurrence of trouble is anticipated to be once or twice per month during the first year after the start of their operation, once per year for the succeeding five years, and again once or twice per month for the two years prior to replacement.

a. Broadcasting Station Staff

The broadcasting station staff should be appointed at the four stations in Kampala, Soroti, Mbarara and Hoima. The maintenance team mentioned below will be absorbed into these station staff after 1976.

Each of the above-mentioned stations should have one senior TV engineer and six technical assistants (Day service personnel 2; Night service personnel 2; Personnel for holiday service 1; Assistant personnel to round maintenance team 1) who keep watch within the maintenance area shown in Fig. 13-1.

Fig. 13-1 STATIONS IN CHARGE OF THE MAINTENANCE
AND THEIR RESPECTIVE ROUND AREAS



b. Maintenance Team

In view of the personnel situation in Uganda, the maintenance team should not be appointed to every maintenance station at the beginning. Instead, a round maintenance team should be formed to take charge of the maintenance of all stations until 1976. The maintenance team should consist of six members (two teams of three members each) from the end of the first phase to the end of the second phase, and of nine members (three teams of three members each) from the end of the second phase to 1976. Then, with the increase of the personnel and progress of their training, the maintenance team should be appointed to each station having maintenance personnel and absorbed into the broadcasting station personnel, so that each station may have nine personnel.

13.4 Plan for Receiving Service Personnel

TV receivers at schools, community centres, etc. should be maintained by UTV. For the purpose of this maintenance service and the round repair service for TV receivers at large in the areas where no dealer's repairing services nor the round technical guidance to the dealers are available, an increase of the personnel for the receiving service must be necessary. This receiving service personnel will be placed under the control of the commercial and business manager. But the personnel dispatched to the local maintenance stations should be placed under the supervision of the senior TV engineer.

Remarks: About half of places (3,000 places) where TV receivers are installed, installation of small engine generators appears imperative. For the purpose of their maintenance, spare generators (about 20 units per station) should be furnished at each station and be replaced once in three months by a driver or other personnel of similar class for the collective overhaul at the factory of the Ministry of Works, etc..

Table 13-8 Annual Plan for Receiving Service Personnel

Station	End of First Phase (1971)	End of Second Phase (1973)	1976	Final Stage (1981)
Kampala	6 + (1)	12 + (1)	14 + (1)	16 + (1)
Soroti	3	6	7	8
Mbarara	3	6	7	8
Hoima	0	6	7	8
Total	12 + (1)	30 + (1)	35 + (1)	40 + (1)

Remarks: Figures in brackets indicate the prospective appointment of the training officer for the cultivation of receiving service personnel.

(1) At the End of the First Phase

On the assumption that the number of TV receivers installed should amount to 1,000 units at the end of the first phase and that an annual regular maintenance should be given to them, two round repairing teams are to be stationed at Kampala and one team each at Soroti and Mbarara.

Every team will consist of two personnel plus one holiday reserve men. Thus every team will take care of 250 units of TV receivers.

(2) At the End of the Second Phase

The number of TV receivers installed is estimated at 3,000 units. The constitution of the team should be equal to the above. Four teams should be stationed at Kampala and two each at Soroti, Mbarara and Hoima to take care of 300 units respectively.

(3) 1976

The number of TV receivers installed is estimated at 4,000 units. The constitution of the team should be equal to the above, excepting that the reserve men will be two at Kampala and one each for other stations. Every team will take care of about 270 units.

(4) Final Stage (1981)

If, at this stage, the number of TV receivers installed is estimated at 6,000 units and the number for every team at 300 units, it will need twenty teams in all (eight teams at Kampala and four each at Soroti, Mbarara and Hoima). At this stage, however, no reserve men are allowed for, because it seems that the repairing services can be conducted without reserve men as the area of the district under every team's charge becomes smaller with the increase of the number of TV receivers and the number of repairing teams.

13.5 Plan for Programme Personnel

13.5.1 Annual Plan for Programme Personnel

The following table shows the annual plan for the programme personnel.:

Table 13-9 Annual Plan for Programme Personnel

Classification	1971	1973	1976	1981
Programme Compilation Studio Management, Other Broadcasting Service	16	16	16	16
Programme Production				
Programme Production, Stage Direction, etc.	27	38	68	75
Art Designer	3	4	5	5
Film Operation (Cameraman)	7	9	12	12
Film Development, Cutting, Recording, etc.	10	12	14	14
Sub-total	47	63	99	106
Programme Production Technique	54	62	102	102
Total	117	141	217	224

13.5.2 Estimate of Programme Personnel

(1) As programme compilation and studio management personnel, the following staff will have to be appointed: one for programme planning and compilation, one for allotment and operation management of studio and material, two for programme expenses management (including expenses of film and relay programmes), one for purchase and storage of the purchased programmes, and four for film library staff, making nine in total. In addition, one manager each for studio programme and outside production programme, one deputy manager and one chief each for film unit and relay, five in total, plus two training officers are expected and one chief each for film unit and relay, five in total, plus two training officers, one each for programme production and production technique, are expected to be appointed.

(2) The estimate of the programme production personnel is based on the following broadcasting hours schedule.

Table 13-10 Annual Schedule for Weekly Broadcasting Hours

Classification	1971	1973	1976	1981
School Programmes	hr. min. 9:00 (6:00)	hr. min. 12:30 (6:00)	hr. min. 16:30	hr. min. 20:00
General Culture, Adults Education, Children Programme	8:05	9:05	10:05	11:00
News	9:35	11:30	11:30	11:30
News Commentary, Sport News	1:00	2:30	2:30	2:30
Film Documentary	1:30	1:30	1:30	1:30
Sports (outside broadcast)	-	3:00	3:00	3:00
Music	4:00	5:00	6:00	7:00
Drama	1:30	1:30	2:00	2:00
Play Films (Foreign Made)	14:55	10:55	7:25	6:30
Quiz Programmes	-	-	2:00	2:00
Outside Broadcast (Entertainment)	-	3:00	3:00	3:00
Total	49:35	60:30	65:30	70:00

Remarks: Figures in brackets indicate the re-broadcasted hours.

(3) From the necessary man-hours by programme forms in the following table, the necessary man-hours by programme substance were calculated. Man-hours thus calculated were multiplied by the broadcasting hours in Table 13-10 to obtain the total necessary man-hours (weekly), which was then divided by the weekly service hours per head (31 hours) to obtain the number of necessary personnel.

Table 13-11 Necessary Man-hour for Production by Programme Form and Programme Substance (per hour)

Programme Form	Necessary Man-hour	Programme Substance	Classification by Form	Necessary Man-hour
Talk, Interview, Group Discussion	20	School Programmes	Talk 90%	25 (30)
			" (80%) Film 10% " (20%)	
Film	70	General Culture Adults Education Children Programme	Talk 80%	30 (35)
			" (70%) Film 20% " (30%)	
Music	30	News, Government's Public Relations	-	10 (30)
Drama	70	News Commentary Sport News	-	20 (30)
		Film Documentary	Film 100%	70 (70)
Outside Broadcast	25	Outside-Broadcast	Outside-Broadcast	25 (30)
TV Film	3	Music	-	30 (40)
		Drama	-	70 (80)
Quiz Game	25	Play Film	-	3
		Quiz Game	-	25 (30)

Figures in brackets indicate the man-hours necessary for the quantitative repletion of the programme production personnel to enrich the substance of the programmes with the completion of the broadcasting centre after 1976.

