



Report of the Vision 2020
National Technical Working Group
On
Media and Communications



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LIST OF ABBREVIATIONS

S/N	ABBREVIATION/ ACRONYM	DEFINITION
1	AAAN	Association of Advertising Agencies of Nigeria
2	ABC	Audited Bureau of Circulations
3	ANCOPSS	All-Nigeria Conference of Principals of Secondary Schools
4	APCON	Advertising Practitioners Council of Nigeria
5	BON	Broadcasting Organisation of Nigeria
6	CBI	Community-Based Institution
7	CBO	Community-Based Organisation
8	CIPR	Chartered Institute of Public Relations, (UK)
9	CSO	Civil Society Organisation
10	ETF	Education Tax Fund
11	FGN	Federal Government of Nigeria
12	GDP	Gross Domestic Product
13	ICT	Information, Communication and Technology
14	IITA	International Institute of Tropical Agriculture
15	ITF	Industrial Training Fund
16	ITPAN	Independent Television Producers Association of Nigeria
17	MAN	Manufacturers Association of Nigeria
18	MDAs	Ministries, Departments and Agencies
19	MDG	Millennium Development Goals
20	MOPICON	Motion Picture Council of Nigeria
21	MRA	Media Right Agency
22	NAN	News Agency of Nigeria
23	NBC	National Broadcasting Commission
24	NBTE	National Board for Technical Education
25	NCAC	National Council of Arts and Culture
26	NCC	Nigerian Copyright Commission
27	NCIC	National Council on Information and Communication
28	NCS	Nigerian Customs Service
29	NDE	National Directorate of Employment
30	NERFUND	National Economic Reconstruction Fund
31	NFC	Nigerian Film Corporation
32	NFDF	National Film Development Fund
33	NFVCB	National Film and Video Censors Board
34	NGE	Nigerian Guild of Editors
35	NGO	Non-Governmental Organisation
36	NIJ	Nigerian Institute of Journalism
37	NIMARK	Nigerian Institute of Marketing
38	NIPR	Nigerian Institute of Public Relations
39	NITDA	National Information Technology Development Agency
40	NOA	National Orientation Agency

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S/N	ABBREVIATION/ ACRONYM	DEFINITION
41	NPAN	Newspaper Proprietors' Association of Nigeria
42	NPC	Nigerian Press Council
43	NPO	Nigerian Press Organisation
44	NUJ	Nigeria Union of Journalists
45	OPS	Organised Private Sector
46	PPP	Public Private Partnership
47	PPPP	People Public Private Partnership
48	PR-CAN	Public Relations Practitioners Council of Nigeria
49	PRSA	Public Relations Society of South Africa
50	SMEDAN	Small and Medium Scale Enterprises Development Agencies of Nigeria
51	UNIDO	United Nations Industrial Development Organisation
52	WAN	World Association of Newspapers
53	WIPO	World Intellectual Property Organisation

Foreword

The Media and Communication Thematic Group began its work after the formal inauguration of the National Technical Working Groups, NTWGs by the Honourable Minister of National Planning, Dr. Shamsuddeen Usman, on April 18, 2009. Following the guidelines given, the Media and Communication Thematic Group, made up of 24 regular members, under the chairmanship of Dr. Tom Adaba, commenced its work. Because of the critical nature of the media and communication sector of the economy in national development, and in view of the fact that this is perhaps the first time government would ask media and communication experts in the country to articulate their vision in the sector, the group divided the entire sector into 11 sub-sections for proper visioning.

Members were divided into sub-groups, and each was assigned the task of supplying baseline data and information, and determining critical issues in their areas of expertise. Subsequently, experts' reports were presented at the plenary sessions for critical evaluation and adoption. In so doing, national and global trends and benchmarks were identified and analyzed. In addition, heads of various relevant media and communication agencies were invited to hold interactive sessions with us, during which helpful hands-on experience and documents were presented to us to enhance the quality and depth of our work. Such organizations included the NAN, NTA, NFC, NFVCB, NPC, NBC, DAAR Communications plc, FRCN NCC, NIPR, and APCON. Another interactive session was equally held with the Honourable Minister of Information and Communication, Prof. Dora Akunyili, which brought additional perspectives on the current rebranding efforts of the Federal Government, and other media and communication matters.

The group also held interface sessions with members of other thematic groups whose areas of focus had direct bearing with our work. At the end, the group noted the need to integrate / mainstream communication strategy into public policy formulation, design and implementation as well as need to have a professionalized industry in a pluralistic environment, with deep commitment to promoting democracy, accountability, and guided by solid sense of ethics and social responsibility, while enhancing national development. Our report has been structured in line with the template provided by the Vision 2020 Secretariat.

Acknowledgement

The work in this report has been quite extensive and demanding. But it was made possible by the cooperation, support and contributions of many organizations and individuals who assisted in different ways.

This report was prepared by members of the Vision20-2020 Working Group on Media and Communications, comprising Dr. Tom Adaba (Chairman), Steve Omojator, Mohammed Haruna, Professor Ralph Akinfeleye, Professor Ike Nwosu, Kabiru Yusuf, John Akpan (Coordinator) Fidelis Kaigama, Jonathan Ishaku, Nojeem Jimoh, Gbenga Adefaye, Sani Zorro, Abdulkareem Mohammed, Eugenia Abu, Abdulkadir Ahmed Ibrahim, Henry Angulu, Garba Bello Kankarofi, Tony Iyare, Stanley Egbochukwu, Salisu Na'inna Danbatta, Muhammad Garba, Obadiah Tohomdet.

We are grateful to the Federal Government of Nigeria, particularly the Minister/Deputy Chairman , National Planning Commission, Dr. Shamsuddeen Usman, the Executive Secretary of the Commission, Professor Sylvester Monye, Mr. Akin Arikawe, National Coordinator of Vision20-2020 Secretariat and staff of the Commission for the logistic supports and for the opportunity given us to represent the Media and Communication industry in visioning for Nigeria.

We acknowledge the contributions of the Minister of Information and Communications, Professor Dora Akunyili for her passionate and insightful presentation on the Rebranding programme of the Federal Government. We also thank the Staff of the Ministry and parastatals such as the Nigerian Television Authority (NTA), Federal Radio Corporation of Nigeria (FRCN), News Agency of Nigeria (NAN), Nigerian Film Corporation, National Film and Video Censors Board (NFVCB), National Broadcasting Commission (NBC) and Nigerian Press Council who have been of immense assistance with both intellectual and logistic supports to the Committee.

The paper presentations made by the Chief Executives of these parastatals were very illuminating and helpful in enriching the report. Substantial contributions made by professional media organizations such as the Nigerian Institute of Public Relations (NIPR) and the Advertising Practitioners Council of Nigeria (APCON) are highly appreciated. The Committee also puts on



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record its appreciation to Chief Raymond Dokpesi, Chairman, Daar Communications plc, for the informed and educative paper presentation on private broadcasting in Nigeria.

We also acknowledge with thanks the intellectual contributions of the following persons through emails and paper presentations: Professor Lai Oso of Olabisi Onabanjo University, Joke Silva Olu Jacobs (Nollywood Actress), Charles Igwe, Jummai Umar Microsoft Corporation, and others too numerous to mention. Our sincere thanks and appreciation also go to Banke Awojodu, Olu Ogunforowa and other staff of Messrs Accenture Nigeria for their guidance and support throughout the visioning process.

Executive Summary

Media and communications are two social entities that interplay in the broad fabric of human activities, to generate awareness and sense of community among social groups, institutions and individuals. Communications media are channels through which ideas, thoughts, cultural products and symbols are transmitted from the sender to the recipients. For this process to have any meaning, communication is almost always targeted at some specific objectives. A monolithic press, for instance, in a pluralistic country like Nigeria will threaten democracy. With its plural socio-political character it is healthy and natural that Nigeria should have plural media institutions. To realize the objectives of envisioning for the Media and Communication Thematic Group, the industry was assessed under the twelve sub-profiles.

After generating and analyzing data and information from these sub-themes, the group identified the following challenges:

- i. Near absence of industry data
- ii. Lack of professional and ethical standard among industry operators
- iii. Perception gap between the media and government
- iv. Poor funding of the industry
- v. Absence of supportive infrastructure
- vi. Lack of access to information

In order to mitigate these challenges and to properly position the Media and Communication sector to help actualize the Vision 20: 2020, the group articulated the following vision statement: A professionalized industry in a pluralistic environment, with deep commitment to promoting democracy, accountability, and guided by solid sense of ethics and responsibility, while enhancing national development.

In accordance with this vision, the group came up with the following objectives:

- i. To be a key instrument in transforming Nigeria into a critical player in the global political economy, using information as a strategic tool for development

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- ii. To remove all legal, financial and administrative hindrances to a free and pluralistic media and communication environment
- iii. To ensure a fully structured industry that is reflective of the ethos and development drive of the nation
- iv. To generate wealth that will add to the nation's GDP, through development media and communication practices that also project Nigeria's cultural values, tourism potentials and the empowerment of the people
- v. To be a prominent promoter of Nigerian cultural products such as music, films art and crafts cuisine, books and costumes, in the global arena
- vi. To ensure a rich pool of manpower, research and well-equipped training institutions and infrastructure
- vii. To ensure quality ,professionalism and ethical standards in media and communication practices
- viii. To serve as the lead agency in checking cynicism, skepticism and self-doubt among Nigerians

In drawing up this vision for the sector, short, medium and long- term strategies and initiatives were identified and articulated for implementation by government.

Introduction

1.1. Media and Communication Overview

Media and communication are two social entities that interplay in the broad fabric of human activities, to generate awareness and sense of community among social groups, institutions and individuals. Communication media are channels through which ideas, thoughts, cultural products and symbols are transmitted from the sender to the recipient audiences. For this process to have any social meaning “communication is almost always targeted at some specific objectives,” (Eteng, Inya 1992). With its plural socio-political character, it is, therefore, healthy and natural that Nigeria should have plural media institutions, with specific institutional objectives that will help to address its many development challenges.

