

# **MEDIA ROUNDTABLE**

**on**



## **“The Working and Welfare Situation of Journalists in Nigeria”**

### **A REPORT**

**Published by:  
The International Press Centre (IPC)  
and  
Friedrich Ebert Stiftung (FES)**

## ABOUT IPC:

The International press Centre-IPC is a not-for-Profit, non-governmental, Independent media resource centre instituted to facilitate the active role of the media in the development of Africa and particularly Nigeria.

It exists to build the capacity of Journalists to engage with issues of national development, promote access to the media by marginalized groups, and build capacity of civil society and support advocacy for freedom of expression, access to information, media independence and pluralism in Nigeria and Africa.

IPC's mission derives from the need to strengthen the media to fulfilling its traditional and constitutional obligation of monitoring governance, serving as the society's watchdog and promoting democratic values.

## ABOUT FES:

The Friedrich-Ebert-Stiftung (FES) is a private, non-profit organisation committed to the values of Social Democracy. It was founded in 1925 as Germany's first political foundation and bears the name of the first democratically elected president of Germany, Friedrich Ebert. Ebert, a Social Democrat, had risen from being a simple craftsman to hold the highest political office in the country. Against the background of his own experiences in political confrontation he had proposed the establishment of a foundation with the following aims:

- Furthering political and social education of individuals from all walks of life in the spirit of democracy and pluralism;
- Contributing to international understanding and cooperation.

Through such programmes the political legacy of Friedrich Ebert should be preserved: the promotion of freedom, solidarity and social justice through a democratic political process. The Friedrich-Ebert-Stiftung was banned by the Nazis in 1933 and re-established in 1947. It carries out its mission in Germany and internationally through its programmes of political education, international cooperation, study and research. At present, FES maintains more than 100 offices worldwide, of which 19 are in sub-Saharan Africa.

FES Nigeria is one of FES' extensive network of more than 100 offices worldwide. We commenced work in Nigeria in 1976 and have offices in Abuja and Lagos.

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## **LIST OF MAJOR ABBREVIATIONS**

AIF:	Francophone Intergovernmental Agency
AIT:	African Independent Television
AMB:	Africa Media Barometer
BON:	Broadcasting Organisations of Nigeria
ECOWAS:	Economic Community of West African States
FRCN:	Federal Radio Corporation of Nigeria
IFJ:	International Federation of Journalists
INSI:	International News Safety Institute
IPC:	International Press Centre
MDLF:	Media Development Loan Fund
MISA:	Media Institute for Southern Africa
MOU:	Memorandum of Understanding
NAN:	News Agency of Nigeria
NANNM:	National Association of Nigerian Nurses and Midwives
NBC:	National Broadcasting Commission
NGE:	Nigeria Guild of Editors
NLC:	Nigeria Labour Congress
NPC:	Nigeria Press Council
NTA:	Nigeria Television Authority
NUPPPPROW:	National Union of Printing, Publishing and Paper Products Workers
NUJ:	Nigeria Union of Journalists
RATTAWU:	Radio and Theatre Arts Workers Union of Nigeria
SAMDEF:	Southern Africa Media Development Fund
UNESCO:	United Nations Education Scientific and Cultural Organisation
UNILAG:	University of Lagos
VON:	Voice of Nigeria
WAJA:	West African Journalists Association
WAMDEF:	West Africa Media Development Fund

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## **ACKNOWLEDGEMENT**

IPC and FES are greatly indebted to all the participants, resource persons and support staff at the Stakeholders' roundtable on the "The Working and Welfare Situation of Journalists in Nigeria", held in Lagos on November 2, 2010.

In particular we like to thank and commend the Minister of State for Information and Communication, Hon. Labaran Maku for his presence and enlightening speech despite his tight schedule.

We all should take pride that the outcome of the roundtable to which we contributed enourmously is being published in this book form.

## FOREWORD

The relevance of the media in democracy is undisputed. Media freedom is a fundamental political freedom, based on the right to free speech. The media sets the stage for public discussion, and undertakes to be a watchdog of government action.

But media freedom is a fragile good, and journalists are particularly exposed to threats. They operate at the frontlines of a battle for political power that is often waged with deadly weapons. Censorship, harassment and imprisonment of journalists and political control of news outlets are some of the most often cited dangers to a free media. Reports about killings of journalists frequently shock the public. Less often cited is the overall working and welfare situation of journalists.

However, the freedom from fear and want is one of the four fundamental human freedoms that US President Franklin D. Roosevelt emphasized in 1941. Without it being granted, a country can have perfect media laws, it can establish codes of conducts for journalists and boost media plurality - all this is fundamentally endangered if journalists operate under conditions of fear and deprivation.

The Friedrich-Ebert-Stiftung has therefore partnered with the International Press Center to assess the working and welfare situation of journalists in Nigeria and to discuss ways towards improving these. We feel that without an open discourse about the grievances that journalists face in their daily lives, and without addressing the issues of social protection, collective bargaining and welfare in Nigeria's media world, all deliberations on media freedom are deficient. We believe that these issues greatly impact on the independence and the freedom of journalists. No independent reporting is possible without a minimum of material and social protection, since journalists will be vulnerable to intimidation, bribery and control.

The FES is an independent German non-profit organization committed to the promotion of Social Democracy. We have commenced our activities in Nigeria in the early 1970s here on the premises of the UNILAG. Our work in Africa has a strong media focus since we appreciate the importance of media for Africa's still emerging democracies. Our office in Namibia is a clearinghouse for our media work. This office coordinates the Africa Media Barometer that we have conducted in 2008 for Nigeria and that we will reassess next year. The website of this FES media project can be found at [www.fesmedia.org](http://www.fesmedia.org)

We believe that the roundtable that was held in Lagos on November 2, 2010, has managed to combine our general commitment towards media freedom with our engagement for social democracy - a democracy that does not merely rely on the formal establishment of democratic institutions, but that seeks to make the dividends of democracy available to every citizen. This includes the freedom from fear and want through decent work - be it for a factory worker, a farmer on the field, or for a journalist.

Thomas Mättig

Resident Representative, FES Nigeria

Lagos, December 2010

## Chapter 1

# RECAP OF AFRICA MEDIA BAROMETER NIGERIA 2008

*By Remi Ihejirika (Mrs.), FES Project Manager*

In October 2008, FES Nigeria used the Africa Media Barometer methodology to assess the media landscape in the country. This methodology was the original work of the Friedrich-Ebert-Stiftung Southern African Media Project working together with the Media Institute for Southern Africa (MISA) developed the African Media Barometer in April 2005, it is basically a self assessment exercise done by Africans themselves according to home-grown criteria.

The project is the first in-depth and comprehensive description and measurement system for national media environments on the African continent.

**Methodology:** A panel of experts was formed these included representatives of media and civil society at large. They served as panel members in their personal capacities, not as representatives of their respective organisations.

The panel had eleven members; they met for a two days retreat to go into a self-assessment process using already developed indicators in a qualitative discussion and determine (quantitative) scores for each indicator. There were 42 indicators grouped into 4 sectors namely:

- **Freedom of expression including freedom of the media are effectively protected and promoted**
- **The media landscape is characterized by diversity, independence and sustainability**
- **Broadcasting Regulation is transparent and independent; the State broadcaster is transformed into a truly public broadcaster**
- **The media practice high levels of professional standards.**

**Scoring system:** Panel members were asked to allocate their individual scores in respect of the indicators after an extensive qualitative discussion in an anonymous manner. The score ranges from 1 to 5, 1 means the country does not meet the indicator while 5 means the country meets all aspects of the indicator.

**Major Findings:** The major findings of the AMB Nigeria 2008 are:

- Freedom of expression and media freedom is guaranteed by the constitution but there are limitations to exercising these rights

- Journalists in the democratic dispensation have become more assertive in practicing their profession but self censorship and other constraints exist especially in government owned media outfit
- Media owners also limit the extent of journalistic practice because of the premium they place on their relationship with business and the political class.
- There are still laws in our statute books which restrict freedom of expression such as the Official Secrets Acts, Criminal Defamation Law etc
- Entry into and practice of Journalism in theory should be controlled by the Nigerian Union of Journalism but in practice the profession has become an all comers affairs.
- Protection of confidential sources is not guaranteed by law
- Public information is not easily accessible
- Civil society groups are active in the defence of media freedom
- There is a fairly high diversity and plurality of print and electronic media, there are about 100 newspapers as well as 150 radio and television stations.
- Citizens have a wide range of sources of information which is available and affordable.
- State authorities do not restrict citizens access to domestic and international media sources.
- Circulation of newspapers in rural communities is still a challenge as a result of poor road network and high level of illiteracy.
- Broadcasting legislation is deficient , there are complaints on the very exorbitant licensing fees which only commercial broadcasters can afford
- Community broadcasting does not enjoy any special consideration by the National Broadcasting Commission.

- Editorial independence is not guaranteed from political interference especially in government owned media outfit , this is because these organizations are funded by the State and seen as tools for propaganda purposes.
- Relative media diversity and plurality exist in Nigeria.
- The harsh economic environment has a negative impact on the media and can compromise it.
- Some Private media outlets are not run as efficiently and professionally as expected, there are noticeable managerial lapses such as poor staff welfare and lack of administrative skill.
- State Print media receives subsidies or monthly subventions from their various state government
- Influencing the media content through the power of advertising is fairly prevalent.
- Broadcasting regulation is not entirely transparent as most members of the Broadcasting regulatory agency are Government appointees who has no choice but do the bidding of their principal.
- Appointment procedure for members of the regulatory body is not open and transparent, civil society involvement is nil.
- There is regular interference by government in the state media, the boards appointed by government exists to protect and defend government interests.
- Appointments into boards of regulatory agencies are more of political patronage than for public good
- There is problem of adequate funding of State broadcasting media outlets
- Programming is not as diverse as expected
- Most media outlet cover a wide spectrum of events, issues and cultures

- Gender mainstreaming is rather weak in the media although there are a few exceptions
- Editorial content also weakly reflects gender mainstreaming
- Self-censorship is prevalent in both State and privately owned media organization because of fear of loss of job, killings, official reprisal and libel cases.
- Politicians now own media organizations as such interference with editorial independence is a possibility
- Salary and general working conditions of journalists are a far cry from being adequate as such corruption and compromise is prevalent.
- Journalists and other media practitioners are organized into trade unions .