(4) The increase of art designers as well as cameramen and film developing staff is scheduled in view of the increase of local-made programmes including music and drama as well as the increase of broadcasting hours of news and other programmes.

(5) In the estimate of the technical personnel for programme production, the following factors are taken into consideration. Addition of two studios (one of which is an outside-broadcast van drive system) in 1971; addition of a small outside-broadcast van equipped with VTR, a power supply and FPU in 1973; and increase of studios to four in all with the completion of the broadcasting centre in 1976.

	<u>1971-1975</u>	<u>1976-1981</u>
(i) Camera Staff	8 (2 teams)	24 (4 teams)
TV Cameraman	2	6
Junior Cameraman	4	12
Assistant Cameraman	2	6
(ii) Control Room	12 (2 teams)	42 (6 teams)
Senior Technical Assistant	2	6
Sound Operator	6	18
Vision Mixer	2	6
Rack Control	4	12
(iii) Telecine, VTR Operator	8	16
Telecine Operator	4	8
VTR Operator	4	8
	(VTR: 2)	(VTR: 4)

(iv) After the completion of the broadcasting centre (1976), some master control personnel may be needed.

(v) Outside-Broadcast van

	<u>1971</u>		<u>1973</u>		<u>1976-1981</u>
	(A)	(A)	(B)	(A)	(B)
Senior Technical Assistant	2	2	1	1	1
Sound Operator	4	4	1	2	1
Vision Mixer	2	2	0	1	0
Rack Control	4	4	2	2	2
VTR, FPU Operator	4	4	2	2	2
TV Cameraman	1	1	1	1	1
Junior Cameraman	4	4	1	2	1
Assistant Cameraman	2	2	0	1	0
Total	24	24	8	12	8

In this estimate, the following factors are taken into consideration. Provision of a large outside-broadcast van(A)(for the outside-broadcast van drive system) in 1971 and of a small outside-broadcast van(B)in 1973. After 1976, they will be used for the outside-broadcast.

13.6 Repletion and Training of Personnel

13.6.1 Measures for Repletion and Training

As already stated, the promotion of this project requires a considerable increase of personnel in the fields of technique, programme production and management administration. And these personnel are required to have a high level of knowledge and technique.

For the repletion of such personnel, it is necessary to recruit new or experienced employees and to give them necessary training systematically before getting into execution of each plan. In addition to the on-the-job training, the following measures should be taken.

(1) Capable personnel, who are expected to assume executive positions in future, will be dispatched abroad for training. And for a certain period after their return, they will be assigned to the training section to take charge of training as instructors.

(2) For the training of new employees and incumbents, the existing facilities should be made efficient use of and, if necessary, further facilities shall be equipped. And lectures should be given by the personnel who have returned from overseas training and the lecturers invited from abroad.

As the number of new university graduates is limited in Uganda, the training of incumbents is important to fill the rapidly increasing requirements for personnel. With respect to the employment of experienced persons, Uganda is lacking a pool of manpower that can meet the requirements of the TV enterprise. The only one source of manpower is the existing Radio Uganda. Therefore, it is considered very important to replete the personnel by promoting the exchange of necessary staff through the integration of radio and TV. For that purpose, it will be necessary to re-train the incumbents in radio and TV divisions and give them higher qualifications in accordance with the knowledge and technique they have acquired.

(3) With respect to the training of the new employees, basic information and on-the-job training should be given to the college and university under-graduates with whom employment contracts would have to be concluded. Such training may be given making use of their holidays and other free time, so that they may be of use immediately after graduation.

13.6.2 Repletion of Maintenance Personnel

Repletion and training of the maintenance personnel are the most important and urgent problems to be solved with the expansion of the TV broadcasting network, concrete steps of which will be as mentioned below.

a. At the Beginning of the First Phase

The following table shows the number of the present maintenance personnel, of the personnel required at the beginning of the first phase, and of the shortage to be repleted.

	Present Staff	At the Beginning of First Phase	Shortage
Senior TV Engineer	3	4	1
TV Engineer	2	4	2
Senior Project Officer	0	1	1
Senior Training Officer	0	1	1
Training Officer (In charge of TV receiver repairing)	0	1	1

To assure smooth promotion of this project, and promote improvement of the existing facilities and cultivation of maintenance, technical and other personnel, it will be necessary to make up for the above-mentioned shortages.

In this respect, it is desirable for the government of Uganda to take a prompt step in requesting advanced nations to dispatch the following experts.

Experts	{	Senior TV Engineer	1
		Senior Project Officer	1
		Senior Training Officer	1
Members of Volunteers	{	TV engineer	2
		Training Officer	1

Of the above three experts, one will take charge of the maintenance and practice training for local stations as chief of the round maintenance team, another will assume the responsibility for the promotion of this project, and the other will be in charge of the training and give basic training on the maintenance work.

On the other hand, two members of the volunteers team will belong to the round maintenance team to serve as TV engineers until local staff are cultivated to replace them, and remaining one will undertake the training on repairs of TV receivers (for 12 trainees at the beginning).

It is necessary to cultivate and secure six technical assistants by the end of the first phase.

b. At the End of the Second Phase

The number of the maintenance personnel required including the number of experts who should be invited from abroad at the end of the second phase are as follows:

	Personnel to be Secured	Personnel to be Invited from Abroad
Senior TV Engineer	5	Expert 1
Senior Project Officer	1	
Project Officer	1	
TV Engineer	6	Volunteers 4
Senior Training Officer	1	Expert 1
Training Officer	1	Volunteer 1
Technical Assistant	27	

CHAPTER 14 FINANCIAL PLANS

Chapter 14 Financial Plans

14.1 Prospects for Enterprise Revenue and Expenditure

When this project has been materialized, the enterprise revenue and expenditure of UTV will be as shown in Table 14-1.

Table 14-1 Annual Plan for Enterprise Revenue and Expenditure
(1,000 pounds)

Classification	1971	1973	1976	1981
Enterprise Income	174	272	465	954
Receiving Fee Income	106	177	268	597
Advertisement Broadcasting Income	66	92	193	351
Other Income	2	3	4	6
Enterprise Expenditure	304	433	650	934
Personnel Expenses	119	158	239	310
Programme Production Expenses	60	91	165	300
Technical Expenses	50	56	76	76
Sales & Receiving Service Expenses	18	37	55	104
Administration Expenses	12	17	27	39
Depreciation Expenses	45	74	88	105
Balance	-130	-161	-185	20

Judging from the change in the income-expenditure balance given in the above table, it is estimated that the governmental grant-in-aid (defrayment from the National Treasury on TV less income gained by TV broadcasting) must be increased until 1976, but it will not be necessary in 1981.