The story of the development of mass communication practice in Nigeria also traces the path of the country’s political development. Perhaps for reasons of this kind of historical orientation, the Nigerian media has over the years, evolved into a lead agency in undertaking crucial social tasks like public agitation for socio-political changes and advocacy; and playing such other roles in the public sphere. In the course of playing these roles, the media, as a social institution, has equally been faced with fluid and changing socio-economic and political dynamics, particularly in the aspects of

- a) The general demographics
- b) Techniques and technology in content production and distribution challenges
- c) Personnel development
- d) Regulation of practice and quality control
- e) Funding and capacity expansion, etc.

These changes, in turn, have considerably affected the capacity of the Nigerian media to sufficiently respond to its social responsibilities of building platforms for national dialogue, mobilizing the Nigerian people through mass enlightenment to participate in national development programmes, and pointing to opportunities for citizens’ engagement in productive activities within the economy, as well as rising to the challenge of countering negative portrayals of Nigeria, and indeed, Africa, by some international media channels. The Nigerian media has its own problems in

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terms of quality of professional practice and internal control / mechanisms. However, as a strategic social player, the mass media essentially models, mirrors and mimics its society.

The volume of communication exchanges; the character, direction and content, as well as the quality of communication processes and the level of the development of its mass communication infrastructure, ownership, etc, all reflect the value pattern of the kind of society the media serves.

In its 49 years of political independence Nigeria has tried a number of national development models, with most lacking in the capacity and clear vision on how to coordinate and generate synergies to lift the country onto the path of sustainable growth. Effective incorporation of media and communication processes into the 2020 visioning project, including its implementation, monitoring and evaluation through coverage reportage and information dissemination has therefore, become very strategic.

1.2. Scope of Media and Communication Thematic Area

For the Nigerian media to be able to fully integrate its core institutional activities into the vision 2020 plan, and to project itself into playing the required mobilisation role which includes the promotion of public education and intermediation between government and the people in matters of public information and policy issues, the Vision 2020 Media and Communication Thematic Group assessed the industry under the following sub-sectoral profiles:

- a) Media Education, including research and archival
- b) Ethics and Regulations
- c) Media Laws and Legislations
- d) Media Economy, Management and Ownership, including international media economics.
- e) Media Technology, Digitization and Spectrum Management
- f) Film and Home Video/Cinema
- g) Print Media, including newspaper, magazine and book publishing
- h) Electronic Media, including television, radio, community radio and the New media,
- i) Advertising and Public Relations
- j) National Information Management

- k) Applied Communication for Development, including Behavioural Change and Communication and Development Communication.

1.3. Process Involved in Developing the Plan

The Committee conducted a focused analysis of the aspects of mass communication aforementioned, surveying trends, and issues that impact at the level of professional practice, regulation, development and the projection of the capacity of the media to perform its expected role to ensure the eventual actualization of Vision 2020.

The structuring of the sub-themes and their syndication to targeted sub-working groups was effected to ensure that maximum attention was given to details during group sessions.

Expert views were sought, and data were also sourced from relevant organizations, to ensure a holistic appraisal of the Media and Communication thematic area. Each presentation, during the plenary, was further enriched through interventions and contributions of other members.

2. CURRENT ASSESSMENT OF THE THEMATIC AREA

2.1. Global Trends

Globalization has brought with it, greater need for inter-dependence, which has made it imperative for interactions among peoples, nations, institutions, groups and individuals; and it is mass communication that offers the needed mechanism through which barriers like distances are minimized. Or as Caincross describes this great development, “the death of distance.”

The media industry with its dramatic interface with the internet has spun a new economy, generating billions of dollars, every year. The intervention of the Internet as well as the emergence of new digital/satellite broadcasting technology, faster, smaller and smarter printing presses, backed by innovative techniques in media content distribution and marketing, have enhanced the importance of the media and communication industry in helping to boost national GDPs.

Over the last decade, information has become a very powerful resource for many countries used in projecting interest, influence and visibility. Nigerian media and communication industry can generate enormous economic opportunities through robust and sustained international campaigns to create awareness for its huge tourism resources. Its peace-keeping activities in conflict spots, across the world, if well advertised by the media, would enhance Nigeria’s leadership global status.

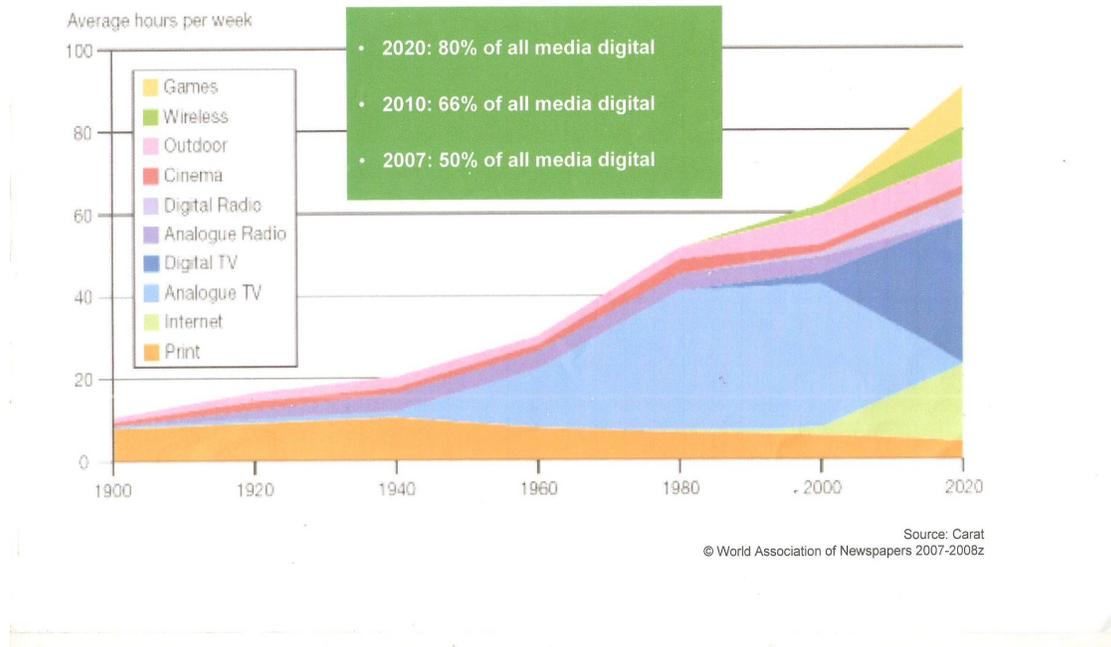
In terms of the range in content distribution and marketing, greater volumes of news publications are printed and delivered to millions of readers daily. Recent figures by the World Association of Newspapers, WAN, showed that more than 515 million people buy at least one newspaper everyday. This figure is an improvement from the 488 million recorded in 2002. Also, the five (5) largest global newspaper markets in term of daily sales are: China (98.7 million), India (88.9 million), Japan, (69 1 million) and USA, (52 3 million).

Equally, a greater number of broadcast channels have delivered their contents to billions of homes, with greater flexibility in timing and programming. Huge volumes of advertising

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transactions have also helped to facilitate communications, trade and commerce across the world, perhaps more than at any other time in history.

Figure 1: Global Media Consumption at a glance



2.1.1. Comparative Benchmarking Analysis

In visioning a vibrant media and communication sector for Nigeria, the country would benchmark itself against four carefully selected countries, for certain varied but deeply underlying reasons.

These countries are the USA, India, South Africa and Kenya.

USA: America would be a perfect example of a country with an indomitable spirit of enterprise and a tradition of matching action with aspiration. This strand of self-awareness and inherent strength to excel in the face of all odds also holds true of Nigeria. It is, therefore, possible that Nigeria can summon this “can-do” spirit, to propel itself into becoming one of the 20th largest economies in the world, by 2020.



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The United States of America has a vibrant media and communication industry with a well developed infrastructure; Nigeria could adapt this to harness the media economy to boost the GDP.

America, with a population of 304.5 million, has been able to create a dynamic domestic and international market for its media and communication industry. Nigeria with an equally large population can do the same, particularly within sub-Saharan Africa.

INDIA: Apart from its huge population (1.2 billion) India has a lot of similarities with Nigeria. It is a multicultural and multi-religious country, running a federal system of government and an ex-British colony.

India's middle class is fast growing, and has even surpassed that of the US, according to recent figures by U.S. Census Bureau. With an annual population growth rate of 1.6%, India has GNI PPP per capita of \$2,740; and literacy rates of 80% for male and 65% for female, within 15-24 years age bracket, and yet almost like Nigeria, about half of its population live below the poverty line. But India is able to generate so much wealth from its ICT industry.

Nigeria would have useful socio-economic and technological lessons to draw from the Indian experience, particularly with regard to targeted investment in public education, maximization of its huge media and communication market and social mobilization for national development.

SOUTH AFRICA: South Africa has about one third of Nigeria's population, at 48.3 million, but with GDP PPP per capita of \$9,560 (2007). Literacy rates for both male and female average at 94%. South Africa's Sun newspaper alone has average weekly readership of 1.96 million, with 172, 050 daily sales, while Daily Sun has 2.29 million average daily readers and sales of 301, 800.

South Africa could be regarded as Nigeria's natural competitor within Africa in terms of national self-perception to lead, at the global arena. Nigeria can successfully pursue its leadership aspiration through aggressive expansion of its economic base, by empowering the population with education and building a vibrant middle class that would ensure sustainable exploitation of

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its material and human resources. The emergence of South Africa from decades of apartheid to lead Africa in vital sectors of the continent's economy should, therefore, be a positive source of inspiration for Nigeria.

KENYA: Nigeria and Kenya have similar colonial past and media ownership orientation. Kenya, a multi-ethnic nation with a population of 37.9 million, has a GNI PPP per capita of \$1,540 (2007). Kenya presents a good example of the effective and creative use of the mass media and communication to drive its tourism industry.