**Conclusion:**

The Media has made giant strides in the last 10 years but it is still faced with a lot of constraints such as employer's influence, dearth of resources, and poor welfare condition of staff, political and corporate interference, political killings and kidnappings, various job hazards as well as the lure of gratification which tend to subvert their drive for independence.

## Chapter 2

# THE OPENING REMARKS Poor attention to welfare unacceptable

*By Lanre Arogundade, Director IPC*

As the fourth estate of the realm saddled with the constitutional responsibility of monitoring governance and holding the government accountable to the people, there is a great burden of expectation on the Nigerian media.

Among these expectations, especially from the point of view of the public, is that the media should do more of investigative journalism in order to expose, the more, acts of corruption. The media is expected to make elected leaders account for their electoral promises while closely monitoring the political processes in such a way that people can make informed choices at election time. Also expected from the media is greater attention to the basic needs of the people for jobs, food, security, health care, education etc. In summary the public expects the media to set agenda for accountability, transparency, openness and good governance.

In order to assist the media in meeting these expectations, the International Press Centre's (IPC), has since inception in 1999 organized series of capacity building programmes for journalists with the overall thrust of ensuring that there is a new direction for governance and political reporting that accords highest priority to development issues.

But while the hundreds of reporters and editors that have participated in these activities always stress how beneficial they are to their work, they also always identify poor conditions of work and pay as major barrier to their application.

The argument oftentimes gets heated whenever the issue of upholding professional standards and complying with the code of ethics comes up. Some would claim they are luxuries that fly in the face of reality. This is because, increasingly, the attitude of most media proprietors is that the jobs they offer are beneficial meal tickets to be used as the beneficiary deems fit. Under this prevailing culture, Reporters, who usually earn peanuts, are sometimes not paid salaries for several months.

Against this background, the African Media Barometer (AMB) report on Nigeria by the Friedrich Ebert Stiftung (FES) has further established **that constraints such as dearth of resources and the lure of gratification tend to subvert the drive for accuracy and fairness.**

This situation is unacceptable and it has become a major imperative to develop a roadmap for enhanced welfare in the Nigerian media through the collective bargaining mechanism. This is the objective that this stakeholders' roundtable seeks to achieve.

### **Journalists deserve new salary package**

*By Muhammed Garba, NUJ National President*

In order to ensure the independence, objectivity, impartiality and transparency of journalists, it is ideal to place them on salaries, allowances and general conditions of service at least not less than 20% above those paid to staff in Federal and State Government parastatals and private companies, as the case may be.

Such salaries and emoluments should be negotiated collectively and as necessary between the Nigeria Union of journalists - NUJ, Newspaper proprietors Association of Nigeria - NPAN, Broadcasting Organisation of Nigeria - BON and other relevant stakeholders.

Concerted efforts by the Union towards providing an acceptable condition of service for journalists in the country came to fore in 2006 when the NUJ, in collaboration with the African Regional Office of the International Federation of journalists organized a workshop in Abuja, October 29-31, 2006

During this event, workshop participants drawn from amongst various stakeholders, considered the acceptable standards of work conditions adopted by the West African journalist Association (WAJA) Media Employers Organisation, the ECOWAS Commission and the Francophone Intergovernmental Agency (AIF) at a meeting held in Dakar, from November 8-10, 2004.

The Union thereafter set up a committee headed by one of its members, who was NLC Assistant General Secretary Mr. Owei Lakemfa, to study the document and provide a draft framework for minimum standard conditions of service in Nigeria journalist. This committee produced a very comprehensive and good document.

The document which was adopted by the National Executive Council of the Union in Makurdi, from September 7-9, 2007 provided a baseline for agreeable conditions that would enhance journalism practice in Nigeria taking into account the interest of all stakeholders.

Subsequently, the NUJ convened a conference on conditions of service in Calabar from 14-15 October, 2008. Unfortunately, most of the major stakeholders stayed away from the meeting. Despite this however, the conference proceeded to discuss topics like **Enhanced Conditions of Service, Motivators for Better Performance, Obstacles Militating Against Improved Conditions of service for Journalists, Way Forward and, Unifying Conditions of service for Nigeria Journalists, How Realistic ?**

Although not much headway was made by the Union in this respect, another fresh start was made by the Union to ensure the provision of enhanced salary for media workers in Federal Government owned organizations.

#### **Our main observations included**

1. That highly skilled personnel now shun employment in the media industry due to low pay and poor staff welfare conditions.
2. That long hours of work, tight time lines and electromagnetic radiation emitted from the equipment being used combine to create an unhealthy work environment which is filled with stress induced ailments like hypertension, diabetes, ulcer etc
3. That journalists are exposed to accidents and injuries from high voltage equipment while maltreatment of producers and journalists in the hands of overzealous security agents, political thugs and disgruntled elements in society are regular occurrences.
4. That there is disparity in the salary package of Workers in the Media when compared with other federal Government Agencies.

Having noted the foregoing, we went ahead, together with our colleagues, the Radio and Theatre Arts Workers Union of Nigeria-RATTAWU, to make recommendation to reverse the ugly trend thus: -

- (1) 300% increase in basic salary for all categories of media workers
- (2) The introduction of allowances which include Hazard Allowances (40 % of basic salary); Research Allowance (30% of basic salary); Wardrobe/Laundry Allowance (30% of basic salary for GL 07 and above) and several others, in addition to existing ones which have been reviewed upwards.

So far, President Goodluck Jonathan had endorsed the submission made to him by the Minister of Information and Communication, Prof Dora Akunyili who remains passionate over this development.

Presently, the salaries and wages Commission had met twice with the respective Unions over this issue and hopefully, in due course, our members in Federal Government owned Media Organisations - VON, NAN, NTA, and Radio Nigeria will enjoy this new salary package and subsequently, our colleagues in the respective State media. Equally, we intend to engage private media owners, to also buy into this new scheme.

Also worried by the hazards of the profession, we have signed an Insurance package with AllCO for all practicing journalists in the country. Since accidents are unplanned, we have taken the personal accident insurance policy which offers members a total package at an affordable cost; this is in addition to the Group Life Assurance Scheme. This scheme will be officially flagged off this Friday, Nov 5, 2010 in Abuja.

## Chapter 3

# STRENGTHENING THE MEDIA IS A NATIONAL DUTY

*By Hon.Labaran Maku,*

### *Minister of State for Information and Communication*

I am highly honoured and delighted to be invited to make an opening remark on this auspicious occasion which brings together stakeholders in the media profession and industry to brainstorm with a view of developing a roadmap that will enhance journalists' welfare, professional standards, media independence and press freedom.

As you are aware, the history of Nigeria will be incomplete without a chapter dedicated to the enviable role played by the press at various stages of the country's development. The media played a leading role in the struggle for independence from colonial rule, promotion of unity in the country after the civil war and the struggle against military dictatorship, which led to the democratic rule in the country. Indeed the Nigerian press has contributed tremendously to the cause of development of the country. In fact if there is any sector in Nigeria that has been a source of national pride, it is the press.

As we march forward in consolidating our democracy, the press must continue to play its role as the watchdog of the society and governance in the accordance with chapter 11, sub-section 22 of the 1999 constitution to ensure good governance and national development.

Freedom of expression and opinion, which is the fulcrum upon which the press revolves, is a universal human right. In Nigeria even under the various military dictatorships, the press thrived largely due to the fact that there were individuals and institutions which resisted military suppression of freedom of expression and association in the country.

Ironically, according to the Reporters without Borders, more than a third of the world's population now live in countries where there is no press freedom. Overwhelming, these people live in countries where there is no system of democracy or where there is serious deficiencies in the democratic process. In a 2009 report by the Reporters without Borders, many Asian and African countries fell in that category.

Nigeria is now enjoying 11<sup>th</sup> year of uninterrupted democratic rule, hence the need for stakeholders to critic ally re-access the performance of the press under democratic rule so as to identify challenges in order to surmount them.

Generally the practice of press freedom is usually accompanied by the legislation to ensure various degrees of press freedom to gather and publish

information. Already our constitution guarantees appreciable level of freedom of the press, which is due to the assertiveness and vibrancy of the Nigeria press, but freedom of information is critical to the function of the press. The freedom of information bill, which was first presented to the National Assembly on August 25, 1999 for passage and signing into law, is yet to see the light of the day. It is necessary for the media stakeholders led by the NUJ, RATTAWU, and media drivers and civil society groups to lobby the national assembly for the passage of this critical bill. Because good governance, which the press promotes can only be meaningful if there is transparency in governance and access to information which cannot be fully achieved without freedom of information

Also around the world journalists continue to suffer crude violence while discharging their responsibilities even under a democratic setting. In many democratic countries many have been killed, assaulted or kidnapped, while attacks on media establishments still persist. This is unacceptable. The perpetrators of such violence are obviously out to silence or intimidate the press and impede the functions of the media.

I urge security agencies, the media and other stake holders to rise up and resist this challenge because if the press is cowed or silenced, then the society will be exposed to greater danger. Journalists should document and expose violence meted out to their colleagues in whatever form. Already organizations like Reporters without Borders and different organizations associated with press freedom across the world are doing something in that direction. I enjoin them not to relent in ensuring that journalist enjoy freedom and safety while carrying out their work.

Some Nigerians media historians argue that ownership structure of some media houses poses a challenge to effective journalism in the country.

