



REPORT OF THE NATIONAL  
WORKSHOP OF STAKEHOLDERS OF  
PEACE RESEARCH AND CONFLICT  
RESOLUTION

Organised by the

**INSTITUTE FOR PEACE  
AND CONFLICT RESOLUTION (IPCR), ABUJA**

Held at Nicon Hilton Hotel, Abuja  
14th-15th May, 2002

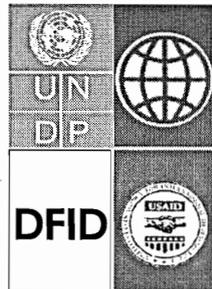


*In collaboration with*  
**UNDP, THE WORLD BANK,  
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## FOREWORD

It gives me a great pleasure to write the foreword to this publication, which puts on record a major contribution of the Institute for Peace and Conflict Resolution, an establishment/administer on behalf of Government.

It is a fact that without a modicum of peace in any society development would be an illusion. Although the IPCR is Government's apex establishment in the systematic pursuit and building of peace, it realized early enough that the pursuit of conflict resolution and maintaining a culture of peace cannot be dictated by fiat. To achieve appreciable success in either venture needs full collaboration with a gamut of players, which we refer to as stakeholders. Non-Governmental Organisations, Community-Based Organisations, research and advocacy institutions in the areas of peace research, peace-building, and conflict resolution need to be cultivated so that the collective and many-pronged further efforts that would ensued can have a chance of taking form root among civil society and bear peace dividends.

One major role of the IPCR is to provide a bridge between Government and the civil society to promote a culture of peace. Particularly under military regimes, the relationship between civil society and government was akin to that between the cat and the mouse. There was mutual suspicion and both preferred to work without the "interference" of the other. Under democratic governance, as we have at present in Nigeria, civil society and government cannot afford the kind of relationship they maintained in the past. As the two primary stakeholders of the democratic enterprise, either refusal or inability to close ranks would not augur well for the system.

I observe with great pleasure that the first workshop organised for Stakeholders on Peace Research and Conflict Resolution to be held in Nigeria turned out to be very successful. Apart from giving birth to the formation of a Peace Studies Association of Nigeria, this first workshop also paved the way for the first - ever Strategic Conflict Assessment (SCA) of Nigeria- an exercise that recorded a number of other firsts. The first Stakeholders Workshop did not only show how beneficial the partnership between Government and the international community could be, the SCA that ensued from it is the first ever to be implemented with a government agency (IPCR) in the lead. It was also the first involving Government, civil society, and the international donor agencies. The first and second phases of the SCA have been concluded and a report of both phases is also due for publication very soon. I hope the Second Stakeholders Workshop slated for early 2003 will look at the SCA report with thoroughness so that further phases of the SCA can be enriched.

I commend the IPCR and its partners- DFID, USAID, UNDP, and the WORLD Bank- for a job well done on this report.



Chief (Dr.) Bimbola Ogunkelu  
Hon. Minister for Cooperation and Integration in Africa  
Abuja  
November, 2002.

## ACKNOWLEDGMENTS

In organising the first Stakeholders of Peace Research and Conflict Resolution Workshop we were mindful of the mandate of our Institute as enunciated by the President, Commander - In - Chief of the Armed Forces of the Federal Republic of Nigeria. As the apex peace and conflict resolution establishment in Nigeria, it is our responsibility to coordinate and streamline efforts by various other bodies aimed at achieving some or all of the ends we aim to achieve. The workshop whose proceedings are being published presently therefore serves as merely a preliminary exercise to be succeeded by more of such collaboration in the future.

The workshop was made possible through the encouragement and financial commitment of the World Bank, the United Nations Development Programme, the United States Agency for International Development, and Department for International Development (British). I thank, most sincerely, Professor Mbaya Kakwenda UNDP Resident Representative and Mr Mark Tomlinson of the World Bank (Nigeria Office). I, in a profound sense, appreciate the efforts and work of members of the Advisory Group. Dr. Johnson Bade Falade, Samuel Harbor, Professor Georges Ntalaja -Nzongola (before he left for Washington DC) of the UNDP; Dirk Reinermann, Sarah Lyons of the World Bank; Claire Hickson of the DFID; Minnie Wright of USAID; and Prof. Osita Eze, Dr. Udentia Udentia, and Dr. Oshita Oshita of the IPCR. Members of the Advisory Group, particularly those from the donor agencies were very helpful in sourcing the funds with which we organised the first Stakeholders' Workshop. The advisory Group as a whole took charge of managing the exercise as a whole. It was a pleasure working with such a dedicated group.

The proceedings are of course about what went on among the participants at the workshop including the Chairmen of session, facilitators, and others too numerous to mention. I deeply appreciate their various contributions.



Dr. Sunday A. Ochoche  
Director General  
Institute for Peace and Conflict Resolution  
*Abuja,*  
*November 2002.*

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**PART ONE:**  
**Main Workshop Report**

# CHAPTER 1

## INTRODUCTION

### 1.1 Preamble

Towards bringing together for greater understanding, mutual cooperation and networking among Stakeholders in the country, a National Workshop on Peace Research and Conflict Resolution was organised by the Institute for Peace and Conflict Resolution (IPCR), Abuja. This workshop was Organised in collaboration with, and funded by the UNDP, World Bank, USAID and DFID. It was Held at the Nicon Hilton Hotel, Abuja, between 14<sup>th</sup> and 15<sup>th</sup> May 2002 in support of IPCR.

Participants at the workshop included eminent Nigerians, Diplomats and representatives of research institutions and NGOs involved in peace building and conflict resolution. In attendance were Ambassador Ferguson IHEME, representing the Director General of IPCR, Ambassador Howard Jeter of the United States Embassy, Professor Mbaya Kankwenda the UNDP Resident Representative and UN Resident Coordinator, representatives of the British High Commission, DFID, USAID, World Bank, UNESCO and high profile Government Officials. In all, the Workshop attracted a total of 163 participants. This figure was far more than the planned figure of about 100 participants (see Appendix I for the full list of participants).

The Workshop was participatory in its entirety. The Workshop programme comprised an opening ceremony, the first plenary followed by syndicate group discussion and the final plenary session. At the opening ceremony of the Workshop, the welcome address of the Honourable Minister, the Goodwill message of the UNDP and short remarks by World Bank and USAID were presented. The Minister of Cooperation and Integration, who was ably represented by Dr. Sunday A. Ochoche, Director of IPCR, declared the Workshop open. This was immediately followed by the main Plenary Session, which set the scene for the other activities. Thereafter, the participants were subdivided into four syndicate groups, with each group focussing on aspects of the thematic area as described below:

- Syndicate 1: Peace and Conflict Research Analysis: Conceptual and Methodological Issues in Relation to History, Culture and Social Change.
- Syndicate 2: Capacity Building Initiatives and Strategic Conflict Assessment (SCA) Process.
- Syndicate 3: Networking among Stakeholder Groups and the Imperatives of a Multi-Track Approach to Conflict Resolution.
- Syndicate 4: National Peace Policy and Early Warning Strategies.

The discussions at the various Syndicate group sessions were preceded by paper presentations focussing on the respective themes. These Syndicate sessions provided ample opportunities for participants to engage in interactive discussions and for them to make relevant observations and recommendations. The findings of each syndicate group were presented in the Second and Final Plenary Session. At the end of the Final Plenary Session, the Workshop declaration was read to the participants for discussion, amendment and adoption.

## 1.2 Structure of the Report

The rest of the Report is structured into three parts. Part One contains the Main Workshop Report. This part is divided into four chapters, with each chapter dealing with major events of the works as follows:

Chapter 2: Opening Ceremony

Chapter 3: First Plenary

Chapter 4: Final Plenary in which the Reports of the four main syndicate Groups were presented discussed and amended.

Chapter 5: Workshop Declaration

Chapter 6: Conclusions

Part II contains the various speeches made at the workshop. Part III is a compendium of all the technical papers presented at the workshop.

## CHAPTER 2: OPENING CEREMONY

### 2.1 Welcome Address

At the opening ceremony, Dr. Sunday Ochoche, DG, IPCR, presented the welcome address of Dr Bimbola Ogunkelu, the Honourable Minister for Cooperation and Integration in Africa. In his presentation, he commended the efforts of Dr. Bimbola Ogunkelu, the Honourable Minister, for making useful contacts with various organisations to mobilise support and funds that were required to make the workshop a reality.

He expressed his profound gratitude to donors that have supported and collaborated with the IPCR to organise the workshop. Dr Ochoche's address dwelt on the importance of peace to development, the aims and expectations of the workshop. According to him, peace building had become very critical to the survival of human culture and the success of development interventions such that every citizen ought to be concerned about how it is mediated in all circumstances and at all times.

The organisation of this workshop was in furtherance of the mandate of the IPCR and in direct response to the challenges posed by the intractable character of violent conflicts experienced in Nigeria in the recent times and the need to:

- i evolve a common ground for the study and understanding of peace research methods and conflict analysis; and
- ii explore the opportunities inherent in Nigeria's democratic values for mediating peace.

The aim of the Workshop is to harmonise and coordinate the efforts of researchers and other practitioners of peace studies and conflict resolution through effective information sharing and networking. Specifically, the workshop would assist in achieving the following objectives:

- Evolving pragmatic peace-building strategies that would facilitate the prevention and containment of conflicts before they become violent.
- Providing an appropriate conceptual framework for implementing the strategic conflict assessment plan for Nigeria.
- Creating the forum for discussing and agreeing on the proposal for a National Peace Policy to be submitted to government for consideration.

He expressed optimism in the workshop programme, which has been designed to achieve all the above objectives.

### 2.2 Goodwill Message by the UNDP

Professor Mbaya Kankwenda, the UNDP Resident Representative and UN Coordinator, delivered the Goodwill message during the opening ceremony. He expressed the willingness of the UNDP to collaborate with IPCR and other donors in organizing the workshop. He congratulated the IPCR for taking the bull by the horn and for coming into terms with its statutory role to organize this workshop for stakeholders in peace research across the country. The importance of the workshop is underscored by the fact that no meaningful development can take place in any society in conflict such as ours. Indeed, he emphasized that peace is inextricably tied to security and development. Therefore, the provision of security against violent conflicts is an essential ingredient of good governance and it was for this reason

that the UNDP Global Human Development in 1994 recommended that countries facing crises situation should take an immediate action to establish an agency for mediating peace. The Resident Representative, therefore, commended the Nigerian Government for setting up the IPCR, as a major research centre for strengthening its capacity to promote peace, prevent and manage conflict, both within and outside the country. Among the advantages to be derived from such action are: first, it would assist the country to tackle conflicts from an in depth study and analyses of conflicts. Second, by so doing, the country would empower itself to acquire relevant data and information on conflicts; and third, the data and information so acquired can in turn be used to promote new policy on peace, design and implement relevant programmes and establish viable networks for peace mediators. He emphasized the need to strengthen the capacity of the IPCR to effectively carry out its numerous roles.

Prof. Kankwenda provided a concise account of UNDP programme interventions in the country which focus on building national capacities for promoting sustainable human development, good governance and poverty reduction. In the area of good governance, the UNDP has assisted the Government of Nigeria to design a comprehensive National Governance Programme, which is aimed at promoting sustainable human development and poverty eradication. He emphasized that this programme has been designed with the active involvement of key stakeholders and other donors. Indeed, many donors which are buying into the National Governance programme include UNOPS, DFID, USAID, EC, World Bank IMF, NORAD, SIDA and the Cooperation Ministries or Departments of France, Germany, Japan, Ireland, Netherlands, UN-Habitat, UNEP, UNIFEM, UNEAD and private international foundations such as Ford and OSIWA.

He affirmed that the UNDP in its own right has allocated US\$5 million for supporting the implementation of the National Governance Programme. This fund would be used to support capacity building interventions in the three thematic areas: namely the fight against corruption; the promotion of human rights, particularly the rights of women, children, minorities and prisoners; and conflict prevention, management and resolution, including creating jobs to fight youth unemployment in conflict areas. This workshop is part of UNDP's support to the third focused area.

He drew attention to the strategic objective of the component of the National Governance Programme dealing with conflict prevention, resolution and management and the need to mainstream peace into development initiatives in the country. Specifically, he urged the country to make development a more proactive means of preventing, managing and resolving conflicts. The objectives for achieving this would include promoting development along the following goals:

- Improving the living standards of citizens through employment creation and the delivery of basic social services;
- Rehabilitating the professional middle classes through better working conditions and better remuneration;
- Addressing the peculiar problems of tertiary institutions of learning;
- Ensuring good governance through equitable distribution of national resources, the elimination of corruption and the speedy dispensation of justice;
- Ensuring the inclusion of preventive and peace-building strategies in the development process through participatory project formulation and conflict impact assessments; and
- Increasing national and group capacities in conflict analysis, dispute resolution skills and conflict management.

He commended the effort of the IPCR in its ability to mobilize resources and partner with donor agencies for capacity strengthening. Many donor agencies including the UNDP, World Bank, DFID, USAID and others are beginning to rise to the occasion to extend technical assistance to the Institute. In conclusion, he expressed his deep appreciation of the fruitful collaboration between donor partners, all of who are already working with IPCR in an advisory capacity.

### **2.3 Remarks by World Bank**

Mr. Dirk Reinermann, of the World Bank, in his remarks, expressed the great pleasure of his organization to be associated with the Workshop, because of the importance of peace in nurturing the nascent democracy and the attainment of wider goals of economic and social development in the country. The mission of the World Bank, according to him, is to assist the Government of Nigeria to tackle the problem of acute poverty in the country, through promoting programmes that would assist the attainment of economic growth. World Bank programmes focus on making the infrastructure such as telephone, electricity power supply etc to work more effectively, and to better develop the private sector to provide jobs for the poor, improve key social services such as health and education, and to assist the country in the fight against corruption. On top of these programme areas, the World Bank is concerned about the high risk posed to development and the negative effects of conflicts on social investments and economic growth.

He drew attention to global examples where violent conflicts have constituted major impediments to economic growths and poverty reduction. In particular, experience has shown that conflicts destroy social capital, and inhibit domestic and foreign investment and international assistance. Significantly, the economic cost of conflict may last beyond the violence itself and can contribute to either long-term stagnation of development, or the loss of past development gains. The World Bank, according to him, is therefore concerned about helping to manage the causes of conflicts experienced in the country. The World Bank expressed confidence in the partnership, which existed among donors to support IPCR's efforts to organize the workshop. He hoped that the workshop would be a landmark and a fruitful beginning of bringing together a network of stakeholders who, through their research in the area of conflict resolution, would contribute to a greater Nigeria, and wider economic and social development that are sustainable.

### **2.4 Remarks by His Excellency, Charles Bird, the Deputy British High Commissioner**

His Excellency, Charles Bird, Deputy British High Commissioner to Nigeria, thanked IPCR for inviting him to speak at the workshop and agreed with his fellow speakers that it was an important event. He said that frequent outbreaks of inter-ethnic violence in Nigeria were a cause for serious concern amongst the population and government, as they would be in any context. Nigeria's development and democratic future would be endangered if peaceful means of regulating conflicts were not found. He went on to talk about the UK government's programmes in a variety of sectors in Nigeria and its conflict prevention activities, in particular its support to a strategic conflict assessment in Nigeria.

### **2.5 Remarks by USAID**

In his short remark, Ambassador Howard Jeter, of the United States of America, commended and thanked the IPCR for inviting him to the workshop. He noted the importance of the workshop and its contribution to conflict mediation. He drew attention to the fact that under the new democratic rule, people should learn not to employ violent approaches to problem solving. People should also not take laws into their hands to wreak havoc in crisis situations. He pleaded that democracy and its tools must be used to douse tensions whenever they occur in the country. He expressed his high expectation of the outcome of the workshop, which among others, should come up with strategies to broker peace that

would apply both nationally and internationally and to produce a framework for a strategic network plan for peace policy. No doubt, the workshop would enhance the establishment of networks between researchers and building viable partnerships among public institutions, the organized private sector and civil society organizations for peace and conflict resolution. He stressed the importance of IPCR's collaboration with ECOWAS and other regional organizations in developing a strategic plan for promoting peace in the sub-region.

## CHAPTER 3: FIRST PLENARY SESSION: SHARING THE VISION OF MEDIATION PROCESSES AND ACTIVITIES

*Chairperson:* Dr Sunday Ochoche, DFG, IPCR  
*Rapporteur:* Ms. Julie Sanda  
*Facilitator:* Dr. Oshita Oshita

In the First Plenary Session, which immediately took off after the opening ceremony, two papers were presented to set the tone of the workshop. These papers were (i) *Sharing the Vision of Mediation Activities and Processes* which was presented by Dr. Isaac Olawale Albert and (ii) *International Experience in Conflict Assessments* as presented by Mr. Per Wam. These presentations were later supplemented by short reports by two NGO groups, namely African Refugees (AREF) and Negotiation and Conflict Management Group (NCMG) who shared their field experiences through presentation of short reports on their contribution to peace mediation in different conflict situations in Nigeria.

### 3.1 Sharing the Vision of Mediation Activities and Processes

This paper discussed the need for mediation, the features and different approaches in the application of the Third Party Mechanism to resolving conflicts. A party that is neutral to a conflict is defined a 'third party mechanism' in conflict resolution. The paper also discussed the peculiarities, efficacy and the advantages of using the mediation approaches, principles of mediation, types of mediators, mediator processes and an account using this method in mediating peace in a conflict situation in the country.

According to his presentation, the various methods of third party intervention include *conciliation, facilitation, mediation, arbitration, and adjudication* methods. Of these various methods of conflict resolution, the method of mediation was said to be the most effective. As such, the paper went into in-depth discussion of this method and its advantages, which include providing an opportunity for conflict resolution, educating the disputants on ways of achieving resolution; and making the condition necessary for a peace negotiator to become a mediator.

The principles of mediation effort are:

- (i) Impartiality of intervention.
- (ii) Confidentiality of deliberation with parties.
- (iii) Self-determination of issues that should be itemized for discussion by parties to conflict.
- (iv) Voluntary nature of the intervention.
- (V) Empowerment and education to facilitate success.

A successful mediation effort must be preceded by some form of planning, known as pre-mediation efforts, which must include the formulation of a plan containing details, complexities, nature of mandate and existing power relations in the conflict. These pre-mediation efforts should include the necessary steps and actions to be taken to bring the parties in conflict together for a peaceful resolution.

The stages of the mediation process include the following:

- (i) Introduction of parties and the judgment of the game.
- (ii) Story telling: Here, parties are encouraged to narrate in detail how the conflict began.
- (iii) Joint problem-solving stage: Here both sides to the conflict decide what problems to resolve.
- (iv) Formalization of the agreement reached by parties.

### **3.2 International Experience in Conflict Assessments**

Per Wam's presentation on the above theme underscored the prevalence of conflict in all societies and the contrasting attitudes for their mitigation, and defined the scope and indicators for conflict assessment and the significance of carrying out such an assessment in Nigeria.

Wam emphasized that the subject of peace studies has received a global concern due to the fact that conflict is common to all societies. So are its disastrous effects. He observed that conflict manifests itself either politically or predominantly violently. Conflicts constrain development and undermine poverty reduction efforts. Experience has shown that 80% of the world's 20 poorest countries suffered from violent conflicts in the past 15 years. Therefore, conflict prevention and reconstruction are central to promoting development and poverty reduction in any society. He emphasized the need to carry out conflict assessment because development strategies can influence conflict either positively or negatively. Development strategies have negative impact, when they inadvertently worsened the underlying causes of conflict, exacerbate prevailing tensions or provide the groups the means for violent activities. Conversely, development strategies are positive when they address underlying causes of conflict and reduce tensions and provide opportunities and means for peaceful dialogue.

Using the World Bank's conflict analysis approaches, Wam noted that the pertinent questions to ask in undertaking Strategic Conflict Assessment would include:

- (i) Why does conflict turn violent? and
- (ii) What can be done by donor agencies to positively influence or help mitigate escalation of conflict?

Mr. Wam noted that the way donor agencies approach the issue of conflict can either exacerbate or reduce conflict as supporting a particular group to a conflict without exercising caution might indeed increase conflict and tension. But the provision of opportunities for dialogue would influence a conflict resolution positively.

The underlying reasons for conflict assessment include to:

- (i) Increase our sensitivity to conflict in strategies for poverty reduction and development.
- (ii) Identify and analyze sources and problem issues related to conflict.
- (iii) Establish linkages between conflict and poverty.
- (iv) Strengthen resilience to conflict via appropriate development.

Mr. Wam distinguished between societies that are resilient to conflict and those that are at the risk of violent conflict. Societies that are resilient to conflict tend to deal with issues through social and political processes rather than employing violence. Therefore, the characteristics of resilient societies include the following:

- (i) Operating political and social institutions that are largely inclusive, equitable and accountable.
- (ii) Promoting economic, social and ethnic diversity rather than polarization and dominance.
- (iii) Promoting equitable growth and development across the society.
- (iv) Adopting the culture of dialogue rather than violence.

Indicators for identifying countries at the risk or brink of violent conflicts include the following:

- (i) Occurrence of violent conflict in the past ten years.
- (ii) Low per capita GNP.
- (iii) High dependency on primary commodity export.
- (iv) Regime instability relating to transformation of state structure and political instability expressed by lack of civil liberties or a breakdown of law and order.
- (v) Militarisation.
- (vi) Ethnic dominance.
- (vii) Active regional conflicts.
- (viii) High youth unemployment.