The literacy rate for male is 96% and that of female is 95%. Kenya's higher literacy rate implies a better informed population than Nigeria's. As noted, Nigeria has a lot to learn from the use of the media and communication industry to build a strong international brand of its tourism endowments.

In order to achieve the Vision 20:2020 for Nigeria, the Media and Communication industry needs to systematically interface with certain key sectors of the economy, namely;

- Information, Communication and Technology (ICT): to maximize the benefits of the Internet in boosting media content marketing in the evolving New Media environment.
- Education: to design a curriculum for the teaching of media studies at secondary school level.
- Manufacturing: to explore opportunities for the production of equipment and parts for printing presses, transmitters, video/audio recording and storing devices.
- Culture and Tourism: to promote Nigeria's huge endowments.
- Science, Technology and Innovations: to adapt, modernize and innovate local technology for media content production.
- Foreign affairs: to present positive image of the country to the outside world.

2.1.2. Key Learning Points for Nigeria

Through sustained policy reforms in the practice of the profession, and the development of technology as well as the required training infrastructure, the media and communication sector should be able to engage more robustly on Nigeria's image projection to help actualize its leadership aspirations.

Nigeria should learn to use media and communication tools to educate her population on available economic opportunities; mobilize and channel her energies into productive economic activities to raise her annual GDP growth rate from the present 8% to 15%, by 2020.

With sufficient investment in the sector, Nigeria can structurally tie in the media and communication industry with other sectors of the economy, to generate a common focus and an exceptional operational rhythm to meet targets of national development goals.

With a population of 140 million and 2.4% annual growth rate, the country should step up her public expenditures on education, infrastructure in order to expand the media consumption rate of the huge potential market. Already, according to (2009) World Bank Current Indicators Data Base, Nigeria has the second largest economy in sub-Saharan Africa (after South Africa) and holds about 84% of West Africa's economy, she can leverage on these potentialities to build a powerful voice in Africa and beyond.

For Nigeria to achieve her vision of 2020, she must begin to apply development communication in mobilizing and empowering the people to participate in development projects. Italy, USA and Britain, among others, are good examples of how applied communication has been elevated to a very critical factor in developmental planning.

2.2. LOCAL CONTEXT OF THE MEDIA AND COMMUNICATION INDUSTRY

Nigerian media and communication industry has structural difficulties, particularly in the areas of

- i) Technology and high cost of content production
- ii) Content distribution

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- iii) Shrinking capacity of audiences to pay for content
- iv) Manpower development
- v) Poor and difficult regulatory environment

A combination of resources among the government, private entrepreneurs and the practitioners, to overcome these problems, will ensure the freedom of the media industry to contribute to empowering the people of Nigeria to build their economy.

2.2.1 Local Trends and Recent Developments

Lack of clear policy objectives and direction affect every drive within the mass communication industry, to build knowledge capacities in processes and technology for its development.

In Nollywood, for example, production technology and skills for resource management are very poorly developed. Uncoordinated government effort has done little to check piracy and copyright abuses.

The Nigerian Film Corporation has begun some restructuring initiatives, including the establishment of Nation Film Development Fund, the Motion Picture Council of Nigeria, the Nigerian Film Grant, etc. More would need to be done. Regulatory authorities like the Nigerian Press Council are at the moment not functioning, NIPR, APCON, the National Film and Video Censors Board, NFVCB, all need support, funding and better environment to operate in.

Though there are no industry data to verify, yet it is obvious that the privately owned media organizations are flourishing. Advertising infrastructure is poorly developed and weak, but productive and so also video and film production. However there is need to have community broadcasting stations, an important tool for community mobilization, education and entertainment.

2.2.2 Current Plans and Programmes of Nigeria

The government needs to further liberalize the media environment. The Nigerian Press Council, NPC has failed to live up to its statutory mandate because of difficulties in policy implementation. Currently the council's board has not been constituted because of these difficulties. The National

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Council on Information and Communication has made several recommendations to government to restructure public information agencies and to improve practice environment, but the problem of implementation has remained.

The Nigerian Institute of Public Relations, NIPR has set up a consultancy arm, the Public Relations Practitioners Council of Nigeria, PR-CAN. Working with NIPR, PR-CAN, it has established professional affiliation with some foreign professional bodies like the CIPR of Britain, PRSA of South Africa and the Public Relations Society of USA, and others.

Table 1: Summary of Broadcast stations in Nigeria

Broadcast Station		Functional	Non- Functional	Total
Federal stations	Radio	39	1	103
	T.V	49	14	
State stations	Radio	73	15	131
	T.V	39	3	
	MMSD	1	-	
Private stations	Radio	48	4	122
	T.V	21	5	
MMDS	TI	35	9	
Others	DTH	27	-	40
	DSB	13	-	
Total		345	51	396

Source: National Broadcasting Commission, NBC April, 2009

Key:

- F - Functional
- NF - Non Functional
- TI - Tertiary institution
- DTH - Direct-to-Home

DSB - Direct Satellite Broadcasting
MMDS - Micro-wave Multipoint Distribution System

2.3 Issues and Challenges

The key issues facing the media and communication sector are:

- i. Operational Environment: high cost of imported production materials, technology and consumables.
- ii. Poor Infrastructure: road networks, water, light, computer, etc, come at very high cost.
- iii. Funding: with rapidly declining revenues from advert space sales, funding has become a real problem.
- iv. Personnel training and retraining: high cost of training infrastructure, leading to poor personnel knowledge on current practices, and this has also impacted negatively on the quality of the industry's output.
- v. Regulatory/ political environment: high-handed reaction of security agents to critical media reports and non passage of the Freedom of Information Bill, among other factors, have helped to make the environment dangerous
- vi. Inadequate community communication channels and broadcasting
- vii. Incidence of cyber crime, following the advent of the internet as a mass communication channel.
- viii. Lack of industry data

All these have combined to hinder the efforts of the media to operate effectively so as to discharge its obligations in facilitating the understanding of public affairs and development and analyzing government policies and programmes.

The recent involvement of the Internet in all aspects of mass communication such as in the United States of America, the United Kingdom, Japan or South Africa, is relatively low in Nigeria. Indeed, the Nigerian Broadcasting Commission has set June 17, 2012 deadline, where as the countries named above have since developed their digital broadcasting years back.

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Nigeria can boast of having one of the most plural media and even with her largest number of mass media organizations on the continent, the country still comes third, after South Africa and Kenya, in the ranking of countries with the most developed media infrastructure, regulatory and best practice environment.

Sub-sectoral analysis:

Media Education

First, of the 65 mass communications/ journalism training institutions (comprising universities, polytechnics, monotechnics) in Nigeria, only 47 are accredited, partially accredited or interim accredited run approved academic programmes, compared to what obtains in countries like the United Kingdom, U.S.A., South Africa, India and Ghana.

With estimated students population of 20,000 and an estimated academic staff strength of 1,500, (1.13 students — teacher ratio), this would have an obvious telling effects on the quality of teaching and graduates. The realities of this statistics are made grimmer when compared to the annual rates of between 100 and 150 graduates of mass communication journalism, from each of the training institutions

The training of journalism professionals in Nigeria is considerably handicapped by insufficient funding, leading to absence of quality teaching personnel and equipment, photo labs, radio and television stations, printing presses, computers, etc. For this reason, there exists training — practice gap, between well- equipped newsrooms and poorly equipped class rooms.

Some course contents or the academic programmes of some training institutions are not properly regulated and regularly monitored by statutory bodies such as the National Universities Commission, NUC, the National Board for Technical Education, NBTE, as well as professional organizations like the Nigerian Institute of Public Relations, NIPR, Advertising Practitioners Council of Nigeria, APCON, Nigeria Union of Journalists, NUJ, Nigerian Institute of Marketing, NIMARK. There is also the worrying case of gender gap in the training of professional journalists. For instance, of the estimated 10,000 practicing journalists in the country, only 33% are females

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and 20% are graduates of other disciplines such as psychology, political science, theatre arts, English, sociology, etc. There are on-going efforts by the NUJ to encourage non-mass communication journalism graduates to acquire additional professional qualifications. Rare and historical photographic and film clips on Nigeria are held in foreign repositories. This hampers efforts to enrich research activities in Nigeria.

Table 2: Some Nigerian journalism/ mass communication schools and course status

	Universities	Polytechnics	Monotechnics
Full Accreditation	13	9	21
Interim Accreditation	1	2	-
No Accreditation	9	2	19
Partial Accreditation	-	7	1

Ethics and Regulations: Ethics is a professional moral philosophy

The Nigerian Press Organization, comprising the Nigeria Union of Journalists, the Nigerian Guild of Editors and the Newspapers Proprietors’ Association of Nigeria has so far done much to entrench the culture of upholding truth, decency, fairness and self-compartment in journalism practice in Nigeria.

The issue of code of ethics for all practicing media people in Nigeria has engaged the attention of the NPO, to the extent that the NUJ, an active member of the NPO helped to negotiate and draft the outcomes of the fourth consultative meeting of international and regional organizations of professional journalists, held in Prague, and Paris, in 1983. The 10- Principle document sought to encourage efficient and professional practice of journalism, the world over.

The Ilorin Declaration in 1998, on the adoption of a new code of practice for members, was a follow up to the review, in 1996, of the old code of ethics, approved in 1979, because the latter was seen to be deficient in some crucial aspects of the practice.

Media Laws and Legislations

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Because of its British orientation, journalism practice was largely unregulated, by way of defining the status of practitioners and practice standards. The Nigerian Press Council Act No. 31 of November, 1978, made the first attempt to define who a journalist is. It said that he is a person (not being less than 18 years in age) engaged, whether full-time or on freelance basis, by a newspaper, or other media, and employed in the collection, writing, or editing of news intelligence or occurrences. Based on this definition, the total membership of practicing journalists in Nigeria, who formally applied to be registered by the NUJ, by 1982, stood at 3,601.

Numerous laws and legislations that need to be closely examined in order to bring them in tandem with contemporary demands include the following:

- i. The law of sedition
- ii. The 1964 Newspapers Amendment Act
- iii. The 1962 Secret Act, etc.