At times there tends to be conflict of interest by proprietors of such establishments and it is more pronounced if the owners are politicians or sympathetic to the ideals of a political party. This is not entirely alien to Nigeria because most of the earliest newspapers were established by people with partisan interests. Dr. Nnamdi Azikiwe, Chief Obafemi Awolowo and Sir Ahmadu Bello all set up newspapers to promote national agenda alongside their political ideals. And even now people still establish newspapers to promote political, regional or group interests.

Journalists who find themselves in such organizations often face difficulties in their duties and at times in order to guard against victimization or other unpleasant consequences, they impose self-censorship or slant media reports in favour of political or group interests. This is unethical and has negatively affected Media practice and quality of the press in our country, and in many countries of the world.

Let me borrow a leaf from the history of the press in America to drive home my point. In 1785, Mr. John Walter established the Times et al with the sole aim of supporting the party in government. And the medium towed that path and alienated the society it was supposed to protect until 1817, when the son of the proprietor, John Walter II hired Thomas Barnes as the editor. He refocused the editorial policy of Times with the support and understanding of the new owner and today the Times has a rich legacy of service.

Journalists should always differentiate between commercial or political interest and the interest of the society wherever they find themselves because anything short of that is unprofessional. And often the drive to satisfy or promote certain interests leads people to establish media houses without proper preparation. This has affected the condition of service of media workers in such organizations. Media professionals in such organization sometimes work without any formal condition of service. They are simply let loose on the society and forced to survive through unethical practices that bring reproach to the hallowed profession of journalism.

It is the duty of media professionals and stakeholders to correct this situation. No investment in the media can succeed without proper investment in the welfare and development of media professionals and workers.

The International Press Centre should collaborate with media practitioners, the Nigerian Guild of Editors, the Nigeria Union of Journalists, the Newspapers proprietors Association of Nigeria, the Nigerian Press council and training schools to instill strict observance of professional standards and ethics in the media.

I will implore journalists to report from the standpoint of fear of God and good conscience because no matter the quality of training and welfare of professionals, without the fear of God and passion to serve, observance of ethics will still be affected. Although the media have done well under this democratic dispensation, the observance of ethics and accuracy of reports still remain a major challenge.

I am aware that the Nigeria Union of Journalists (NUJ) has worked out an insurance package for its members. It is a step in the right direction to encourage practitioners to remain committed to service.

The state of the economy generally dictates the welfare of professionals and all citizens in society. Wage increases do not on their own lead to improved welfare. While this administration works hard to improve on critical sectors of the economy, especially power supply and other critical infrastructure and social service, there is the need for public and private media owners and stakeholders to dialogue on the working condition of media practitioners in order to enhance their performance.

Media training schools of government like Nigerian Television Authority Training School in Jos, and the Federal Radio Corporation of Nigeria Training school in Lagos have been standardized with their curricular updated to comply with contemporary challenges. I will therefore appeal to media proprietors to invest in the training and welfare of their workers in order to get the best quality and return on investment.

The press should also be supported by organizations and the society in order to function effectively and in the information age, the press should remain dynamic and keep abreast with global trends. Our media owners and professionals must aim at the highest standards of ethics and productions in order to make our media the pride of our nation.

I challenge the International Press Centre and other media stakeholders to remain engaged in programmes that will strengthen the capacity of journalists and the media profession.

The media are one of the key pillars of good governance in a democracy. Both the government and the citizens cannot function effectively without the media in a democracy. We all need the media. Let us resolve to play our roles so that the Nigerian media will continue to improve and remain the pride of Africa and compare favourably with the best in the world.

It is not only the economic, the military and other institutions that give strength to a nation. The media are a major cultural, intellectual and social weapon which nations in the new Information Age use to project their influence across borders. Nigeria has the key ingredients to emerge as a major media power in the African Sub-region. We must invest in this potential to project our country and Africa to the rest of the World. As we have seen in the last 500 years, the

African story will remain submerged and distorted in the global until we use authentic voice to tell it to the world.

Nigeria and Nigerians must invest in the media and film industry (Nollywood) and in the Arts to project our country and restore the voice of Africa after centuries of distortion and culture contempt by the rest of the world. Strengthening our media is therefore a national duty that must be discharged both for ourselves and future generations of Africans.

## Chapter 4

# UNIFIED CONDITION OF SERVICE POSSIBLE

*By Osita Nweke Executive Secretary, BON*

### Introduction

Before I recount the working and welfare situation of journalists working in the nation's broadcast media, I will briefly give a brief history of Broadcasting Organisations of Nigeria.

Broadcasting Organizations of Nigeria (BON) is the voluntary umbrella body of over 350 publicly and privately owned Radio and Television stations, founded in 1973, when the existing broadcasting stations pooled their resources to cover the "**2<sup>nd</sup> All Africa Games**" hosted by Nigeria. Since then, BON has provided the rallying point for Chief Executives of publicly and privately owned Radio and Television stations to articulate issues of mutual interest geared towards moving forward the broadcasting industry in Nigeria.

The objectives of BON are:

- To serve as a meeting point for all Radio and Television Stations including Cable and Satellite Operators in Nigeria.
- To encourage and sustain great co-operation and collaboration among broadcasting organisations.
- To this regard, BON has facilitated the joint acquisition and exploitation broadcast rights of key global events, notably:
  - Nigeria 1999 - World Youth Football Championship
  - The Biennial Africa Cup of Nations Football Tournament
  - Olympic Games
  - Commonwealth Games
  - English Premier League
  - The World Cup among others etc.

Other objectives of BON are, to seek and utilize available resources for manpower training, research and development and set training standards and to set, regulate and monitor professional standards and ethics of its members.

To ensure proper co-ordination of its activities, BON has five Standing Committees namely:

1. Technical
2. Commercial
3. Finance
4. News/Programme
5. Legal

BON also has a Central Working Committee, which comprises the Chairman, Chairman of Zonal Committees, Chief Executives of Key Stakeholders and the Executive Secretary.

The General Assembly is the highest body of BON and meets quarterly. BON Zonal Committees which currently reflect the six geo-political zones of Nigeria was set up to enable broadcasting stations in these zones to routinely meet and tackle the challenges of broadcasting in their zones as well as collaborate among themselves.

BON is funded through annual subscriptions from member stations.

### **Tiers of Broadcasting in Nigeria**

To appreciate the diversity of working conditions of service of Nigerian Journalists working in the broadcast media, one has to consider the tiers of broadcasting in Nigeria.

In Nigeria, we have four main tiers of broadcasting namely:

- i. Federal owned broadcasting stations
- ii. The State owned broadcasting stations
- iii. The private owned broadcasting stations
- iv. The Community owned stations (No license has been approved for the establishment of a Community Station).

Each of these tiers of broadcasting stations are set up under various laws, some are Corporations, other Services while some are Companies, etc. all typifying various models of administration.

Secondly, ownership of broadcasting stations is under the concurrent list of the Nigerian Constitution, which implies that both the Federal and State Governments can set up Radio and Television Stations.

- (i) The Federal Owned Radio and Television Stations, namely: Federal Radio Corporation of Nigeria (FRCN), Nigerian Television Authority (NTA), and Voice of Nigeria (VON), each have different enabling laws setting them up and variation in their conditions of service and models of operations.

NTA, FRCN and VON are funded by the Federal Government. However, the degree of funding varies, VON is fully funded by the Federal Government, while NTA and FRCN are partly commercialised. However, all still have to annually defend their budgets in the National Assembly.

- (ii) Almost all States of the Federation and the Federal Capital Territory have either Radio or Television station or both. The laws setting these stations are often dissimilar. Consequently, the conditions of services of their workers, which include journalists, are often different.
- (iii) The Private owned Station which came up with the deregulation of the broadcasting in Nigeria in 1992, are normally run as Limited Liability Companies. However, DAAR Communications Plc is owned by shareholders.

Some private owned Radio and Television stations are run as one man business, or Sole Proprietors. All these variations of ownership also affect the conditions of service of their staff, which include journalists.

#### **What should be the ideal condition of Service of a Working Journalist?**

Collin Barrow in his write-up, Managing Resources, notes that "To evaluate a job, look at each position and assess it against a range of factors such as complexity, qualifications, skills, experience required, any dangers or hazards involved and the value of job's contribution to your business".

He further notes "inevitably, not all jobs are identical and certain aspects will involve differences in employment conditions that affect the going rate. Working hours, employment conditions, security of tenure, pension rights and so on vary from firm to firm".

The campaign to have a favourable working condition for the journalists is hinged on the challenges of the work, long working hours and its hazardous nature. Journalists occupy a very critical position in any nation's political set up because of the important role they play in shaping events and often setting the agenda for public discourse.

However, when it comes to conditions of service and remuneration, Nigerian Journalists are poorly paid, and often not properly recognised or acknowledged. Other non-financial benefits are often lacking.

The working environments of most newsrooms are dismal, pathetic and nothing to write home about.

Most Journalists do not enjoy non-salary benefits like pensions, sponsored holidays, free medical care, insurance benefits, job growth and advancement as well as job satisfaction.

The room for manpower development and training are often inadequate.

### **What is the Current Situation of Publicly and Privately Broadcast Stations?**

The conditions of service of Journalists vary among the tiers of broadcasting.

- (1) Journalists working in Federal owned organs, have some challenges, however, they are sure of their monthly salaries and might be exposed to routine training. Their pensions are defined and on retirement, they are sure of payment of their pensions with minimal delays. Their working environments are often ideal. The turnover of staff is minimal and not erratic.
- (2) Journalists employed in the services of State owned Radio and Television are not luckier. Some are owed salaries running to months. They often lack the requisite tools to efficiently perform their duties. The turnover of Chief Executives is high. In some States, Politicians are appointed to run Radio and Television stations in preference to professionals. Non-salary benefits and training are often inadequate.
- (3) Privately owned Radio and Television stations. These stations are run strictly as commercial outfits without subventions from governments.