14.2 Enterprise Revenue

14.2.1 Receiving Licence Fee Income

It is calculated by multiplying the annual receiving fee of 50 shillings per TV receiver by the number of viewers estimated in Chapter 12.2 "Future Prospect of Dissemination."

14.2.2 Advertisement Broadcasting Income, etc.

This is based on the assumption that the percentage of the advertisement broadcasting income of radio and TV in the national gross products will increase from the present level of

0.07% to, at least, 0.1% (1981), and that the advertisement broadcasting income of TV, which is now only 20% of that of radio, will also increase to an almost equal amount in 1981. As the factors contributing to this increase, the increase of sponsors and the raising of advertisement rates with the expansion of the TV broadcasting network are taken into account.

Other incomes include dealing licence fee and repairing licence fee.

In either case, increase of dealers and prospective raising of licence fees with the increase of TV receivers are not taken into consideration.

In addition to the above, the repairing of general TV receivers will yield some income, but it is not counted in here.

14.3 Enterprise Expenditure

14.3.1 Personnel Expenses

The personnel expenses are calculated on the basis of the number of personnel estimated in Chapter 13 "Personnel Plan" and on the assumption that the average salary would increase by 50% (1981) as compared with the present level.

14.3.2 Programme Production Expenses

In the estimate of the programme production expenses, the increase of broadcasting hours shown in Table 13-10 "Annual Schedule for Weekly Broadcasting Hours" and the increase of the unit programme cost (two to fivefold greater than the present cost) designed for the repletion of the substance of programmes are included. The expenses for school programmes are also included.

14.3.3 Technical Expenses

This is calculated by taking into consideration the present technical, operation and maintenance expenses (electric power, fuel, travelling, transportation expenses, etc.) and the increase due to this project (including expenses necessary for the broadcasting centre after 1976).

14.3.4 Sales and Receiving Service Expenses

In the sales and receiving service expenses are included the expenses attributable to the increase of advertisement broadcasting, the receiving licence fee collection charge (10% of the receiving licence fee income), and the receiving service expenses for the round TV receivers repairing teams (£5 per TV receiver furnished). The details of the sales and receiving service expenses are shown below.

Table 14-2

Classification	(Pound)			
	1971	1973	1976	1981
Sales & Receiving Service Expenses	18,100	36,700	54,900	104,000
Advertisement Sales Expenses	2,500	4,000	8,000	14,300
Receiving Fee Collection Charge	10,600	17,700	26,900	59,700
Receiving Service Expenses	5,000	15,000	20,000	30,000

14.3.5 Administration Expenses

The administration expenses are estimated at 5% of the total expenses excepting the depreciation expenses.

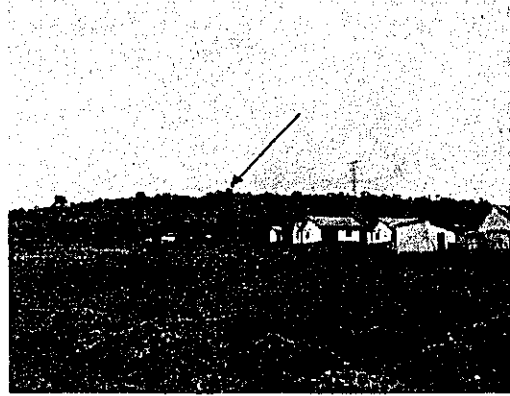
14.3.6 Depreciation Expenses

In the calculation of the depreciation expenses, the total investment amount up to 1981 is estimated as follows.

Existing Stations, Studio, etc.	£560,000
Construction of Stations, etc. in the First Phase	£428,000
Construction of Stations, etc. in the Second Phase	£421,000
Broadcasting Centre	£810,000
Total Investment Amount up to 1981	£2,219,000

Depreciation is scheduled to start from 1969. And for every fiscal year, the amount of assets in hand at the beginning of the year, the reserve for depreciation, the amount of assets obtained in the year, and the amount of assets in hand at the end of the year are estimated. For the newly invested assets, depreciation will start from the year next to the completion of construction.

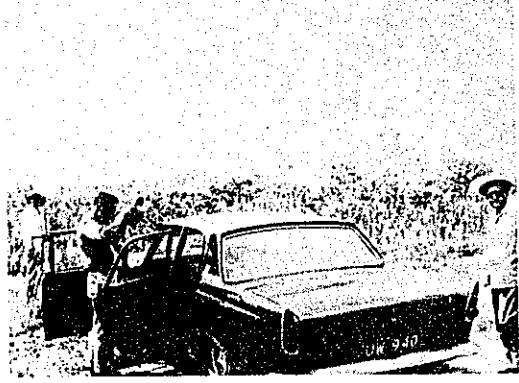
As against the total investment amount of £2,219,000 to the end of 1981, the reserve for depreciation will amount to £1,261,000. Therefore, the remaining amount of assets at the end of 1981 will be £958,000.



Jinja Station Site



Kagulu Station Site



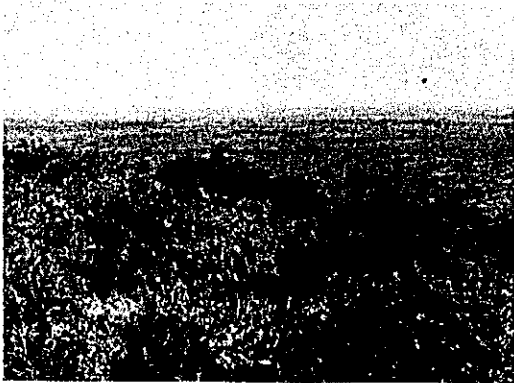
Ongora Station Site



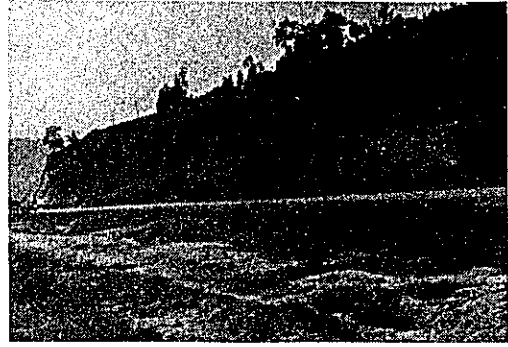
Nkirakira Station Site



Nakisaja Station Site



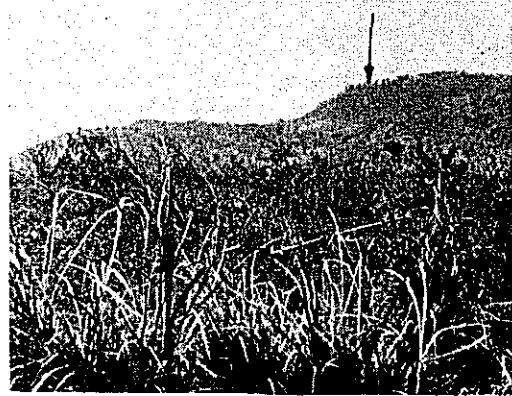
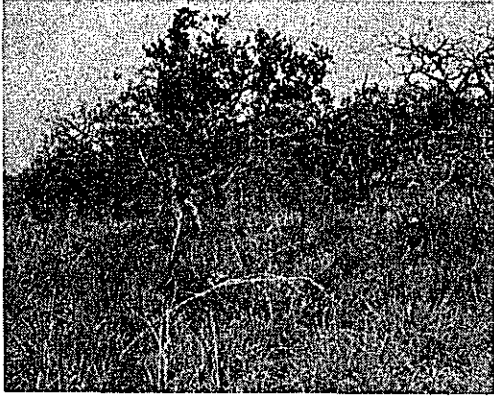
Gulu Station Site