Some of these laws largely tend to affect the practice of journalism, in very many negative ways. In Egypt, for instance its constitution states that the “Freedom of opinion is guaranteed within the limits of the law; self-criticism and constructive criticism is the guarantee for the safety of the national structure.”

In Finland, its press law clearly guarantees the freedom of the press: “Every Finnish citizen shall have the right to publish printed writings without the public authority being allowed to set any obstacles to this in advance, as long as the provisions of this Acts are observed.”

In Guinea (Conakry), the provision for free press in the Constitution states that “The citizens of the Republic of Guinea shall enjoy freedom of Speech; of the Press, of Assembly; of Association and the right manifestation as prescribed by law.”

Media Economy

The emerging trend in developed economies is that of the phenomenon of the increasing rise in the sales of media contents on electronic platforms. Revenues from such channels are fast replacing those of the industrial economy.

Following the migration of even the print media to the electronic market environment, especially in the United Kingdom, USA, South Africa, India, etc, well produced media contents, as a resource are being delivered, in big cities and towns, at wireless points, and mostly to engage creative young minds.

Media Technology, Digitization and Spectrum Management

Media technology and application skills are developing at very rapid rates, across the world, but Nigeria is yet to play into this high-tech sphere. Globally, countries like the USA, Japan, the European Union, India, China and others, are building capacities to export high technology in media content production and management skills.

In printing particularly, only few publishing houses can afford the high cost of the latest compact printing technologies, explaining why almost all high-tech printing jobs in Nigeria are taken to South Africa, either for production or post — production.

For the radio and television broadcasting, both public and private organizations are currently making efforts to switch over from analogue to digital broadcasting. The licensing of broadcast spectrums in Nigeria is enmeshed in high and multiple charges as well as complex bureaucracies.

In Nigeria, radio spectrum is yet to be treated as fixed and highly valuable national resource. Nigeria is yet to fully liberalize and open up its broadcast spectrum for use in public enlightenment and even for purposes of self-projection of the Country.

Film and Home Video/Cinema

Nigeria's film and video sub-sector of mass communication, or Nollywood, as widely known; is a unique and typical model of an industry. It sprang up completely on its own; thrived and flourished into a multi billion naira business. Currently Nigeria ranks second to India's Bollywood, ahead of America's Hollywood, grossing \$250 million yearly revenue, according to UNESCO's recent survey of 99 countries. Nigeria's home video industry effectively took off in 1992, following the successful production of a home video on VHS tapes, called "Living in Bondage"

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Nigerian Film Censor Board estimated an average of about 1,687 new videos alone in 2007 and it can do more if well organized. Below is the table of comparative levels of feature length films / videos, production between Nigeria, India and USA.

Table 3: Comparative levels of industry output (2006)

India's Bollywood	Nigeria's Nollywood	USA's Hollywood
1,091	872	485

Source: UNESCO Institute for Statistics (2009)

The industry is less than 20 years old, but statistics shows that within this period, more than 30,800 movie titles have been made, along with 3,000 television series, through what some within the industry call “subsistence film making.” Nollywood directly employs 200,000 people and provides estimated one million graduate job opportunities, indirectly. It has produced downline street corner pay-view cinemas across Nigeria and large viewership in most African countries, USA, Europe, West India Middle East and South East Asia.

Print Media

Print media has evolved from its early political activism orientation to full commercial and business industry. There are an estimated 214 news publications in Nigeria, but of these, no Nigerian newspaper has been able to make the world's first 100, in ranking. Leading newspapers in the world have circulation figures that range from 14.2million to 5.6million, daily, especially in Japan, China, etc.

In Nigeria, the Audit Bureau of Circulations whose first survey in the 1980s had brought so much acrimony among newspaper houses over claims and counter-claims of circulation figures. For now, there are no reliable data on the readership strength and circulation figures of any newspaper in Nigeria. However, some industry sources have suggested that no newspaper in Nigeria circulates up to 100,000, daily. On the continent, though, the Sun of South Africa has an estimated 11 million readership size.

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The sudden decline in the capacity of newspaper business came as a post-SAP effect, following the disappearance of the middle class, the most critical, enlightened and productive segment of the population. The line of growth of the print media industry in Nigeria began in the private sphere (Rev. Henry Townsend's *Iwe Irohin* in 1859, in Abeokuta). It evolved into the chain ownership model of the Nnamdi Azikiwe chain (the West African Pilot of the 1930s). Then came the regional government-owned publications, mainly by the military administrations of the 1970s:

- i. The Herald — Kwara State
- ii. Nigerian Chronicle — South Eastern State
- iii. Daily Star — East Central State
- iv. The Observer — Mid-West
- v. Sketch — West
- vi. Nigerian Tide — Rivers State
- vii. Nigerian Standard - Benue Plateau
- viii. The Triumph - Kano State

Badly run, abused and poorly funded, some have since collapsed, or are heavily dependent on government subvention to run skeletal activities. But currently there are some leading newspapers with national visibility and vibrancy and all are privately — owned. This indicates the trend, both on the African continent, such as The Nation, and The East African Standard in Kenya; The Sun in South Africa. And globally too, be it in USA, Europe, Japan, etc. While readership declined in Nigeria, in 2000, 98.3% of United States' estimated 1,500 newspapers, with the New York Times and the Los Angeles Times, each had daily print run of over million copies. In contrast, by 2007, the Newspapers Proprietors' Association of Nigeria, NPAN, had reported a mere 77 members — inclusive of non-publishing ones. The Nigerian print media industry is therefore currently affected by the following factors:

- i. High cost of printing materials
- ii. The coming of online publishing creating alternative
- iii. Dearth of circulation and readership data
- iv. Low readership base
- v. Poor remuneration and lack of sustainable social welfare system for journalists

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- vi. Non-passages of the Media Practitioners Bill at the Nigerian parliament to address the latter problem
- vii. Lack of private funding to drive the book publishing industry by setting standards and paying royalties to encourage literary output
- viii. High mortality rate of publications because the environment is not supportive
- ix. Multiple taxation

Electronic Media

Nigeria began electronic broadcasting in the late 1930s, and in the 60's had four (4) radio stations and an equal number of television stations. The country as at April 2009, when NBC compiled its report, had 345 functional, 45 non-functional radio and TV broadcast stations, owned by government and private persons.

- i. Most of the stations are tied to political considerations and personalized by individuals, and among these are no community - based and run stations.
- ii. Local broadcast contents are not competitive enough and this prompts the public to tune to foreign channels.
- iii. Absence of locally produced broadcast equipment and materials has led to their importation at high cost

In contrast, Liberia, for example has 40 radio stations, while in the United States, in average, there were two (2) radio receivers and one (1) television set for every person in 1998. And while Nigeria struggles to build and fine- tune its cable TV network systems, by 1997 about 64 million subscribers in USA had hooked up to the cable television networks.

Taking the UK India, South Africa and Egypt as point of reference, these countries first adopted radio broadcasting as a tool to satisfy public hunger for information on certain national issues like education on the demands of daily living, including issues such as sanitation, good neighbourliness. Broadcasting was also used as the means through which to promote internal cohesion and public mobilization for development. It equally served as a tool for national image projection.

The Nigerian experience is that of the absence of clearly defined objectives of what to use the radio for. Is it for;

- i. Political education and social mobilization?
If so, then who defines the contents such that it supports democracy and empowers the people to participate in governance?
- ii. Public educational broadcast? If so, who will do it? And also, who should undertake commercial broadcast can the government also do it, along with private organizations?
- iii. Promotion of sectoral economic activities — such as agriculture? Many rural farmers rely on the radio for their news needs.
- iv. Promotion of national security and public safety, intelligence gathering?

Radio broadcasting in Nigeria

The industry is faced with numerous challenges, particularly in areas of modernization and reorientation for it to play an active role in achieving Nigeria's Vision 2020.

Currently broadcasting in Nigeria lacks the following critical elements:

- i. Sufficient pool of qualified and skillful broadcast journalists, technically equipped to articulate and report complex public issues and to produce programmes that are thought - provoking, stimulating and engaging.
- ii. Sizeable pool of skilled manpower to maintain modern broadcast equipment iii) Strong capital base to ensure regular personnel training and retraining in all broadcast departments and timely rekitting of studios.
- iii. Adequate number of electronic engineers who can maintain the increasingly delicate digital and sophisticated broadcast equipment that are to replace analogue hardware.
- iv. Local broadcast industry equipment and spares manufacturing support, especially for transmitters, studio consoles, control panels and microphones as well as consumables like CDs, digital micro-voice recorders, etc.
- v. Sufficient long-term credit facilities in the sector, because of high interest rates.
- vi. Strong advertisement / sponsorship backing from the wider economy.

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- vii. Adequate number of independent producers who can supply quality programmes.
- viii. Strong, cheap and reliable support services from telecommunication service providers.
- ix. Regular fine-tuning of clearly defined aspirations and stated roles in national development.

Community radio broadcasting

There is currently no community broadcasting in Nigeria. There has not been any deliberate policy to use rural broadcasting to drive communal sense of awareness in political, economic and socio-cultural issues.

It should be noted that not less than 20 countries are currently engaged in radio broadcast programmes in Hausa. Such countries include China, America, Iran, UK and Germany. Challenges of community broadcasting in Nigeria include absence of personnel willing to operate the system at rural community level, poor infrastructure, lack of local technical know-how and lack of interest to develop indigenous languages for effective community communication. This model is well developed in Mali, Liberia, Ghana, Sierra Leone among others.

New media

The new media or Citizen Journalism offers an alternative forum for other voices and viewpoint'. It also presents some convergence point for the print, television, radio and advertising aspects of mass communication. Even though it was the defunct *Post Express* that first migrated online, the trend now is that most Nigerian publishing houses are also going online. The increasing need for closer interaction between the media and its audiences as well as certain perception of gap in news coverage has led to innovative Internet sites, namely blogs, My Space, You Tube, etc. In Nigeria, cyber outlets are fast spreading and this has extended the frontiers of business, information and communication channel choices.