The conditions of service are predicated by market forces. If the station does not make enough revenue from sponsorship and advertising sales, this is immediately reflected on non-payment of salaries. The owners of Private stations who are an entrepreneur must make some profits.

Most private stations do not have adequate non-salary benefits and routine on the job training for working Journalists and staff turnover is often high.

### **Unified Conditions of Service of the Journalist: How Realistic?**

The unified condition of working Journalists is quite realistic. It is therefore necessary to laud the pro-active attention of Minister of Information and Communications, Professor Dora Akunyili on the need to have a more favourable condition of service for Journalists, workers under the umbrella of RATTAWU and also Culture.

The ad hoc committee she set up to recommend an ideal working conditions of these workers have submitted its report to the Ministry but details of the report has not been made public. But, from the Minister's pronouncements, if committee's recommendations are adopted by the Federal Government, the

welfare of the Nigerian Journalists working in the Federal and State Government outfits will be enhanced.

Once this is done, it will serve as a guide to the working conditions of other journalists serving in all spheres of human endeavour.

But Journalists should not rely only on the current efforts of the Ministry of Information and Communications. Nigerian Journalists should be able to come up with an independent working condition of service that will serve as a benchmark for the industry.

## Chapter 5

# COLLECTIVE BARGAINING IN THE NIGERIAN MEDIA: PROBLEMS, PROSPECTS AND THE WAY FORWARD.

*By Owei Lakemfa, Head Industrial Relations, NLC*

I am honoured to stand before you distinguished audience to deliver this paper. When I left active journalism in 2001 after eighteen years to become a full time trade unionist (sounds curious, isn't it?) I told myself that although I was divorcing my first love, I was not certain the divorce would be granted. I have since realised that once a person is truly married to journalism, it is a matter of "till- death- do- us- part" partnership. So despite my schedules, like a religious obligation, I still maintain two weekly columns. I can therefore safely refer to you as my comrades of the pen profession.

On Wednesday October 13, 2010, I was one of millions of humanity that kept vigil watching television as the thirty three Chilean miners who had been trapped for sixty nine days were being rescued from the bowels of the earth, seven hundred metres deep. Mining is clearly a deadly, dangerous and quite hazardous work, but so also is journalism, at least in the under developed world.

In our own case, the profession is so risky that our forebears under colonialism had prison as second home. Chief Anthony Eromosele Enahoro at 21 in 1945 became the youngest editor when he was appointed to edit the **Southern Nigerian Defender**. At 22, he was convicted for sedition against the colonial governor, Sir Bernard Bourdillon and sentenced to nine months imprisonment. Two years later, he was sentenced to three years imprisonment for giving a speech in Warri during which he told African policemen to disobey orders to shoot African workers if they went on strike.

The West African Court of Appeal reduced his sentence to eighteen months. Just as he emerged from prison, he was back; this time, for chairing a lecture for independence by a sacked worker, Osita Agwuna which Enahoro considered as part of the freedom of expression. For this, the editor went to jail for six months; his third jail sentence in three years!

Things did not get better for the journalist after independence with the Preventive Detention and Newspaper Act of the First Republic. General Yakubu Gowon's regime was quite intolerant of the media; amongst its casualties were Minere Amakiri who was beaten and had his head shaven with broken bottles for writing a moderately critical article on then Rivers State governor, Alfred Diette-Spiff on his birthday. There was also the case of Segun Sowemimo who was battered by soldiers and died of the injuries he sustained. His offence was that he was carrying out his journalistic duties at a gathering in Ibadan where the governor was unwinding. The telegram announcing his death which read simply; "The Man Died," became the title of Wole Soyinka's prison memoirs.

Under President Shehu Shagari, media houses were opened and closed like daily markets, but at least, journalists like Dele Giwa had their day in court. Those turned out to be the good old days. Under the Generals Muhammadu Buhari, Ibrahim Babangida and Sani Abacha regimes, journalists went through hell. One day in 1990, under Babangida's regime, some colleagues and I listed journalists we demanded the regime to set free, they were nineteen. Their alleged offence? Coup plotting! Under Abacha things became so bad that some had to flee into exile. One of them, Dapo Olorunyomi, was then with **The News Magazine**. Before he fled, he had to go into hiding. When I visited him in his underground base, surprisingly, I met Bagauda Kaltho, the magazine's correspondent in Kaduna who was also in flight. We agreed Bagauda had to relocate from that city. He returned to Kaduna to pack a few belongings but unfortunately fell into the hands of security forces and has not been seen since then.

Shortly after Olorunyomi went into exile, his wife, Ladi, also a journalist rushed to my house to alert me that a mutual friend and professional colleague, Gbolahan Olalemi, now of the Continental Television had just been seized by the dreaded Directorate of Military Intelligence (DMI). She reasoned that if the quiet Lemmy whose pro-democracy activities were largely unknown could be detained by the DMI, then I was in far greater danger. She asked that I go into hiding immediately and flee the country. I agreed. That same night, the DMI invaded Mrs Olorunyomi's home and seized her. That was the beginning of her long spells in DMI dungeons.

I just read a 2010 book, **Murder Of Dele Giwa: The Answered Question** by the chronicler of this generation, Richard Akinola. He dedicated it to five journalists who were murdered in cold blood in the past few years, by yet unidentified assassins; Godwin Agbroko, Omololu Falobi, Abayomi Ogundeji, Bayo Olu and Edo Ugbagwu.

The marked difference between journalists and miners is that while the danger to the latter is primarily through accidents, that to the journalist is usually planned and carried out by professionals like the letter bomb that killed Dele Giwa on Sunday October 19, 1986.

Since we are not about to change profession and the hazards we face are not going to reduce, it is clear that a basic need in journalism is a good condition of service including life insurance. This is precisely what we don't have! So journalists are like a modern SWAT team but with no bullet proof vests or vans, helmet or even arms! It is a tragedy that journalists who so courageously fought

colonialism and military dictatorship, and are given the constitutional responsibility to hold government accountable to the people, do not have and cannot fight for basic conditions of service.

### **The Essence of Collective Bargaining**

Usually, the employer gives to employees what is called the Staff Handbook. This contains what the employer expects of the worker and what management assumes to be its obligations. Such handbooks are usually one-sided and dictatorial. Since they are normally an imposition by the employer with little or no worker input, such rule books are subject to abuse.

For example, an editor with Rhythm FM/Silver Bird Television came to see me at the Nigeria Labour Congress (NLC) in May 2006. He was a pioneer staff and had voluntarily resigned but the company had refused to pay him his entitlements. Of course, there was no Condition of Service and when we sought to be guided by the company staff handbook, we discovered that there were three versions; each written by the management and used interchangeably, depending on what goals it wants to achieve at a given time.

All three were unsigned and the management could even deny that they exist! It was not until the management realised that I had asked my labour colleagues to picket the company that it quickly paid the journalist. So Collective Bargaining is a much more superior and acceptable system of governance at the workplace.

Collective Bargaining is the process whereby workers on one hand and employers on the other hand dialogue and reach agreement in writing, regarding work conditions and terms of employment. When the product of such agreement is written, it is called Collective Agreement. Collective Agreements are usually in two parts. Procedural Agreements are the agreed procedures to be followed in settling grievances, taking disciplinary measures, declaring redundancy, reviewing or renegotiating a subsisting agreement. The second part is the Substantive Agreement which refers to agreements on issues like wages, paid annual holidays, hours of work etc.

The entire system is called collective because it is a mutual dialogue and agreement between the employer and the employee. There are laws in each country that guide this process; in our country, it is called the Labour Act.

### **Levels of Collective Bargaining**

There are basically four levels workers and employers can carry out negotiations and agreements. The first is at the enterprise or company level. This however is uncommon because with the advent of industry-based unionism, bargaining is often done at the industrial level.

The second is at industry level; these are industry-wide negotiations and agreements. However, some pragmatism comes into play here; in some industries such as the banks, insurance and financial institutions, room is given for the insurance arm which may not be as viable or profitable as the bank arm to pay less. In the media, a minimum can be set such that the big ones like the **Vanguard**, the **Punch**, the **Nation** and the **Guardian** can pay more. The mass media is an industry but it has the challenge that it does not have a central employer or employer association. The print media has its Newspapers Proprietors Association (NPAN) while the electronic media has the Broadcasting Organisation of Nigeria (BON). But the sorry state of the Nigerian journalist is not as a result of this; rather, it is due largely to the general ill health of the Nigeria Union of Journalists (NUJ) for over two decades.

The third is bargaining at the state level. This may be controversial since labour is on the exclusive list. However, in practice, state governments and their employees sometimes bargain wages and allowances which might be lower than that at the Federal level.

For instance, while it is agreed by the Federal Government, Labour and employers that a new Minimum Wage bill of N18, 000 is to be sent to the National Assembly, the Jigawa State government has increased wages in the state by 53 percent. Then there is the national negotiation and agreement like the National Minimum Wage which has nationwide applicability across sectors and industry.

### **Core Media Issues in Collective Bargaining**

There are core media issues which collective bargaining in the industry should take into consideration. Some of these had been highlighted in a 1987 Basic Condition of Service for Journalists document which an NUJ national committee chaired by Ladi Lawal with me as secretary had produced. They are also contained in the Standard Conditions of Service for Journalists, which a committee of the national NUJ I was privileged to chair in 2007, produced. This document drew heavily from the union constitution, our Code of Ethics and a model West African Standard. I will rely on the 2007 in this paper.

Given the fact that we have returned to the days of party politics, the document provides that "The employer shall recognise the right of journalists to act, write, report and express themselves as dictated by their conscience and code of ethics without fear of dismissal or any other disciplinary measure. The employer shall also recognise the right of journalists to accept or reject any editorial contribution"

We thought that professional ethics is core to the journalists, so we made provisions which include that

"The employer shall not give journalists assignments that are incompatible with their professional ethics or degrade their dignity as human beings. The employer shall not compel a journalist to take on an assignment, publish false information, or express an opinion that is contrary to his deep professional conviction."