The paper also defined six categories under which the impact of conflict and poverty can be analyzed, which include the following:

- Social and ethnic relations (as indicated by social, economic and ethnic cleavages, regional imbalances, differential social opportunities bridging social capita etc).
- Governance and political institutions, (as indicated by governance, equity of, law, and judicial system, stability of political institutions, skilled political engineering, and links between government and citizens)
- Human rights, and security (as indicated by the role of the media, freedom of expression curtailment, human rights status, militarization of society and security of civilians).
- Economic structure and performance (as indicated by economic growth, income disparities, per capital income changes, inflationary trends, external debt management, reliance on high value primary commodity, unemployment and access to productive resources, conflict induced poverty)
- Environment and natural resources (as indicated by availability of natural resources, access to natural resources, in-country and cross border competition over natural resources).

External factors (as indicated by regional conflicts, role of kindred groups outside country and role of Diaspora).

He cautioned that conflict assessment must ensure that generic variables are translated to local contexts with respect to the following parameters of measurements:

- (i) History/changes over time in the issue.
- (ii) Dynamics/trends of the issue with respect to future path.
- (iii) Public perceptions, attitudes and biases on the issue.
- (iv) Politicization of the issue by groups or organizations.
- (v) Organization: the extent to which the issue has led to the establishment of interest organizations and/or influenced political parties and militant groups.
- (vi) Conflict and intensity: how the issue contributes to conflict and current level of intensity.
- (vii) Link to poverty: how the issue relates to poverty.

### **3.3 The Role of National NGOs in Peace Mediation**

The presentations by both AREF and NCMG show in some measure what the national NGOs were able to do with their little financial support in peace mediation. The NCMG believes in alternative dispute resolution (ADR) approach to peace mediation. It has organized several training programmes on peace mediation, set-up ADR Clubs and offer advocacy and advisory services. AREF's contribution to peace mediation has been in the area of peace education for school children. It also provides advocacy services.

## CHAPTER 4: FINAL PLENARY

At the end of the First Plenary Session participants broke into 4 syndicate groups set up on thematic issues, which were designed to examine at length several of the issues raised in the above presentations. The Reports of each Syndicate Group was presented in the second and final plenary sessions, which are discussed in the following section of the Report.

In the final plenary session, the four syndicate group reports were extensively discussed, debated, amended and adopted by the whole house as shown below.

### 4.1 Report of Syndicate One: Peace and Conflict Research: Conceptual and Methodological Issues in Relation to History, Culture and Social Change

*Chairperson:* Dr. Istifanus Zabadi

*Rapporteurs:* Mr. Lanre Obafemi  
Mrs. Theresa Ajufo

*Facilitator:* Dr. Shadrack Best

The Group's Report provided a general summary of Dr. Shadrach Gaya Best's paper presented on the above theme. This paper provided a working definition of key concepts in peace studies such as, 'peace, violence, non-violence', and 'conflict'. It also provided a historical sketch of the different cases of conflicts experienced in the country from the mid 1960s till the present time. It traced the historical development of research in conflict and the growth of the subject from the world war period till date. At the international level, the evolution of peace and conflict research received impetus from certain developments in the fields of organizational and behavioral science, psychology, politics, and international studies. Peace research was inspired by the activities of pacifists and peace movements in the post World War II period, and the exploits of pioneer peace researchers like Theodore Lentz and Kenneth Boulding. In Nigeria, the establishment of the Centre has aided peace research for Peace Research and Conflict Resolution of the National War College, Institute for Peace and Conflict Resolution in the Presidency, the emergence of a number of NGOs and the contributions of international donor agencies in the country. The paper dwelt on the different methods of peace research and compared these to those undertaken in other fields of endeavour such as the social sciences.

Although Best's paper deviated from the central theme of the subject, however, the Group commended his presentation as providing a worthwhile contribution to knowledge in the field of peace studies. In particular, the paper clarified several concepts for better understanding. There were already visible results of peace research in the country, as scholars have begun to reap some fruits from endeavors in this field. In the ensuing discussions, the group made several observations and recommendations in the furtherance of promoting research in the field of peace, which amounted to the following:

#### (i) *Ensuring Definition of relevant concepts in Peace Research:*

Peace and conflict researches would need to define and redefine its concepts, methods and tools for analysis. Researchers in Nigeria need to clearly define what certain key concepts mean in the Nigerian context; these include peace, conflict, conflict management, conflict resolution, conflict prevention, conflict transformation, peace building etc. The Group also advanced a working definition of peace as 'a social setting of justice, tolerance, equity, and fairness, where violence is under control and does not threaten the existence of the system. The term 'Conflict' was also defined by the Group as 'disagreement over resources, values etc. and the perception that the other party is an obstacle to one party achieving what it wants'.

**(ii) *Employing Multi-disciplinary Approach to Peace Research:***

Given the multifaceted nature of peace and conflict issues, a multidisciplinary approach would be best suited to peace and conflict research, wherein diverse methods of data gathering and data analysis are adopted. A comparative research approach employing multi-disciplinary approaches (combining the perspectives of specialists in relevant fields) should be adopted where necessary. The plenary session was very emphatic in its recommendation that peace research is therefore not limited to one school of thought, several methods can, and indeed have been applied, depending on the situation. Both basic and applied researches follow the scientific rules of objectivity, reliability, falsification, etc. and therefore cannot be differentiated.

**(iii) *Ensuring clarity and relevance in Research Design:***

An adequate research design including research objectives, research problems and hypotheses would be what the peace and conflict researcher should start with.

**(iv) *Ensuring objectivity in Peace Research:***

The researcher, like other stakeholders, should abide by certain ethics, taking cognizance of historical and cultural sensibilities of their communities at all times, and be conscious that their neutrality should never be in doubt. History was considered as a vital factor in the design of methodology of peace and conflict research because it enables the researcher to get to the genesis of the conflict under study and provide further assistance in the analysis and intervention. However, researchers should be wary of distorted historical facts, as most of Africa's historical facts exist only in the oral tradition. This situation poses a great challenge to the researcher when dealing with conflicting claims by contestants in the conflict. Researchers should strive to overcome this problem by keeping at the back of their minds that objectivity (or neutrality) is a most prized asset in carrying out researches. Culture also plays a significant role in conflicts and should be taken cognizance of as an important factor in designing research methodology for peace studies. Culture is the key that opens the door to a community and if not properly appreciated, this could hamper research efforts, e.g., dress code. An appreciation of the work of the researcher, from culture to culture, would impact on the ability of the researcher to do his work properly and objectively. Social change is about transforming society from one order to another. It impacts on research and vice versa.

**(v) *Ensuring that Peace Research identifies causes and means for resolution:***

The peculiarity of peace and conflict research rests on the fact that its ultimate goal is to achieve peaceful or non-violent means of responding to the conflicts. Under investigation, there are proven theories about the causes of conflicts and the means of resolving them. Researchers are urged to either identify or find the root causes of conflicts upon which mediation strategies can be built or based.

**(vi) *Building Peace Mediation on Critical Research Findings:***

The Group noted that communities in the developed world built their progress and development strategies we see today on research findings on peace and conflict resolution. The current effort in Nigeria to mediate peace would only have future if it will build its own peace strategies and policies in the same way on critical findings of pioneering and enduring research efforts in communities with violent conflicts.

In conclusion, the Group appreciated the pioneering research works of Professors Tekena Tamuno, Nnoli, Suberu, Otite and Albert. The Group also commended the good work being done by the IPCCR, and international donor agencies namely: USAID, DFID, UNESCO, UNDP, and World Bank. The Group noted with interest and admiration the plurality of NGOs that participated in the Workshop. This has been described as a positive development and an impetus for promoting linkages in the development of methodologies for peace and conflict researches and joint targeting of mediation programmes.

*(vii) Ensuring Peace Researches are undertaken with all seriousness it deserves*

All stakeholders should take research as vital to both the practice and theory of peace research and conflict resolution, whether it is research for intervention or research for its own sake.

*(viii) Ensuring that Peace Research contributes to knowledge*

Research seeks and improves knowledge, improves one's capacity and therefore should be emphasized by all stakeholders.

## **4.2 Report of Syndicate Two: Capacity Building Initiatives and Strategic Conflict Assessment (SCA) Process**

*Chairperson:* Mr. Sammie Ihejirika  
*Rapporteurs:* Ms. Hepzibah Achanya  
Ms. Maria Ngaji  
*Facilitator:* Dr. Oshita A. Oshita

The Group's Report contains vital elements of the theme. Two papers were presented in this session: the first one on the work of USAID in capacity building for peace negotiation in Nigeria which was presented by Ms. Minnie Wright of USAID, and the second one on the SCA process which was delivered by Ms. Claire Hickson of DFID.

### **4.2.1 The Activities of USAID in the area of Peace**

From the presentation on the above, it was clear that the USAID has played a major role in capacity building for peace mediation in the country. Since 1998, USAID has expanded its programme significantly to focus on four major areas of concern in Nigeria, namely economic growth, education, health, democracy/good governance. These areas of support to the country were chosen after due consultation with the Nigerian government, civil society organizations and the private sector.

Currently, USAID operates a two-year transition strategy to promote democratic governance, expand the democratic dividends, and build confidence in government's capacity to deliver services to the Nigerian people. This would help to create an enabling environment for private sector investment. USAID's governance programme focuses on four areas namely: election assistance, transparency and accountability, constitutional reform and conflict mitigation. The programme component dealing with conflict focuses on conflicts that could occur before, during and after elections, ethnic and religious conflicts and conflicts associated with land disputes. To this end, USAID has supported nine conflict management resource centres and an Internet Website that are being established. The Website is a database of resources that would be useful to people and organizations involved in conflict resolution and management in Nigeria. Each of the conflict management resource centres would be provided with a standby power supply unit that would be run by a competent organization to ensure sustainability when they finally come on stream. In the area of peace training, USAID has developed a training manual on peace, which has been translated into three major Nigerian languages *Igbo, Hausa and Yoruba*. These manuals are already made available through on-line resources.

### **4.2.2 Strategic Conflict Assessment (SCA) Process**

Drawing from the presentation of Claire Hickson on the above theme, the Group commended the upcoming SCA to be carried out for the country, which will be led by IPCR and supported by the World Bank, DFID, UNDP and USAID. The SCA is an initiative which aims to build capacity of a wide range of conflict actors through producing a shared analysis of conflict and by identifying new strategies and options for macro- or micro- level intervention either to reduce or prevent violent conflict.

SCA aims to develop new approaches to conflict by analyzing current responses alongside asking whether organizations are working “in, on or around” conflict. The SCA also aims to identify gaps between what is needed to reduce conflict and what is currently being done. This provides the basis for recommending new approaches to be pursued in the future.

The proposed SCA is based on DFID methodology, which involves three major steps:

- analyzing the conflict; looking at the economic, social, political and security factors creating conflict; trends in conflict; triggers and possible future scenarios.
- analyzing the existing responses by a range of actors.
- based on 1 & 2 above, identifying the opportunities or strategies for effectively tackling such conflicts.

Previous SCAs have been conducted by DFID alone. The Nigerian SCA will be the first one led by a national organization (IPCR) with the support of a range of donors. It had been acknowledged in planning the SCA that Nigeria is a large country with many different conflicts and that was already a considerable amount of literature available on those conflicts. The methodology of the SCA has therefore been adapted for use in Nigeria. It was proposed that it be carried out in 2 phases. The first phase would be a desk-based exercise using existing literature to identify or map what was already known and identify any gaps. The second phase would be fieldwork to provide a more detailed analysis, consult with a range of stakeholders, and fill any gaps identified in the first phase

The work being done by IPCR was commended, noting that so far IPCR is the first government agency to take the lead in collaborating with other agencies conducting such an assessment.

#### **4.2.3 Capacity Assessment for Peace Mediation in the country**

The group brainstormed and carried out a capacity assessment of stakeholders to mediate peace in the country with respect to the following critical areas:

- (i) Early warning
- (ii) Prevention of Conflicts
- (iii) Peace mediation
- (iv) Information sharing
- (v) Peace Research, and
- (vi) Peace Evaluation.

The assessments, contained in Tables 4.1 to 4.6 show a low capacity rating by both Government and NGOs in all respects of peace mediation. The Groups identified capacity building requirements and the way forward in each case.

Table 4.1: Capacity Gaps and Requirements for Early Warning System

<i>Agencies</i>	<i>Assessment of Existing Capacity</i>	<i>Capacity building requirement</i>	<i>The Way Forward</i>
Government	Low capacity for early warning response	<ul style="list-style-type: none"> <li>- Institutional reforms.</li> <li>- Capacity building for timely Responses to early warning.</li> <li>- Capacity building for conflict analysis.</li> <li>- Judicial reforms.</li> <li>- Strengthen IPCR/NOA for early responses.</li> <li>- Provide qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>- Create more awareness for early warning using all forms of media.</li> <li>- Provide adequate funding and logistic support for peace research.</li> <li>Establish network Between NGOs/ Government.</li> <li>- Establish peace forum.</li> </ul>
Civil Society Organisations (CSOs)	Lack of capacity to take appropriate action.	<ul style="list-style-type: none"> <li>- Institutional reforms of the law enforcement agencies needed.</li> <li>- Capacity building for an early warning required.</li> <li>- Capacity building for conflict Analysis.</li> </ul>	

Table 4.2: Capacity Gaps and Requirements for Conflict Prevention

<i>Agencies</i>	<i>Assessment of Existing Capacity</i>	<i>Capacity building requirement</i>	<i>The Way Forward</i>
Government	Capacity of government agencies is ineffective and sometimes counter-Productive.	<ul style="list-style-type: none"> <li>- Train government officials in conflict prevention.</li> <li>- Promote conflict prevention sensitization programme.</li> <li>- Recruit qualified staff.</li> </ul>	<ul style="list-style-type: none"> <li>- Build trust for both civil Society and government.</li> <li>Build capacity of civil society for conflict prevention.</li> <li>- Promote peace education and incorporate it into school curricular.</li> </ul>
NGOs	- Low capacity to prevent conflict	<ul style="list-style-type: none"> <li>- Train civil society in conflict prevention.</li> <li>- Promote sensitization programme.</li> <li>-Recruit qualified personnel</li> </ul>	

Table 4.3: Capacity Gaps & Requirements for Peace Mediation/Management

Agencies	Assessment of Existing Capacity	Capacity building requirement	The Way Forward
Government	<ul style="list-style-type: none"> <li>- Capacity of both IPCR and NEMA needs strengthening.</li> <li>Capacity of state and LGAs need strengthening.</li> <li>- Capacity of Ministry of Inter governmental Affairs and NDDC for mediation needs strengthening for peace Education.</li> </ul>	<ul style="list-style-type: none"> <li>- Promote enabling legislation for peace building mediation.</li> <li>- Establish well-defined mediation process.</li> <li>- Improve credibility of Government.</li> <li>- Build capacity of policy in human right issues.</li> <li>- Train NGOs on negotiation skills to become good mediators.</li> <li>- Build internal mechanisms to enable civil society work together.</li> </ul>	<ul style="list-style-type: none"> <li>- Promote and adopt a national peace policy.</li> <li>- Train police force on human rights/ mediation strategies on short and long term basis as inputs for National Peace Policy.</li> <li>-Empower through training women and children to be mediators in peace</li> </ul>
NGOs	<ul style="list-style-type: none"> <li>- Capacity of civil society organizations (CSOs) for Mediation is fair.</li> </ul>	<ul style="list-style-type: none"> <li>- Build trust between government and (CSOs).</li> <li>- Train NGOs in objectivity and communication skills.</li> <li>- Train women / children in justice.</li> <li>- Build peace education into the school curricula.</li> <li>-Sensitize CSOs on democratic principles.</li> </ul>	

Table 4.4: Capacity for Information Sharing

Agency	Assessment of Existing Capacity	Capacity building requirement	The Way Forward
Government/ NGOs	<ul style="list-style-type: none"> <li>Lack of a working relationship between government and CSO.</li> <li>- Low information flow from CSOs to government.</li> <li>- Low sharing of information between government agencies, as the recruiting groups do Not share information.</li> <li>Unnecessary magnification of conflict situations.</li> </ul>	<ul style="list-style-type: none"> <li>- Promote structural and procedural reforms for government and relationship between it and CSOs.</li> <li>Liberalization of flow of information to ensure a more transparent and accountable governance.</li> <li>- Promote civic education and advocacy training.</li> </ul>	<ul style="list-style-type: none"> <li>Validate information on conflict before circulation to avert other forms of conflict.</li> <li>- Strengthen conflict networks e.g. CRESNET.</li> <li>- Develop good workingrelationships.</li> <li>- Promote media reform programme.</li> <li>- Review media reporting style on conflict issues.</li> </ul>

Table 4.5. Capacity Gaps and Requirements for Peace Research

<i>Agencies</i>	<i>Assessment of Existing Capacity</i>	<i>Capacity building requirement</i>	<i>The Way Forward</i>
Government/ NGOs	There is low capacity of both Government and NGOs to effectively carry out researches on conflict.	<ul style="list-style-type: none"> <li>- Train researchers on conflict assessment and analysis, reporting and mediation.</li> <li>- Government to provide more funding for peace research.</li> <li>- Promote applied research methodology for conflict management practitioners</li> </ul>	<ul style="list-style-type: none"> <li>- Establish Peace Studies Association to encourage research.</li> <li>- Encourage the development of linkage between national and international conflict practitioners.</li> <li>- Establish special forum for practitioners and researchers to discuss national issues.</li> <li>- Encourage the publication of journals to facilitate the sharing of information on peace</li> <li>- Strengthen existing networks.</li> <li>- Build capacity of practitioners to access resources and materials by academic researchers rather than annual booklets.</li> </ul>

Table 4.6. Capacity for Peace Evaluation

<i>Agencies</i>	<i>Assessment of Existing Capacity</i>	<i>Capacity building requirement</i>	<i>The Way Forward</i>
Government/ NGOs	Low capacity of both Government and NGOs for peace evaluation.	<ul style="list-style-type: none"> <li>- Train government and CSO officials in evaluation.</li> <li>- Develop ethical standards for practitioners.</li> <li>- Set up criteria for carrying out the practice.</li> <li>- Coordinate activities in the sector to avoid duplication of efforts.</li> </ul>	<p>The Way Forward</p> <ul style="list-style-type: none"> <li>- The carrying out of strategic Conflict assessment as envisaged by the IPCR is regarded as a step in the right direction.</li> <li>- Carrying out training needs assessment of relevant public and civil society organization and designing a training programme for peace evaluation</li> </ul>

In addition, to the various recommendations for capacity enhancements as contained in Tables 1 to 6 above, the plenary session made the following additional recommendations:

- (i) Promoting education for capacity building should include mass education and not limited to the formal sector i.e. regular schools.
- (ii) Targeting the youths in peace building efforts.
- (iii) Targeting the traditional rulers for capacity building training in peace and conflict resolution.
- (iv) Strengthening the capacity of the National Emergency Management Agency (NEMA), which has a mandate for comprehensive disaster management through training and additional funding.

#### **4.3 Report of Syndicate Group Three: Networking among Stakeholder Groups and the Imperative of a Multi-track Approach to Conflict Resolution**

*Chairperson:* Dr. Mike Maduagwu  
*Rapporteurs:* Ms Betty Bassey  
Mr. Simeon Ogundele

The Group reported on the salient points of the paper presented on the above theme. The Report drew attention to the pervasiveness of violent conflicts in the country in the recent past, which though need not dampen our moral, but should be used as opportunities for changing the present situation for the better. The Report discussed the concept of partnering and advanced the Multi-Track Model as one that could be useful for mediating peace in the country. It identified potential partners and the benefits of partnering and how to build on such partnerships. While examining the existing networks for partnering in the country, the Group made several recommendations for ensuring that partnering in peace mediation will work satisfactorily in Nigeria.

Partnering is a cross-sector alliance in which individuals, groups or organizations agree to work together, share the risks as well as benefits, and review the relationship regularly. Stakeholders need to network together if they are to play active roles in either preventing or managing conflicts in the country through the use of multi-track approach, which includes government, NGOs, business community, private citizens, Research, training and education, activism, religion, funding agency, and communication/media.

Both public and private sectors, and the NGOs constitute the three sectors with which peace stakeholders can partner, so as to make meaningful contributions to peace and development in the country.

Building partnerships is often a difficult task as the partners usually come with distinct roles, values and skills. It is full of mutual suspicions between government and NGOs on one hand and among NGOs on the other hand. This kind of suspicion may constitute a stumbling block to effective partnering. For the partnerships to succeed therefore, the principles of equity and not equality, transparency (without any hidden agenda) and mutual benefit from the relationship must be mutually agreed upon in any partnership networking.

The identified problems of partnering include:

- (i) The varying values of people from different orientations coming together;
- (ii) The lack of money as most of the partners do not have their own funds;

- (iii) The fear of executing contact between organizations that may not bother to know more than the contact point;
- (iv) The over ambition about the achievement of such partnership, among others;
- (v) The discordant visions of some NGOs by donors;
- (vi) The problem of dishonest NGOs;
- (vii) The problem of identifying genuine NGOs.
- (viii) The problem of bias by donors.