Reporters are becoming increasingly versed in the handling of voice data and news presentation. Challenges include the wide gap of Internet penetration and usage share in Nigeria between the South (63%) and the North (37%) as well as the use of the Internet platform, by some Nigerians

to promote unwholesome views and commentaries on national issues. Because the new media has generated and excited a new army of younger readership/viewership, it has become necessary to explore possible areas for the monitoring of the contents.

Advertising and Public Relations

Formal advertising was begun by the UAC in Nigeria in 1928. Technically speaking, Nigerian advertising, as an industry, is largely undeveloped, in terms of the required infrastructure, personnel and availability of industry data, compared to America, Europe, India or South Africa.

Despite this, the industry has helped to develop the Nigerian media. Currently, the annual volume of business is estimated at N60 billion. The weak economy, base of the country also affects its growth as well as government unwillingness to advertise; or pay for advertisement, if it does.

Government's desire to build itself a good, positive image and reputation can only be successful through carefully planned and executed public relations programme, handled by professionals. Public Relations application in national planning would be important for government to use in closing up the perception / reality gap, and the reality / promises gap often experienced in public policy implementation.

Nigeria, South Africa, Kenya and Ghana have some of the developed PR systems on the continent. The Nigerian Institute of Public Relations that regulates the practices is faced with lack of resources to build its capacity for effective regulatory role, following government withdrawal of subvention.

But the deeper crisis had been occasioned by military intervention in our public affairs, leading to gaps in development plans and planning. The reality of this has been the poor image of Nigeria and containing this has been unsuccessful because Nigeria often changes its brand and, its image has in the past, been largely managed by non-professionals and not very knowledgeable foreign practitioners.

To begin, government establishments should work with the NIPR to change the negative connotation of corruption as “PR.”

National Information Management

As earlier noted, Nigeria ought to take the management of its image, both internal and external serious. A national policy that would help to converge the activities of all aspects of mass communication in its public information handling would be desirable. The era of deploying megaphone-bearing vans around the country side and semi-urban centres, to trumpet government policies, for purposes of social mobilization, is gone. Information management techniques of the 21 century demand more subtle, persuasive, and most times, interpersonal handling that can only be done by sufficiently trained personnel.

The government appears not to be decisive in investing in manpower information management activities. Information ought to be very central in our national development efforts. The current set up of the machinery of national information management system in Nigeria can never yield any useful results, because of the following:

- i. Absence of scientific approach to defining and, therefore, effectively addressing our national information needs, through periodic researches and competent management systems.
- ii. Government policy inconsistencies in structuring, staffing and management of its informational undertaking. The management of Nigeria’s external information processes by the personnel of the ministry of foreign affairs, rather than the information ministry, is odd. And so also the closure and withdrawal of the country’s information attaches from its foreign missions.
- iii. Non-integration of information specialists into the government management cadre.
- iv. Wrong placement of the National Orientation Agency in another Ministry, rather than the Information Ministry

Government should, therefore liberalize and realign the processes and policies pertaining to the deployment of public information channels and outlets.

Applied Communication for Development

Communication as a social process is an important tool for development, through its careful application to influence voluntary behaviour of target audiences. Integration of development communication policies and practices has of recent opened up new areas of project design, implementation and monitoring. Nigeria can benefit from this model, for as the saying goes, “If you don’t not define yourself, others will define you. Development authorities and scholars have argued that poorly media — focused media conception of communication would not produce the desired result on the lives of the people because of its one way nature. The people themselves must be involved in project conception, planning, design, implementation and oversee its monitoring.

For Nigeria to achieve its vision of 2020, it must begin to apply development communication in mobilizing and empowering the people to participate in their development projects. Italy, USA and Britain, among others, are good examples of how applied communication has been elevated to very critical factor in development planning.

2.4 Strategic Imperatives

The key areas to address are practice environment, regulation and training. The government must first reform all media laws that have stifled quality professional practice and either abolish or reduce taxes on the importation of media content production equipment. The capacity of training institutions must be built especially in terms of personnel and infrastructure upgrade.

Enacting a policy on building the media industry’s capacity to increase local content in technology hardware as well as consumables would also be a very strategic step towards the repositioning of the Nigerian media to engage in the crucial task of regenerating Nigeria.

2.5 Opportunities for Nigeria

There are unique opportunities for the Nigerian media to build enough capacity in order to exploit neighbouring media and communication market spaces. In media education, Nigeria can pull its resources to build a regional hub where journalists from the region can train and retrain on both the basic and advance professional practices. It is a good thing that the Universities of Lagos and Nigeria, as well as the Nigerian Institute of Journalism, have a programme of setting up entrepreneurial skills centres to enrich their training programmes.

In infrastructure development for content production, both the government and the private sector can collaborate to set up funds for the strengthening of local efforts and institutions to begin to produce simple spares and replacement parts for both the print and electronics media production

The thriving home video industry holds so much promise, both for foreign exchange earnings and the exportation of our culture across Africa and beyond

The opportunities can therefore be summarized as follows:

- Huge and dynamic media market with over 140 million population
- International training, conference and meeting centre
- Hub for media equipment and technology development and maintenance, with rich potentials in manpower and training infrastructure
- Nollywood as an important foreign exchange earner

2.6 Key Success Factors

The following would be the necessary measures that would guarantee a vibrant, pluralistic strong media institution in Nigeria:

- The government must disengage from the running of mass media organizations. For broadcasting particularly, government should only fund external broadcasters like the



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Voice of Nigeria, VON, the NTA International, etc, while private organizations should handle national broadcasting.

- There should be more liberal system to encourage new private entrants into the industry,
- Increased funding for the development of local technology for the production of media contents, distribution and marketing.

3. Strategies for Improved Media and Communications in Nigeria

3.1. Vision

Vision Statement:

A professionalised industry in a pluralistic environment, with deep commitment to promoting democracy, accountability and guided by solid sense of ethics and social responsibility, while enhancing national development

3.2. Objectives, Goals, Strategies and Initiatives

Objective 1: To be a key instrument in transforming Nigeria into a critical player in the global political economy, using information as a powerful tool for development			
S/N	Goals/Targets	Strategies	Initiatives
1	Extend the reach of broadcast media to communities in Nigeria	Ensure connection of all media establishments to the internet	Enact a law to enforce internet connectivity of all media establishments
		Create a synergy between mass and traditional media to guarantee effective communication in the development process	Codify, synchronize/integrate and apply all traditional media in Nigeria to national development
		Integrate communication strategy into public policy formulation, design and implementation	Professionalize information management from the minister across the MDAs at federal, state and local government levels
			Appoint communication specialists as minister and commissioners of information
		Set up a Bureau of information comprising of media practitioners	
		Upgrade the information units in the MDAs to the level of directorate	

Objective 1: To be a key instrument in transforming Nigeria into a critical player in the global political economy, using information as a powerful tool for development

S/N	Goals/Targets	Strategies	Initiatives
2	Establish community media particularly community radio, newspapers, community theatres and viewing centres in all 90,000 communities in Nigeria	Promote indigenous language media	Establish community-based media in each state
		Establish and promote community-based media	Approve national policy on community media
		Issue community radio licenses at no fee, except application fee to be fixed at 10% of the commercial license charge	Establish Community radio stations in each community
3	Increase daily circulation of each of the 10 leading newspapers to a minimum of 1.5 million copies	Vigorous advocacy for massive investment in public education	Adopt the use of indigenous language media (newspapers) as a teaching tool in the formal and non formal educational institutions
		Resuscitate the paper, pulp and allied input products in publishing industry	Resuscitate the paper pulp and allied input products in publishing industry
		Establish community information resource centers	Zero duty on all printing materials for community papers and VAT free on cover price.
		Production of mass educational materials for radio, Tv & film	Production of mass educational materials for radio, Tv & film
4	Increase media consumption habit among Nigerians	Establish information resource centres in schools	Establish information resource centres in schools
		Include media hour (newspaper reading, tv viewing and radio listening) in the curriculum	Promote media hour in all public and private schools
			Supply newspapers to all schools

Objective 2: To remove all legal, financial and administrative hurdles that hinder a free and pluralistic media and communication environment

S/N	Goals/Targets	Strategies	Initiatives
1	Institute comprehensive policy and legal reforms [Freedom of Information Bill, Motion Picture Council of Nigeria Bill, National Film Development Fund and the National Film Policy Bill to become laws]	Identify all laws inimical to the growth of the media industry and mobilize stakeholders including National Assembly and state to enact relevant laws and repeal, or abrogate outdated media laws	Enact relevant laws and repeal, or abrogate outdated media laws [Freedom of Information Bill, Motion Picture Council of Nigeria Bill, National Film Development Fund and the National Film Policy Bill to become laws]
		Empower media regulatory bodies to function independently e.g. National Broadcasting Commission (NBC) and Nigerian Press Council (NPC)	Reform broadcasting and newspaper laws that directly protect the independence of public owned media

Objective 3: To ensure a fully structured industry that is reflective of the ethos and development drive of the nation

S/N	Goals/Targets	Strategies	Initiatives
1	Enact relevant legal reforms and legislations to fully operationalise statutory functions of NPC, NBC, APCON and NIPR.	Strengthen regulatory institutions for effective performance of their functions – NIPR, APCON, NCC, etc	Mobilize stakeholders to generate input, and to support sectoral legal reforms

Objective 4: To generate wealth that would add to the nation's GDP, through development media and communication practices that project Nigeria's cultural values, tourism potentials and the empowerment of the people

S/N	Goals/Targets	Strategies	Initiatives
1	Increase output of the industry by tenfold and increase contribution of media to the nation's GDP by estimated 10% in 2020	Production and promotion of support for local input/materials and technology for the media industry.	Establish a strategic think tank of stakeholders
			Strengthen the agency with responsibility for tracking Nigeria's cultural exports and repatriation of earnings from such exports
			Establishment of intervention funds to support the production of local inputs
		Use Nollywood as viable instrument for foreign exchange and national image projection	Reform quality control mechanism in production and content of Nollywood products
			Establish one Nigerian film development fund and 3 centres of excellence for capacity building and film production
		Restructure the media into formal business sector.	Establish and strengthen collection societies
Collaborate with financial institutions to develop product lines targeted at Nollywood			