Another Article provides that, "Where a media establishment changes its editorial policy, a journalist who is deeply opposed to the new policy may deem his contract terminated by the employer by invoking the conscience clause. In such a case, the journalist shall be paid an amount equal at least to the entitlement payable to him, should his appointment have been terminated."

To tighten professionalism and shield the media worker from the possible politics of the employer, we added that "The journalist shall not write any script promoting a product or an enterprise in which he has direct or indirect interests. The employer shall not require a journalist to produce publicity material using his by-line. Where a journalist or any other member of the union refuses to produce such publicity material, that act shall not be taken as professional misconduct. Remuneration for such an activity shall be as fixed in a separate agreement."

There were provisions for expense refund, recruitment and promotion policies, and to check the naked exploitation of the journalist, casualisation and abuse of the "Attache" tradition. An Article provides that "The number of journalists on attachment or trainee journalists shall not exceed 25% of the total number of journalists in the Media Organisation."

In reporting and covering beats daily and following stories, the journalist over the years acquires enormous materials and a good knowledge or history of particular issues. We therefore felt that they should have time to produce books and better equip themselves, so there is a provision that "Journalists after

three years of service shall be entitled to study leave, and sabbatical leave every five years to enable them pursue further studies, conduct research, write books or engage in other activities that can promote or enrich their professional competence."

One of the saddest episodes in Nigeria media history is the loss of Krees Imodibe of the **Guardian** and Tayo Awotunsin of the **Champion** Newspapers who were slaughtered while covering the Liberian Civil War. It is regrettable that their deaths were avoidable; they had been sent to cover a brutal war where no prisoners were taken with little funds. They had all the time to escape as the war drew near, but they had no funds! We thought for these martyrs of the pen profession and the hazards of the job, special provisions should be made. So we provided that "The employer shall take out a life insurance policy worth at least five times the journalist's gross annual salary. This shall cover damages, injuries or death that may occur while the journalist is carrying out his professional duties."

A follow up Article states that "Special insurance provisions shall be made by the employer for journalists travelling in areas of great risk (characterized by uprisings, war or military operations, epidemics or natural disasters) or preparing reports in difficult situations (under the water, on high mountains or in the desert), travelling in hostile areas, or experimenting with dangerous equipment, etc".

Given the ugly experiences of journalists when the **Daily Times** was privatized, and whenever media organisations go under, and to protect them in old age, an Article states "The employer undertakes to provide the journalist adequate gratuity, a contributory pension under the Pension Act based on ratio 1:3 in favour of the journalist as well as a special complementary pension scheme."

In the face of ever changing technology and an increasingly globalised world, there is a provision for funded training which states that "The employer shall set aside a special fund to enable journalists working for his establishment to undergo further training and keep abreast of new techniques in a dynamic profession. The employer shall contribute at least 2% of the total wage bill of the journalists within his establishment to the fund. The fund shall be managed jointly by the employer and the Union"

There are sometimes disputes over column ownership and copyright. For instance, when Dele Giwa who wrote the **Paralax Snaps** in the **Sunday Times** moved to **Sunday Concord**, he did so with his column, and when he decided to berth at **NewsWatch**, once again the column moved, taking residence in the magazine. But in many instances, employers stop or attempt to stop such movement. In order to settle this, we have a provision that states "Ownership of authors' right is vested in the journalist. A journalist's moral rights shall include: The right of paternity (signature);- The right of integrity of his work and, the right to authorise any secondary use of his work." We further stated that "With respect to economic rights, the journalist transfers the right on primary use of his work to the employer. Any secondary use must be authorised by the journalist. A secondary use initiated by the employer or a third party will allow the journalist to receive a remuneration to be decided with the employer"

To ensure that professionalism and not politics play the major part in running media houses, the document states that "The journalist shall be consulted on the appointment or removal of the editor... (and)over any requests by the employer or the Editor to change a newspaper's established policies"

### **Challenge of Collective Bargaining in the Media**

The struggle to ensure a standard service condition for journalists has been on long before this generation. As earlier stated, in 1987 the George Izobo leadership inaugurated a committee to produce a basic Condition of Service for the media. Unfortunately the will to follow through the process was lacking. But some of us in Lagos decided to use it for negotiations with our individual employers, however, in the absence of a collective effort this could not spread.

Then there was a self serving campaign that the NUJ should divest itself of its trade union status and retain only the professional garb. This was mainly pushed by senior colleagues who had attained positions of authority in management and did not want a strong union to challenge their position or decisions. Given the reality that journalists are workers who need to put food on the family table, this campaign was soon defeated. Then over a decade later, the leadership of Smart Adeyemi resurrected the ghost and declared NUJ as being only a professional body. That leadership also tried its hands on all sorts of schemes to circumvent the reality that there is no basic condition of service for journalists. This included a Journalism Enhancement Bill. At this time, journalists in a number of organisations were not paid regularly. It was worse in the electronic media where in some cases wages were not paid for up to twenty six months! The NUJ approached me to advice on a solution to this problem and

I said it was simple; we should picket the most powerful culprit, which was the AIT/Ray Power, and in the print media, focus on **Thisday Newspaper**. But along the line, that leadership of the NUJ developed cold feet, and journalists suffered. Some employers in this unenviable league buckled under and journalists watched their salary arrears go down the drain.

But the NUJ was not the only journalists union that had failed to secure basic standards; quite sadly this has been the case in most parts of Africa for over half a century after “the wind of change” swept through the continent bringing in its wake political independence. To tackle this problem, the Economic Community of West African States (ECOWAS) along with other interested organisations in November 2004 sponsored a forum of experts to produce a Standard Condition of Service that would serve as a model for the region. I was invited to that forum in Dakar and participated in the follow up validation workshop. Despite assurances, the NUJ failed to show up at the validation exercise and when I returned, I took a copy of the final document to the then NUJ leadership which expressed polite appreciation, but apparently dumped it in a drawer. Then in October 2006 following a workshop in Abuja sponsored by the African office of the International Federation of Journalists (IFJ), the new NUJ leadership under Ndagene Akwu asked me to head a committee to write a Standard Condition of Service for journalists in the country. This document was adopted by the union NEC at its Makurdi meeting in September 2007. Then a stakeholders conference in Calabar discussed it the following year. In 2009, Ndagene's Deputy, Mohammed Garba, emerged the new NUJ president. I had a brief discussion with him on journalists' welfare, but by my analysis, the NUJ seemed to have once again abandoned the issue of a standard negotiated Condition of Service, this time for a nebulous Media and Cultural Staff Salary Scale. This latest project appears to me as another public relations stunt by the Communication and Information Minister, Prof Dora Akunyili.

### **Way Forward**

Basically, my submission is that:

1. There is no viable alternative to Collective Bargaining and the enthronement of a Standard Condition of Service with country-wide applicability.
2. Even if a Media and Culture Salary Scale is considered fundamental, it would only be sustainable if it is part of a comprehensive Condition Of Service.

3. There is no contradiction in the twin status of the NUJ as a professional body and a trade union. If anything, as in the case of the National Association of Nigerian Nurses and Midwives (NANNM) such dual status enhances its viability. So, further dissipation of energy in this direction should stop.
4. There is a need to build trade union consciousness in journalists; the thought by some journalists that because of their access to the elites, they do not need the union, amounts to false consciousness. Primarily, journalists are employees and they need a strong association to protect and fight for their professional and economic interests.
5. Leaders of the NUJ at national, zonal and state levels need a new orientation and value system. The NUJ's primary responsibility cannot be giving awards that add no value to the profession or the country, or executing projects that compromise professional ethics.
6. The NUJ should protect the constitutional and fundamental rights of journalists; for instance, it is unacceptable that staff of the **Punch** Newspapers would continue to be denied their fundamental right to associate including that to establish a branch of the NUJ.
7. The union should popularize the Condition of Service passed by its NEC and campaign for its implementation by all employers in the media industry.
8. The Condition of Service can be reviewed if necessary and used for negotiations with employers in the industry such as the NPAN, BON and the Federal/State ministries of Information.
9. The union and its members need to hone their engagement skills; the struggle may demand taking on individual media organisations or recalcitrant employers.
10. Journalists and their allies should spearhead a change in companies' registration that would make it mandatory for employers who owe staff up to three months wages to fold up. Any company that cannot meet its statutory obligation to pay salaries should be declared insolvent.

## **Conclusion**

Journalism in the country began 148 years ago, the NUJ itself was founded on March 5, 1955; it is inconceivable that a profession and union so old cannot guarantee its members basic protection. Journalists were in the fore front of those who fought for Nigeria's liberation from colonialism. Today, fifty years after the country's political independence, there is need for a second liberation, this time of the journalist.

## Chapter 6

# MEDIA INDEPENDENCE, JOURNALISTS RIGHTS' AND PRESS FREEDOM: OVERCOMING THE THREATS AND CHALLENGES

*By Edetaen Ojo<sup>1</sup>*

### **Introduction**

In almost every country, there is always a tension between the level of freedom which the media should (or is allowed to) enjoy and what duties and responsibilities the media should have. Each country takes a different approach in balancing these tensions, depending on several factors, including its political system and values, journalistic traditions, social values, culture, etc. How well or how badly a country balances these tensions can have implications for press freedom in that country.

In some countries, especially those with weak political cultures, the government may decide to aggressively regulate the conduct of media professionals. Such regulation can take different forms and in many cases, the attempts to regulate media behaviour frequently results in violation of journalists' rights, press freedom and freedom of expression in the most extreme manner. In other countries, where the political culture and the rule of law situation are strong, the media regulates itself and media freedom is generally better respected.

Regardless of differences in approach among different countries, ethical standards in journalism, properly so called, are universal in that they have basic common elements. They constitute the agreed principles that should guide the conduct and actions of media practitioners while at the same time preserving media independence, journalists' rights and press freedom.

