

INDEPENDENT BROADCASTERS  
ASSOCIATION OF NIGERIA

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STRATEGIC ADVISORY – 2026

**17 YEARS**

of broken DSO promises

**₦60 BILLION**

spent with zero nationwide result

**0 STATES**

fully switched over as of February 2026

# THE DSO ILLUSION

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Why Nigeria's Broadcast Future Is  
Digital Operations – Not Terrestrial Infrastructure

# AGENDA

01

## The 17-Year Failure Record

A candid audit of the DSO project from 2008 to today

02

## Why 'The Big Picture' Is Still Dead on Arrival

Structural flaws in the NBC/NIGCOMSAT satellite pivot

03

## The World Has Already Moved On

CTV, streaming and where Nigerian audiences actually are

04

## The Real Threat to IBAN Members

Revenue, relevance and competitive exposure

05

## The Strategic Pivot: Digitize Your Operations

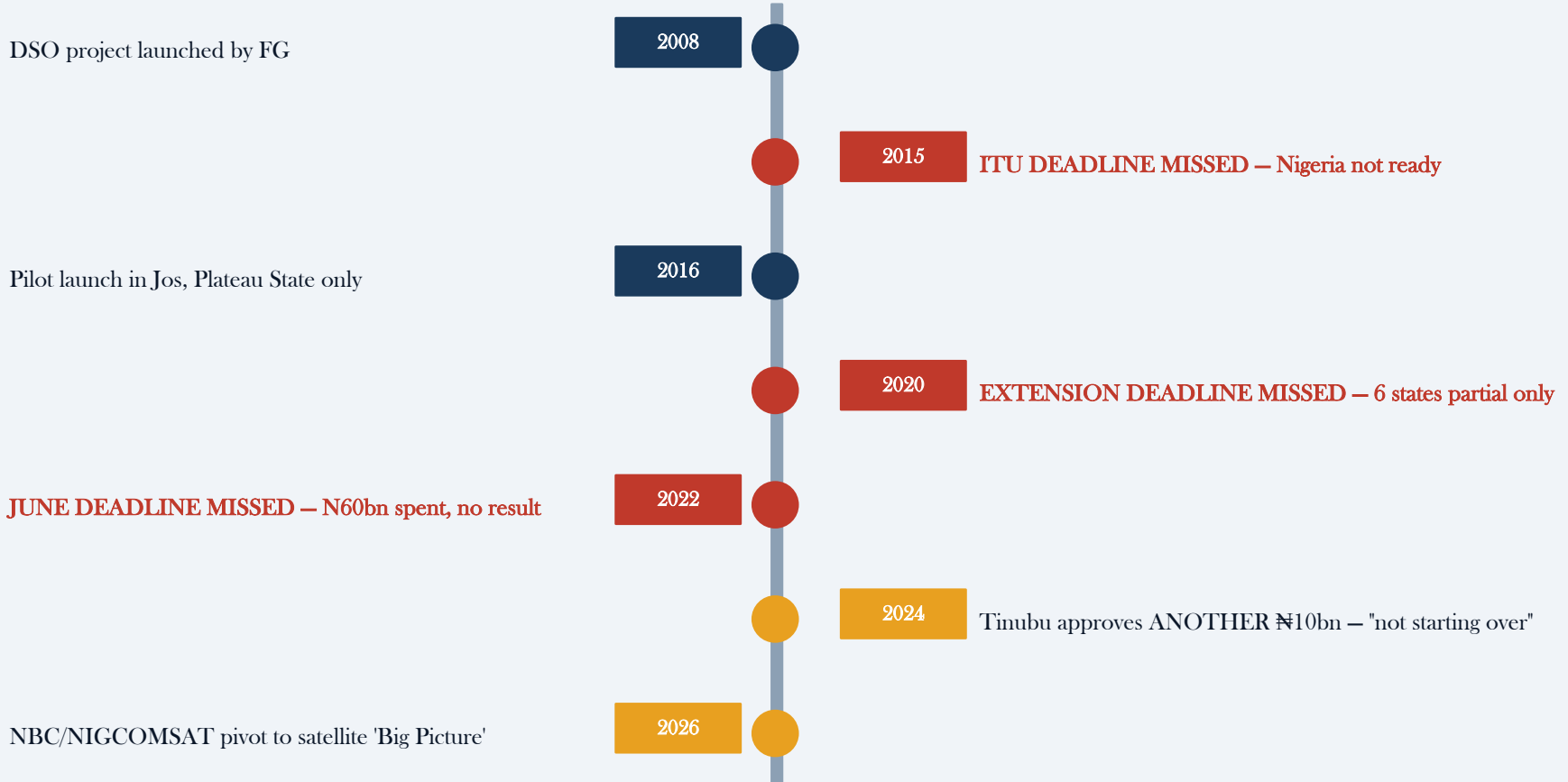
Five concrete actions to take in 2026

06

## Call to Action

What IBAN must demand and deliver

# THE 17-YEAR FAILURE RECORD



# THE FINANCIAL HAEMORRHAGE

*What Nigeria Has Spent vs. What Nigeria Has Achieved*

**₦60B+**

Total DSO  
spend to date

**6/36**

States with  
partial coverage

**0**

States fully  
switched over

**₦10B**

New Tinubu  
grant (Aug 2024)

**5th+**

Administration  
to attempt DSO

**~ 0%**

Public awareness  
in Lagos (Guardian)

*"I don't know anybody using it. Many families I relate with are still using the local antenna."  
— Jos resident, Plateau State — the original pilot launch city*

# THE 'BIG PICTURE' PIVOT – WHY IT'S STILL DEAD ON ARRIVAL

*In May 2025, NBC & NIGCOMSAT unveiled a new satellite-first strategy. The announcement sounds impressive. The structural problems are not new.*

## 01 Wrong Entities Running a Platform

NBC is a regulator – not a broadcaster. NIGCOMSAT is a satellite transponder provider – not a last-mile delivery operator. Who actually runs the platform day-to-day? Nobody can answer this.

## 02 Stakeholder Exclusion – Again

Set-top box manufacturers who invested in the DTT infrastructure have been sidelined. The same pattern that killed every previous attempt is repeating. No stakeholder buy-in = no execution.

## 03 A New Architecture With No Track Record

Pivoting from DVB-T2 terrestrial to DTH satellite mid-process introduces entirely new procurement, device distribution, and consumer adoption challenges – with only months until the December 2026 deadline.