Objective 5: To be a prominent promoter of Nigeria's cultural products such as music, films, art & craft, cuisine and books, costumes in global arena

S/N	Goals/Targets	Strategies	Initiatives
1	Promote visibility and acceptance of Nigeria's culture, values and product	Repackage and promote values and products nationally and internationally	Repackage and promote values and products nationally and internationally

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Objective 6: To ensure a rich pool of manpower, research and well equipped training institutions and infrastructure

S/N	Goals/Targets	Strategies	Initiatives
1	6 of the 47 accredited journalism/mass communication training institutions would become centres of excellence.	Develop six centres of excellence out of the existing media and communications institutions	Evolve curricula and standard monitoring mechanism for media and communication education
2	Promote more specialized media and communication training (radio, tv, advertising, PR etc)	Establish and strengthen existing media and communication specialized centres	Upgrade staff and modernize facilities of existing specialized media and communication centres
		Regular interface between classroom and media houses to bridge gap between theory and practice.	Institutionalize mentoring as a value in the media industry
			Re-enforce stricter compliance with industrial training (IT) programmes

Objective 7: To ensure quality, professionalism and ethical standards in media and communication

S/N	Goals/Targets	Strategies	Initiatives
1	Training and retraining of media personnel and students	Capacity building for practitioners and would-be practitioners	Enforce compliance with professional code of ethics
		Promote originality and creativity	Enforce copyright laws
			Establish more creative writing schools
2	Provide state-of-the-art equipment e.g. quality cameras, laptops in all media organisations	Subsidize media equipment and facilities	Comply with UNESCO recommended zero duty on all educational media equipment and facilities

Objective 8: To serve as a lead agency in checking cynicism, skepticism and self-doubt among Nigerians

S/N	Goals/Targets	Strategies	Initiatives
1	Promote open and accountable leadership at all levels	Infusion of more of Nigeria's positive values into media contents.	Regular media monitoring and analysis of government budgetary performance Identification and celebration of our national icons and landmarks

4. Implementation Roadmap

4.1. Implementation Plan

Objective 1: To be a key instrument in transforming Nigeria into a critical player in the global political economy, using information as a powerful tool for development								
S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
<i>Goal 1: Extend the reach of broadcast media to communities in Nigeria</i>								
1	Ensure connection of all media establishments to the internet	Enact a law to enforce internet connectivity of all media establishments	2012			Ministry of Justice, National Assembly, NCC, NBC,	NPO, BON, NITDA (Nigerian Information Technology Development Agency); NGOs e.g MRA	PPP; Development Partners.
2	Create a synergy between mass and traditional media to guarantee effective communication in the development process	Codify, synchronize/integrate and apply all traditional media in Nigeria to national development		2015		Universities, Ministries of Information and Culture	Community Based Institutions (CBI), UNESCO, NOA	Government, Development Partners, UNESCO
3	Integrate communication strategy into public policy formulation,	Professionalize information management from the ministry across the MDAs at federal, state	2011			Federal, state, LGs	Professional organizations (NPO, BON), NIPR, APCON, MOPICON,	Fed, State and Local governments, Development Partners

Objective 1: To be a key instrument in transforming Nigeria into a critical player in the global political economy, using information as a powerful tool for development

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
	design and implementation	and local government levels					universities and higher educational institutions	
		Appoint communication specialists as minister and commissioners of information	2011			Federal, state and LGs	Political parties, professional bodies	Advocacy groups, Professional organizations like NPO, BON, NIPR, APCON, MOPICON
		Set up a Bureau of information comprising of media practitioners	2012			Federal, State and LGs	Professional media bodies, NITDA, NPO	Federal Government and Development Partners
		Upgrade the information units in the MDAs to the level of directorate		2015		Federal, States and LGs	Federal, state and LGs	Federal govt.
Goal 2: Establish community media particularly community radio, newspapers, community theatres and viewing centres in all 90,000 communities in Nigeria								
1	Promote indigenous language media	Establish community-based media	2012			PPPP	Govt, CBOs, CSOs	PPPP

Objective 1: To be a key instrument in transforming Nigeria into a critical player in the global political economy, using information as a powerful tool for development

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
2	Establish and promote community-based media	Approve national policy on community media	2012			FGN	Professional Media bodies	FGN, Development Partners
3	Issue community radio licenses at no fee, except application fee to be fixed at 10% of the commercial license charge	Establish Community radio stations in each community		2015		PPPP	CSOs, CBOs, professional bodies	Development Partners, LGs

Goal 3: Increase daily circulation of each of the 10 leading news papers to a minimum of 1.5 million copies

1	Vigorous advocacy for massive investment in public education	Adopt the use of indigenous language media (newspapers) as a teaching tool in the formal and non formal educational institutions		2015		PPP, Federal, States and LGs	CBOs, CSOs, Publishers (NPO), NUT, Ministries of Education, ANCO PSS, ETF	Communities, UNESCO, MDG Office, Development Partners, Multilateral agencies
2	Resuscitate the paper, pulp and allied input products in publishing industry	Resuscitate the paper pulp and allied input products in publishing industry		2015		PPP, MAN and NPAN	MAN, NPAN, Federal Government, Banks, UNIDO	Banks, NPAN, Federal Govt.; IITA, IFC, PTDF UNIDO

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Goal 4: Increase media consumption habit among Nigerians								
1	Establish community information resource centers	Zero duty on all printing materials for community papers and VAT free on cover price.	2012			Federal Govt, e.g Nigeria Customs Service, FIRS, NPAN	NPO	Not Applicable
2	Production of mass educational materials for radio, Tv & film.	Production of mass educational materials for radio, Tv & film.	2012			Radio and TV stations, Ministries of education, information, Culture, Mass Literacy Agency, MDAs	ITPAN, INTERPAN, BON, MOPICON	Federal, States, LGs, Development Partners - UNIDO, DFID, UNESCO, (PPP)
3	Establish information resource centres in schools	Establish information resource centres in schools	2012			PPP, Federal, States and LGs	Government, CBOs, CSOs, NGOs, UNICEF (Education related NGOs)	Development Partners, UNICEF, PPP
4	Include media hour (newspaper reading, tv viewing and radio listening).in the curriculum	Promote media hour in all public and private schools	2012			Ministries of Education, National Orientation Agency, Ministries of Information, NTI	NPAN, BON, CSOs,	PPP, Development Partners, UNICEF
		Supply newspapers to all schools	2012			PPPP, Ministry of Education, National Orientation	Ministries of Education, Information & Culture, NPAN	PPP, Development Partners, UNICEF



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						Agency, Ministry of Information, NTI		
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Objective 2: To remove all legal, financial and administrative hurdles that hinder a free and pluralistic media and communication environment

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
<i>Goal 1: Institute comprehensive policy and legal reforms [Freedom of Information Bill, Motion Picture Council of Nigeria Bill, National Film Development Fund and the National Film Policy Bill to become laws]</i>								
1	Identify all laws inimical to the growth of the media industry and mobilize stakeholders including National Assembly and state to enact relevant laws and repeal, or abrogate outdated media laws	Enact relevant laws and repeal, or abrogate outdated media laws [Freedom of Information Bill, Motion Picture Council of Nigeria Bill, National Film Development Fund and the National Film Policy Bill to become laws]	2012			National Assembly, State Assemblies, Ministries of Justice	BON, CBOs, NGOs, Nigerian Film and Video Census Board, NPO	Government, Development Partners

Objective 2: To remove all legal, financial and administrative hurdles that hinder a free and pluralistic media and communication environment

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
2	Empower media regulatory bodies to function independently e.g. National Broadcasting Commission (NBC) and Nigerian Press Council (NPC)	Reform broadcasting and newspaper laws that directly protect the independence of public owned media	2012			National Assemblies, State assemblies, Ministries of Justice	National and state legislature, NPO, NGOs, BON	PPP – Government, Development Partners, CSOs

Objective 3: To ensure a fully structured industry that is reflective of the ethos and development drive of the nation

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
Goal 1: Enact relevant legal reforms and legislations to fully operationalise statutory functions of NPC, NBC, APCON and NIPR								
1	Strengthen regulatory institutions for effective performance of their functions – NIPR, APCON, NCC, etc	Mobilize stakeholders to generate input, and to support sectoral legal reforms	2012			FG, National Assembly, Ministry of Justice	NPO, BON, ADVAN, AAAN, PR-CAN	Federal Government, Ministry of Information, Licensing / Practice fee.