### **The Media Environment in Nigeria**

Nigeria has had a traditionally vibrant media environment for several decades. The media's role in the struggle for democracy in Nigeria, for which scores of media professionals and organizations suffered severe repressions in the hands

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of the military, is generally acknowledged. However, despite its past achievements and its future potential in the light of a vast market and the enterprising nature of its peoples, the media has stagnated and, in fact, appears to be on the decline in some respects.

This decline is apparent in the seeming public disenchantment with the media, and particularly in the diminishing circulation figures of newspapers which suggest a drop in the number of readers. The broadcast sector, on the other hand, appears to be flourishing with the exponential growth in the number of radio and television stations around the country.

Support for the media during the period of military rule was largely aimed at providing relief from acts of harassment, intimidation and repression of the media. While incidence of such acts have continued since the restoration of civil democracy in 1999 and still require some attention, these are no longer the most critical issues of focus. The level of occurrence of such incidence has dropped drastically, and they are now more usually perpetrated by low-level law enforcement personnel, suggesting that attacks on the media are no longer state policy as they appeared to have been during the period of military rule.

The critical issue now appears to be how the media can be positioned to effectively play its role of a watchdog, holding public officers accountable to the people, providing the citizens with information about the programme, policies and activities of the government, subjecting those policies, programmes and activities to scrutiny, exposing corruption, misconduct and incompetence in government, and serving as a true "market place of ideas", by providing a platform for debate on public issues.

The problems which limit the Nigerian media's ability to perform these functions are multi-faceted. They include the problem of credibility with its audience, the nature of ownership and management of media establishment which does adequately reflect the ethnic and gender diversity of the country, the lack of editorial independence in the media, particularly publicly funded media, the conditions of service of media personnel, the economic environment under which the media operates in Nigeria, the social environment under which it operates, particularly the high level of illiteracy, the inadequacy of training of journalists and other media personnel, the lack of or inadequacy of the technological infrastructure at the disposal of the media, the inadequacy of investments in the media, etc.

### **Broadcast Media**

Although the broadcast sector appears to be flourishing, as indicated earlier, a major challenge for broadcasting in Nigeria is the lack of independence of

regulatory body overseeing the sector. Broadcast licences are issued directly and renewed by the President. Licences may also be suspended or revoked at will. Although the National Broadcasting Commission (NBC) has been established as the regulatory body for the sector, it is directly under the control of political authorities and lacks any form of independence.

The Declaration of Principles on Freedom of Expression in Africa, adopted by the African Commission on Human and Peoples' Rights in 2002, provides guidance on this issue and media organizations and other interest groups need to pressure the government to apply these standards. The Declaration provides in Article VII that:

1. *Any public authority that exercises powers in the areas of broadcast or telecommunications regulation should be independent and adequately protected against interference, particularly of a political or economic nature.*
2. *The appointments process for members of a regulatory body should be open and transparent, involve the participation of civil society, and shall not be controlled by any particular political party.*
3. *Any public authority that exercises powers in the areas of broadcast or telecommunications should be formally accountable to the public through a multi-party body.*

Besides the regulatory issues, the broadcast media also face other challenges, including poor infrastructure, lack of access to capital, poor financial or business management systems or knowledge and skills on the part of the media managers, and financial sustainability issues.

The sector also has the problem of government-controlled broadcasters, which should ideally be public service broadcasters, but are used as propaganda outlets for the President, at the Federal level, and for the Governor, at the State level, with alternative voices being shut out.

We have previously had instances where government controlled broadcasters have been used to incite sections of the society against others, particularly those who are viewed as critics of the government, opposition candidates or political parties, and even against the independent media. Again, the Declaration of Principles on Freedom of Expression in Africa provides guidance on what the character of state and government controlled broadcasters should be, when it states in Article VI thus:

*State and government controlled broadcasters should be transformed into public service broadcasters, accountable to the public through the legislature rather than the government, in accordance with the following principles:*

- ∅ public broadcasters should be governed by a board which is protected against interference, particularly of a political or economic nature;*
- ∅ the editorial independence of public service broadcasters should be guaranteed;*
- ∅ public broadcasters should be adequately funded in a manner that protects them from arbitrary interference with their budgets;*
- ∅ public broadcasters should strive to ensure that their transmission system covers the whole territory of the country; and*
- ∅ the public service ambit of public broadcasters should be clearly defined and include an obligation to ensure that the public receive adequate, politically balanced information, particularly during election periods.*

### **Institutional Framework for Media Regulation**

Besides the National Broadcasting Commission, the other critical institution for the regulation of the media is the Nigerian Press Council (NPC). The Nigerian Press Council regulates activities of newspapers and magazines as well as the conduct of journalists generally. Both institutions are in themselves in dire need of reform to make them more efficient and effective.

Apart from the issue of the lack of independence, these institutions presently do not have the capacity to carry out the functions for which they were established. They lack adequate equipment and skilled personnel. Most of their staff are deployed from the civil service, especially the Federal Ministry of Information, a practice which besides limiting the competence of the institutions as a whole also affects their independence.

The existence of the Nigerian Press Council remains controversial as a Federal High Court recently declared many aspects of its enabling law unconstitutional and void. But even prior to this, it had been unable to develop appropriate procedures and mechanisms for its operations since its inception.

### **Media Response to Public Criticism of Corruption in the Media**

Allegations of unethical or unprofessional conduct against the media in Nigeria are widespread and very disturbing. While some of the allegations and criticisms may be justified, some of the responses by the media community have become a matter of great concern to human rights and freedom of expression campaigners. Some of the responses, although well-intentioned, are in my view, inappropriate responses to the situation because rather than solve the problem, have tended to cause other problems of their own, perhaps, even more far-reaching than the original problem.

For instance, a few years ago, the Nigeria Union of Journalists (NUJ) initiated a controversial piece of legislation in Parliament called The Journalism Enhancement Bill, by which it sought to regulate the media industry and enforce a code of practice. Some of the features of this piece of legislation are that only persons registered with the Union would be entitled to practice journalism in Nigeria and to be registered, a person must have attained a minimum educational qualification, which is a University degree or its equivalent.

Such a response violates the right of other people to freedom of expression. What the journalist does is simply to gather, process, publish or disseminate information. The right to do these things is a right guaranteed to all persons in the Nigerian Constitution, as in most national constitutions, as the fundamental right to freedom of expression.

It is also a right guaranteed and protected for all persons under international human rights law by a variety of international and regional human rights instruments. The enjoyment of this right is not predicated by any of these instruments upon attainment of any qualification or membership of any association. The freedom journalists enjoy or are supposed to enjoy in the performance of their functions derives legal backing from these constitutional and human rights law provisions.

The only difference between a journalist and every other member of the society, who may wish to perform these functions, is that the journalist does these things more or less on a regular basis and for payment. This does not in any way lessen the right of every other member of society to freely do these things.

We must appreciate that journalism is different from every other profession. It is the only profession that takes its essence from a globally recognized human right. Because of its link with the right to freedom of expression, which is a right inherent in every member of society, and depends for its survival on the free exchange and competition of information, opinion and ideas, journalism cannot be equated with other professions which merely grant a service to the public through the application of knowledge acquired in a university or through some other training. We must stop trying to be like doctors, lawyers, engineers, or any other professional body.

It is laudable for any association to seek to improve the level of education of its members. It is also the right of every association to maintain a register of its members. But in my view, such a register should never be the basis for determining who is entitled to exercise and enjoy a guaranteed human right or for excluding people from enjoying the right. We, in fact, have no right to exclude anyone from exercising his "freedom to seek, receive and impart information and ideas of all kinds, regardless of frontiers, either orally, in writing or in print, in the form of art, or *through any other media of his choice*." (Emphasis mine).

By seeking, as members of the profession seem to be doing, to introduce a system of regulation, which prevents other people from gathering, processing, publishing or disseminating information unless they have attained a certain minimum educational level and are registered (which really amounts to licensing) to do so, we will be excluding the vast majority of the society, who may also wish to gather, process, publish or disseminate information, from the enjoyment of this right and thereby violating their rights to freedom of expression.

This issue has actually been submitted for judicial decision and I will quote some passage from the judgment of the Inter-American Court of Human Rights, which decided the case that arose from Costa Rica. The Court said:

"It has been argued that what the compulsory licensing (registration, in this case) of journalists seeks to achieve is to protect a paid occupation and that it is not directed against the exercise of freedom of expression as long as it does not involve remuneration .... This argument is based on a distinction between

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See the guarantees contained in Article 19(2) of the International Covenant on Civil and Political Rights.

professional journalism and the exercise of freedom of expression that the Court cannot accept. This argument assumes that it is possible to distinguish freedom of expression from the professional practice of journalism, which is not possible. Moreover, it implies serious dangers if carried to its logical conclusion. The practice of professional journalism cannot be differentiated from freedom of expression. On the contrary, both are obviously intertwined, for the professional journalist is not, nor can he be, anything but someone who has decided to exercise freedom of expression in a continuous, regular and paid manner."

The Court noted: "That licensing is a way to guarantee society an objective and truthful information by means of codes of professional responsibility and ethics, is an argument based on considerations of general welfare. But, in truth, as has been shown, general welfare requires the greatest possible amount of information, and it is the full exercise of the right of expression that benefits this general welfare. In principle, it would be a contradiction to invoke a restriction to freedom of expression as a means of guaranteeing it. Such an approach would ignore the primary and fundamental character of that right, which belongs to each and every individual as well as the public at large. A system of control of the right of expression on behalf of a supposed guarantee of the correctness and truthfulness of the information that society receives can be the source of great abuse and, in short, violates the right to information that this same society has."

It is obvious, therefore, that by embarking on this course of action, we will be inducing the breach of the provisions of our Constitution and international human rights law and destroying the very basis upon which we rely in asserting our own freedom.

### **Working Out a Mechanism for Independent Self-Regulation**

There are certain basic principles which underpin any truly self-regulatory mechanism for the media. One of these principles is that the Government should not be involved in drawing up the regulations.