## 04 The December 2026 Deadline Is Fantasy

Coverage in 6 states today. A new technical architecture. Zero months for device manufacturing at scale. There is no credible path to nationwide completion in 10 months.

# NIGERIA VS. AFRICA – THE DSO SCOREBOARD

*Africa's biggest economy is being lapped by its peers. Repeatedly.*

## ✓ DSO COMPLETED

- Kenya (2015)
- Tanzania (2015)
- Uganda
- Rwanda
- Mauritius
- Botswana
- Zambia
- Namibia
- Côte d'Ivoire
- Burkina Faso
- Gabon
- Eswatini
- Malawi

## ✗ NIGERIA – STILL WAITING

- Started DSO: 2008 (14 years after Kenya planned theirs)
- Current status: 6 states partial; 30 states analogue
- Kenya freed 800MHz & 700MHz spectrum in 2016-17
- Kenya generated millions from spectrum reassignment
- Nigeria has freed: ZERO spectrum to date
- Nigeria GDP: Largest in Africa
- Nigeria DSO rank: Bottom tier in Sub-Saharan Africa
- Latest deadline: December 2026 – with new architecture

# THE WORLD HAS MOVED ON – WITHOUT WAITING FOR DSO

*While Nigeria debated infrastructure, audiences rewired their media consumption habits.*

1B+

Hours/day YouTube  
watched on TV screens globally

#1

YouTube's primary  
device by watch time in the U.S. is now TV

2×

Longer session  
duration on Smart TV vs mobile

2025

Streaming surpassed  
broadcast + cable for first time in U.S.

## WHAT THIS MEANS FOR IBAN MEMBERS

### Your audience is already on OTT

Nigerian viewers with smartphones are consuming content via YouTube, Netflix, and local streaming apps – not waiting for DTT signals.

### Analogue persistence = shrinking audience

Stations stuck in analogue workflows cannot reach the growing smart device segment. Every year of DSO delay widens the gap.

### The Smart TV opportunity is NOW

The living room screen is the new broadcast prime real estate. The stations that build CTV/OTT distribution today own tomorrow's audience.

# THE REAL THREAT TO IBAN MEMBERS

*Waiting for DSO is not neutral. It is an active competitive retreat.*

## REVENUE

### Advertising Budgets Are Migrating

CTV advertising combines digital targeting precision with big-screen impact. Advertisers are following audiences. If your station cannot offer digital measurement or OTT placement, you will be excluded from growing digital ad budgets.