In order to overcome these problems there is the need for donors to receive/or request for objective references and proper investigation of NGOs they would like to partner with..

The benefits of partnering include;

- (i) providing a mechanism for each partner to bring specific skills and competencies;
- (ii) mobilizing additional resources by combining physical and financial resources of all sectors;
- (iii) replacing conflict with cooperation for all participants;
- (iv) ensuring greater awareness of the priorities; and
- (v) creating dynamic conflict resolution networks.

The Group presented the following recommendations for promoting networking among stakeholders:

- (i) Adopting a more inclusive approach to partnering and networking by stakeholders to embrace the principles of quality, transparency and building trust between multi-track stakeholders.
- (ii) Establishing a conflict-monitoring group with a view to preventing, managing and resolving conflicts.
- (iii) Creating a forum for NGOs in every state of the federation in order to place them in a position to issue credible statements on potential conflicts.
- (iv) Ensuring information pooling and sharing among stakeholders
- (v) Adopting the resolution reached at the Presidential Peace Retreat on Election Violence held in Abuja in February 2002, where all political holders committed themselves to eschew violence in the coming election.
- (vi) Establishing a database of stakeholders for the management group, which should be constantly updated. In this regard, the plenary buttressed this recommendation and mandated WANGONET to undertake a census of conflict management groups to identify 'who is doing what' for the purpose of networking. The directory to emanate from such exercise is also expected to promote credibility within the conflict management community.

- (Vii) Re-defining the focus and purpose of partnership between NGOs who should strive to be transparent and self-reliant through creative thinking and strategizing with the possibility of attracting patronage.
- (viii) Encouraging greater partnership between Community Based Organizations (CBOs), Youth Organizations and Non-Governmental Organizations and strengthening their capacities for mediating peace.
- (ix) Ensuring greater donors' partnering with NGOs for more positive relationship.
- (x) According due recognition to and working with civil society organizations that have expertise in conflict management by Government at all levels.
- (xi) Promoting openness, equity and transparency to prevent mutual suspicion and distrust among the stakeholders.
- (xii) Promoting greater collaboration among the stakeholders and ensuring agreement on what is to be done, how and by whom.
- (xiii) Encouraging studies/researches and promoting training institutions on peace and conflict, which should be useful to the government, donor agencies and NGOs in making peace mediation efforts work more effective.
- (xiv) Involving religious organizations to play a vital role in the teaching of tolerance to their members and encouraging them to collaborate in promoting peace and re-building the cultural values that have been eroded in Nigeria.
- (xv) Conducting periodic census of conflict management groups and to further achieve the objectives of networking and effective partnering WAMNET was nominated to disseminate the directory to practitioners, governments and donors.
- (xvi) Encouraging business organizations to fulfil their social responsibility by investing in peace building.
- (xvii) Encouraging transparency among NGOs to develop their capacities to earn respect of other stakeholders, especially government and donors, and be more focused in the pursuit of their objectives.
- (xviii) Encouraging and ensuring that Donors (both national and international) carry out detailed consultations to identify credible NGOs to partner with in executing donor supported programmes.
- (xix) Encouraging NGOs to explore ways of becoming more self-reliant without either losing focus or compromising their independence by re-strategizing, and promoting cost recovery programmes and embarking on fund-raising methodologies in capacity building training such as seeking to increase their revenue bases by introducing membership fees, side businesses, becoming quasi-autonomous (QUANGOS), etc.
- (xx) Encouraging the private sector to be involved as key stakeholder in the subject matter.

#### 4.4 Report of Syndicate Four: National Peace Policy and Early Warning Strategies

*Chairperson:* Dr. Rev. N. N. Lnyom  
*Rapporteurs:* Mr. Lanre Obafemi  
Ms Grace Olawepo  
Ms. Felicia Onibon  
Mr. Kunle Fagbemi

##### (i) Objectives:

This group discussed a lead paper on proposal for a national peace policy as presented by Dr. S.A. Ochoche, Director-General of IPCR and came up with detailed recommendations. The paper denounced the present ad hoc approaches to peace building and identified the absence of a national policy to guide those engaged in peace building, and underscored the need for adopting one for the country. The paper defines the goals, objectives of a national peace policy, and the need to provide for early warning mechanism.

After exhaustive discussions, the Group resolved that Government should immediately formulate and adopt a National Peace Policy that incorporate the following vital elements:

##### (ii) Mission Statement:

The mission statement of the proposed National Peace Policy would be:

**To provide a national framework for conflict prevention, resolution and peace building based on principles that seek to make every Nigerian and institution an instrument of sustaining peace.**

The Objectives of the proposed National Peace Policy should among others include the following:

- (a) Promoting a systematic national approach to conflict intervention
- (b) Promoting consistency and guide against the excesses and idiosyncrasies of individual leaders.
- (c) Ensuring coherence and harmony between decisions and actions on peace management and other official policies of Nigeria
- (d) Stating clearly Nigeria's interest in a conflict situation and why intervention is considered necessary.
- (E) Establishing and stipulating the specific conditions for which Nigeria seeks interventions whether for the provision of humanitarian assistance, security, political, social and economic support or to put an end to hostilities and restore law and order.
- (f) Providing education for members of the public on the position of government in matters relation to the search for peace and management of conflicts.
- (g) Promoting research and documentation of national and international conflict issues and engaging in regular data collection.
- (h) Identifying early warning issues and monitoring their evolution so as to prevent escalation.

- (i) Providing training and capacity building in conflict management at all levels.
- (j) Ensuring that the policy will accommodate the interest of youth in peace building.
- (k) Establish a national peace fund for the promotion and building of peace.

**(iii) The scope**

The National Peace Policy should emphasize and ensure the full integration of the nation's diverse ethnic, religious and interest groups such as the youth, women and local communities into the social fabric of the nation without discrimination. The proposed policy should also seek to promote justice, equity and fair play in every sphere of our national life in a manner complementary to the constitution of the Federal Republic of Nigeria.

**(iv) Structure**

The proposed peace policy should provide for the establishment of a National Peace Commission, which should serve as the apex peace organ in Nigeria. With regard to this recommendation the Plenary Session took an exception. While agreeing that the conflict situation in Nigeria poses a very major problem for national development, the plenary observed that the IPCR is strategically positioned in collaboration with civil society and the donor community, to implement the proposed National Peace Policy. The setting up of a National Peace Commission was seen as an unwarranted duplication of effort, which would lead to eroding the relevance and critical role, which the IPCR has already.

**(v) Early Warning Signals and Response**

The Peace Policy should incorporate a clause that makes appropriate authorities concerned to be sanctioned for not responding to early warning signals (EWS).

The policy shall define the scope and processes of managing and documenting the early warning signals

The Policy, for the purposes of the EWS should ensure that all relevant agencies of government and non-governmental stakeholders interface and maintain a need-to-know information management scheme

The Policy for the purposes of the EWS should seek to mobilize and harness the available local, traditional, media and community structures (i.e. traditional rulers, religious leaders, media, community development associations, opinion molders, youth, women, etc.).

The Plenary Session recommended the adherence to the following process for drafting the proposed peace policy:

- (i) Ensuring that the process is participatory.
- (ii) Ensuring that elements of corporate, social responsibility for peace are included in the policy.
- (iii) Providing that the private sector should be encouraged to endow funds for peace and conflict management activities and modalities for involving this sector should be included in the Peace Policy.
- (iv) Ensuring that details of the implementation of the policy are adequately addressed.
- (v) Providing that the private sector should be encouraged to endow funds for peace and conflict management activities, and modalities for involving this sector should be included in the Peace Policy.

## CHAPTER 5: PROCLAMATION OF PEACE STUDIES ASSOCIATION OF NIGERIA (PESAN).

The Peace Studies Association of Nigeria (PESAN) was set up following a unanimous proclamation of the whole house as a body to further articulate networking among stakeholders in peace and conflict resolution. A steering committee was set up to work out further modalities for the formation of the association. The Steering Committee comprised of a Protem Chairman and six other members drawn from six geopolitical zones in the country. The names of elected members are as follows:

**Protem Chairman:**

Dr. S. A. Ochoche, Institute for Peace and Conflict Resolution, The Presidency, Abuja

**MEMBERS:**

North-East	Dr. S. Bogoro, FACE-PAM, Bauchi
North-West	Mal. Muhammad N. Ashafa, Inter-Faith Mediation Centre, (Muslim/ Christian Dialogue Forum) Kaduna
North-Central	Ms. Julie Sanda, Centre for Peace Research and Conflict Resolution, National War College, Abuja
South-West	Dr. Isaac Olawale Albert, Peace and Conflict Studies Programme, Institute of African Studies, University of Ibadan, Ibadan.
South-South	Ms. Kathy Orovwigho, Centre for Social and Corporate Responsibility, Port Harcourt.
South-East	Dr. Aja O. Akpuru-Aja, Policy and Strategic Studies, Abia State University, Uturu
<b>Secretariat:</b>	INSTITUTE FOR PEACE AND CONFLICT RESOLUTION, (IPCR) The Presidency, Plot 496, Central Business District, Airport Road, P.M.B. 349, Garki, Abuja

## CHAPTER 6: CONCLUSIONS

It is ideal to conclude this Report by outlining some of the achievements of the Workshop. Generally, the workshop achieved all its stated objectives and expected results, especially with respect to the following results:

- (i) Provision of a forum for stakeholders, especially NGOs, to deliberate on Peace Research and determine the thematic area in which peace researches and peace studies are being carried out, and offered recommendations for promoting peace researches in the Nigerian context.
- (ii) Building a consensus among stakeholders on the methodology for Strategic Conflict Assessment (SCA) process for the country.
- (iii) Establishment of a framework for effective collaboration and networking among stakeholders and the setting up of a process for articulating a database on stakeholders.
- (iv) Providing a first-hand assessment of stakeholders' capacities for the different phases to peace mediation, early warning signs, and recommending areas for further capacity building for their effective involvement in peace mediation.
- (v) Defining the major elements to be incorporated within a National Peace Policy and the formation of a Peace Studies Association of Nigeria.

**PART TWO: ANNEXES  
WORKSHOP SPEECHES & PAPERS**

# SPEECHES

**Annex 1:**  
**WELCOME ADDRESS**  
**CHIEF DR. BIMBOLA OGUNKELU**  
**THE HONOURABLE MINISTER FOR**  
**COOPERATION AND INTEGRATION IN AFRICA**

**Heads of International Development Donor Agencies,  
The World Bank, DFID, UNDP, UNESCO, USAID,  
Permanent Secretaries,  
Director-General, IPCR,  
Directors and Heads of Extra Ministerial Departments,  
Eminent Researchers,  
Practitioners in Peace building and Conflict Resolution,  
Representatives of Non-Governmental Organisations,  
Representatives of Media Organisations,  
Ladies and Gentlemen,**

I am glad to be part of this important gathering of stakeholders of peace research and conflict resolution in Nigeria. It is common knowledge that there can be no peace without cooperation. In the search for peace, protagonists are encouraged to cooperate with mediators to ensure successful resolution of conflict. As Minister for Cooperation and Integration in Africa I am not in doubt as to the role which cooperation plays in the attainment of peace.

Peace research and peace-building efforts are of key importance to us in Nigeria as a way of achieving the stability needed for development in the African continent. Although this workshop has Nigeria as its primary focus, I can assure you that there is a lot for other African countries to learn from this present endeavour. Conflicts by their very nature defy boundaries and impact on places far beyond where they originated, thus making it imperative for all to show concern in issues of peace research and conflict resolution.

The need to create common grounds among the Non-Governmental Organisations, Community-Based Organisations and Research and advocacy institutions involved in peace research, peace-building and conflict resolution in Nigeria necessitated the IPCR to quickly respond to the opportunity for collaboration by development donors. The essence of networking and collaboration is to strengthen relationships among people with common interests. Without networking among researchers there is bound to be duplication of efforts and even devaluation of research information.

Every researcher needs the information that will help facilitate the attainment of the research goals. One of the objectives of this forum is to fashion out ways of effective flow of information between government and other stakeholder agencies in the prevention and resolution of conflicts in Nigeria. Uncoordinated researches often result in certain areas being over-researched while others may be under-researched or completely ignored.

One of the important conflict issues that appear to have been under-researched is the problem of displaced persons as a result of preventable conflicts. The existing knowledge shows that where displaced persons are not properly rehabilitated or the conditions in their displacement not addressed, grounds for more serious conflicts are created. The available UN records on refugees and internally displaced persons in Africa are frightening and call for urgent attention. UNCHR data show that as at 1<sup>st</sup> January, 2002 the continent has a total of about 3,300,000 refugees. At the beginning of 2002, there were

more than 1.2 million refugees in five countries of the Great Lakes region Tanzania, Burundi, Rwanda, Republic of Congo and the DRC. Refugees are displaced persons that have crossed international borders. It logically follows that they can threaten international security if their problems are not carefully managed. Within the same period, the number of internally displaced persons in Africa amounted to about 13,500,000.

With the New Partnership for Africa's Development (NEPAD), policy makers in Africa are concerned about the implications of the problem of human displacement on the development of the continent. In the West African sub-region alone, mainly from Liberia and Sierra Leone, we have about 382,000 refugees and 607,000 displaced persons. In other words, we have more than one million people in dire need of humanitarian assistance from the Mano river union region alone. Internal conflicts in Nigeria, northern Ghana and some other parts of West Africa, it would be realised that vast human and material resources are being wasted in the prosecution of conflicts. Most of these conflict situations are underdevelopment-induced. The conflicts themselves fuel more underdevelopment. This vicious circle is one of the major issues that NEPAD seeks to break. How can you as researchers and practitioners help us in solving this problem?

You would agree with me that research into peace and conflict issues is a special kind of research with severe practical implications for the stability and development of the society. It has to do with the security of lives and any mistakes could be very costly. Your work in the field is synonymous with that of someone whose duty in the laboratory is to analyze the emotions of various aggrieved parties with a view to achieving a win-win situation. As practitioners and stakeholders we must all be organised and adequately prepared, knowing the implications of unethical conduct as well as poor application of research instrumentation. The degree of scientificity attainable is extremely limited when the subject-matter is human emotions as primary data. Yet, we can be as human as possible without jeopardizing the process of peaceful resolution of conflicts. Adequate care is therefore needed to interpret data correctly so as to arrive at valid conclusions.

Peace research and conflict resolution, like other social phenomena, has many explanatory frameworks. Thus, considering issues of conflict resolution require that practitioners blend multi-dimensional approaches and methods derived from multidisciplinary backgrounds and perspectives. This makes collaboration and among actors a matter of supreme necessity. By collaborating, peace researchers and conflict resolution experts would be able to fathom more clearly the interests of the actors and the kind of peace agendas which they would support. Since policy makers rely on the results of the analysis presented by practitioners and researchers in peace and conflict resolution, it is imperative that the study is conducted within the bounds of rational discourse and is therefore fairly replicable by others.

Considering the quality of this gathering of eminent researchers in peace studies, activities and conflict resolution practitioners, I am convinced that as stakeholders in this human interest, you are capable of making our society more peaceful for the sake of our today and for our children's tomorrow. Once again, let me thank our friends, the international donor groups, the UNDP, The World Bank, UNESCO, DFID, and USAID for collaborating with the IPCR to implement this laudable programme. From the list of papers to be delivered and the Syndicate themes, I am sure that the Workshop statement will help to improve government policies relating to Peace, Research and Conflict Resolution. My Ministry is anxiously awaiting the conclusions to be reached by this august assembly at the end of the two days of brainstorming.

While wishing all the participants a happy stay in Abuja, the Federal Capital City of Nigeria, I hope that everyone would find the two days of this Workshop very fulfilling. It is therefore my pleasure to formally declare this Workshop of Stakeholders of Peace Research and Conflict Resolution open.

## **Annex 2: GOODWILL MESSAGE OF THE UNDP**

**Mr. Mbaya Kankwenda,  
UNDP Resident Representative and UN Resident Coordinator  
UNDP, Lagos**

**All Protocols observed,**

I am very delighted to be here on the occasion of the opening ceremony of this very important workshop, which focuses on bringing together and building consensus among partners in conflict prevention. Globally, there have been rises in conflicts among the various regions, countries and societies of the world. These conflicts have kept the UN Peace-keeping Missions very busy. Therefore this conference is of critical importance since it is been widely recognized that no meaningful development can take place in any society in conflict. In view of the several conflicts experienced in the different parts of the country we need peacemakers to broker peace in such situations.

Nigeria, as a country has witnessed more than a fair share of internal conflicts in the past. The latest democratic rule in the country began effectively on May 29 1999, marking a major departure from the several years of military rule characterized by repression and oppression, mismanagement of the economy, abuse of human rights and massive corruption. The expectation of everyone under the democratic dispensation, which upholds the virtues of popular participation, the rule of law and promotion of human rights, accountability and transparency, is for greater harmony and peaceful co-existence to achieve a greater Nigeria. Unfortunately, regional and ethnic tendencies resulting in violent conflicts have increased with the coming into being of democracy in the country. Indeed conflicts have been experienced with horrifying consequences in several states of the country including Nassarawa, Kaduna, Bauchi, Benue, Kano, Adamawa, Ebonyi, and the several States of the Niger Delta. These conflicts have caused more disharmony and suspicion in Nigeria's multi-ethnic environment. Many conflict analysts believed that the return to civilian rule in Nigeria has made it easier for individuals and groups to express their grievances and to assert their fundamental rights. In the process, conflicting claims to scarce resources such as land and impatience with the slow pace of change among communities fighting against historical injustices have often resulted in violent conflicts. Other cases of violence have been the result of the exploitation of divisive factors such as religion and ethnicity by political opportunists through the promotion of social or religious intolerance. In most of these cases, ordinary people do get involved because they perceive a threat, real or imagined, to their interests, security or life itself.

There is a general consensus that peace is inexorably tied to security and development. The provision of security against violent conflicts is an essential ingredient of good governance. There is a negative relationship and conflict or crises as development is often stagnated in conflict zones. In view of the negative relationship between conflict and promoting sustainable human development, the UNDP has strongly recommended in the 1994 Human Development Report that countries facing crisis situations should take a decisive action to establish agencies that will facilitate the process of peaceful co-existence and social integration. It is, therefore, interesting to note that in February 2000, the Government of Nigeria in response to these conflicts, established the Institute for Peace and Conflict Resolution (IPCR) as a major research centre, to serve as a think-tank agency for strengthening the capacity of the country to promote peace, conflict prevention, management and resolution both within and outside to the entire

West African Sub-region. This will strengthen the role of the country in promoting peace within its border and the West African Frontier, especially for taking active part in fighting the civil strife among Nigerian communities and for taking the leadership role in mediating the conflicts that engulf both Liberia and Sierra Leone during the past decades.

Essentially, through the research activities of the IPCR, the country will benefit from an in-depth study and analysis of the conflict situations and from these analyses empower itself to provide data and information, promote new policy on peace, provide policy advise to various agencies and interested parties, design, implement programmes and establish networks and mediations for peace, conflict resolution and management. Thus, the decision to set-up the IPCR to promote peace in conflict situation throughout the country is a right step in the right decision that will contribute immensely to the economic growth in the country in general and those of the areas affected in question.

Towards promoting good governance and pace in the country, the UNDP has assisted the Government of Nigeria to design a comprehensive national Governance Programme, which is aimed at promoting sustainable human development and poverty eradication through good governance.

UNDP is supporting the implementation of the National Programme on Governance with US\$5 million. While providing technical assistance to the National Planning Commission for the overall coordination of the national governance programme, UNDP will continue its ongoing activities in governance, whose scope encompasses nearly all of the subject areas of the national governance programme. For the three-year period of the programme (2002-2004), UNDP will give particular attention to three focus areas. They are: (1) the fight against corruption; (2) the promotion of human rights, particularly the rights of women, children, minorities and prisoners; and (3) conflict prevention, management and resolution, including job creation and the fight against youth unemployment in conflict areas. This workshop is part of UNDP support to the third focused area.

Other agencies buying into the governance programme include UNOPS, DFID, USAID, EC, World Bank, IMF, NORAD, SIDA and the Cooperation Ministries or Departments of France, Germany, Japan, Ireland and Netherlands. Others include UN-Habitat, UNEP, UNIFEM, UNEAD and private international foundations such as Ford and OSIWA.

Fourteen strategic areas of priority are identified in the governance programme. They include the Legislature; the Judiciary, Rule of Law and Access to Justice; Civil Society; State and Local Government; Transparency, Accountability and Anti-corruption. Other components of the programme are Economic Governance; Media and Communication; Electoral Mechanisms; Gender; Human Rights; Conflict Prevention, Management and Resolution as well as Disaster Management, and Environmental Protection.

The strategic objective of the component of the national governance programme dealing with conflict prevention, resolution and management, is to integrate conflict management tools into the theory and practice of development under the concept of *preventive development*. To make development a more proactive means of preventing, managing and resolving conflicts, it should necessarily include the following goals:

- Improving the living standards of citizens through employment creation and the delivery of basic social services;
- Rehabilitating the professional middle classes through better working conditions and better remuneration;
- Addressing the peculiar problems of tertiary institutions of learning;

- Ensuring good governance through equitable distribution of national resources, the elimination of
- corruption and the speedy dispensation of justice;
- Including preventive and peace-building strategies in the development process through participatory project formulation and conflict impact assessments; and
- Increasing national and group capacities in conflict analysis, dispute resolution skills and conflict management.