Kabale Station Site (Gate to the top of the mountain)



Biko Station Site



Hoima Station Site



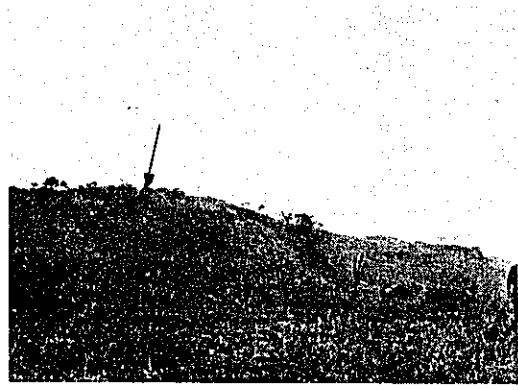
Masindi Station Site



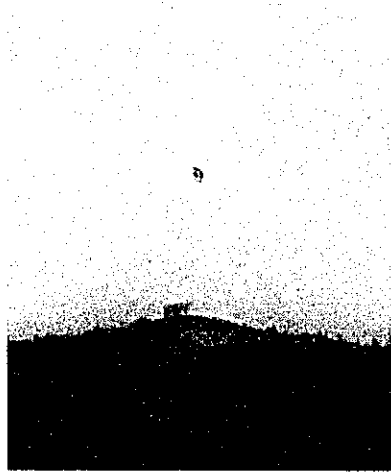
Kabuga Station Site



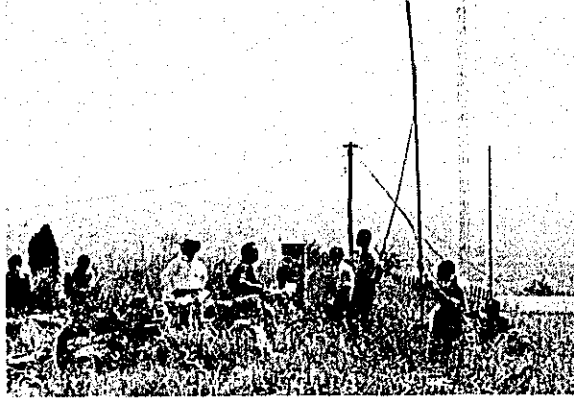
Fort Portal Station Site