## MEASUREMENT

### You Cannot Prove Your Audience Exists

Without digital audience measurement, you cannot compete for premium advertisers who demand data. The NBC/NIGCOMSAT plan includes GARB analytics – but only for DSO subscribers. IBAN members on analogue are invisible to this system.

## AUDIENCE

### Analogue Viewership Is Structurally Declining

Nigeria's median age is 18. This generation streams first, browses second, and watches linear TV occasionally. Every year your station remains analogue-only, you lose ground with the most commercially valuable demographic.

## SPECTRUM

### The Clock on Your Frequency Is Ticking

When DSO does eventually happen – even imperfectly – analogue frequencies will be reassigned to mobile operators. Stations that have not built digital distribution by then will lose their only channel to audiences overnight.

# THE STRATEGIC PIVOT: DIGITIZE YOUR OPERATIONS – NOW

*Stop waiting for the government to fix your infrastructure. Build your own digital future.*

## STOP DOING THIS

✗ Waiting for DSO to expand reach

✗ Analogue-only content production

✗ Newspaper/FM-only advertising pitches

✗ Passive spectrum dependency

✗ Reactive to NBC announcements

## START DOING THIS

✓ Launch OTT streaming channel on YouTube & smart TV apps

✓ Upgrade to digital production workflows – minimum HD

✓ Build digital media kits with audience measurement data

✓ Invest in broadband/satellite distribution infrastructure

✓ Lead: Demand IBAN digital standards and training programmes

# FIVE ACTIONS FOR IBAN MEMBERS IN 2026

1

## Launch Your OTT Channel

Every IBAN member station should have a YouTube channel, a website with video streaming, and a smart TV app strategy. This costs a fraction of the DSO infrastructure investment and reaches audiences NOW.

2

## Upgrade to HD Production

On a 55-75" Smart TV screen, analogue-quality content is unwatchable. Invest in HD cameras, editing suites, and clean audio workflows. Broadcast-quality production is your new minimum standard.

3

## Implement Digital Audience Measurement

YouTube Analytics, Google Analytics, and OTT dashboard data give you real audience insights. Use these to build media kits that can compete for national and diaspora advertising budgets.

4

## Build Satellite or Broadband Distribution

Don't wait for NIGCOMSAT. Partner with DSTV, GOtv, or Startimes for carriage now. Explore direct broadband and mobile data streaming. Redundancy in distribution is existential, not optional.

5

## Commission IBAN's Own Digital Standards

IBAN should define minimum digital production and distribution standards for members – and provide training and procurement frameworks to help smaller stations meet them. This is IBAN's leadership mandate.

# WHAT IBAN MUST NOW DEMAND FROM GOVERNMENT

*Advocacy without clear demands is noise. Here is what IBAN should formally present to the NBC and the Ministry.*

## **Publish a Credible, Audited DSO Timeline**

Not another press conference. IBAN demands a published, independently audited implementation schedule with milestone accountability – or a formal declaration that the December 2026 deadline has been abandoned.

## **Clarify the Governance of 'The Big Picture'**

Who operates the platform? Who holds the licence? Who is financially accountable? NBC and NIGCOMSAT cannot both be the regulator AND the broadcaster. IBAN must demand structural clarity.

## **Independent Broadcaster Channel Allocation**

The proposed 120-channel DSO platform must reserve capacity for IBAN members at regulated, affordable carriage fees – not only NTA affiliates or politically connected broadcasters.

## **Tax Incentives for Digital Infrastructure Investment**

IBAN should lobby for capital allowances on HD equipment, broadband distribution costs, and OTT development – as partial compensation for the government's failure to deliver DSO on schedule.

## **A Moratorium on Analogue Licence Fee Increases**

Until the government fulfils its DSO obligations, IBAN members should not face increased analogue spectrum fees. Broadcasters should not be penalised for a failure that is not theirs.





## **IBAN-NBC Joint Digital Transition Working Group**

A formal joint committee – not a consultative session – that gives IBAN binding influence over the DSO implementation schedule, channel allocation policy, and digital production standards.

## THE CONCLUSION

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# The DSO will not save Nigerian broadcasting. You will.

-  The DSO has failed five administrations and ₦60 billion. It will not be completed meaningfully by December 2026.
-  The world's audiences have rewired to Smart TVs and streaming. Nigerian audiences are following the same curve.
-  IBAN members who digitize their operations today – OTT, HD production, digital measurement – will own the audience of 2030.
-  This is not a technology conversation. It is a survival conversation.