With IPCR established as an apex institute for peace research of barely two years in existence, there is much to do in the short run to build its capacity to effectively and efficiently carry out its manifold functions. Many donor agencies including the UNDP, World Bank, DFID, USAID and others are beginning to rise to the occasion to extend technical assistance to the Institute. Some of these are already working with IPCR in advisory capacity. A major requirement for increasing capacity for conflict management is a better understanding of conflicts, their root causes, early signs or indicators, dynamics and the manner in which they can be prevented, brought under control and eventually resolved. It is therefore essential for both government and civil society to build greater capacity in conflict analysis. This will require strengthening the capacity of IPCR to acquire the necessary equipment, supplies and research funds needed to carry out research on conflicts in Nigeria, in hiring and retaining highly qualified researchers and research assistants; monitor and evaluate their performance annually with respect to the quality of research work done. It will also require building the capacity of IPCR to network with major University and Independent Research Centers to have the required resources for conflict analysis by providing research grants. IPCR will also need to establish a reliable databank on conflicts and conflict management, which will be updated regularly. Furthermore, IPCR will also need to be the vanguard of promoting peace education programmes in collaboration with schools and through the electronic media.

Permit me to say that the workshop which began today has been organized by interested donors to strengthen the capacity of the IPCR not only to identify the key stakeholders active in the areas of peace research and resolution but to come up with strategies to forge viable linkages and networks with them to achieve the common purpose of building a virile, peaceful and greater Nigeria. With due regard to the several stakeholders invited and the calibre of presenters I have no doubt in my mind that the objectives and planned outputs of the Workshop will be realized. I wish you all a happy and fruitful deliberation.

## Annex 3: REMARKS BY WORLD BANK

Dirk Reinermann  
Country Program Coordinator Nigeria  
World Bank, Washington D.C. USA

Honourable members of the House and Senate,  
Dr. S.A. Ochoche, Director General of IPCR,  
Distinguished Ladies and Gentlemen!

It is a great honour and indeed a privilege for the World Bank to be able to support this National Stakeholder Workshop in Abuja. This is a very important event in these early days of Nigeria's democracy. I intend to address only one question and by so doing place the issue of conflict in a somewhat wider context of economic and social development. The question I would like to answer is: "Why are the World Bank and the other external partners interested in conflict issues in Nigeria?" The WB may be better known around the world for programs of macroeconomic reforms, privatisation, infrastructure, health and education. So why are we interested in conflict?

The World Bank's mission is to assist its shareholders - of which Nigeria is one - in reducing poverty. We do that with many different instruments and means ranging from the financing of studies and workshops like this one to large credits on the most favorable financial terms available. The type and composition of our assistance is determined solely by the country and by its economic and social circumstances.

70% of Nigeria's population is considered poor by international standards. About 80 million Nigerians live on the Naira equivalent of 1 \$US a day. This makes Nigeria the single largest group of poor people on the African continent. There are many reasons for this, which I do not want to get into here. Let me only mention that we are engaged at the request of the Federal and many State Governments in a number of areas relevant to promoting economic growth and poverty reduction, such as making infrastructure work more effectively (power/telecom), assisting the President in his determination to fight the cancer of corruption, de-bottlenecking the private sector to provide jobs for the poor and by improving key social services such as health care and primary education in rural and urban communities.

I would like us to consider conflict prevention and conflict management in this wider context of poverty reduction through economic and social enhancement. It is well known that conflicts are inherent to all societies. However, the *methods* of dealing with conflicts differ greatly. In the context of this workshop we are speaking about the detrimental effects of *violent* conflicts, which need to be transformed into political, peaceful ways of settling differences. History tells us that violent conflicts *within* countries have led to more damage than conflicts *between* countries. In the 20<sup>th</sup> century alone 5 times more people have died in intra-state conflicts than in wars between countries. Hence, our focus here is on violent conflicts within Nigeria's borders.

The economic and social costs of violent conflict are extremely high. From our work around the world such as in Indonesia, Columbia and Sri Lanka we know that violent conflict is a major impediment to growth and poverty reduction. 24 of the 40 poorest countries in the world are still in or have just recently come out of violent conflict. From a study called "Voices of the Poor" which was based on 23 country studies and 70 other participatory poverty assessments we know that violent conflict negatively affects the assets and capabilities of the poor. Conflict also negatively affects the social capital of a society and it inhibits domestic and foreign investment as well as international assistance.

Production and trade are temporarily halted in conflict areas, social services collapse, with particularly adverse impacts on health and education. An additional problem comes with increased risk premiums for productive investment and an unwillingness to make long term investments in local development, which in places where conflict is prolonged, can lead to a de facto abandonment of local growth entirely.

Farmers around the world frequently say that they cannot invest in livestock and women cannot form micro savings and loans - in many parts of the world the traditional safety nets of the poor - because banditry and feuding preclude group meetings and investments.

The economic costs of conflict last well beyond the violence itself. The destructive forces unleashed by violence can trigger a long-term spiral downwards as people scramble to share a rapidly shrinking pie. For many conflict areas, impoverishment is the handmaiden of violence. Conflict indicators for Nigeria point to a rather fragile situation. Nigeria now meets most of the commonly used criteria for conflict-prone countries: violent conflicts in the recent past, low per capita income, regime instability, transformation of the state structure, political instability, militarization, ethnic dominance, active regional conflicts and high youth unemployment.

Conflict is perhaps one of the greatest threats to sustainable local developments in Nigeria at this time. Although we don't yet have the data to sustain this it is to be expected that poverty rates and trends in conflict areas are significantly higher than national averages, as is the case in other conflict affected countries around the world.

Violent conflicts in Nigeria have caused far more than 10.000 deaths and in addition cumulatively hundreds of thousands internally displaced persons since democratic elections in May 1999. While the consequences of these events are very serious, this development may not be entirely surprising because it may in part be due to - compared to previous years of military government - a significant increase in the level of freedom for the Nigerian people under the new democratic rule. Nigeria is not unique in this sense. This phenomenon has been observed in other young democracies as well.

However, the other cases around the world also demonstrate that if violent conflicts cannot be better prevented or managed and eventually channelled into peaceful political *and social* processes of conflict management once conflicts do break out, economic and social development may be seriously hampered. Because of Nigeria's size and importance to the continent this could have negative effects for the West Africa region and beyond. Hence, all of us who care about Nigeria's development, including her international partners, must see a need to first better understand the underlying causes of conflicts, and then to act. This is why we are here.

Our hope and expectation is that this workshop will mark the beginning of a process of strengthening a network of stakeholders who through their analytical and operational work in the area of research and conflict resolution will contribute to Nigeria's sustainable economic and social development.

I thank you all for coming and wish all of us a very successful workshop.

## Annex 4: REMARKS BY USAID

Ambassador Howard Jeter of USA

Honoured Guests

Distinguished Ladies and Gentlemen

Thank you for inviting me to the opening of the National Stakeholders of Peace Research and Conflict Resolution Workshop.

First, I would like to commend the Institute for Peace and Conflict Resolution, under the leadership of Dr. Ochoche, for calling together government agencies and civil society organizations working in the important arena of peace building and conflict mitigation.

All of us here realize that Nigeria is at an important moment in its history. If you did not believe this, you would not have come for this workshop. Your country not only must give full definition to its democratic structures it must strive to include non-violent problem solving and conflict mitigation as important elements of this democratic definition. The bottom line is that, democracy and tools of democracy must be employed to alleviate tension and avoid violence, not exacerbate them.

What you do at this workshop will help shape the way Nigeria will respond to present and future challenges to its peace and to the national well-being. Collectively, you must stiffen your resolve to advance Nigeria's transition to democracy and to ensure that tranquillity and the spirit of nonviolence are spread across the national landscape. In this effort, you must succeed. Nigeria is too important not only for Nigerians but for its neighbours and the rest of the world. Nigeria has an important role to play as Africa's largest democracy.

On many occasions, I have remarked that Nigeria is "the essential nation in Africa for the United States." I have said this often, because I believe it deeply. However, that greatness bears a price tag. The price is that you owe a duty not only to yourselves but also a duty that extends beyond your borders.

Nigeria must lead the way for others. It must be an example. You have done well moving from military rule to democratic governance. But you must go further. You must use the democracy that you have earned and so richly deserve, to tackle the root causes of the internal conflicts that confront Nigeria. If you do this, your contribution to Nigeria and the rest of continent will be profound and recorded in the improvement of the lives of millions of people. Your efforts would be more than worth the reward.

I understand this workshop will develop a framework for a strategic action plan that will be the basis for National Peace Policy. You also plan to establish a Peace Studies Association of Nigeria, Should you accomplish these tasks, you will have marked progress toward finding solutions for minimizing conflict and its negative impact on your countrymen.

I have also noticed that the IPCR will work with civil society, the donor community and government on several conflict assessments in the next few months. I stress the importance of collaborating with

ECOWAS and other regional organizations in developing your strategic plan. The United States and other donors have supported ECOWAS and other regional organizations in their efforts to begin an era of sub-regional development and harmony in West Africa. The USG stands ready to help, but you must help us assist you.

In closing, I thank the Conflict Advisory Committee for asking me to participate today. I commend you for devoting your time, creativity and love of humanity toward the noble causes nonviolence and conflict mitigation in order to make this great nation of yours even greater and more peaceful.

Thank you.

# TECHNICAL PAPERS

## Annex 5

# SHARING THE VISION OF MEDIATION PROCESSES AND ACTIVITIES

Dr. Isaac Olawale Albert  
Peace and Conflict Studies Programme  
Institute of African Studies

### 5.1 INTRODUCTION

Mediation becomes necessary where disputants are unable or unwilling to deal with their differences, using negotiation. What is negotiation? It is a back-and-forth communication system designed towards reaching an agreement when you and the other side have some interests that are shared and others that are opposed [Fisher and Ury, 1991: xviii]. Negotiation is a process of establishing and building relationships, through which participants jointly try to reach agreement on issues of individual or mutual concern.

A negotiation process aims at attaining one or a combination of the following objectives [Berridge 1995:119]:

- Identification of common interests and agreement on joint or parallel action in their pursuit;
- Recognition of conflicting interests and agreement on compromise;
- Or, more often than not, some combination of the above.

Negotiation is the cheapest and most available strategy for dealing with conflicts, but the least used. Human emotions - anger, arrogance, perception of conflicts in zero-sum terms, etc. - and the degree of polarization in the conflict situation often make it difficult for some conflicts to be resolved through negotiation. Someone [a third party] thus has to come in to help the disputants deal with the conflict situation.

The third party is supposed to act as a mirror through which the parties to the conflict could see themselves and have a rethink of the conflict situation. He has to help the parties map the conflict situation and design the necessary thinking needed for the conflict resolution.

Third party intervention could take any of the following forms:

- (i) **Conciliation:** A conciliator is a "shuttle diplomat". He takes peace messages to and from the conflict parties. His/her interest is basically in "calming the tension". At best, he seeks to promote attitudinal and behavioural change. Conciliators seldom attach much importance to the removal of the main cause of the conflict.
- (ii) **Facilitation:** Where a conciliator is able to promote effective communication between the disputants, there is a higher chance of the main causes[s] of the conflict being addressed. The role of the conciliator in this regard becomes technically known as **facilitation**. Facilitation is the "means of helping the conflict-parties reach a mutually satisfying agreement" [International Alert 1996:67]. Facilitation is closely related to mediation but a lesser degree of mediation.

A facilitator may be invited to help deal with some aspects of a conflict, based on whatever skills the conflict-parties might have perceived him/her to have; however he is seldom an integral part of the whole resolution process as mediators do.

**(iii) Mediation:**

This is a “problem-solving negotiation process in which an outside, impartial, neutral party works with disputants to assist them to reach a satisfactory negotiated agreement” [Goodpaster 1997:203-4].

**(iv) Arbitration:** This is the traditional method of dispute settlement whereby the conflicting parties voluntarily seek out a single arbiter or arbitration court to arrive at a final judgement. The arbiter is an authoritative and legitimate third party, superior in strength to the parties to the dispute. The recommendation reached by a [neutral] arbiter is considered binding [Hamzeh, n.d. 18-18; Kleiber 1997:9]. The parties have to rely on the authority of the third-party arbitrator. International Alert [1996: 53-54] reminds us that arbitration might not be binding, in some cases, where the parties agree only to consider it as an aid to negotiation.

**(v) Adjudication:** This has to do with the “settlement” of the conflict according to the existing laws of the land. This process has a number of peculiarities [Kleiboer 1997:9]:

- the adversaries in the conflict have no influence in choosing the third party;
- only one party is needed for an intervention to occur; and
- the decision-making authority is a judge.

Of all the third-party intervention mechanisms named above, the most effective is mediation. It is a non-adversarial way of dealing constructively with conflicts. It is effective because the conflict parties have a good control of the conflict resolution process and could therefore suggest issues that best promote their needs and interests. It is less expensive and saves time. Built into a mediation process is the opportunity for reconciliation and post-conflict reconstruction.

Mediation is simply a **facilitated negotiation**. As Moore [1996:16] noted, mediation is simply “an extension of the negotiation process in that it involves extending the bargaining into a new format and using a mediator who contributes new variables and dynamics to the interaction of the disputants. Without negotiation, there can be no mediation” One must therefore first seek to become a good negotiator before becoming a mediator.

Flowing from the foregoing, the primary responsibility of a mediator includes the following:

- helping to address the substantive issues in a conflict;
- helping to establish or strengthen relationships of trust and respect between the parties, and
- helping to terminate relationships in a manner that minimizes costs and psychological harm.

Mediation goes beyond either a mere problem-solving or “conflict management” exercise. It is an opportunity to ease the emotional state of the disputants, change their ways of interactions, and fix the problems, which threatened their core interests. It provides for a change of heart and mindset.

Mediation provides a good opportunity for the wounds resulting from the conflict to be aired and healed. Because the process is not bound by any evidential rules, the parties can talk over anything [in the conflict] that hurt them. They are not restricted to only those issues of official or public interest in the dispute.

A mediation exercise becomes necessary and effective when:

- The issues in the conflict are complicated by a strong emotional element;
- The parties know each other intimately and wish to preserve the relationship;
- One party feels uncomfortable confronting the other side unless someone else is present;
- The parties work or live together, or for other reasons cannot avoid the conflict;
- A decision must be reached soon;
- The parties are unsure of their ability to work out the problem;
- Many people are involved or indirectly affected, and
- One or both parties want to avoid formal proceedings [Beer and Stief [1997:16]

In other words, mediation is useful only when the parties to the conflict really desire a resolution of the problem, or at least a positive change of the difficult circumstances in which they find themselves. Mediation also becomes possible only when the parties are willing to come to the negotiation table; when each side is able to express the reasons for the problems; when the mediation is able to put in place a process that works, and when parties are willing to live up to their promises.

## 5.2 PRINCIPLES OF MEDIATION

There are a plethora of books and journal articles on mediation. Each of them prescribes steps that a mediator could follow in helping to promote joint problem solving between the disputants. There are, however, some common principles running through these publications. The principles include the following:

- (i) **The principle of impartiality:** The mediator must not take sides in the dispute. He must be seen to be neutral.
- (ii) **The principle of confidentiality:** Issues discussed during the mediation exercise must be treated with confidentiality and must not be discussed with "outsiders".
- (iii) **The principle of self-determination:** The disputants have the freedom to determine which issues in the conflict they want to address. They also have the right to keep certain issues away from the mediation forum.
- (iv) **The principle of voluntaries:** The disputants must not be forced to choose mediation: it is supposed to be a voluntary exercise. Any of the parties could withdraw from the mediation process if he so feels.
- (v) **The principle of empowerment and education:** Mediation is supposed to empower disputants to be able to deal more constructively with their problems. Every mediation exercise should promote this objective. In addition to empowering the disputants, mediation is also supposed to be a forum for educating the disputants on how to deal with conflict productively.

A mediator can come into a conflict situation in four possible ways:

- Through the invitation of one or both parties to the conflict;
- Through referrals by concerned individuals or groups;
- Direct initiative of the mediators;
- Sponsorship by a recognised body.

### 5.3 TYPES OF MEDIATORS

There are three type broad types of mediators. Each is determined by the nature of relationship that the mediator has with the parties to the conflict:

#### (i) *Social network mediators*

Social network mediators consist of individuals who are invited to intervene in a conflict basically because they have a close relationship with the disputants, or largely because they are part of the lingering and same social network with the disputants. The mediator could, therefore, be a friend, neighbour, associate, co-worker, business colleague, member of the same ethnic, religious or political group, member of similar industrial union, etc. The mediator gets the co-operation of the disputants because he is either considered trustworthy, known or because he is most likely to treat information pertaining to the conflict with the utmost confidentiality [Lederach 1995:89].

#### (ii) *Authoritative mediators*

Authoritative mediators are people in authoritative relationships with the disputants in the sense of occupying a position of authority well known to, recognised and respected by the disputants. The "authority" of the mediator in this kind of situation is dependent on his access to resources much valued by the two sides to the conflict. His position notwithstanding, an authoritative mediator is not expected to impose his decisions on the disputants. But he could persuade or influence them, indirectly, to reach a quick decision. Authoritative mediators are most found in workplace environments.

#### (iii) *Independent mediators*

He is a neutral person entirely and has no vested interests in the conflict. He is therefore expected by the two sides to be impartial in helping them work through their problems. Many independent mediators in the developed parts of the world are professionals. They have mediation firms that are consulted by disputants from time to time, especially the big firms interested in nipping in the bud latent trade disputes with their employees before they become manifest conflicts. Disputants seek the service of independent mediators when they are in desperate need of procedural help in negotiation. The credibility of an independent mediator depends largely on his impartiality and neutrality.

### 5.4 THE MEDIATION PROCESS

The mediation process starts once the disputing parties have committed themselves to the system. A mediation plan [Moore 1996:141] has to be developed by the mediator. By mediation plan is meant the procedural steps the mediator takes with a view to assisting the disputants to work through their problems. It is supposed to be a guide for the intervention process. A typical mediation plan contains details of the nature of the conflict to be worked on, its complexity, the limit of the intervener's knowledge of the conflict, what is left for the intervener to understand on the conflict, the time for doing what and the nature of mandate given to the intervener [for example, the nature of power given to him by the disputants in the mediation process]. The mediation plan changes as the mediation process progresses.

The task before a mediator can be broken into four major stages:

**Stage 1: Introduction:** The mediator seizes this opportunity to create the necessary "safe space" for the mediation exercise. The authority of a mediator is in the trust that the disputants have in him. He therefore has to clearly establish personal, institutional and procedural credibility for the process before starting the mediation. The mediator has to clarify his roles and those of the disputants in the mediation process; restate the value of mediation; acknowledge that mediation is hard work, but express positive expectations; state the ground rules and have confidentiality agreement signed before the proceedings.

**Stage 2: Story telling:** At this stage, the mediator listens to the stories of the disputants. He also puts in place structures for enabling the disputants pour out their heart and actively listen to each other.

*Stage 3: Joint Problem Solving:* At this stage, the mediator summarizes the stories told with a view to identifying the salient issues to be negotiated. He helps the disputants to reflect on the information provided and takes them through the joint problem-solving task. At the end, a mutual resolution of all or some of the issues is attained.

*Stage 4: Formalising and signing of Agreement:* At this stage, the issues on which agreements seem to have been reached at stage three [above] are carefully packaged together, written out into an agreement and signed by the parties. Issues on which agreement could not be reached could be reserved for another mediation exercise.

## 5.5 MY EXPERIENCE WITH MEDIATION PRACTICE

I have encountered the practice of mediation under four different settings. The first had to do with the mediation of an international conflict. I was a mere observer rather than an active participant in this very project. I was an active participant in the second. This involved having to work with some legal practitioners to facilitate “out of court settlement” of some civil cases in Ibadan. The third involves intervention in a major industrial dispute in Oyo state. The fourth, which is of deep academic interest to me, involves the use of mediation principles to promote the transformation of community conflicts in some parts of Nigeria.

My experiences at these four levels show that mediation principles are the same whether in dealing with international, community, civil or industrial conflicts. In the four cases, we tried as much as possible to respect all the principles of mediation outlined in the earlier part of this presentation. I have tried elsewhere to shed light on how mediation works in practical situations [see Otite and Albert 1999; Uwazie, Albert and Uzoigwe 1999; Albert 2001a, 2001b, 2001c]. I will provide a summary of it here.

A process-promoting workshop starts like the usual conflict management workshops. Its main purpose is however not only to provide the participants with the necessary skills for dealing with their conflicts, but more importantly to goad them towards using the acquired skills to resolve their differences through either negotiation or mediation. It is simply an indirect way of using either negotiation or mediation to resolve conflicts.

Why do we need this kind of indirect approach? A process promoting workshop is usually organised where it is realised that the disputing parties might not willingly submit themselves for a straight negotiation or mediation exercise, either because they do not trust the ability of the third party to help them resolve the conflict or because they do not seem to foresee any possible solution to their problems. Disputants under such emotional state might ordinarily want to accept an invitation to a workshop. The workshop could be taken to be an opportunity to “test the waters” to see how the other side would behave in an interaction process. Once they get to the workshop and begin to see clear indications that their differences can be resolved, they become more interested in trying their hands on either negotiation or mediation. The organiser of the workshop would therefore capitalise on this to achieve his original objective of helping the disputants to reach a common ground.