The rationale for this is that since the Government is often at the receiving end of critical reports in the media, there is no doubt that most governments will be determined to find ways of either controlling the media or getting back at journalists or media establishments which have carried critical or unfavourable reports about them.

A regulatory framework established, either wholly or in part, by the Government presents an opportunity for it to exercise such controls and puts journalists and media establishments, which are supposed to be holding the Government accountable to the people, at the mercy of the Government, and therefore, at risk.

The second principle is a little bit more complicated and it is that such a regulatory system, even if formulated by journalists themselves, cannot be established by statute as this tends to bring the body under the control of the State once it is set up by law. If it requires state power to enforce, then it cannot be a self-regulatory.

A third principle is that the funding of the system should be done independently of the Government or at least that the Government should not provide such a substantial portion of its funding that will enable it to control the process indirectly by manipulating the funding. The rationale for this principle is encapsulated in the saying that: He who pays the piper dictates the tune.

### **Financial Sustainability of the Media**

Many media organizations in Nigeria face a basic challenge of financial sustainability as very few of them are truly strong and economically viable entities. Besides the fact that this puts their future in jeopardy, it also makes them vulnerable to political and economic pressures as they struggle for survival.

A major reason for this is that most media organizations lack access to capital to develop their businesses, expand and grow. Traditional banks and other lending institutions hardly find suitable for loans and other facilities for a variety of reasons. Such situations result in poor wages and working conditions for journalists and other professionals employed by these organizations. Many of them are even unable to pay the poor wages when they are due and in some cases, such media organizations owe their workers between five and 12 months arrears of salaries, and sometimes more.

It would be extremely difficult for the media organizations and journalists working in them to act independently under such circumstances. They would be easy prey to interest groups seeking to compromise them to advance selfish agendas. The media organizations and their journalists would be far more

*3. See Compulsory Membership in an Association Prescribed by Law for the Practice of Journalism, judgment of the Inter-American court of Human Rights [1986] HRLJ, Vol.7, No. 1 at Para. 75.*

willing to engage in unethical and unprofessional conduct to ensure their survival than they would otherwise have been willing to do if they had a more solid economic or financial base.

The media therefore need to be assisted to be sustainable and viable. They also require technical assistance in various areas relating to the establishment, operation and management of media organizations, including the acquisition of suitable equipment for the operations, acquiring and using new information and communication technologies, marketing their products, etc. Media proprietors and managers also need to be assisted to develop their skills in business planning and management so that they can create successful business models in the media.

The media also need to be supported by ***qualitative research to support their work and media decision-making. Such research would be in the areas of systematic monitoring of media coverage of a variety of issues, audience researches to determine what media audiences are interested in getting from the media; market researches to determine advertisers preferences and decision-making processes, other baseline research to establish media reach in terms of readership, broadcast ratings, etc.***

In the area of access to capital, there is a dire need for structures to support the media. Successful models of soft loans to exclusively support the media have already been developed elsewhere. Two examples are the Media Development Loan Fund (MDLF) with offices in New York, Singapore, and Prague (Czech Republic), among other places, and the Southern Africa Media Development Fund (SAMDEF).

A similar facility for the West African region was launched in Accra, Ghana, on April 13, 2010. Known as the West Africa Media Development Fund (WAMDEF), it is intended to address the severely challenging economic situation of media in the region. It is an initiative of the Media Foundation for West Africa, supported by Free Voice, the Dutch media support organization.

WAMDEF is a commercial non-profit institution. It is registered in Ghana as a company limited by guarantee. WAMDEF is conceived as a loans and investments scheme and operates in the form of a micro-finance company. It offers loans to media enterprises at competitive interest rates compared to banks and non-bank financial institutions' rates. It targets small and medium-sized media organizations that are substantially owned and managed on a full-time basis by private media investors. Its services cover radio stations,

television stations and print media institutions.

WAMDEF's instruments include loans, equity, technical assistance and capacity building. It offers several different loan options to its clients and the exact maturities, amounts and interest rates vary depending on the particular media company, its business plan, the environment in the country in which it is operating, etc.

WAMDEF's vision is to engender the emergence of successful, diversified and sustainable media enterprises, which contribute to strengthening democracy in West Africa. It hopes to improve access to finance and technical assistance for private media entrepreneurs by lending to or investing in private media enterprises with limited access to generate income which improve their operations and in turn promote democratic processes.

I strongly believe that such an intervention will result in ensuring the sustainability of the media organizations in Nigeria and other parts of West Africa and place the media on a stronger footing to contribute to the process of development.

### **Summary of Challenges Facing the Media in Nigeria**

As indicated earlier, in countries like Nigeria where the political culture and legal systems are weak, governments have used the excuse of regulating media conduct to violate media freedom. Such violations manifest in many different forms and ways and prevent the media from providing independent coverage of government. Some of the manifestations of press freedom violations include:

#### Legal Challenges

- Difficulty in obtaining facts and information in the absence of access to information and whistleblower protection laws
- Official Secrets Acts and other secrecy laws and provisions which punish public officers who give out information and sometimes journalists who receive such information
- Absence of protection for journalists' confidential sources of information and materials
- Abuse of judicial or parliamentary powers to punish journalists or media organizations for contempt
- Use of criminal libel or criminal defamation laws against journalists or media organizations that write on sensitive topics.
- Use of sedition laws to punish journalists or media organizations that write stories or articles critical of government officials.

- Use of incitement laws or provisions to punish journalists or media organizations that write stories or articles critical of government officials.
- Use of laws on false publication to intimidate or harass journalists and media organizations.
- Use of civil litigation to harass and intimidate journalists and media organizations.

#### Economic Challenges

- Denial of advertising revenue from government and big businesses because of unfavourable coverage
- Ban on purchase of publications that write critical or negative stories or articles about the government, officials or even companies.
- Dismissal of journalists from their jobs for writing negative or critical stories or articles, especially in State-owned media.
- Non-payment of salaries to journalists or excessively long delays in the payment of salaries resulting in financial pressures on them.
- Prohibitive costs of defending libel cases against journalists and media organizations.
- Award of excessively high monetary damages against journalists and media organizations in cases of civil libel.
- Punitive demotions of journalists for writing critical or negative stories or articles, especially in State-owned media.

#### Other Challenges

- Possibility of assassination or murder of media professionals who investigate or report cases of corruption or write other negative stories or articles.
- Torture of journalists who write negative or critical stories or articles, usually to get the source of the information.
- Assault and beating of journalists who write negative or critical stories or articles.
- Possibility of kidnapping or disappearance of journalists investigating or reporting on sensitive issues
- Possibility of arson or bombing of media facilities for investigating or reporting on sensitive issues or for writing negative or critical stories or articles.
- Forcing journalists to flee or go into exile or underground for writing negative or critical stories or articles.
- Arrests and detention of journalists for writing negative or critical articles or stories.

- Harassment and other forms of intimidation of journalists and media organizations for investigating or reporting on sensitive issues or for writing critical or negative stories or articles.
- Closure of media organizations or facilities by security agents for writing critical or negative stories or articles.
- Raids and searches on media organizations or facilities by security agents for writing critical or negative stories or articles.
- Refusal to renew licenses, in the case of broadcast media, for critical or independent reporting.
- Seizure of copies of publications by security agents for carrying negative or critical articles or stories.
- Harassment of commercial printers by security agents for printing for critical media outlets.
- Withdrawal of accreditation to enter or cover government departments and offices
- Denial of access to news conferences and other events, etc.
- Death threats and other threats of physical attack for investigating or reporting on sensitive issues or for writing critical or negative articles
- Harassing interrogation of journalists over stories and articles.
- Harassing interrogation of journalists about sources of information for their articles or stories
- Threats of imprisonment or detention of journalist without trial
- Threats of harm to family members and loved ones for journalist's coverage or investigation of sensitive issues or for writing critical or negative stories or articles.
- Placing journalists under surveillance, etc.

### **Overcoming Challenges to Media Independence**

There are no easy answers or solutions to the challenges. But the media community must work with other stakeholders, especially civil society actors, to find the answers and solutions. They must also be prepared for a long haul to change things because whatever solutions are agreed upon will not happen overnight. However, I would propose the following strategies, ideas and approaches for consideration:

#### Open Government and Business

Media organizations and individual journalists should campaign for the adoption of an access to information Law consistent with the principle that all government information and information held by private bodies which reveal corruption should be accessible to the public, subject to certain exemptions.

Media organizations and journalists should campaign for the protection of whistle blowers who reveal wrongdoing through the adoption of a Whistleblowers Protection Law. Such an open environment will ultimately make it easier for media professionals and organizations to gather information, which is critically important to their operations and survival.

#### Transformation of State Media into Public (Service) Media

Journalists should campaign for the transformation of state- owned media into genuine public service media, with independent governing boards and secure sources of funding, to guarantee their editorial independence and insulate them from political interference. This will make it easier for media professionals working in such establishments to function independently and will give greater assurance to the public that the information they are getting from these outlets are reliable.

#### Legal and Institutional Reforms

Media organizations and individual journalists should campaign for adoption of other laws and institutional reforms to enhance journalism practice in areas where they are required, such as, for instance, to protect journalists' confidential sources and journalistic materials.

#### Strengthening Professional Bodies

Professional bodies in the media, particularly the Nigeria Union of Journalists (NUJ) and the Nigerian Guild of Editors (NGE), need to be reformed and strengthened to enable them overcome the influences of government, politicians, big business, etc. and position them to confront the internal pressures on journalists.

The Newspapers Proprietors Association of Nigeria (NPAN) and the Broadcasting Organizations of Nigeria (BON) need to be engaged to ensure prompt payment of salaries and decent wages for journalists and other workers in the employment of their members.

#### Protection Mechanisms

Journalists should establish monitoring and protection networks among themselves and with civil society organizations to monitor attacks on journalists, issue local and international alerts on the attacks as well as provide other forms of support.