Erusi East Station Site



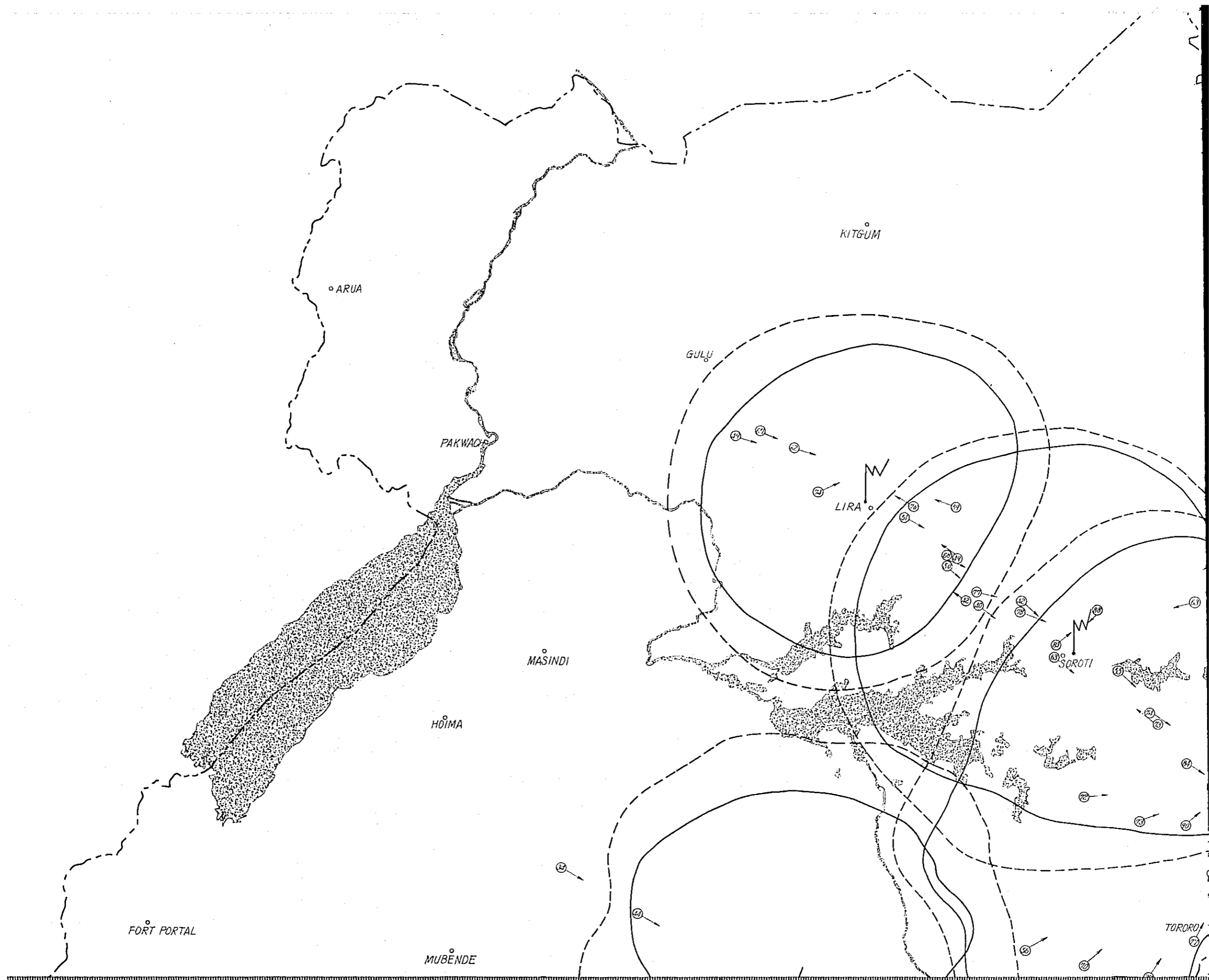
Arua Station Site

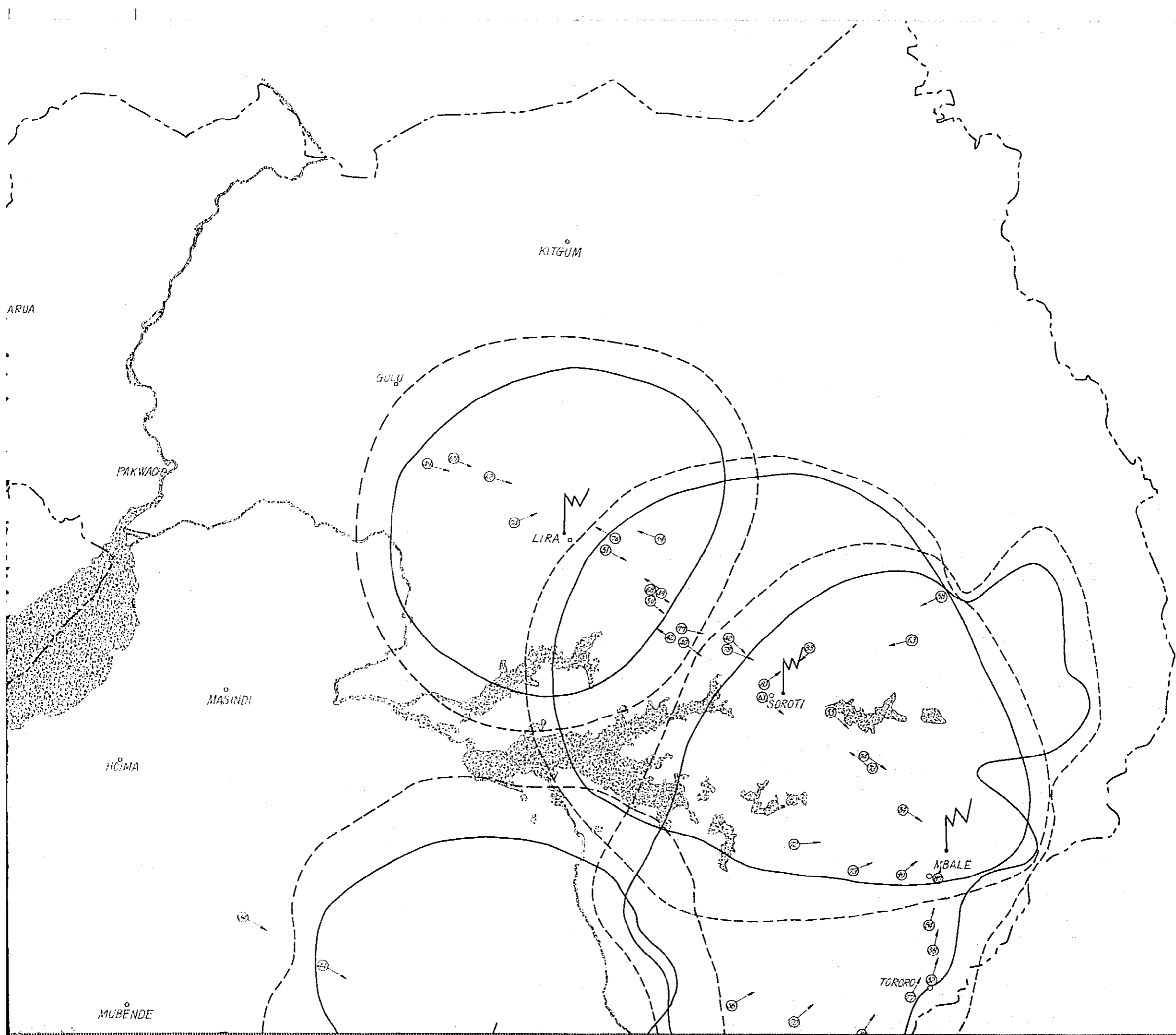


Tororo Station Site



Moroto Station Site





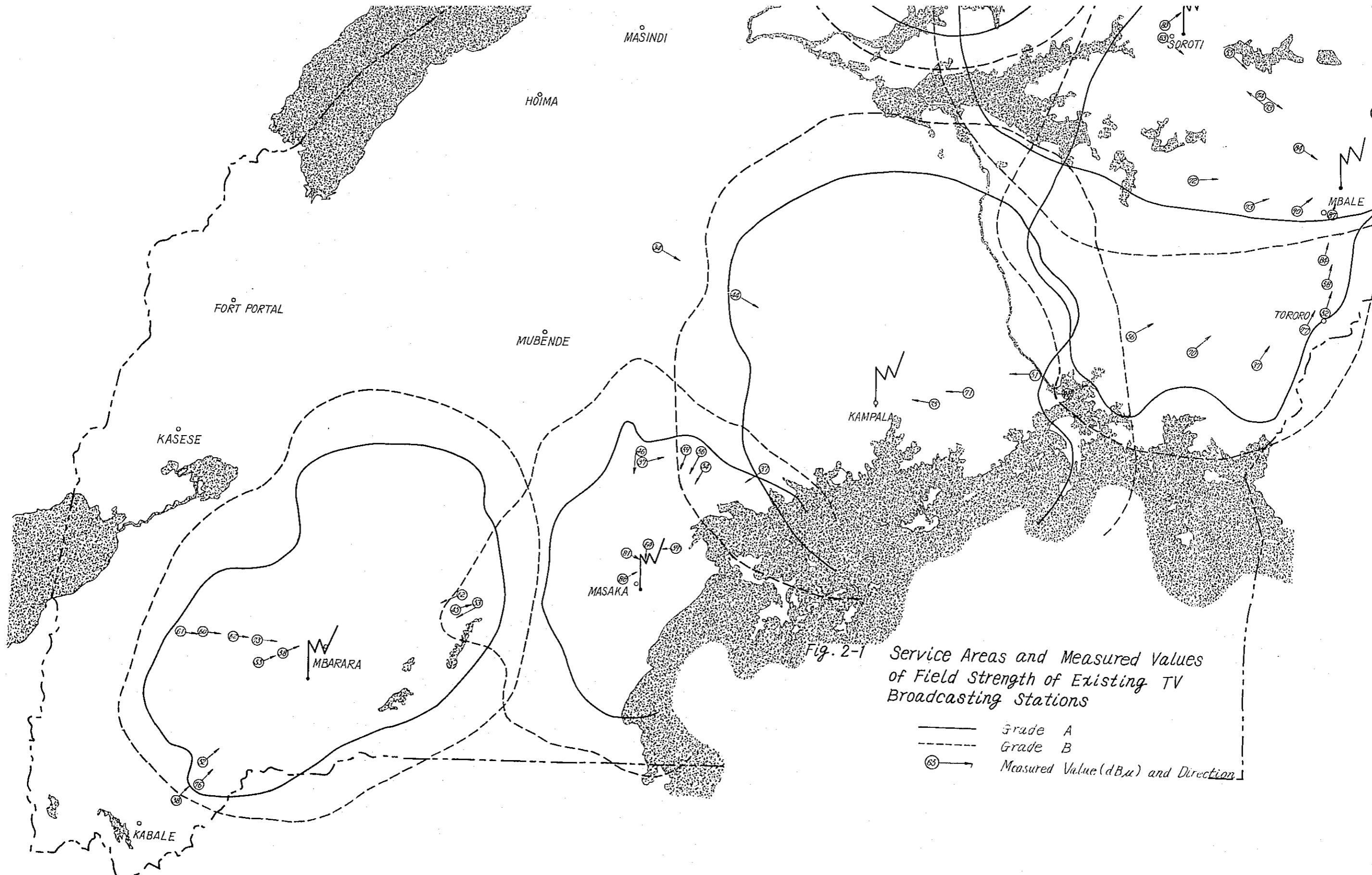


Fig. 2-1 Service Areas and Measured Values of Field Strength of Existing TV Broadcasting Stations