People come to this kind of workshops with a “wait-and-see” attitude. The issues packaged in the training must be geared towards building trust between the facilitators and parties to the conflict. The focus of the training must be geared towards enabling the participants to trust in the ability of the facilitators to serve as mediators in the conflict. Once the necessary trust is built and once the workshop participants have been sufficiently educated about what negotiation and mediation is all about and how they work, the forum could now be turned into a process-promoting workshop. The workshop participants are simply challenged to use the mediation principles taught to them to work through their conflicts. This simple process has worked wonders in several Nigerian communities.

Two possible strategies could be used to turn the conflict resolution workshop into a process-promoting workshop. Each of them would come after the workshop participants have been trained on negotiation and mediation techniques and made to practise them in role-plays and simulation exercises. The organiser of the workshop must have also make the workshop participants to appreciate the qualities that a professional mediator is supposed to have. He has to challenge each of them to see himself as a professional mediator; ready and willing to help others deal with their problems. Shortly after this preliminary psychological work, the workshop is shifted into becoming a [peace] process-promoting function.

The first strategy for changing the conflict transformation workshop into a process-promoting workshop is to break the workshop participants into two namely the originally parties in the conflict [e.g. the Ife and Modakeke]. Each side is further broken into two groups. This will give us four working groups. Each works separately and must have a chairman [who has to co-ordinate the discussion] and a reporter [who takes note and reports the decision of the group to the plenary session]. This means that we shall have four groups: two per each side to the conflict. Each group is then given a time limit within which to discuss and come up with resolutions on each of the following questions:

1. What are the causes of the conflict that we have with the other party?
2. Who are the primary, secondary and shadow parties in the conflict?
3. Why did the conflict escalate?
4. What could we have done to prevent the escalation?
5. What could they have done to prevent the escalation?
6. How do you think the conflict should be resolved?
7. What are the needs of the other group for resolving conflict?
8. How reconcilable are the needs of your group and theirs?

The time allotted to discussing the questions would depend on the intensity of the conflict and the complexity of the issues. The four groups are then returned to the plenary session where the report from each group is taken and discussed. The workshop facilitator [who is now more or less a mediator] has to write the points made by each of the groups on the flip chart board for everybody to see.

The result from this kind of exercise is usually exciting. The submissions of the same ethnic or religious group in the conflict might not be the same. What Group A1 considers to be the cause or main issue in the conflict might be different from what Group A2 considers the issues to be. Other issues in the conflict might follow the same pattern. The lesson from this is that individuals in a group have their perspectives to the group problem. Though they belong to same ethnic or religious group, how they perceive the problem and its solutions at individual level varies from one person or group to the other. To resolve the problem, the group must therefore think beyond a narrow position. They need to be broad-minded at looking at issues in the conflict given the fact that individuals in the group have the right to their specific positions and interests in the conflict. This kind of exercise helps to break down rigid [group] positions. The two groups - that Groups A1 and A2 - are given sometime to harmonise their positions on issues in the conflict and how the problem can be resolved. Groups B1 and B2 are challenged to do the same.

Reports from A and B are then compared for similarities and differences. The differences then become the object of negotiation between the two sides. At the end of the workshop, the parties to the conflict would have what could be considered to be agreements on how their problems could be dealt with. They are encouraged to have a Peace Committee that would see to the implementation of whatever agreement

they might have reached at the meeting. Through this simple process we have been able to bring peace to several communities in Nigeria.

The second strategy for changing a process-promoting workshop into a mediation session is for the facilitators to conclude their conflict transformation workshop by constituting some key leaders of the two sides [to the conflict] into a mediation panel. Under the close guidance of the workshop facilitators, the "mediators" will work through the conflict and come up with terms of its resolution. This is technically known as internal mediation. At the end of the exercise, a Peace Committee is constituted to monitor the implementation of the peace agreement. We used this approach in one of our interventions in the Ife-Modakeke crisis.

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**Annex 6:**  
**PEACE AND CONFLICT RESEARCH:**  
**CONCEPTUAL AND METHODOLOGICAL ISSUES IN**  
**RELATION TO HISTORY AND CULTURE IN NIGERIA**

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### 6.1 INTRODUCTION

Peace and conflict are social conditions that have characterized and accompanied human existence for time immemorial. Peace is a central social objective, which people pursue as individuals, and in social groups. As such, the systematic analysis and understanding of peace and conflict have assumed, and will continue to assume, a central stage in academic discourse, not only within the social sciences, but also as an interdisciplinary affair.

Nigeria is a country with appropriate credentials for dysfunctional conflicts. There is diversity in language, religion, culture, history, geography, mentality, etc. It is little surprising, therefore, that Nigeria has had a huge harvest of conflicts since independence. Even though mere differences and diversity will not always necessarily lead to conflict, we have been unsuccessful at managing the Nigerian diversity. The civil war of 1967-70 was perhaps the bloodiest of Nigeria's violent upheavals, followed by a period of relative tranquillity in the seventies. In the 1980s and 90s, Nigeria witnessed a massive wave of religious and ethnic violence which grossly devalued the social and cultural fabric of the nation. These include the Maitatsine uprising of Kano in 1980 in which 4,177 Nigerians perished. After a lull, the problem later resurfaced at Bulumkutu/Maiduguri in 1982, Rigachukun/Kaduna in 1982, Jimeta/Yola in 1984, Gombe in 1984, and Funtua in 1993 (Tamuno, 1993). The Kafanchan/Kaduna debacle of 1987 ignited another round of violent clashes across the north of the country along religious lines of division. A number of the upheavals following this period have been studied (Kukah 1993, Tamuno 1993, Turaki 1993, Best 1996, Suberu 1996, Otite and Albert 2000, etc), and need not delay us here.

Suffice it to say, however, that during the last three years of Nigeria's democratic experiment, there have been violent conflicts of unimaginable proportions in the country, spanning from the north, through the Middle Belt, to the South East and South West of the country. In the Niger Delta, demands for resource control and internal divisions over traditional authority and 'ownership of places, which also stretch into oil and gas resources, have led to bloodbath and destruction of property.

These all indicate that the need for Nigeria to take peace and conflict issues seriously is immediate. In this big agenda of peace building and conflict transformation in Nigeria, research, and the methodology of peace research deserve a primacy of place. This is because peace and conflict research are one of the earliest stages in the peace process. Once the infrastructure for peace and conflict research is not in place, then any peace process may suffer a major, often irretrievable setback. Indeed, many of the stakeholders in this sector rely on research as well as the expertise and resources provided by the research community.

This paper will attempt a general discussion of the concept of peace, conflict and conflict research, its evolution as a field of study, and how the methodology developed within the social science family during the course of its evolution. We shall, then narrow the discussion to the Nigerian context in order to

address our own cultural needs. It will discuss the functions of scientific methodology and its relevance to peace and conflict methodology. How does the methodology and concept of peace research relate to Nigerian history and culture, and how could it be an instrument of social change? Or, what are the peculiarities of peace and conflict research in Nigeria as they relate to social change? The paper also looks at the elements of peace and conflict methodology as it is presently. For now, let us begin with some of the some conceptual issues required by this paper.

## 6.2 CONCEPTUAL CLARIFICATIONS

**Understanding Peace:** The word "peace" is not only commonly used, but also poorly understood. This poor understanding is found among many peace and conflict practitioners. Like other concepts, peace has several perspectives and dimensions, such that a clear definition could prove stubborn. This is a limitation, rather than being indicative of a suspected non-definability of 'peace'. It is easier to encounter and experience peace than to try to define, conceptualise or explain it.

Unclear as the term 'peace' may be, we tend to conceive of peace as equivalent to the absence of manifest violence, crises, tension, anxiety, and war (Jeong, 2000:7). Violence is the act of doing physical harm to others. It can either be direct (such as killing, inflicting physical injuries, verbal assault), or structural (poverty, hunger, deprivation, exclusion and social alienation, etc.) (Jeong, *ibid*). While the 'non-violence' vision of peace is a widely accepted vision, which has prevailed for time immemorial, peace and conflict research has elongated the concept beyond the mere absence of violence and war. It has now come to entail a social condition characterized by the presence of other positive virtues, as we shall describe shortly.

Even though the most common vision of peace is that of nonviolence, some see violence as necessary for the attainment of peace. People who have lived in war times and know little of peace see war as a legitimate means of searching for peace. For instance, the WWII generation in Europe was very familiar with searching for peace largely through war (Diamond and McDonald, 1996:12). Thus, war and peace are not always in conflict with each other. However, the commonest visions of peace will not approve of the peace that has to come through war. Preference is for peace by peaceful means, such as through negotiation and other forms of dialogue and controlled communication.

A major contribution of peace and conflict research to the concept of peace is its ability to bring about an understanding of peace into two broad ways: *positive peace* and *negative peace*. Negative peace has come to mean the absence of violence and war. This can be brought about through the methods of conflict resolution: good governance, communication, negotiation, mediation, arbitration, litigation, and crisis management through the coercive apparatus of the state, etc. Negative peace is not an end in itself, but provides a transition stage en route to positive peace.

Positive peace on the other hand, begins with the absence of violence, but also includes concerns for social justice, autonomy, access, participation, human rights, environmental protection, gender equality and assorted forms of equity and diversity, etc. (Diamond and McDonald, *ibid*). As Galtung has pointed out, achieving positive peace involves removing inegalitarian structures and any socio-economic structures that breed discrimination and disadvantages for any one-group *vis-a-vis* others (Galtung, 1969).

Peace is derived from the Latin word '*pax*', a word that was commonly used by the Romans. The word '*pax*' was also used in the ancient contacts between the Greeks and the Indians. It connotes a state of calm and tranquillity in all of nature. It is from this perspective that Saint Augustine defines peace as "...the tranquillity of order. Order is the distribution which allots things equal or unequal, each to its own place." (Saint Augustine, 1952). He suggests that peace is not only the absence of hostilities, but tranquillity in order. Peace could range from absolute to relative peace.

If such is the understanding of peace, should it, and can it be studied? What do we gain from researching peace and conflict? Does peace have a methodology? Is this methodology different from the methodology of the social sciences?

### 6.3 UNDERSTANDING CONFLICT:

Similarly, conflict is often associated with anything bad and negative, and which needs to be avoided. It is seen as the opposite of peace. For our purpose, we shall see conflict as "...a relationship between two or more parties (individuals or groups) who have, or think they have, incompatible goals" (Mitchell, 1981). Conflict is a social condition, which arises where two or more parties pursue goals, which are incompatible (Evans and Newnham, 1998).

Conflicts are an inevitable reality of social existence, and they occur even in the 'best' of human societies. They cannot be stopped, but they can be managed and transformed positively by the parties in the conflict, sometimes with the help of third parties. Disagreements can be transformed without necessarily leading to violence. It is in the course of conflict transformation that several positive opportunities could emerge. These include change, respect, communication, development, trust, confidence, etc. This explains why conflict practitioners and researchers do not believe that conflict is all negative, as the common impressions are.

Perhaps the Chinese characters for conflict best capture this situation. The Chinese use two symbols, namely *wei* (danger) and *ji* (opportunity) to describe conflict. *Wei-ji* carries the connotation that even though conflict may entail danger on the one hand, it also provides opportunity for change on the other hand.

Having conceptualised both peace and conflict, it should be added that the two enjoy a very close relationship, such that it is difficult to discuss one without the other. They are social conditions that reinforce and reiterate each other. This is why peace and conflict research have always been conducted together. Most academic institutions will, therefore, conduct either conflict or peace research, or peace and conflict research. In doing this, the two sides repeatedly overlap. Again, is conflict researchable? This is probably a less difficult question than if it were asked about researching peace, given the volumes of research on, or about, conflicts.

### 6.4 PEACE AND CONFLICT RESEARCH, METHODOLOGY AND THE GROWTH OF THE SUBJECT

The term '*methodology*' has been defined as a system of explicit rules and procedures upon which research is based and upon which claims for knowledge are evaluated (Nachmias and Nachmias, 1996:13). It is central to every research process. If there is anything that may be called peace and conflict research, then there also has to be a methodology for it, as there cannot be research without methodology. The methodology of peace and conflict research, therefore, refers to the rules and procedures, which govern peace and conflict research. The end goal is to turn conflict situations away from being destructive and dysfunctional, and to identify ways of managing, transforming or resolving conflict situations. The methodology answers the most searching questions of the subject, and leads to ways of answering these questions in a scientific way.

As noted by Jeong, "Peace and conflict research represent an endeavour that searches for knowledge to end violence and domination" (Jeong, op. cit). It involves, and promotes, both theoretical work and empirical understanding.

According to Mark Sommer (1985:87): 'Nearly all that has been written under the rubric of peace research and conflict resolution bears upon the question of how to move beyond the bomb. What are the causes of peace, its essential conditions and components? How can it be brought into being and then sustained?'

The above citation captures the *raison d'etre* of peace research, even though the emphasis on the bomb may bloat the level of analysis to the international. Now, more than ever before, peace research takes place at micro, sub-national levels. There has been a stepping down of peace and conflict studies to the sub-national and society levels of analysis, including the family and individual levels. This is because conflicts start at the individual level.

## 6.5 THE ACADEMICS OF PEACE AND CONFLICT RESEARCH

Peace and conflict research - are products of certain academic developments. This field began from the study of international relations and war studies, and later stretched into political science, history, social psychology, sociology, and other academic areas. As O'Connell has pointed out, the social sciences are the primary habitat of peace and conflict research (O'Connell, 1993). By the 1960s, peace and conflict research had encompassed even the physical sciences. The behaviouralist revolution brought about an interdisciplinary approach to peace studies, and non-social scientists occupied important positions in peace and conflict research. Both international relations on the one hand, and peace and conflict research on the other hand, were created by the menace of war and violence, and their impact on mankind. The search for explanations to the causes of war and violence, and ultimately the quest for peace, underlines both areas of inquiry.

The main difference between international relations/war studies and peace and conflict research is found in the area of theoretical developments. International relations has been affected by the dominance of the realist/power paradigm, which impacts greatly on the outcome of the field. Scholars in opposition to political realism dominate research in peace and conflict. As such, it pursues the objectives of peace more vigorously than realist international relations theory and its outshoots will. In addition, they differ in their primary levels of analysis. International relations analysts are most likely to be preoccupied with the international and state levels of analysis. Peace and conflict researchers get down to the lowest social levels of analysis.

Modern activities in the area of peace and conflict, which later metamorphosed into what is today known as peace and conflict research, may be traced back to the inter war years of 1919 to 1939 (van den Dungen, 1996). Most of the 'pacifist' movements and their supporting institutions started to evolve in France, Germany, Holland, Czechoslovakia, Switzerland and other Western countries during these years. The various peace movements in Europe were campaigning to prevent the outbreak of war. Other developments like the emergence of peace education, IGOs like the League of Nations, and university departments studying international relations; as well as traces of peace research which had begun in the inter-war years by people like Lewis Richardson, Pitirim Sorokin and Quincy Wright were contributory factors (van den Dungen, *ibid*). Several proposals were made in this period for the science of peace and the institutionalisation of peace research. Most of these proposals were, however, too isolated to create the needed impact. As such, it was in the post WWII period that peace research found its footing.

In the period after 1940, three major contributions have been identified by Miall *et. al.* (2000) as having contributed to the evolution of peace and conflict research, and the entire field of peace studies.

a) The works and thinking of scholars like Pitirim Sorokin, Lewis Fry Richardson, Quincy Wright, and the work of Follets in organisational behaviour (Miall *et. al.* *ibid*) as noted above. In other words, the field was founded upon the theories and thoughts of peace and conflict thinkers.

b) Initiatives in psychology, politics and international studies also advanced this beginning. In psychology, the frustration-aggression hypothesis of Dollard *et. al.* (1939) and the work of other social psychologists helped to boost conflict studies and peace research. In both political science and international studies, there were celebrated works about the theory of peace and conflict,

which enhanced peace and conflict research.

c) The analysis and activities of pacifists and peace movements of the post WWII period also influenced the evolution of the field of research. Non-violent theorists like Sharp, the Quakers and Mennonites, and Ghandi's philosophy of 'struggle for truth' (Satyagraha) all made positive contributions (Miall *et. al.*, *op. cit.*).

Into the fifties, peace research was further boosted by additional academic and institutional developments. In 1945, Theodore Lentz founded the Peace Research laboratory following the attacks on Hiroshima and Nagasaki. Kenneth Boulding began a process of data gathering and processing aimed at advancing knowledge about conflict, which became a landmark contribution.

Johan Galtung's work in Scandinavia turned out to be a corner stone in the evolving field of peace research and sharpening its methodology. Galtung introduced the theories of direct violence, structural violence and cultural violence to peace and conflict theory. He also introduced the concepts of positive peace and negative peace. He contributed to the founding of the International Peace Research Institute at Oslo from 1960, and became the founding Editor of the famous *Journal of Peace Research*. By 1999, SIPRI had been founded (Miall *et. al.*, *op. cit.*). There is no mistake in contending that Galtung made enormous contributions to the evolution and development of peace and conflict research, peace theory, and its methodology. Miall *et. al.* capture his contributions as follows:

His output since the early 1960s has been phenomenal and his influence on the institutionalisation and ideas of peace research seminal. He saw the range of peace research reaching out far beyond the enterprise of war prevention to encompass study for the conditions for peaceful relations between the dominant and the exploited.

Other major contributors include John Burton, who introduced the theory of human needs into peace research. Further to this is the use of problem-solving technique of meeting human needs with satisfiers. The following table is an indication of some of the major contributions to the growth of the field, even though by no means an exhaustive list.

**Table 6.1: Activities Marking the Growth of the Conflict Resolution Field and Peace Research**

1976:	Latin American Council for Peace Investigation, Latin American Affiliate of IPRA Guatemala
1979:	University of Ulster, Centre for the Study of Conflict, Northern Ireland
1980:	University for Peace, U.N. University, Costa Rica
1982:	Carter Centre, International Negotiation Network
1984:	Nairobi Peace Group (from 1990, Nairobi Peace Initiative).
1984:	United States Institute of Peace, Washington
1985:	International Alert, London, U.K.
1986:	Conflict Resolution Network, Australia
1986:	Harvard law School, Programme on Negotiation
1986:	Jean B. Kroc Institute for International peace Studies, University of Notre Dame, USA
1988:	Institute for Conflict Resolution and Analysis, George Mason University, USA
1988:	Austrian Study Centre for Peace and Conflict Resolution/European Peace University
1990:	Centre for Conflict Resolution, University of Bradford
1991:	First European Conference on Peacemaking and Conflict Resolution, Istanbul
1992:	Centre for Conflict Resolution, University of Cape Town, South Africa
1992:	Academic Associates PeaceWorks, Nigeria

- 1992: Institute for Multi-Track Diplomacy, Washington
- 1992: *Instituto Peruano de Resolucion de Conflictos, Negociacion y mediacion*, Peru
- 1993: Berghof Research Centre for Constructive Conflict Management, Berlin
- 1993: University of Ulster/United Nations University: Initiative on Conflict Resolution and Ethnicity (INCORE)
- 1994: The Conference for Security and Cooperation in Europe becomes the Organisation for Security and Cooperation in Europe (OSCE), containing a High Commissioner on National Minorities
- 1994: Institute for the Prevention of International Conflict, Japan
- 1994: International Resource Group (Somalia, Kenya, Horn of Africa)
- 1994: UNESCO's Culture of Peace programme
- 1995: Kazakhstan Centre for Conflict Management
- 1996: European Centre for Conflict Prevention, Holland
- 1996: Forum on Early Warning and Early Response, London

*Source: Miall et. al., op. cit: 54-55.*

Indications are that there has been a phenomenal growth in the number of specialised centres, institutes, academic programmes and departments, specialised journals dedicated to peace and conflict research, as well as NGOs, all working in the peace and conflict sector, before and after 1996.

In Nigeria, the establishment of the Institute for Peace and Conflict Resolution in the Presidency is one such development. The Centre for Peace and Conflict Resolution at the National War College is another institutional facility in this direction. From 1993 to date, there has been a proliferation in the number of Nigerian NGOs and civil society groups engaged in conflict resolution. This has been partly because of the huge resources committed to this sector from international funding agencies like DFID, USAID/OTI, etc.

While we attribute the development of the field of peace and conflict studies in part to the growing number of these institutions and structures, we also ask whether or not they have contributed to its methodology? The answer is in the affirmative. They have done so in the areas of theory, practice, and procedure. In Nigeria, most of the approach to conflict management at the community and group levels have been through facilitative skills building and problem-solving workshops. This is followed by networking. These approaches are themselves products of conflict research and the theories, which have emerged from them. They can be attributed to the works of conflict researchers like John Burton, Chris Mitchell, Johan Galtung, Herbert Kelman, etc.. It was the 'Harvard School' that developed what is known as "problem-solving and principled negotiation", earlier referred to as 'controlled communication'.

Nigeria, like the rest of Africa, is a late comer to peace and conflict studies. This is not to say, however, that the practice of conflict resolution and traditional peace building are new to Nigeria. African societies have for a long time, been engaged in traditional conflict resolution using the structures of authority in the family, at age grades, the community, and even beyond. What appears to be new to Africa is the academic study of peace and conflict, attaining a common methodology in this study, and using this methodology to build peace and conflict theory as well as arrive at conclusions and make predictions. In terms of academic development and institutional support, as well as the infrastructure for conflict management and peace research, African countries, Nigeria inclusive, still have a long way to go when compared with the developed world (Best, 1998).