Objective 4: To generate wealth that would add to the nation's GDP, through development media and communication practices that project Nigeria's cultural values, tourism potentials and the empowerment of the people

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
Goal 1: Increase output of the industry by tenfold and increase contribution of media to the nation's GDP by estimated 10% in 2020								
1	Production and promotion of support for local input/materials and technology for the media industry.	Establish a strategic think tank of stakeholders in the industry	2012			FG	NPAN, BON, OPS, APCON, NIPR	Development Partners, PPP, OBS
		Strengthen the agency with responsibility for tracking Nigeria's cultural exports and repatriation of earnings from such exports	2012			FGN	Banks, SMEDAN, BON, NPAN, UNIDO	FG, PPP, Banks, Multilateral Agencies, NERFUND, Bank of Industry, NEXIM
		Establish intervention funds to support the production of local inputs	2012			FGN	Banks, SMEDAN, BON, NPAN, UNIDO	FGN, PPP, Banks, Multilateral Agencies, NERFUND, Bank of Industry, NEXIM
2	Use Nollywood as viable instrument for foreign exchange and national image	Reform quality control mechanism in production and content of Nollywood products	2010			FGN	BON, MOPICON, ITPAN, NIPR, ANA, relevant tertiary institutions,	FG, MOPICON, Multi-lateral Organizations (UNESCO)

Objective 4: To generate wealth that would add to the nation's GDP, through development media and communication practices that project Nigeria's cultural values, tourism potentials and the empowerment of the people

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
Goal 1: Increase output of the industry by tenfold and increase contribution of media to the nation's GDP by estimated 10% in 2020								
	projection						UNESCO	
		Establish one Nigerian film development fund and 3 centres of excellence for capacity building and film production		2015		FGN	Ministry of Justice, NFC, MOPICON, Film Censors' Board, Nigeria Copyright Commission Tertiary Institutions, NBC	FGN, Multi-lateral agencies, Banks
3	Restructure the media into formal business sector.	Establish and strengthen collection societies	2012			Nigeria Copyright Commission, PPP, OPS	MOPICON, NBC, NFC, BON, NPAN, Security Agencies, NPO, NFVCB	Association of Nigerian Authors, PMAN, OPS, Donor Agency
		Collaborate with financial institutions to develop product lines targeted at Nollywood	2012			MOPICON, NFC, NFVCB	Banks and other Financial Institutions, NIPR, APCON, Development Partners	FGN, Banks, MOPICON, Donor Agency (World Bank)

Objective 5: To be a prominent promoter of Nigeria’s cultural products such as music, films, art & craft, cuisine and books, costumes in global arena

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
Goal 1: Promote visibility and acceptance of Nigeria’s culture, values and product								
1	Repackage and promote Nigerian values and products nationally and internationally	Repackage and promote Nigerian values and products nationally and internationally	2010			PPPP, NPO, State and Local Govt.	MOPICON, Media Institutions, NIPR, APCON, Nigerian Embassies	PPP

Objective 6: To ensure a rich pool of manpower, research and well equipped training institutions and infrastructure

S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
Goal 1: 6 of the 47 accredited journalism/mass communication training institutions would become centres of excellence								
1	Develop six centres of excellence from the existing media and communication training institutions	Enrich media & communication curricula and standard monitoring mechanisms		2015		NUC, PPP	NPO, BON, APCON, NIPR, NBC, MOPICON, NBTE	FGN(ETF), State governments, private sector, Development Partners
Goal 2: Promote more specialized media and communication training (radio, tv, advertising, PR etc)								
1	Establish and strengthen existing media and communication	Upgrade staff and modernize facilities of existing specialized media and communication	2012			PPP	International Media Training Institutions e.g Thompson	PPP, FGN(ETF), International Media Training

Objective 6: To ensure a rich pool of manpower, research and well equipped training institutions and infrastructure								
S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
	specialized centres	centres					Foundation BON, NPO, OPS	Institutions, Development Partners
2	Regular interface between classroom and media houses to bridge gap between theory and practice.	Institutionalize mentoring as a value in the media industry	2012			NYSC, ITF, NUC, NBTE, Media Institutions and Universities	NDE, NPO, NIPR, APCON, MOPICON, Embassies	NDE, ITF, Embassies
		Reinforce stricter compliance with industrial training (IT) programmes	2010			FGN, ITF, NBC, Universities, Supervising ministries, NUC, NBTE, NBC, NPO, Ministry of Commerce & Industry	Receiving Institutions, Strategic stakeholders as FGN, ITF, NBC, Universities, NDE, Supervising ministries, NUC, NBTE, NBC, NPO, Ministry of Commerce & Industry	ITF, NDE, ETF

Objective 7: To ensure quality, professionalism and ethical standards in media and communication								
S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
Goal 1: Training and retraining of media personnel and students								
1	Capacity building for practitioners and would-be practitioners	Enforce compliance with professional code of ethics	2010			NPO, MOPICON, NBC, NIPR, APCON, media houses	NPC, NFVCB, International media training institutions	NPO, BON, NIPR, APCON, International media training institutions
2	Promote originality and creativity	Enforce copyright laws	2012			NCC, Security Agencies; customs service	NPC, MOPICON, PMAN, ANA, WIPO, UNESCO	Not applicable
		Establish more centres for creative writing	2012			NUC, NBTE	ANA, Media Houses, Embassies and Foreign missions	Federal/State Ministries of Education, Banks, Film Agencies, Development Partners
Goal 2: Provide state-of-the-art equipment e.g. quality cameras, laptops in all media organizations								
1	Subsidize media equipment and facilities	Comply with UNESCO recommended zero duty on all educational media equipment and facilities	2010			FGN	Nigerian Customs Service, NPO, BON, APCON, NIPR	FGN



Objective 8: To serve as a lead agency in checking cynicism, skepticism and self-doubt among Nigerians								
S/N	Strategies	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Source of Funding
			Short	Medium	Long			
Goal 1: Promote open and accountable leadership at all levels								
1	Infusion of more of Nigeria's positive values into media contents.	Regular media monitoring and analysis of government budgetary and other policy performances	2010			NPO, MOPICON, NIPR, APCON, BON	Federal and State Ministries of Information	Federal and State Ministries of Information
		Identification and celebration of our national icons and landmarks		2012		NOA, Ministries of Information	NPO, BON, NIPR, APCON, MOPICON	Federal and State Ministries of Information

4.2. Implementation Monitoring Framework

S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
1	Enact a law to enforce internet connectivity of all media establishments	NITDA	Quarterly	Enactment of the Law	<ul style="list-style-type: none"> – Delay in drafting the law – Financial constraint – Bureaucracy – Perception 	<ul style="list-style-type: none"> – Accelerate the process – Effective lobbying – Effective legislative engagement
2	Codify, synchronize/integrate and apply all traditional media in Nigeria to national development	Media Focused NGO's NOA (National Orientation Agency)	Quarterly	Substantial compliance	<ul style="list-style-type: none"> – Lack of Data – Non-Compliance 	<ul style="list-style-type: none"> – Development of data base
3	Professionalize information management from the ministry across the MDAs at federal, state and local government levels	Professional bodies	Quarterly		<ul style="list-style-type: none"> – Resistance to change 	<ul style="list-style-type: none"> – Sensitization – Mobilization – Enlightenment
4	Appoint communication specialists as minister and commissioners of information.	Professional Communication Organizations, Legislatives (NPO, NIPR, MOPICON, etc)	Quarterly	<ul style="list-style-type: none"> – Policy formulation and enforcement 	<ul style="list-style-type: none"> – Resistance to change – Intra-Industry rivalry – Political pressure 	<ul style="list-style-type: none"> – Industry pressure – Sensitization programmes
5	Set up a Bureau of information comprising of media	Professional Communication Organisation,	Quarterly	<ul style="list-style-type: none"> – Successful establishment of the Bureau 	<ul style="list-style-type: none"> – Resistance to change from vested interest 	<ul style="list-style-type: none"> – Industry pressure – Sensitization

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S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
	practitioners	Legislative		of Information and Communication		programmes
6	Upgrade the information units in the MDAs to the level of directorate	Professional Communication Organisation	Quarterly	Compliance	– Resistance to change from vested interest	– Sensitization
7	Establish community-based media in each state	Media Focused Organizations including NGO's	Quarterly	The number of Community Based media established	– Economic viability and sustainability – Socio-political resistance	– Sensitization – Mobilization of all stakeholders – Intervention fund
8	Approve national policy on community media	Media Focused NGO's and other interested public	Quarterly	Policy formulation and implementation	– Political threats and abuse – Resistance to change	– Sensitization and Advocacy
9	Establish Community radio stations in each community	Media Focused NGO's and other interest public	Quarterly	Substantial compliance	– Economic viability – Sustainability – Lack of Adequate Infrastructure – Affordability	– Sensitization – Capacity Building – Mobilization – Empowerment
10	Adopt the use of indigenous language media (newspapers) as a teaching tool in the formal and non formal educational institutions	NUT, ANCO PSS of Ministry of Education ASUU	Quarterly	Substantial Compliance	– Poor Readership	– Availability of Daily Indigenous Newspaper

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S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
11	Resuscitate the paper pulp and allied input products in publishing industry	NPO	Quarterly	Resuscitation of Iwopin and Oku-Iboku paper plants and establishment of new plants	<ul style="list-style-type: none"> – Deforestation – Infrastructural challenges – Possibility of asset stripping 	<ul style="list-style-type: none"> – Massive afforestation – Time-bound work plan
12	Zero duty on all printing materials for community papers and VAT free on cover price.	NPO, Media based NGO's	Quarterly	Substantial Compliance	<ul style="list-style-type: none"> – Smuggling – Government bureaucracy 	<ul style="list-style-type: none"> – Proper policing of the borders – Low cover prices
13	Production of mass educational materials for radio, tv & film.	NBC, BON, MOPICON, ITPAN	Quarterly	<ul style="list-style-type: none"> – No. of Educational Resource Centres producing programmes for Radio, TV and Film Industry – Number of output of the resource centres 	<ul style="list-style-type: none"> – Lack of Equipment – Lack of Personnel – Lack of infrastructure – Poor Packaging 	<ul style="list-style-type: none"> – Capacity building – Funding
14	Establish information resource centres in schools	NUT, ANCOOSS, Media and Communication Professional organization, Media based NGO's	Quarterly	Substantial Compliance	<ul style="list-style-type: none"> – Lack of infrastructure – Bureaucracy – Security threat 	<ul style="list-style-type: none"> – Provision of infrastructure – Security of equipment – Regular supply of materials