Civil society organizations should also be engaged to assist in campaigning on behalf of journalists or media organizations under attack and possibly offer legal and other forms of assistance to such journalists or media organizations.

### Training of Journalists

Journalists should be better trained to equip them for the challenge of covering corruption and other socio-political issues more effectively. Since most media houses cannot send their journalists for further training, journalists should take advantage of opportunities which exist in the form of fellowships and sponsorships locally and internationally. Civil Society Organizations should also assist journalists to identify such opportunities

### Increasing Revenue for Media Organizations

Media organizations and companies should explore creative ways of reducing their operational costs and increasing revenue to strengthen their financial base. One way of increasing revenue is through sales and increased audiences. When media organizations consistently begin to break exclusive, well-investigated corruption stories that touch the lives of people, Nigerians will read them and listen to them and their markets will expand.

Other avenues to be considered include:

- Using the NPAN framework, establishing joint distribution systems around the country to reduce costs to individual media houses of distributing their publications.
- The NPAN may wish to liaise with the World Association of Newspapers and News Publishers to assist newspapers in developing skills in business planning and management.
- Using UNESCO's "Florence Treaty" (the Agreement on the Importation of Educational, Scientific and Cultural Materials), newspaper proprietors should negotiate with the relevant government authorities to secure a waiver on tariffs and taxes on essential media materials, such as some broadcast equipment, computers, newsprint, printing inks, and other supplies.

### Additional Sources of Income for Journalists

Individual journalists should explore other legitimate sources of augmenting their incomes and move away from the degrading and corrupt practice of soliciting or accepting bribes and gratification because of financial needs. This will enhance their professional standing and the respect they command and, above all, ensure their independence from vested interests.

Such sources of additional income which journalists may explore include:

- Stringing for foreign media organizations which, in addition to fetching their additional income, will enhance their stature.
- Selling well researched and written articles to local or foreign media organizations
- Carrying out consultancies in research, writing, editing, etc. for non-governmental organizations and other organizations or institutions that are constantly in need of such skills.
- Writing and publishing professional and other books which, in addition to creating additional revenue streams, will also enhance their standing.
- Scripting and producing programmes for non-governmental organizations and other organizations or institutions for use in broadcast media, etc.

#### Reward System

In order to recognize and reward journalists and media organizations that have shown courage, creativity, resourcefulness, etc. in covering corruption and other sensitive socio-political issues, civil society organizations in collaboration with development agencies should institute periodic awards to honour such journalists or media organizations. This will serve to encourage others to also cover these issues.

#### Training on Safety

Journalists should be trained on how to ensure their safety while on dangerous assignments. The NUJ, NGE, media NGOs and other civil society organization should collaborate to provide such training.

Contacts should be established with the International News Safety Institute (INSI) in Brussels to develop the training programme and possibly deliver the training.

INSI is a non-governmental organisation dedicated to the safety of journalists and media staff. It was launched in Brussels on World Press Freedom Day in 2003. It is supported by a coalition of over 100 journalists' groups and top media organisations around the world. INSI's stated objectives are to:\

- Support and develop safety programmes for all news media workers on a global and local level.
- Encourage agreements on health and safety matters between employers and staff

- Disseminate information through practical training, advisories and literature
- Promote industry best practice for training, equipment and field work
- Investigate, develop and promote safety services, including affordable insurance.

## Chapter 7

# MEMORANDUM OF UNDERSTANDING (MOU) ON THE WORKING AND WELFARE SITUATION OF JOURNALISTS IN NIGERIA

### Introduction

This Memorandum of Understanding is necessitated by the recognition among the stakeholders who are parties to this Memorandum of the need to work together to improve the working conditions and welfare situation of journalists in Nigeria.

The Memorandum emerged from a *Media Roundtable on “The Working and Welfare Situation of Journalists in Nigeria”* organized by the International Press Centre (IPC) and Friedrich Ebert Stiftung (FES) in Lagos on Tuesday, November 2, 2010.

### Parties to the Memorandum

The following organizations or institutions constitute stakeholders and the parties to this Memorandum of Understanding:

#### Unions & Associations

- Nigeria Union of Journalists (NUJ)
- Radio, Television and Theatre Arts Workers Union (RATTAWU)
- National Union of Printing, Publishing and Paper Products Workers (NUPPPROW)
- Nigeria Guild of Editors (NGE)

#### Regulatory body

- Nigeria Press Council (NPC)

#### NGO

- International Press Centre (IPC)

### Objectives:

- **To provide a platform for stronger advocacy and solidarity on measures for the improvement of the working and welfare conditions of journalists in both the private and public sectors**
- **To collaborate on all legitimate measures that would lead to the emergence of Collective Bargaining and the entronement of a minimum Condition of Service with country-wide applicability**
- **To popularize and widely disseminate the Nigeria Union of Journalists' Standard Conditions of Service for Journalists**

- **To serve as an information sharing network on best practices regionally and internationally to aid the advancement of the professional and trade union rights of journalists**
- **To collaborate on measures that would guarantee compliance with and the enforcement of ethical and professional standards in the Nigerian Media**
- **To serve as a monitoring and protection network on attacks on the fundamental and human rights of journalists and media workers in Nigeria**
- **To collaborate on measures towards strengthening the capacity of the professional bodies of journalists and media workers such as the NUJ, NGE, RATTAWU & NUPPPROW**
- **To collaborate on the enactment of laws that would strengthen the capacity of the media to fulfil its constitutional obligation of monitoring governance and holding the government accountable to the people such as the Freedom of Information (FOI) bill.**

### **Guiding Principles**

1. Inclusivity and Consultation in Decision-Making: The decision-making processes of the Platform shall be guided by the principles of inclusivity and consultation. Accordingly, stakeholders and parties to the MoU should, as much as practicable, be consulted before major decisions are taken or changes made to any of the agreements already reached. Where it is not expedient or practicable for any stakeholder or party to be consulted in advance of the decisions or changes being made, such stakeholders or parties shall be clearly informed at the earliest possible opportunity of the decisions that have been taken or changes that have been made.
2. Information Sharing: There should be sharing of information with and among stakeholders or parties to the MoU to the fullest extent possible. This should include information about specific activities undertaken, responses or other communication received from partners, or any other relevant information that the stakeholders or parties may have access to. Information sharing may be done at physical meetings as well as by email or other electronic communication.

## **Responsibilities of the Parties**

*The Parties to this Memorandum of Understanding agree to:*

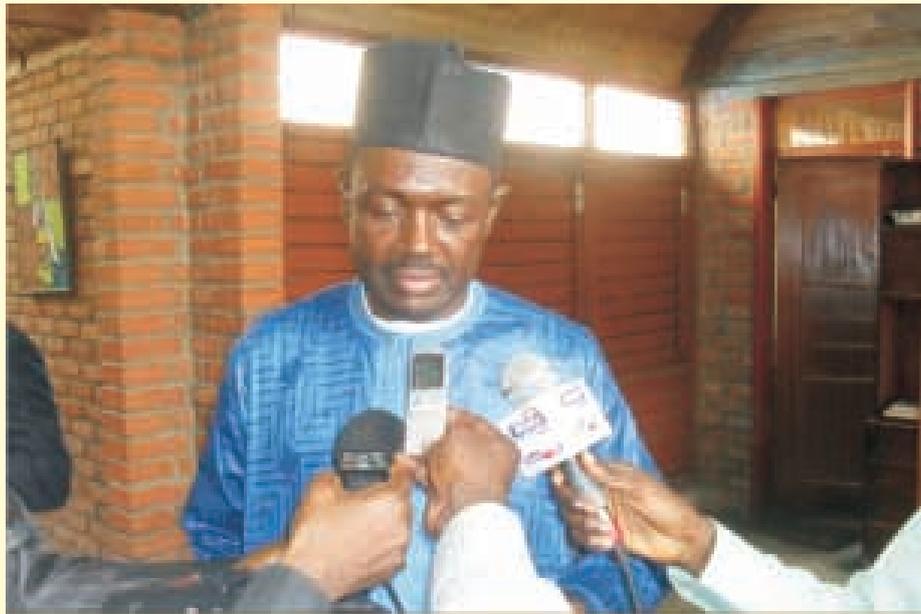
1. Commit themselves to the enhancement of media staff welfare using the NUJ Conditions of Service as basis
2. Fully share with the stakeholders and parties information on their operations, activities and programmes in so far as the operations, activities and programmes relate to the objectives of this partnership. Such information sharing will enable more efficient and effective coordination among the partners.
3. Allow their representatives, officers, staff or members to participate in or lead specific activities aimed at advancing the objectives of the partnership where their skills, knowledge, experience, expertise or contacts may be required.
4. Designate a specific staff, officer or member of the organization or institution to serve as the primary liaison between the partnership and the organization or institution and as the primary point of contact within the organization or institution. Where the designated staff, official or member is changed or leaves the organization or is otherwise no longer available to perform this function, to promptly inform other stakeholders or partners of this development and to designate a replacement for such person.
5. Create mechanisms within their organizations or institutions to ensure that information about the partnership and its objectives as well as activities undertaken are adequately disseminated within the organization or institution so that all relevant officers, staff or members of the organization or institution are fully briefed.
6. As much as possible, participate, consistently in meetings and other activities aimed at advancing the goals and objectives of the partnership.
7. Do nothing to undermine the activities or success of the partnership efforts.

## **Coordination**

- The Nigeria Union of Journalists (NUJ) and the International Press Centre (IPC), Lagos-Nigeria shall serve as the Coordinators of the partnership.
- As Coordinators, NUJ and IPC shall regularly provide information to partners to the MOU and facilitate organization of relevant activities pursuant to the fulfillment of the above stated objectives.

***Adopted in Lagos on this 2nd day of November 2010.***

## Media Round Table Event in Pictures



## Media Round Table Event in Pictures