Peace and conflict research is similar in many respects, to social science research. It employs the methodology of the social sciences for data collection, analysis, hypothesis testing and verification, theory building, etc. The ethics of social science research are also applicable to peace and conflict research in Nigeria.

## 6.6 FUNCTIONS OF SCIENTIFIC METHODOLOGY AND RELEVANCE TO PEACE AND CONFLICT RESEARCH

Peace and conflict research is an important component of any peace process. It will be difficult to try to work with communities, individuals, groups, or even nations in conflict situations without first of all understanding their conflict and the issues in the conflict. One way of understanding this is to embark on a scholarly investigation of the conflict. A research of such nature will touch on the parties to the conflict, context and history of the conflict, the positions, interests and needs of the parties, and the possible intervention strategies. Conflict analysis is part of any research in peace and conflict. Simply put, peace and conflict research methodology serves many useful functions. These functions are similar to the functions of scientific methodology in the social sciences generally. The sciences, according to Nachmias and Nachmias (op. cit.), are united by their methodology, rather than by subject matter. The science of peace and conflict has benefited from some of the following generic functions of methodology and conceptual procedure outlined by Nachmias and Nachmias, (op. cit: 14-16).

- a) In defining the 'rules of the game' and establishing the standards to be followed by other researchers in the field.
- b) In providing the 'rules for communication'. This is the rule that simplifies the subject matter, and causes all people to 'see' what will ordinarily not be seen by 'lay men'. The rules of methodology become explicit, public and accessible, such that replication is easily achievable. Researchers who want to share a common experience will benefit from this explicit rule of communication presented by the methodology. This function helps researchers to be able to speak to, and communicate with, each other. It also helps the emergence of what may be called a peace and conflict research community'.
- c) In providing the 'rules for reasoning'. This brings in logic, which allows empirical observations to be weighed against reliable inferences. The procedure of science, or methodology, takes peace research beyond empirical observations, however factual they may be. They have to be subjected to scientific reasoning through methods.
- d) In defining the rules for 'inter-subjectivity'. This is the principle that promotes the sharing of observations and factual information among scientists and researchers, as opposed to mere logical reasoning, which does not always guarantee empirical objectivity. It enables knowledge and scientific methodology to be communicable. It allows other researchers to evaluate and subject the methods to scientific testing, making replication possible.

In all, these functions of scientific methodology help to bring about theorizing and the building of peace and conflict theory. Methodology achieves the same results for peace and conflict research. By gaining from social science methodology, peace and conflict research gains from the benefits of the earlier sister subjects and their procedures.

## 6.7 THE CONTENT OF PEACE AND CONFLICT METHODOLOGY

The Methodology of peace and conflict research ideally contains a number of elements. We shall discuss these elements in the following sections, and try to relate them to the Nigerian cultural context.

- a) *How is data about the conflict collected by peace and conflict researchers?* Several methodological possibilities exist, such as simple fact finding, or by way of a detailed case study. The research may use any of the common methods of the social sciences, such as observations, historical methodology (historiography), structured oral interviews, questionnaires, participant observation, etc.

Often, some sources of data in Nigeria may be manipulated by stakeholders in peace research, especially the subjects of the research, as a way of affecting research outcomes and rewriting history. In Nigeria particularly, this typically occurs where there are competing claims over ownership of places, or when traditional authority is disputed between different groups. Archival documents have been known to be missing from the Archives, for areas in conflict. One of the sides will either relocate or remove these documents to deprive others from getting to it, thereby strengthening their own bogus claims. This is a cultural problem in Nigeria.

- b) *The methods of analysing the data collected also have to be identified by the peace and conflict researcher.* These will either be descriptive, qualitative or quantitative, depending on the method of the data collection. The results of the analysis will help interveners to take fair, balanced and informed decisions.
- c) *The objectives of the research and any accompanying intervention have to be outlined ahead of time.* This forms part of the research design/plan of the research. The main difference between peace and conflict research and others rests in the ability to bring about, or attempt to bring about the transformation of the conflict situation. It is not always necessary that the researching body engages in the intervention, but the necessity of the intervention is not in doubt.
- d) *Comparative skills and perspectives may be incorporated into the methodology of peace and conflict research as a means of gaining from cases with similar situations, or avoiding mistakes similar to the one(s) being dealt with.*
- e) *Interdisciplinary perspective is also a helpful instrument of methodology.* Peace and conflict research methodology must gain from the diversity that the field represents: politics, culture, social psychology, economics and resources, etc. The wider the lenses of the tool used, the more effective the outcome and quality of intervention.
- f) *Peace and conflict theory will contribute to making a conflict research more analytical.* This will be in the area of analysing the conflict, and seeking means of transforming or resolving the conflict as the case may be. There is a wide range of theories developed over the years. Each tries to explain the causes of conflict at different levels. Most will also attempt to proffer means of resolving conflicts based on the major principles of the theory. These are available to the conflict researcher as part of the tools of the field.
- g) *The ethics of research have to be incorporated into the methodology.* Peace and conflict issues are emotive and highly sensitive topics. There is need to pay attention to sensitivities and sensibilities of the groups affected by a conflict being studied. Stakeholders in a peace research would normally include the researcher, the subjects of the research, and the funding body. Research ethics need to cover all of them, as well as develop a good sense of care and social responsibility, which should guard against the research generating new conflicts.
- h) *Cultural and historical peculiarities are also crucial considerations.* These will vary from one conflict situation and location to the other. In some Nigerian societies for instance, it is culturally unacceptable to start researching from below. In others, it must start with the traditional political authorities, else the research will be truncated, and indeed the objectives of peace building will be derailed. Elsewhere, youths see themselves as the primary stakeholders in any peace research. The researcher must strive to achieve representation and balance. Some research fields are more liberal and less hierarchical.

- i) *The writing of the research report is one of the final and most significant functions in peace and conflict research. However, there may be difficulties with making the report public, however factual it may be. In Nigerian conflict situations, especially where these are community conflicts, the parties are interested in certain conclusions and outcomes which suit their ends in the report. Once these are absent, the peace researcher is accused of bias and favouring one side. This makes a case for professional judgement on the one hand, and community expectations on the other hand.*
- j) *The issues of neutrality and professionalism in research are additional factors in the methodology. Peace and conflict research thrives on balance. However, there are sometimes, inhibitions to being balanced. In an intense Nigerian conflict, for instance, it is difficult to be seen talking to both sides at the same time, except under cover. It is easy to be mistaken by one side, of being on the side of the other simply because of being sighted trying to obtain data from one of the sides.*
- k) *This leads us to the perception of the peace researcher by the communities where a research may be taking place. Most groups will try to situate a researcher within some social and cultural bracket. This will determine the way they relate to the researcher, their expectations from the research, etc. For instance, a researcher with Kwararafa ancestry may be given warmer reception in Wukari when researching the Tiv-Jukun conflict.*
- l) *Cultural Factors: Many of Nigeria's conflicts, which call for research, intervention and transformation, have very high historical and cultural elements, or what is often referred to as the 'community element'. To the extent that they have cultural features, they touch on emotions, values and psychological issues, making them very stubborn for resolution. Naturally, researching into conflicts of this nature will require responses to these questions. There is need for peace and conflict researchers in Nigeria to consider the cultural and historical elements when designing the methodology. It will affect especially the methods of gathering data, as well as sampling procedures and selection of interviewees.*

## 6.8 CONCLUSION

This paper started with a definition of peace, conflict and then peace and conflict research. It noted that the peculiarity of peace and conflict research rests in the fact that the end goal is to achieve peaceful, or non-violent means of responding to conflicts. The paper noted the centrality of research within any peace and conflict management process. If research is significant, it also opines, then it has to have a methodology to make it reliable and consistent. It has been contended that peace and conflict research have contributed to the emergence of working definitions and concepts of both peace and conflict, as well as the theoretical insights that support them.

The paper has considered the functions of scientific methodology, and argued that peace and conflict research has a methodology that shares in these functions. The methodology helps to standardize the procedure, and makes it accessible to all researchers, as well as promotes replication. In addition, the methodological options available to peace and conflict researchers have been explored. We have suggested that the methodology of peace and conflict research in Nigeria, while benefiting from the generic scientific methodology, also has historical and cultural peculiarities. In many cases, the cultural elements place a limitation on peace methodology in Nigeria.

Finally, if peace building and conflict resolution have a future in Nigeria, this future must come from, and must be guaranteed by, the pioneering work of the research community. In the developed world where this field began, it was the research community that built it into what it is today, bringing it down to the problem-solving level where the minutest levels of society benefit from peace and conflict resolution. There is need to strengthen research institutes and bodies concerned with peace and conflict research as a means of securing the future.

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**Annex 7:  
CONFLICT ANALYSIS FRAMEWORK**

**Per Egil Wam  
World Bank, Washington, D. C.**

**Conflict Analysis Framework (CAF)**

**Conflict Analysis Session  
Abuja, Nigeria**

**May 2002**

**Please do not circulate or cite**

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**Footnote:** This paper was presented in slides and a Handout

## Conflict & Poverty

- Conflict common in all societies – predominantly political or predominantly violent
- Conflict constrains development and undermines poverty reduction efforts
- 80% of the world's 20 poorest countries suffered from major violent conflict in the past 15 years
- Conflict prevention and reconstruction are central to the Bank's mission of eliminating poverty

Conflict Analysis Framework  
For questions/comments, contact Per Wam and Shonali Sardesai (World Bank)

## Why conflict analysis?

- Development strategies can influence conflict positively or negatively
- Negative: inadvertently worsen underlying causes; exacerbate prevailing tensions; provide groups the means for violence
- Positive: address underlying causes; reduce tensions; provide opportunities and means for peaceful dialogue

Conflict Analysis Framework

## Why conflict analysis?

- Conflict analysis helps to:
  - Increase sensitivity to conflict in strategies for poverty reduction and development
- Identify and analyze conflict sources and problem issues
- Highlight linkages between conflict and poverty
- Strengthen resiliency to conflict via appropriate development interventions and poverty reduction measures

Conflict Analysis Framework

## Conflict resilience

- Issues dealt with through social and political processes rather than through the employment of violence
- Characteristics of a society resilient to conflict
- Political and social institutions which are largely inclusive, equitable, and accountable
- Economic, social, and ethnic diversity rather than polarization and dominance
- Growth and development that provide equitable benefits across society
- Culture of dialogue rather than violence

Conflict Analysis Framework

## Risk of Violent Conflict

**A society is less resilient to violent conflict if:**

- Violent conflict in the recent past
- Low per capita GNP
- High dependence on primary commodities exports
- Regime instability: Transformation of state structure &
- Political instability
- Militarization
- Ethnic dominance
- Active regional conflicts
- High youth unemployment

Conflict Analysis Framework

## Conflict Analysis in the World Bank

- Help design of conflict-sensitive development strategies and interventions
- Systematically identify and analyze key factors affecting conflict
- Highlight priority problem issues and opportunities

Conflict Analysis Framework

# Conflict Analysis in the World Bank

Analysis of factors in 6 categories to help determine their impact on conflict and poverty

- Social and Ethnic Relations
- Governance and Political Institutions
- Human Rights and Security
- Economic Structure and Performance
- Environment and Natural Resources
- External Factors

Conflict Analysis Framework

## 1. Social and ethnic relations

Variable	Analysis	Impact on conflict	Poverty Link
Social and economic cleavages	<ul style="list-style-type: none"> <li>• history/changes</li> <li>• dynamics/trends</li> <li>• public perceptions</li> <li>• politicization</li> <li>• organization</li> <li>• link to conflict and intensity</li> <li>• link to poverty</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• NA</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• direct effect</li> <li>• indirect effect</li> <li>• NA</li> </ul>
Ethnic cleavages			
Regional imbalances			
Differential social opportunities			
Bridging social capital			
Divisive group identity-building			
Divisive myth-making			

## 2. Governance and political institutions

Variable	Analysis	Impact on conflict	Poverty Link
Governance	<ul style="list-style-type: none"> <li>• history/changes</li> <li>• dynamics/trends</li> <li>• public perceptions</li> <li>• politicization</li> <li>• organization</li> <li>• link to conflict and intensity</li> <li>• link to poverty</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• NA</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• direct effect</li> <li>• indirect effect</li> <li>• NA</li> </ul>
Equity of law/judicial system			
Stability of political institutions			
Role of political institutions			

## 3. Human rights and security

Variable	Analysis	Impact on conflict	Poverty Link
Role of media and freedom of expression	<ul style="list-style-type: none"> <li>• history/changes</li> <li>• dynamics/trends</li> <li>• public perceptions</li> <li>• politicization</li> <li>• organization</li> <li>• link to conflict and intensity</li> <li>• link to poverty</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• NA</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• direct effect</li> <li>• indirect effect</li> <li>• NA</li> </ul>
Human rights violations			
Militarization of society			
Security of civilians			

#### 4. Economic structure and performance

Variable	Analysis	Impact on conflict	Poverty Link
Economic growth	<ul style="list-style-type: none"> <li>• history/changes dynamics/trends</li> <li>• public perceptions</li> <li>• politicization</li> <li>• organization</li> <li>• link to conflict and intensity</li> <li>• link to poverty</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• NA</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• direct effect</li> <li>• indirect effect</li> <li>• NA</li> </ul>
Income disparities			
Per capita income changes			
Inflationary trends			
External debt management			
Reliance on high-value primary commodities			

#### 5. Environment and natural resources

Variable	Analysis	Impact on conflict	Poverty Link
Population pressure on natural resources	<ul style="list-style-type: none"> <li>• history/changes dynamics/trends</li> <li>• public perceptions</li> <li>• politicization</li> <li>• organization</li> <li>• link to conflict and intensity</li> <li>• link to poverty</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• NA</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• direct effect</li> <li>• indirect effect</li> <li>• NA</li> </ul>
Access to natural resources (including land)			
In-country and cross-border competition over natural resources			

## 6. External forces

Variable	Analysis	Impact on conflict	Poverty Link
Regional conflicts (including territorial disputes)	<ul style="list-style-type: none"> <li>• history/changes</li> <li>• dynamics/trends</li> <li>• public perceptions</li> <li>• politicization</li> <li>• organization</li> <li>• link to conflict and intensity</li> <li>• link to poverty</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• NA</li> </ul>	<ul style="list-style-type: none"> <li>• high</li> <li>• medium</li> <li>• low</li> <li>• increasing</li> <li>• decreasing</li> <li>• direct effect</li> <li>• indirect effect</li> <li>• NA</li> </ul>
Rule of kindred groups outside country			
Role of Diaspora			

## Conflict Analysis in the World Bank

### Translate generic variables to local context on 7 dimensions

**history/changes:** how the issue has developed/changed over a reasonable time span;

**dynamics/trends:** what is determining the future path of the issue, and how it is likely to develop;

**public perceptions:** public attitudes and biases regarding the issue;

**politicization:** how the issue is used politically by groups or organizations;

**organization:** the extent to which the issue has led to the establishment of interest organizations, and/or influenced political parties and militant organizations;

**link to conflict and intensity:** how the factor contributes to conflict and the current level of intensity;

**link to poverty:** how the issue relates to poverty.

Conflict Analysis Framework

## The Conflict Analysis Framework (CAF) Identifying Conflict-related Obstacles to Development

October 2002

Number 5



*The Conflict Prevention and Reconstruction Unit has developed a Conflict Analysis Framework (CAF) to integrate sensitivity to conflict in Bank assistance, and to enable Bank teams to consider factors affecting conflict when formulating development strategies, policies, and programs.*

Violent internal conflicts pose a major challenge to development. Violent conflicts occur disproportionately in poor countries and are detrimental to the Bank's mission of poverty reduction. They constrain development efforts, divert scarce financial and physical resources, and weaken a country's social fabric and human capital.<sup>1</sup>

To address issues related to violent conflict, the Bank's Operational Policy on Development Cooperation and Conflict (OP2.30) mandates the integration of sensitivity to conflict in Bank assistance through conflict analysis. The need for conflict analysis is based on the recognition that the probability of success of development assistance is improved by a complementary analytical framework that identifies sources of violent conflicts and opportunities for their outbreak and escalation. The Conflict Analysis Framework (CAF) seeks to support country and regional efforts to analyze and address conflicts in the context of country assistance, poverty reduction and other development strategies.

CAF aims to highlight key factors influencing conflict, focusing on six areas: social and ethnic relations; governance and political institutions; human rights and security; economic structure and performance; environment and natural resources; and external factors. A better understanding of what affects the level and dynamics of conflict can help operational teams ensure that development interventions do not instigate, exacerbate, or revive situations of violent conflict, but instead—if well designed—help reduce conflict.

### Conflict Analysis and Conflict Prevention

Conflict is inherent to all societies. Differences in interests and opinions between groups are natural, but how such differences are expressed and managed determines if conflicts manifest themselves in primarily political (non-violent) or

violent ways. When groups within a society—including the government—pursue their objectives in accordance with the laws and established norms of that society, conflict tends to be predominantly political.<sup>2</sup> In other cases, groups turn to violence to pursue their goals, and the use of violence outweighs the use of political means. These violent conflicts are of concern to poverty reduction and development, and are addressed by CAF. In this context, conflict prevention would entail activities that can reduce the likelihood that conflicts will turn violent.

The Bank's contribution to conflict prevention is two-fold. It supports strategies and activities that aim at making countries more resilient to the eruption and escalation of violent conflict, and programs that address the sources of conflict. Building resilience to violent conflict involves the strengthening of participatory and inclusive social processes and institutions that may help manage conflicts in non-violent ways. Sources of conflict differ from country to country, and include root causes of conflict as well as opportunities for groups to engage in violent activities. Some of the sources are addressed by the Bank through poverty reduction and other development assistance. Examples of sources include youth unemployment, differential social opportunities, and a country's reliance on high-value primary commodities.

Conflict analysis is a critical cog in conflict prevention as it can help highlight potential areas of concern, and guide a development strategy that addresses potential sources of conflict and identifies opportunities to strengthen conflict resiliency.

### When to Conduct Conflict Analysis

CAF is designed for country-level analysis (or for a province or region in a large country) and is expected to contribute to poverty reduction



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### When to Conduct Conflict Analysis

CAF is designed for country-level analysis (or for a province or region in a large country) and is expected to contribute to poverty reduction

secession evolved within the ethnic minority around a multitude of issues, the feeling of discrimination was key in the recruitment of a cadre of militants and the issue of access to education became a highly symbolic rallying point.

By using CAF as a tool to make sense of this situation and help determine how development assistance could contribute to address issues that had plagued the country for decades, planners were able to zoom in on several key variables for analysis: social and economic cleavages, ethnic cleavages, regional imbalances, horizontal social capital, mythmaking, governance and political institutions, income disparities, employment and access to productive resources, and the role of the diaspora. The critical issue of access to higher education was analyzed under the variable of 'differential social opportunities' and planners traced the history and the changes that had taken place pre- and post-independence, they analyzed the wider issues that constrain equality in education today and how they are likely to develop, and they considered public attitudes and biases within several sub-categories of the two ethnic groups. The analysis of the variable further included the important questions of how the issue of access to education had been, and still is, politicized by key players, and of the different organizations and parties that had been formed or influenced by this issue, and how they in turn were able to influence changes in the education sector.

Application of CAF on the issue of education in this particular country revealed the kind of implications there were on the society. First, how and to what extent this issue continued to fuel the conflict—had it become mainly a symbolic issue or was it still a key rallying point for young people in several parts of the country? Second, what had been the demographic and economic consequences of the educational policies, and how had they affected the patterns of poverty in the country?

The analysis found that the way the ethnic divisions and animosities manifested themselves within the education structure of the country went beyond the visible ethnic discrimination, and that it included long-lasting and insidious effects on the organizational structure of educational institutions, the training of teachers, and the content of textbooks and syllabi. It found language-based segregation to

take place within most schools and universities, and such segregation to be increasingly replicated within other spheres of the society, making the animosity ever more entrenched. It found that the issue of education had a direct effect on both conflict and poverty. A large number of young people in ethnic minority areas were unable to enroll in higher education despite being qualified academically, many of them remained unemployed for long periods of time, and a substantial number of those being unemployed were recruited into the militant rebel groups. The discriminatory education system also had indirect effects on poverty. The difficulty of finding qualified teachers in ethnic minority areas negatively affected the quality of education and further limited economic opportunities for young people. Also, the violent conflict itself disrupted productive activities and limited investments, thereby increasing even further the social, economic and regional disparities that had sparked the conflict in the first place.

The analysis prompted a recommendation for program support to reorganize the ethnolinguistically segregated educational institutions (schools, universities and teacher training institutes), rewrite the ethnically biased contents of school texts, and train the teachers to meet the challenges of a multiethnic and multicultural society.

### Conclusion

CAF is a tool for analyzing factors that have shown to affect or be affected by conflict. Conflict analysis can contribute to the development of conflict-sensitive approaches, to view development through a conflict lens, and to help development actors design strategies and interventions that stand a better chance of not exacerbating conflict but also to help make societies more resilient to violent conflict.