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S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
15	Promote media hour in all public and private schools	NUT, ANCOPSS, Media and Communication Professional organization, Media based NGO's	Quarterly	Substantial Compliance	<ul style="list-style-type: none"> – Bureaucracy – Infrastructural challenge – Security threat 	<ul style="list-style-type: none"> – Provision of infrastructure – Security of equipment – Regular supply of materials
16	Supply newspapers to all schools	NUT, ANCOPSS, Media and Communication Professional organization, Media based NGO's	Quarterly	Substantial Compliance	<ul style="list-style-type: none"> – Bureaucracy – Infrastructural challenge – Security threat 	<ul style="list-style-type: none"> – Provision of infrastructure – Security of equipment – Regular supply of materials
17	Enact relevant laws and repeal, or abrogate outdated media laws [Freedom of Information Bill, Motion Picture Council of Nigeria Bill, National Film Development Fund and the National Film Policy Bill to become laws]	NPO, NBC, BON, MOPICON, Media focused NGOs, ITPAN	Quarterly	– Stages of identifiable progress in law making	– Legislative inertia and resistance	<ul style="list-style-type: none"> – Stakeholder's pressure – Advocacy
18	Reform broadcasting and newspaper laws that directly protect the independence of public owned media	Media focused NGOs, BON	Quarterly	– Stages of identifiable progress in Law making	– Government resistance and other vested interest	<ul style="list-style-type: none"> – Industry Pressure – Advocacy

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S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
19	Mobilize stakeholders to generate input, and to support sectoral legal reforms	Media focused NGOs, Communication professionals Organizations	Quarterly	– Number of lobbying sessions in the Legislature	– Resistance – Misperception – Indifference	– Advocacy – Sensitization
20	Establish a strategic think tank of stakeholders in the industry	NPO, Media focused NGOs	Quarterly	– Establishment of think tank and publication of industry journal	– External resistance	– Sensitization – Advocacy – Research
21	Strengthen the agency with responsibility for tracking Nigeria's cultural exports and repatriation of earnings from such exports	National council for Arts and Culture (NCAC), Nigerian copyright Commission (NCC), MOPICON	Quarterly	– Revenue generation	– Lack of capacity building – Piracy – Poor arbitration	– Sensitization – Enforcement of copyright laws – Accountability
22	Establish intervention funds to support the production of local inputs	Media focused NGO's NPAN, MAN	Quarterly	– Establishment of intervention funds – Size and disbursement of funds	– Corruption – Recession	– Accountability and transparency in management of funds
23	Reform quality control mechanism in production and content of Nollywood products	National Film and Video Censors Board (NFVCB), Nigerian Film Corporation (NFC)	Quarterly	– Degree of compliance of Code of Ethics – Number of registered professionals	– Weak enforcement base – Absence of legal instruments – Funding barriers	– Capacity development – Affordability of technology – Access to funds

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S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
24	Establish one Nigerian film development fund and 3 centres of excellence for capacity building and film production	Nigerian Film Corporation (NFC)	Quarterly	<ul style="list-style-type: none"> – Increase in number of professional film makers – Quantum of funding made available Establishment and funding of 3 centres 	<ul style="list-style-type: none"> – Lack of funds – Resistance to change – Poor financial management skills – Lack of political will 	<ul style="list-style-type: none"> – Political Commitment – Accountability and transparency – Sensitization – Capacity Building
25	Establish and strengthen collection societies	Nigeria Copyright Commission (NCC)	Quarterly	<ul style="list-style-type: none"> – Increase in the number and quality of Collection Societies – Revenue generation 	<ul style="list-style-type: none"> – Internal rivalry – Piracy – Corruption 	<ul style="list-style-type: none"> – Sensitization of stakeholders – Accountability and transparency – Capacity Building – Effective Anti-piracy campaign
26	Collaborate with financial institutions to develop product lines targeted at Nollywood	CBN	Annually	<ul style="list-style-type: none"> – Number of films produced through funding 	<ul style="list-style-type: none"> – Non-Compliance with bank policy – Misapplication of funds – Non-compliance with the quality control measure 	<ul style="list-style-type: none"> – Effective Policy Implementation – Effective quality control mechanism – Commercial success of the films – Prompt loan repayment
27	Repackage and promote Nigerian values and products nationally and	NOA, Federal Ministry of Information	Quarterly	<ul style="list-style-type: none"> – Assessment Report 	<ul style="list-style-type: none"> – Non-Compliance – Poor funding – Poor packaging 	<ul style="list-style-type: none"> – Compliance – Adequate funding – Professional

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S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
	internationally					packaging
28	Enrich media and communication curricula and standard monitoring mechanisms	Ministry of Education, NUC, NCCE, NBTE, NFR, APCON, NPO, NBC	Annually	<ul style="list-style-type: none"> – Effective Curriculum Development – Relevance of curriculum to national and global realities – Compliance 	<ul style="list-style-type: none"> – Non-compliance – Poor funding – Resistance to innovation in the industry 	<ul style="list-style-type: none"> – Adequate funding – Advocacy
29	Upgrade staff and modernize facilities of existing specialized media and communication centers	NBC, and other media regulatory agencies	Annually	<ul style="list-style-type: none"> – Well-equipped and staffed centres 	<ul style="list-style-type: none"> – Poor funding – Resistance to change – Poor maintenance culture – Poor training, motivation and welfare 	<ul style="list-style-type: none"> – Adequate funding – Commitment to upgrade staff and modernize facilities – Enlightenment – Behavioral change communication
30	Institutionalize mentoring as a value in the media industry	Professional Media and Communication regulatory bodies. Guild of editors, NUJ, NIPR, etc	Annually	<ul style="list-style-type: none"> – Increase number of mentors and mentees – Quality performance of the mentees 	<ul style="list-style-type: none"> – Resistance to mentoring – Lack of Commitment on the part of mentors and mentees – Poor mentoring skills 	<ul style="list-style-type: none"> – Sensitization – Capacity building
31	Re-inforce stricter compliance with industrial training (IT) programmes	Media and Communication training institutions, Media Organisation regulatory bodies	Quarterly	<ul style="list-style-type: none"> – Increase in the quality of performance 	<ul style="list-style-type: none"> – Poor funding – Lack of commitment – Inconsistency in remuneration 	<ul style="list-style-type: none"> – Adequate funding – Standardization remuneration – Effective

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S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
					<ul style="list-style-type: none"> – Poor motivation – Poor supervision 	<ul style="list-style-type: none"> monitoring and evaluation
32	Enforce compliance with professional code of ethics	NBC, BON, NIPR, APCON, MOPICON, Media and Communication Organisations	Daily	<ul style="list-style-type: none"> – Number of cases handled 	<ul style="list-style-type: none"> – Resistance/rejection of concept – Litigation – Insincerity of purpose 	<ul style="list-style-type: none"> – Advocacy – Fairness – Equity – Transparency
33	Enforce copyright laws	NBC, BON, NIPR, APCON, MOPICON, Media and Communication Organisations	Daily	<ul style="list-style-type: none"> – Number of cases handled 	<ul style="list-style-type: none"> – Resistance/rejection of concept – Litigation – Insincerity of purpose 	<ul style="list-style-type: none"> – Advocacy – Fairness – Equity – Transparency
34	Establish more centres for creative writing	Association of Nigerian Authors (ANA) Professional, Media and Communication Organisation	Annually	<ul style="list-style-type: none"> – Number of centres created – Level of enrollment 	<ul style="list-style-type: none"> – Proliferation of sub-standard centres and project 	<ul style="list-style-type: none"> – Standardization – Quality control
35	Comply with UNESCO recommended zero duty on all educational media equipment and facilities	NPAN, NPO, NOPICON	Annually	<ul style="list-style-type: none"> – Volume of imported media facilities on duty exception list 	<ul style="list-style-type: none"> – Non-compliance – Resistance – Hostile economic environment – Government policy – Inconsistency 	<ul style="list-style-type: none"> – Advocacy
36	Regular monitoring and analysis of media focused NGOs, Media Houses	Media focused NGOs, Media Houses	Daily	<ul style="list-style-type: none"> – Frequency of monitoring and analysis 	<ul style="list-style-type: none"> – Resistance – Compromise – Bits associations – Threat and 	<ul style="list-style-type: none"> – Sensitization – Improved remuneration, – Adherence to



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S/N	Initiatives	Monitoring Agency	Monitoring Frequency	KPI	Risks	Mitigation
	budgetary and other policy performances				Blackmail Owner's interference Self censorship	professional ethics – Prompt payment of salaries
37	Identification and celebration of our national icons and landmarks	National Orientation Agencies (NOA), NTDC, MOPICON, National Council for Arts and Culture (NCAC)	Quarterly	<ul style="list-style-type: none"> – Number of Identified national icons and landmarks – Number of media usage of such icons and landmarks 	<ul style="list-style-type: none"> – Abuse of concept – Overuse – Corruption Controversy 	<ul style="list-style-type: none"> – Research and Education – Sensitization

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Glossary

Term	Definition
Analogue Broadcasting	Less advanced technology, used to broadcast radio or television signals.
Citizen Journalism	The emergence of private and non-journalists to create personal web spaces, especially on the Internet, and generating and displaying individual view points, information, news and such other media content. Examples are Blogs, YouTube, My Space, etc
Code of Professional Ethics	A body of standard professional behaviours that members of a profession are expected, and, or persuaded to adhere to.
Community Broadcasting	Community-organised, owned and run radio or television station.
Community Newspaper	A newspaper owned and run in a community with the content mainly derived from communal activities.
Cyber crime	Any unlawful act or such criminal activity that can harm an individual using the cyber space.
Cyber Space	An Internet environment or an imaginary electronic platform where individuals engage in information exchange.
Circulation Figure	This, in newspaper publishing, refers to the total number of copies of a publication, put out for sales, at any given time.
Digital Broadcasting	The use of high-definition, satellite technology to broadcast high-resolution and quality radio and television signals to audiences through integrative multi-channels system.

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Term	Definition
Electronic Media	This refers to radio, television, and Internet as mass communication outlets.
Internet Penetration	The scale or degree of spread of the use of the Internet by the people in a given social setting.
Interactive Media	A multimedia system or environment that makes mass participation possible.
Mass Communication	This refers to the process of sending information, news or symbols through newspaper, magazine, radio, television, journal, the Internet, or film and cinema, to reach all, or most people in the society.
New Media	Internet environment, comprising computers and network systems where news and information can be accessed. It is also seen as a convergent point for the print and the broadcast media.
NPO	Nigerian Press Organisation, consisting of the Nigeria Union of Journalists, the Nigerian Guild of Editors and the Newspaper Proprietors' Association of Nigeria.