- Grade A
- - - Grade B
- ⊙ → Measured Value (dB_μ) and Direction

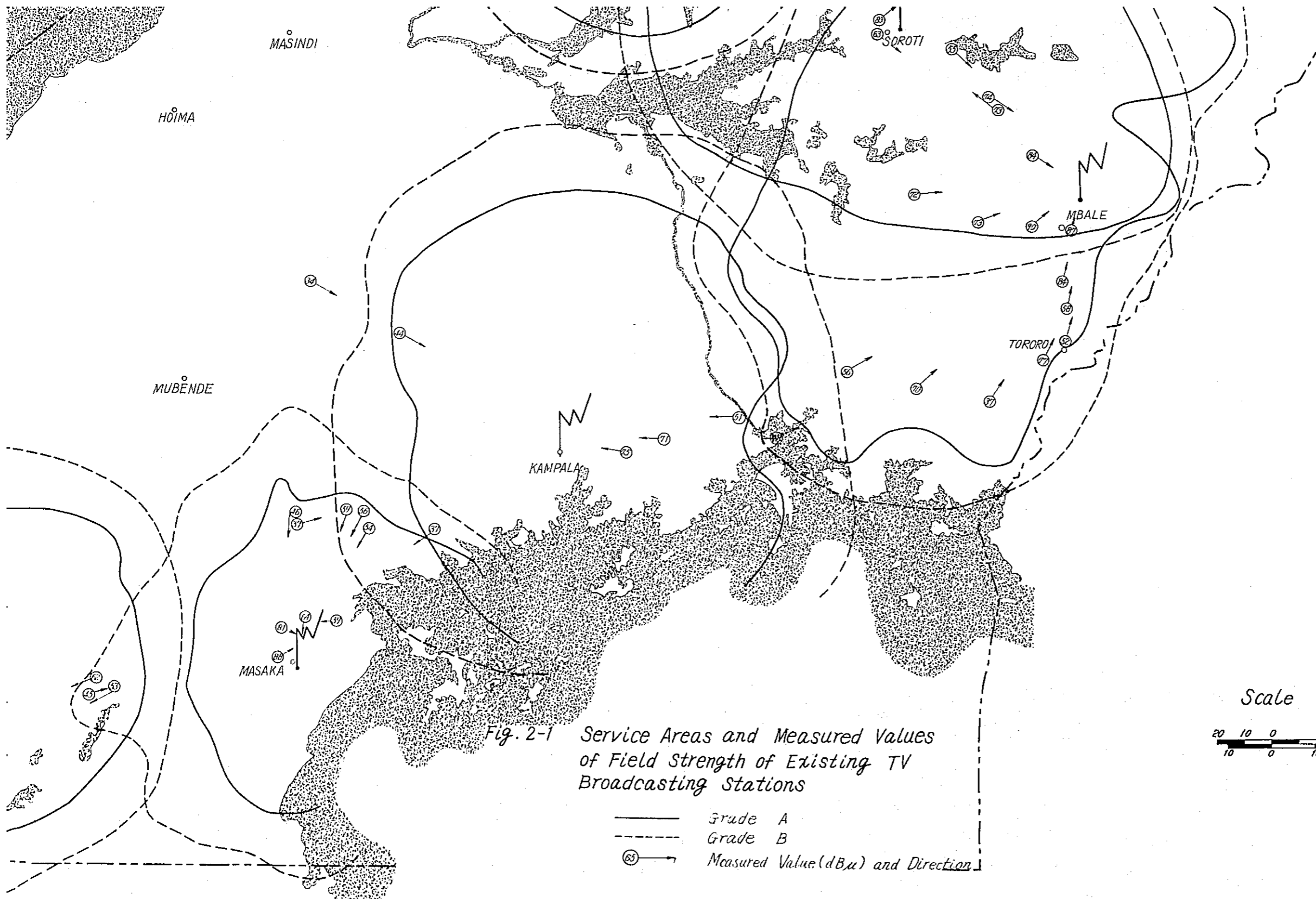
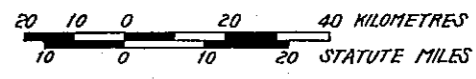
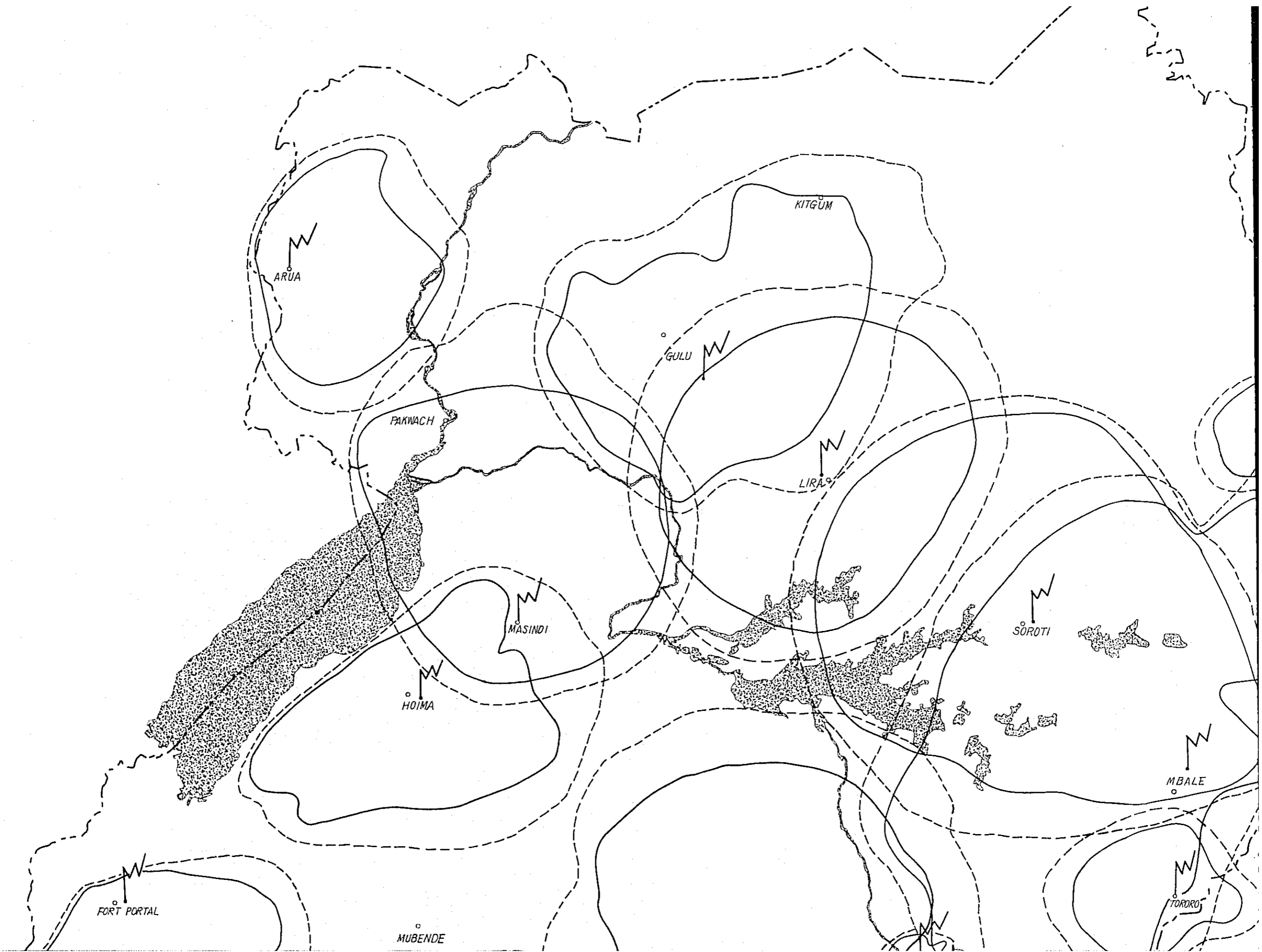