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### CPR Unit

This Dissemination Note was written by Shonali Sardesai and Per Wam of the Conflict Prevention and Reconstruction Unit (CPR). This note series is intended to disseminate good practice and key findings on conflict prevention and reconstruction. The series is edited by the Conflict Prevention and Reconstruction (CPR) Unit in the Social Development Department of the Environmentally and Socially Sustainable Development Network of the World Bank. The views expressed in these notes are those of the authors and do not necessarily reflect the views of the World Bank Group, its Executive Directors, or the countries they represent. CPR Dissemination Notes are distributed widely to Bank staff and are also available on the CPR website (<http://www.worldbank.org/conflict>).

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<sup>1</sup> Nils Petter Gleditsch, et al, *Armed Conflict 1946-1999: A New Dataset*, 2002. In 2000, out of 25 countries classified as being in conflict, 16 were low-income; 7 were lower middle income and 2 were upper-middle and high-income countries.

<sup>2</sup> In some cases, the state laws themselves promote exclusion, prevent participation, and make groups feel that they have no peaceful, political alternatives, and that violence is their only option.

<sup>3</sup> See the Social Analysis Sourcebook developed by the World Bank (August 2002): [www.worldbank.org/socialanalysisourcebook](http://www.worldbank.org/socialanalysisourcebook)

<sup>4</sup> These indicators were selected by the Conflict Prevention and Reconstruction Unit in consultation with the Research Group, DECRG, World Bank. They do not necessarily represent causes of conflict, but have shown to be closely correlated with the occurrence of violent conflict. For further details on indicators, please refer to the CAF document, available from [cpr@worldbank.org](mailto:cpr@worldbank.org).

### Categories of variables

Social and Ethnic Relations	Governance and Political Institutions	Human Rights and Security	Economic Structure and Performance	Environment and Natural Resources	External Forces
Social and economic cleavages	Governance and political institutions	Role of media and freedom of expression	Economic growth	Availability of natural resources	Regional conflicts
Ethnic cleavages	Stability of political institutions	Human rights status	Income disparities	Access to natural resources (including land)	Role of kindred groups outside country
Regional imbalances	Equity of law/judicial system	Militarization of society	Per capita income changes	In-country and cross-border competition over natural resources	Role of diasporas
Differential social opportunities	Links between government and citizens	Security of civilians	Inflationary trends		
Bridging social capital			External debt management		
Group identity-building			Reliance on high-value primary commodities		
Myth-making			Employment and access to productive resources		
Culture or tradition of violence			Conflict-induced poverty		

Analysis of each variable is done along seven dimensions to determine the way it relates to conflict and to poverty:

- history/changes: how the issue has evolved over a pertinent time span;
- dynamics/trends: what is determining the future path of the issue, and how it is likely to develop;
- public perceptions: public attitudes and biases regarding the issue;
- politicization: how the issue is used politically by different groups;
- organization: the extent to which the issue has led to the establishment of interest groups, and/or influenced political parties and militant organizations;
- link to conflict and intensity: how the factor contributes to conflict and the current level of intensity; and
- link to poverty: how the issue relates to poverty.

The results of the analysis on the above seven dimensions will help develop a prioritized list of factors that relate closely with conflict, according to their degree of impact. Factors with a high degree of impact on conflict and poverty, especially if their degree of importance is increasing, should be considered priority areas and be of special concern in country strategies. The analysis of each variable would provide essential information about how the factors play out in the country, and should guide development assistance on the issue.

Based on the needs and opportunities of the specific country, conflict analysis can be conducted along the following steps:

1. Reinterpretation of existing information on the conflict situation of a country along the lines of CAF (brief desk study);

2. Workshops with country specialists to cover each of the six CAF categories;
3. Follow-up studies, as needed, on issues identified in the workshop;
4. Country consultation with different stakeholder groups, as needed; and
5. Concluding workshops to discuss integration into the poverty reduction strategy, country strategy or other country programs.

#### Integrating Conflict Analysis into Strategy

While there is an increasing awareness both in the Bank and among partners about the potential folly of ignoring conflict in strategy work, many country development strategies still remain largely "conflict blind". At worst, conflict-blind development assistance may inadvertently exacerbate conflict; at best, it may simply be irrelevant to the issues that force many of a country's citizens into a situation of violent conflict.

In one country case, the policy of limiting access to higher education for a minority ethnic group has been a contributing factor to two decades of deadly internal war. The reasons for the dominant ethnic group to limit such access lie in the social patterns that developed during and after colonial rule. When the country achieved independence, the smaller ethnic group had a share of higher education, and of civil service and professional jobs, that went far beyond its proportion of the general population. Nationalism and mythmaking had become important elements in a post-independence strategy by the dominant ethnic group to consolidate power and extend its dominance into the economic sphere. It used its control of state institutions to curb access to higher education, and thus to societal influence, by the smaller ethnic group. When a militant struggle for

strategies and other country strategies. It can be used as a stand-alone analysis or as a part of an upstream macro-social analysis.<sup>3</sup> To ascertain whether a country needs to undertake conflict analysis, CAF includes a brief screening process, consisting of eight main indicators (table below).<sup>4</sup>

While each of these factors could play a determinant role, none of them is individually necessary nor sufficient for the outbreak, escalation or revival of violent conflicts. Still, high scoring on several of these indicators suggests the need for conflict analysis.

### Risk Screening Indicators

Indicators	Relation to Conflict
1. History of conflict	If a country has experienced violent conflict in the past 10 years, there is a high possibility of recurrence of conflict.
2. Income per capita	Countries with low per capita Gross National Incomes are more likely to experience violent conflict.
3. Primary commodity exports	Countries with a high dependence on primary commodity exports face a higher risk of experiencing violent conflict.
4. Regime instability:	
• Transformation of state structure	• Restructuring of the state at frequent intervals signals serious instability and the likelihood that violence may be employed to bring about systemic changes.
• Political instability	• Political instability may occur in democratic and non-democratic societies. It can take the form of disregard for civil liberties and political rights, and a breakdown of law and order. In terms of their link to violent conflict, these two aspects can occur in tandem or independently.
5. Militarization	Countries may have high defense spending as a share of GDP, and large armies as proportion of their population. Militarization may also include the availability of arms and the existence of armed non-state actors. These factors suggest the likelihood of emerging or escalating violent conflict.
6. Ethnic dominance	When one ethnic group controls state institutions and/or the economy, there is a high risk of outbreak of violent conflict.
7. Active regional conflicts	Regional conflicts are likely to have a cascading effect, such that the internal stability of a country is threatened, increasing the probability of violent conflict.
8. Youth unemployment	Youth unemployment (especially for males) can have a critical bearing on the probability of violent conflict. Lack of jobs and opportunities tend to create frustration, making unemployed youth prime candidates for recruitment by militant organizations with funds and arms at their disposal.

### Conducting Conflict Analysis

If a country is found to be at risk of violent conflict, or is already experiencing large-scale violence, a full conflict analysis should be conducted. CAF uses six categories of variables related to conflict. The categories consist of several variables, each with corresponding indicators on three levels of intensity (warning; increasing intensity; de-escalation) that reflect change in the level of violent conflict. These indicators are used to estimate the impact of a variable on a country's level of conflict and its link with poverty. As a consequence, sensitive issues are highlighted so that programs can take them into account. The importance of the different variables differs from country to country, and from conflict to

conflict. A factor that has a strong impact on conflict in country A might have less relevance in country B and none in country C. The framework attempts to be both comprehensive and flexible to guide analysis in very different country situations, each with unique characteristics. Bank country teams should therefore adapt CAF to their particular situation, by translating the generic variables presented in the framework to the specific country situation, and add or delete variables according to their relevance. The teams' country knowledge is important in determining the specific dynamics and linkages.

# Annex 8: STRATEGIC CONFLICT ASSESSMENT

Claire Hickson,  
Department for International Development, Abuja, Nigeria

## 8.1 INTRODUCTION

The Nigerian strategic conflict assessment or SCA is an initiative that aims to build the capacity of a wide-range of actors working on conflict by producing a shared conflict analysis; and identifying strategies and options for macro and micro-level interventions to reduce conflict. The Institute for Peace and Conflict Resolution will lead this assessment with the active support of a number of donors and drawing in the views and expertise of a wide-range of actors.

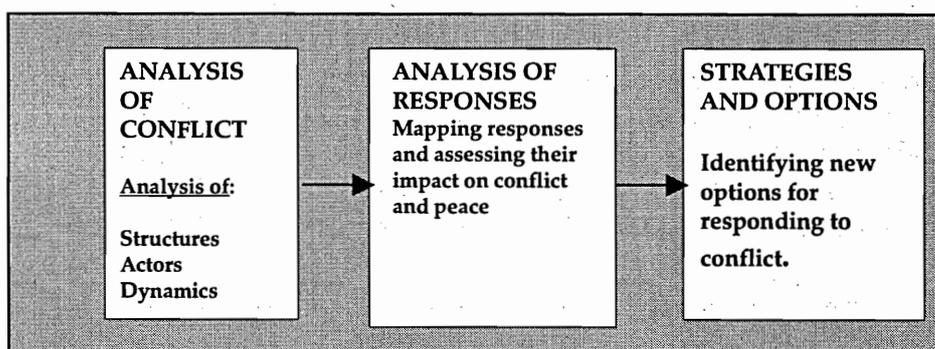
## 8.2 WHAT IS A STRATEGIC CONFLICT ASSESSMENT?

The aim of a Strategic Conflict Assessment is to systematically analyze conflict and responses to it in order to identify new strategies and options for tackling tensions and preventing violent conflict.

To do this, it involves *three main components*:

- An analysis of conflict.
- An analysis of existing responses to conflict by a range of actors.
- And from this analysis: the opportunities or strategies for responding more effectively to conflict.

Fig. 8.1: Components of SCA



### *Conflict analysis:*

Examining the structures (security, political, economic and social dimensions), critical actors and their motivations, and the dynamics (trends and triggering factors) of conflict(s) in a given context. This includes the development of possible future conflict scenarios, e.g. escalation or abatement of conflict, and indicators for these scenarios.

*Analysis of responses:*

mapping broad responses to conflict by different actors; are they working "around", "in" or "on" conflict; and what are the impacts of these responses - positive, negative, or neutral?

*Strategies/options:*

suggestions on developing/refining policy approaches, and new strategies for working in or on conflict. Associated risks and assumptions should also be identified.

### 8.3 EXAMPLES

See pages 30 to 34 of "Conducting Conflict Assessments: Guidance Notes": table on Sri Lanka. A wide-range of priority areas for action was identified at the macro and micro levels in relation to political, security, economic and social dimensions. These range from strengthening key national agencies to supporting community-based psychosocial support.

Obviously, each context is very different and the purpose of SCA is to identify strategies and options that are explicitly linked to an analysis of tensions and conflicts in a given context.

### 8.4 HOW WILL WE DO THE STRATEGIC CONFLICT ASSESSMENT?

The Nigerian SCA draws on a methodology formulated by the Department for International Development and used in eight countries to date. However, the Nigerian SCA is quite different from those conducted in other countries. SCAs in other countries have been conducted by DFID to inform its own programmes and policies. The Nigerian SCA is the first time that the exercise is being conducted by an institution within the country in liaison with not one but a number of donors. None of the countries where it has been conducted before has involved a geographical area as large as Nigeria. Often earlier SCAs have focused on specific conflict-affected areas within countries. The size and scope of this exercise is therefore new.

There is also a considerable amount of existing work on conflict in Nigeria that we need to draw upon

The work will be split into two phases outlined below:

#### **Phase 1- Mapping exercise**

A desk-based mapping exercise will be conducted. This will set out a broad contextual analysis of conflict in Nigeria; identifying the sources of tension and instability and 'the main gaps in current structural analysis. This' exercise will draw together and make use of the findings of existing reports rather than conduct new research.

#### **Phase Two**

The second phase will consist of the fieldwork to address gaps identified in the mapping exercise, to broaden consultations and analyze local and international responses to conflict. To make the fieldwork manageable, it is proposed to divide the geographical coverage into a number of sub-regions to be covered by fieldwork.

The Institute for Peace and Conflict Resolution will lead the SCA with the support of a number of donors including the United Nations Development Programme, the World Bank, the UK Department for International Development, the United States Agency for International Development and the European Union. An advisory group with representatives of IPCR, civil society and the donor community has been set up to help oversee the process. The SCA needs to garner the views of a broad range of actors, so in the course of conducting the SCA, other actors from government, civil society, academia and elsewhere will be drawn in through consultations and using external expertise.

The mapping exercise is due to begin in June. It should take around four to six weeks to complete. Fieldwork will then start shortly afterwards.

## 8.5 WHAT CAN THE SCA DO FOR US IN NIGERIA?

As stated above, the desired output of this work would be a shared conflict analysis and a framework for future work on conflict by identifying strategies and options for macro and micro-level interventions. Some of its conclusions may be known already, but it is a means of systematically drawing together knowledge about conflict and options for responding more effectively. It also aims to draw together a broad range of voices on conflict - government, non-governmental organizations, communities....

The SCA is an analytical tool. The contribution it will make will largely depend on how it is used, and the process that follows on from it.

### 8.5.1 Proposed subjects for discussion

- a. Effective ways of using the final SCA in Nigeria?
- b. With reference to phase 2, how might the country be divided up for fieldwork? Who needs to be consulted?
- c. It would be very useful to spend part of the syndicate brainstorming on the mapping exercise. A breakdown of the issues that might be covered by this is given below:

### 8.5.2 Brainstorming Exercise

2. In the analysis of conflict, we would look at the structures, actors and dynamics behind conflict in a particular context.
3. Firstly: what are the key conflicts and tensions in Nigeria? By theme/geography.
4. Secondly, what the structures, actors and dynamics underlying these tensions or conflicts.

### 8.5.3 Structures

In looking at the *structures* of these conflict:

What are the *long-term factors* underlying violent conflict? Divided into the following:

- Political
- Economic
- Security
- Social

#### 8.5.4 Actors

In the examination of *actors*, we are looking at conflict in the shorter-term.

What are the interests and incentives on the part of key actors: to promote peace or to engage in conflict? Are there disincentives/costs for them to disengage in conflict?

- How do interests and incentives influence the conflict?
- What are the relationships between the various actors?
- What capacity do they have to influence conflict positively or negatively?
- Who has a "peace agenda"? What kind of peace do they want?

#### 8.5.5 Dynamics

What are the current trends in tensions and conflicts?

- Are tensions increasing or decreasing? What signs indicate an increase or decrease in tensions?
- What are the short-term triggers that may lead to the outbreak or escalation of conflict?
- What institutions or processes exist that can mitigate or manage tension or conflict?

## **Annex 9: USAID CAPACITY BUILDING ASSISTANCE TO GOVERNANCE**

**Minie Wright Democracy and Governance Officer,**

Since 1998, USAID has significantly expanded its program in Nigeria to focus on four sectors: economic growth, education, health, and democracy and governance. The USAID Nigeria program reflects the priorities identified as a result of discussions between the United States Government and the Government of the Federal Republic of Nigeria. USAID program activities also reflect discussions with civil society organizations and the private sector. Our two-year transition strategy intends to bolster democratic governance and expand the democratic dividend that will build confidence in the capacity of government to deliver services to the Nigerian people and create a positive environment for private sector investment.

The promotion of peace building and conflict mitigation is an integral part of our democracy and governance program. Promoting the culture of peace is the bedrock of USAID's goal of assisting Nigeria's transition to social, economic and political stability. Indeed, the promotion of peace building and conflict management, and the role that donors, the Nigerian government and civil society have to play in creating a positive environment for private sector investment and sustainable human development, is a major USAID priority in Nigeria. I am happy to say that USAID is working closely with the Government of Nigeria, the World Bank, UNDP, DFID, the European Union, and civil society to make this a reality.

Last year, following extensive consultations, USAID developed a new Civil Society Activity, which will start up next month. (June 2002). This new activity will focus on four areas: election assistance, transparency and accountability, constitutional reform, and conflict mitigation. The conflict component will target such destabilizing conflicts that often occur before, during and immediately after elections; ethnic and religious conflicts and those associated with land dispute.

Over the next two years, we hope to improve the organizational and management capacity of civil society organizations, their technical capacity, and increase the participation of women. Capacity building will also include developing or enhancing existing internal management controls for improved accountability, transparency and sustainability.

Technical skills will include project/proposal development, program management and performance evaluation. Technical capacity refers to skills covering the substantive work of CSOs, including areas such as research, policy development, monitoring governance, advocacy and lobbying, establishing and sustaining networks/coalitions, conflict management/peace building skills, and leadership capacity. Increasing the participation of women demands capacity building activities such as improving the social and political mobilization ability of women's organizations, strengthening communications skills, and confidence-building activities.

In addition to the activities I just mentioned, USAID would continue its support for the Conflict Resolution Stakeholders Network (CRESNET). We view CRESNET as a critical local resource for conflict management and peace building. Many of CRESNET'S activities are implemented through community leaders, youth groups and women and interfaith organizations in Nigeria. Additionally, CRESNET members, including six zonal representatives, act as peace facilitators throughout Nigeria.

Through assistance to WAGONET, we are very close to completing the installation of nine Conflict Management Resource Centers and an Internet web site in Nigeria. We established the centers to provide civil society with a point of access to resources on preventing, managing, and transforming conflicts and building peace. Each center will contain a basic library of written, video, and audio material dealing with conflict management as well as a set of computers linked to the internet that will allow access to the growing number of online resources, including documents, databases, and discussion forums. Each center will also have an affiliate relationship with a group of conflict management experts who will be available to assist visitors. We have made it possible for CSOs to post information about their organization on the Internet and to access information from around the world.

Ladies and Gentlemen, it has been my pleasure to share with you our new USAID initiatives, and now, I welcome your questions.

**Annex: 10 :**  
**THE ROLE OF NCMG IN NEGOTIATION  
AND CONFLICT MANAGEMENT**

**Segun Ogunyannwo,**  
**Project co-ordinator, NCMG, Lagos**

The Director General of the Institute for Peace and Conflict Resolution

Your Excellencies

Honourable Members of the High Table Honoured Guest

Distinguished Ladies and Gentlemen

I will start by asking you to please accept warm love and best wishes from Mr. Kehinde Aina, the Executive Director of the Negotiation and Conflict Management Group (NCMG) who is unavoidably absent.

Established in 1996, the NCMG is an independent, non-profit and nongovernmental organization with the focused mission of making Mediation and other non-adversarial methods of Dispute Resolution, mainstream in private and public sector practice in Nigeria.

Three aspects of our activities will be shared with you this morning:

**10.1 TRAINING & ADVOCACY:**

Through the NCMG Centre for Dispute resolution, between 1996 and 2001, 18, Seminars, Roundtables and similar gatherings of Scholars, Policymakers and Executors have been organized by the NCMG.

The NCMG also assists organizations in designing Conflict Management Systems to promote Peace and Harmony in the workplace and also provides Practical Skills Training in Negotiation and Mediation.

**10.2 THE ADR CLUB:**

The ADR Club is an organ of the Negotiation & Conflict Management Group (NCMG), promoting the Amicable Resolution of Commercial Disputes.

It is a Club for a select group, a plaza for corporations that cherish integrity. An action space for those ready to act peace out; for those who appreciate the value of keeping their words; a threshold for the robust in thought.

It is a club whose membership is bound by a simple pledge to settle differences via Mediation or any other Amicable Dispute Resolution mechanism before resorting to full-scale litigation. Integrity and credibility, not money are the underlining criteria for the ADR Club membership, only corporations with proven track record of integrity and good faith are allowed membership and for that matter, retained as members.

What a wonderful club to be part of?

### 10.3 ACCESS TO JUSTICE:

Access to Justice means more than access to the Courts. Providing Access to Justice means providing access and opportunity for a just and timely result.

We believe that the court of the 21st Century should be a comprehensive Justice System, providing services in Litigation and other Alternative Dispute Resolution mechanisms like Early Neutral Evaluation, Mediation and Arbitration.

I am pleased to announce to this spruce and distinguished audience, that in pursuance and response to the need for a comprehensive justice system, the U.S. Embassy under the Democracy and Government Program has approved funding for a Court-Annexed ADR Centre in Lagos State of Nigeria. The Court Annexed ADR Centre is to be known as the Lagos Multi-Door Court house (LMDC).

The mission statement of the LMDC is: "To supplement the available resources for Justice by providing enhanced, more timely, cost effective and user-friendly Access to Justice.

Why a Court-Annexed ADR Centre you may ask?

Well, people are used to bringing disputes to the courts for resolution and this habit is unlikely to reverse over-night.

The Evaluation Report of a similar project - The Canadian ADR project put it thus:

*"Its connection to the Court ensures its credibility in the eyes of the clients and counsels; ensures the accountability of the services to the court itself and through the court to the public".*

What IMPACT will the Court-Annexed ADR Centre have on the society?

This includes the following:

- (i) Access to Justice for all.
- (ii) Reduction in the case dockets of judges.
- (iii) Speedy resolution of disputes.
- (iv) Harmonious Co-existence
- (v) Accommodation and tolerance
- (vi) Restoration of Pre-dispute relationships
- (vii) Increase in Foreign Investments.

The Chairperson of the LMDC Steering Committee is Hon. Justice Dolapo Akinsanya, a serving Judge in the High Court of Lagos State.

If a serving Judge says that people should explore ADR, who am I to say otherwise?