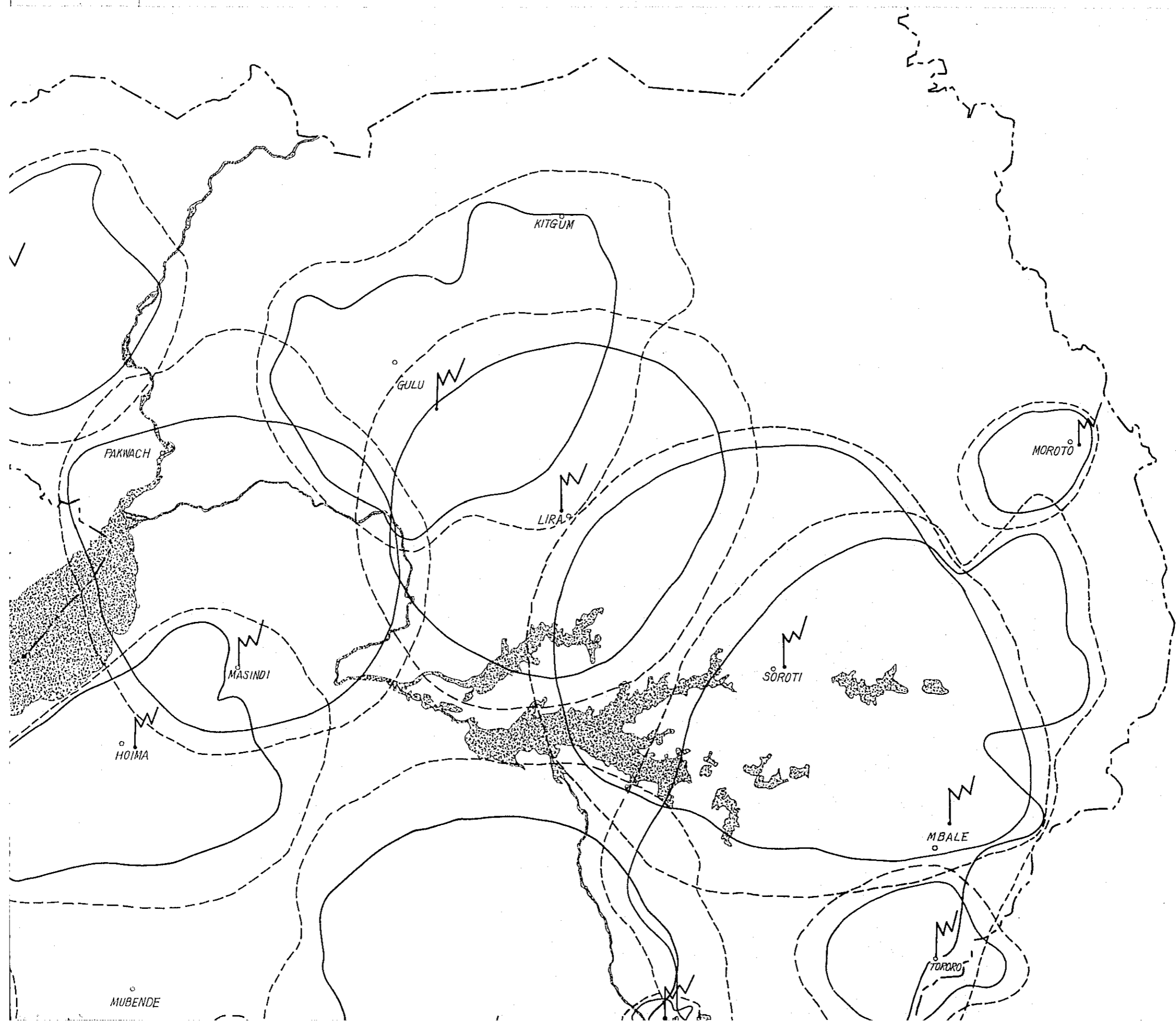
Fig. 2-1 Service Areas and Measured Values of Field Strength of Existing TV Broadcasting Stations

- Grade A
- - - Grade B
- ⊙ → Measured Value (dBu) and Direction

Scale 1:1,000,000







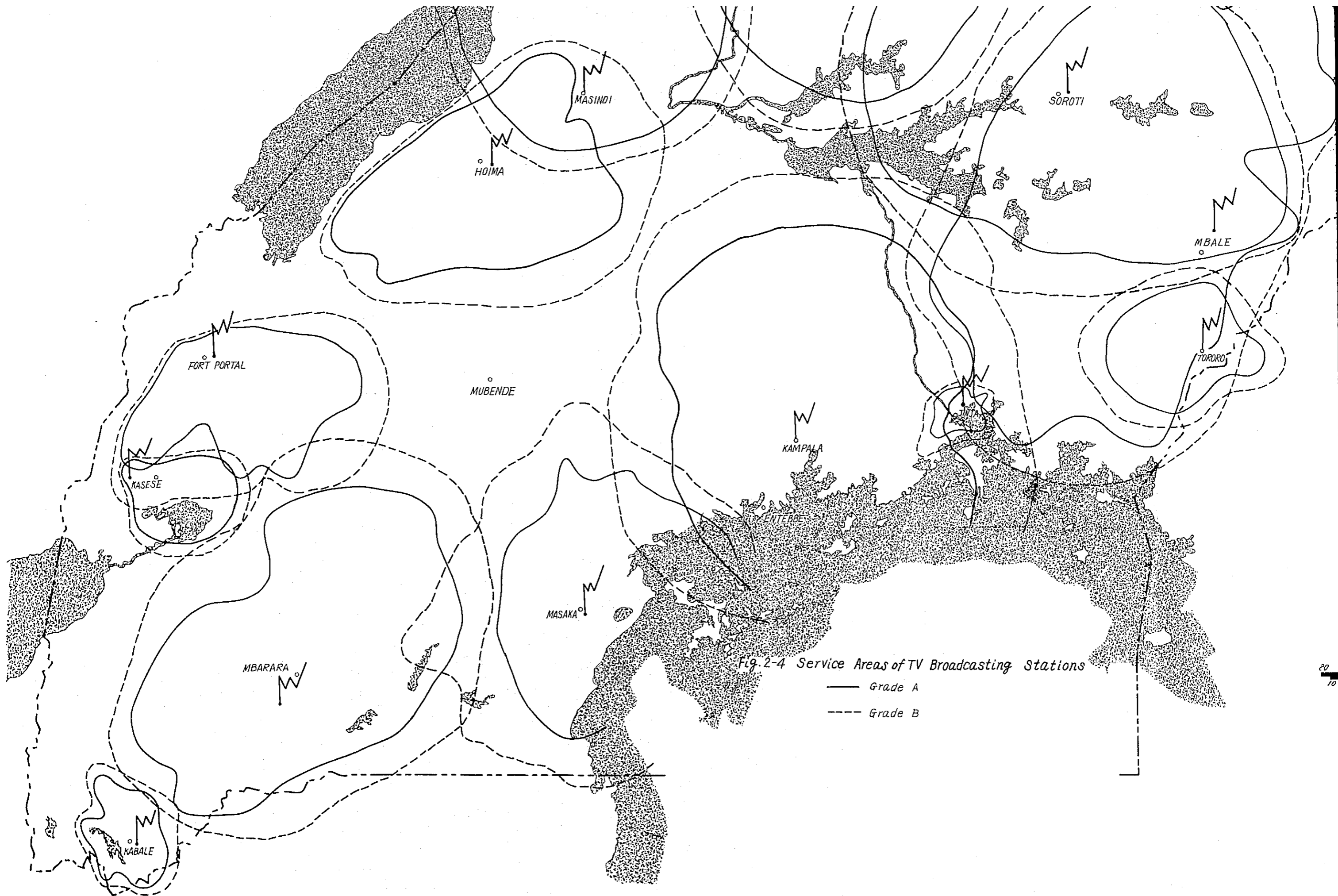


Fig. 2-4 Service Areas of TV Broadcasting Stations

- Grade A
- - - Grade B

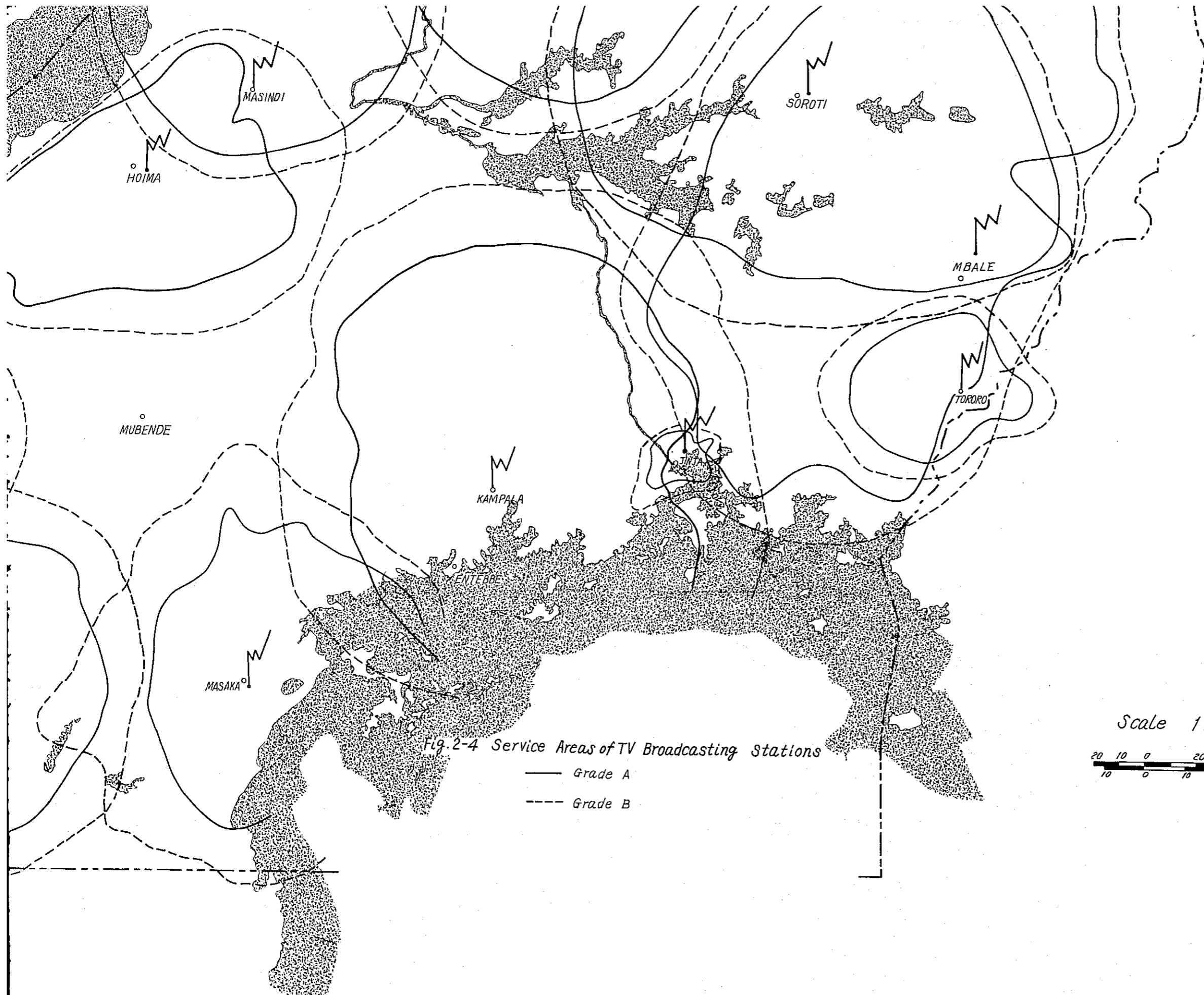


Fig. 2-4 Service Areas of TV Broadcasting Stations

- Grade A
- - - Grade B

Scale 1:1,000,000

20 10 0 20 40 KILOMETRES
10 0 10 20 STATUTE MILES