The Court-Annexed ADR Centre has been one of the major objectives of the NCMG right from inception. I ask you therefore to please join me in saying a BIG THANK YOU to the U.S. Embassy for making a dream come true.

I will also like to use this opportunity to encourage other foreign organizations, agencies and donors; the Institute for Peace and Conflict Resolution and the Government to please support the REPLICATION of this noble peace building initiative - Court-Annexed ADR Centres - in other states of the Federation.

In summary, the Negotiation and Conflict Management Groups (KCMG) under the able Chairmanship of Hon. Justice Kayode Eso, CON, has been providing.

- (i) Training and Advocacy in Alternative Dispute Resolution (ADR).
- (ii) Promoting the Amicable Resolution of Commercial Disputes through organs like the ADR Club;  
and
- (iii) Providing Access to Justice by supplementing the available resources for Justice.

I thank the Director General of the Institute for Peace and Conflict Resolution, Dr. Ochoche for **this** opportunity. My gratitude is ineffable, too great to be expressed in words.  
I thank you all for your kind attention.

## **Annex 11: AREF AND THE ROOT CAUSES OF REFUGEES - PREVENTION, MEDIATION, RESOLUTION AND REHABILITATION**

**Chief Segun Olusola, mni  
Founder/Patron African Refugees Foundation**

The African Refugees Foundation was established in 1993 September to design strategies for the prevention of the root causes of Refugees and internal displacement among the member countries of the Organisation of African Unity.

Root causes of Refugees had featured prominently on the agenda of the Summit of the O.A.U. in the years between 1987 and 1993 when Nigeria served in the chair of the O.A.U. Commission on Refugees.

The initial planning for the design of appropriate instruments for the prevention of root causes was overtaken by the disturbances and civil conflict in Rwanda, and the African Refugees Foundation concentrated attention on mobilizing resources for the rescue and rehabilitation of Rwandees Refugees and Internally Displaced Persons.

Gradually, the primary objectives of AREF - preventing the root causes refugees and internal displacement, managing and rescuing the human victims of conflicts and internal displacement and rehabilitating the distressed products of such displacements, became the sustained programme of AREF.

AREF's concentration in the last three years has been on the following major preventive thrust:

- [1] Peace Education for Schools and Young People - the elements of this programme include:

*AREF's 3Cs Club for Young People - a programme that was designed to introduce Peace Education among Secondary School students at first in Schools in Lagos and Ogun States, a project coordinated by one of our Consultants - Mr. Yinka Ogunsakin. The primary objective is to enable school children to design interactive practical solutions to problems arising from differences in perception.*

- [2] The second element of our Peace Education programme was designed in collaboration with Peace Education *Institut* of Helsinki, Finland to develop Peace Education Curricula for Secondary School teachers in West African countries. Two workshops - November 2000 and January 2002 have been held in Ijebu-Ode and at Epe - the reports from which are available for the information of this workshop.

- [3] AREF's Project COMPACT - designed with the support of the Organisation of African Unity [O.A.U.] to train a corps of mediators. Copies of the report for the March 19 - 23, 2001 are contained in the AREF Newsletter pages 4 - 15, available at this workshop and;

- [4] AREF's Integrated Peace advocacy Initiative titled "Project Nation-wide Peaceful Co-existence (NAPECO)" - an open ended series of public debates designed to be held in the six zonal centers of Nigeria, for participation by opinion leaders in order to generate a talk-to-finish approach to national problems. Copies of the Project, which have already been circulated to all the 36 State Governors for the attention of the Forum of Governors, are available for the attention of this Workshop.

The commitment of the African Refugees Foundation to the cause of peace can only be sustained if all public governmental and non-governmental organizations can cooperate to enable the products of our contemplation, be applied in practical mode and we wish to congratulate the organizers of this conference for the opportunity of bringing some of our initiatives to your attention.

Dr. Kolawole Raheem of the University of Jyväskylä in Finland, who is working in collaboration with the Peace Education Institut in Helsinki, is coordinating our PEWAC programme.

Our COMPACT programme is being coordinated by AREF Adviser on Projects - Mr. Gbenga Sonuga who is also developing Cultural Ss Arts Programme for Peace Enhancement 8,s Culture of Peace for AREF.

Our NAPECO nationwide programme is being coordinated by one of our founding Trustees - Mr. S. A. Solarin, a retired Director of the Industrial Training Fund.

All of our peace related projects are coordinated under the guidance of the Chairman of the Project Committee of the Foundation - Dr. Alain Peters - a retired Director For Africa of the UNHCR.

As AREF's Project Coordinator, Mr. Olujimi Olusola will be available all through this workshop for your enquiries and support.

Thank you.

## Annex 12: NETWORKING AMONG STAKEHOLDERS: THE MULTI-TRACK APPROACH TO CONFLICT TRANSFORMATION IN NIGERIA

Judith Burdin Asuni, Ph.D.  
Academic Associates PeaceWorks  
Abuja, Port Harcourt, Lagos, Ife/Modakeke

### 12.1 Introduction

Everyone in this room will certainly agree that at the moment Nigeria is a country beset with conflicts of various kinds- political, ethnic, religious, economic, legal, and environmental. Although this pervasiveness can be discouraging, we need to remember the Chinese concept that conflict is an opportunity for change, and to realize that much of the current conflict comes out of attempts by various groups to redress the social injustices of the past. Thus the multitude of current conflicts in Nigeria can lead to improvement in the social and economic order, if handled constructively.

Which is where we come in. Everyone in this room has some stake in conflict transformation in this country. Some of us are scholars; others are professional conflict management practitioners. Some are government officials; others are representatives of donor agencies. Some may be community or civil society leaders, and some may be in business. The point is that there is enough work for all of us for a lifetime, and that work requires the skills of all of us. Each individual or group brings unique qualities, expertise and authority to the field. This paper will address the issue of how we can network or partner for more effective conflict transformation, using a Multi Track Approach.

### 12.2 The Concept of Partnering

Partnering is a concept that is gaining increasing acceptance worldwide. As the world is becoming a smaller village, we realize that it is not only possible but also desirable to combine forces with others to build a society that is more harmonious, healthy and sustainable. Refinement of the field of conflict management internationally within the past 20-30 years, rapid increase of this expertise in Nigeria within the past five to ten years, and expansion of the political space under the relatively new democratic dispensation, have all generated opportunities for various actors to take more active roles in preventing or managing conflicts in this country. The opportunity and some degree of desire for partnering are there. Thus, we need to study those who are potential partners, what roles they can play, and to learn from previous experience of how they can best work together.

Partnership, as it relates to business, has been studied and practiced by the Prince of Wales Business Leaders Forum. Many of the same principles apply in conflict management partnering, especially in peace and development work. Partnering has been defined as (Tennyson: 7) "*a cross-sector alliance in which individuals, groups or organisations agree to:*

- *Work together to full an obligation or undertake a speck task*
- *Share the risks as well as the benefits*
- *Review the relationship regularly, revising their agreement as necessary"*

### 12.3 The Multi-Track Model

In thinking how partnering can benefit conflict transformation in Nigeria, the Multi-Track Model of conflict management can help us to identify potential partners and how they work together. This model was first articulated by Ambassador John W. McDonald, a retired American, diplomat, in 1989, and has been refined in his work with Louise Diamond. They are the founders of the Institute for Multi-Track Diplomacy, based in Washington, D.C., which operates on the premise that the power for peacemaking and peace building resides in the many and not the few.

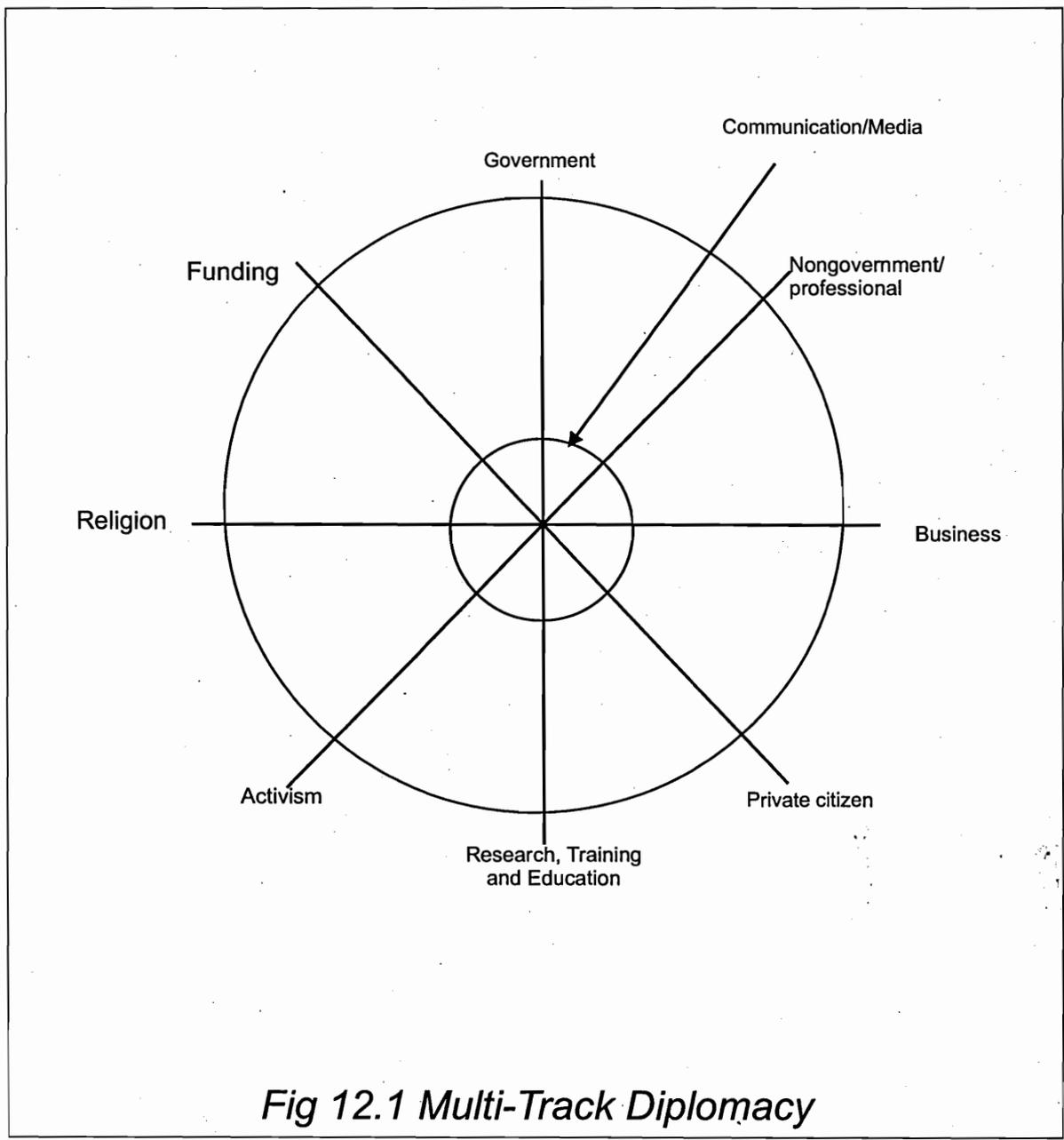
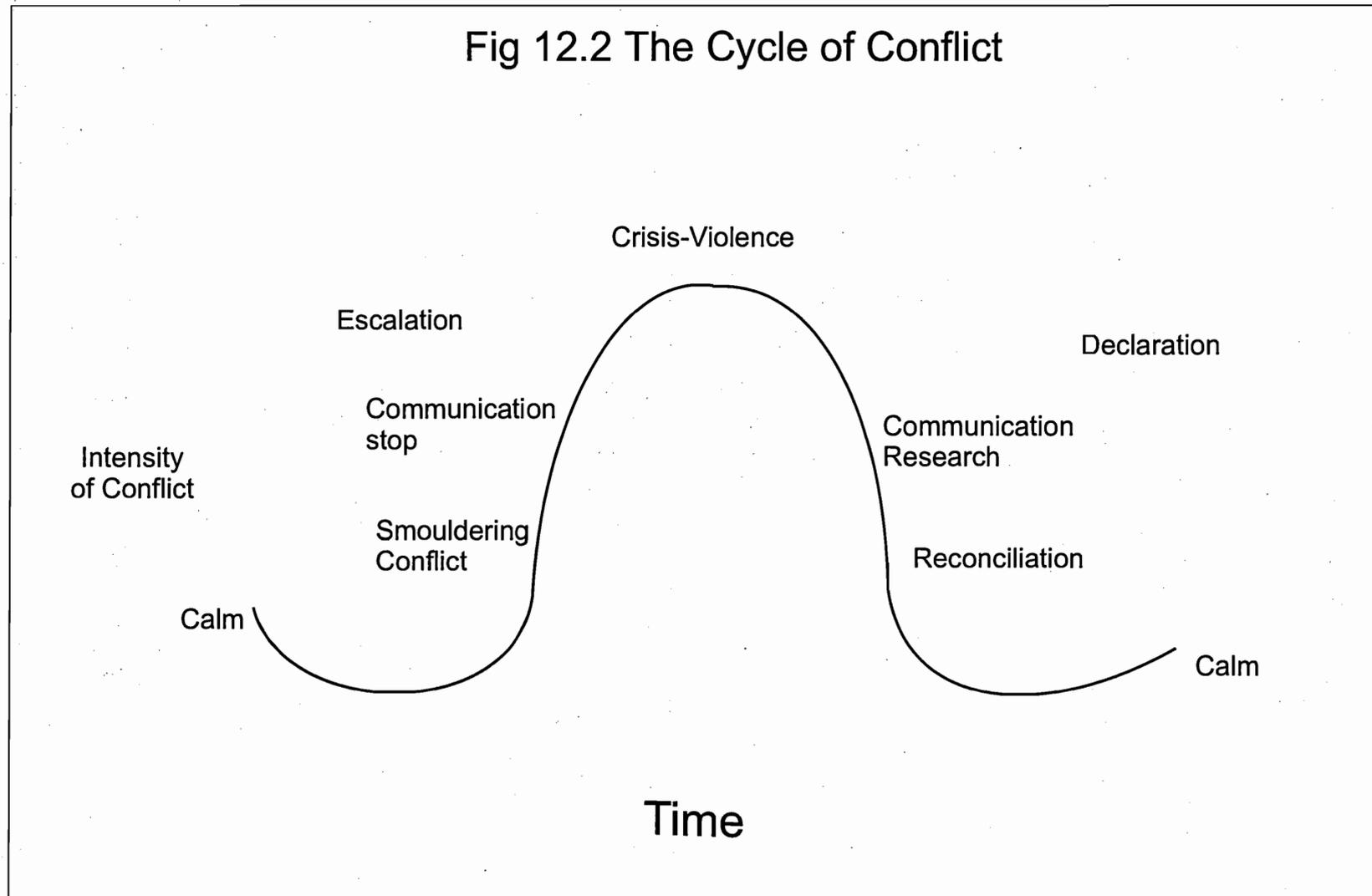


Fig 12.2 The Cycle of Conflict



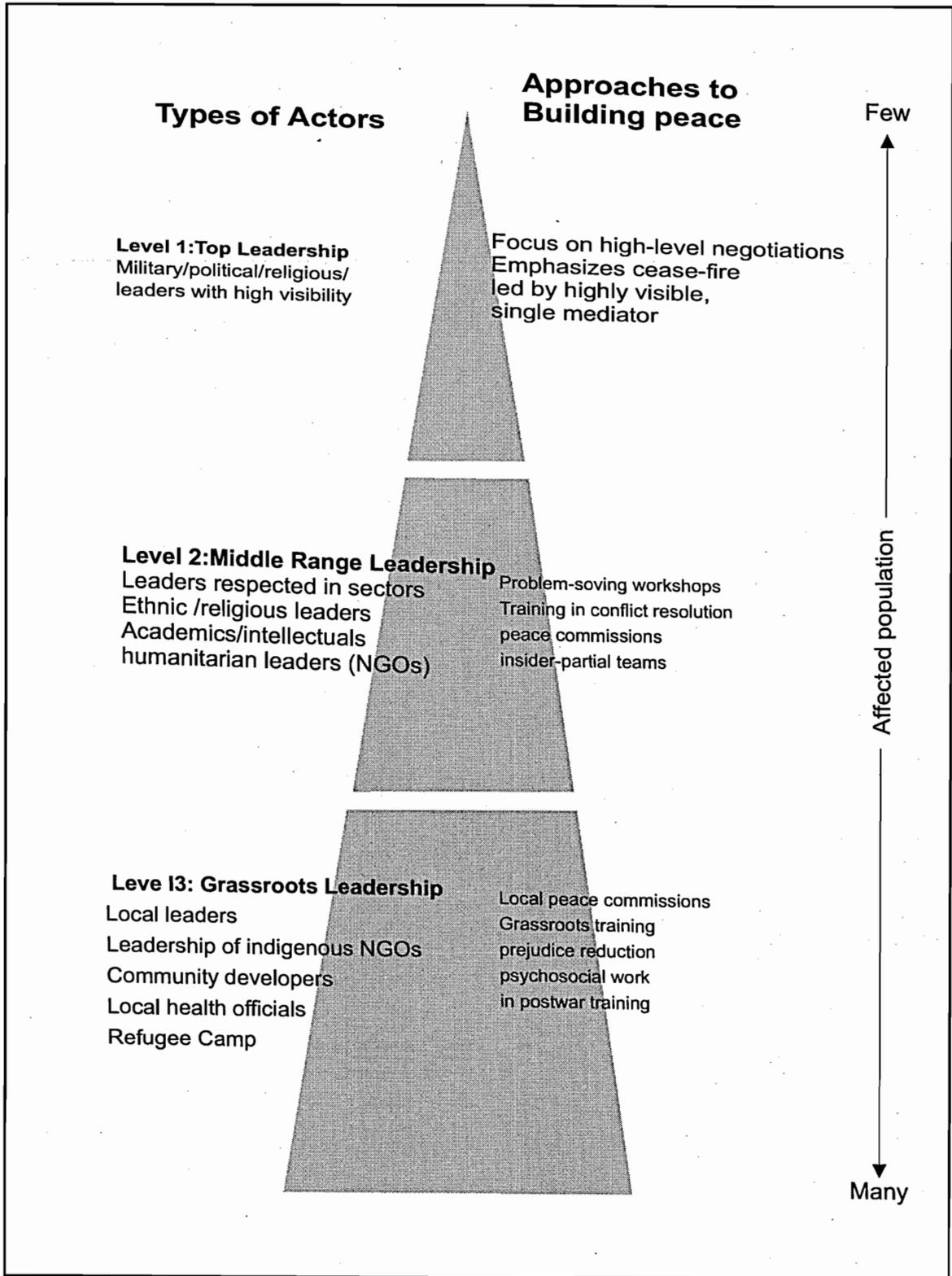


Figure 12.3 Actors and Approaches to Peace building

Negative peace is the absence of war. Positive peace is the presence of social and economic justice, environmental integrity, human rights and development. As Martin Luther King Jr. said, "Peace is not the absence of war but the presence of justice." If we are to have peace and development in Nigeria, all of the other elements must co-exist. Unfortunately many past efforts have concentrated on Track 1, i.e. Government. All too often people are heard to say "Government should do it for us". However there are many other groups, which should be involved, as shown in Table 18. 1.

Table 12.1: The Multi-Track Model

S/N			Advantage	
1	Government	Command function	Vast resources	Rigidity
2	Non-Governmental or Professional groups or individuals	Leading edge of Development	Creativity	Unregulated
3	Business	Exchange mechanism	Vast financial resources	Often exploits humanity
4	Private Citizens	Citizen power	Incredible energy	Often don't work with government
5	Research, training and education	Brains of the system	Rich understanding	Seek information as an end in itself
6	Activism	Fight leader	Champions of the marginalized	Feeds conflict sometimes
7	Religion	Heart of the system	Higher dimension of understanding	Exclusivity
8	Funding	Financial battery	Possibility of good	Ideological manipulation
9	Communication/ Media	Communication function	Shape public opinion by information given	Distort information

Although the actors in the Multi-Track model are aligned numerically, Diagram 1 shows them in a circle, indicating that they are all linked to the center and can directly interact with each other.

Track 1 is Government, which is the vehicle of power. It is the command function of the system, which sets the agenda for the other tracks. Government is political, as well as bureaucratic. Therefore it has vast resources but also tends to be rigid and slow-moving. Track 2, i.e. Nongovernmental or professional individuals and groups, has come to the fore in peace building in the past 30 years. There are numerous examples of Track Two Diplomacy, wherein private individuals or civil society groups have taken the initiative where government has not or could not. In the same way, NGOs and professional development specialists, both international and domestic, take the initiative in introducing new approaches. Track 2 specialists are on the cutting edge of the field, but often suffer from problems of funding. These NGOs and individuals are often very creative but there is seldom enough regulation of them, especially when an influx of donor money, such as has occurred in Nigeria in the past six years, brings a swell of NGOs to meet donor demand.

Business (Track 3) is the exchange mechanism, which opens doors.; It has vast financial resources but is often seen as exploiting humanity. The role of the oil and gas companies in the Niger Delta is the most striking example of Track 3 involvement in Nigeria. While acknowledging that these companies have had their own agenda, we must also recognize the growing awareness of the necessity of social accountability and encourage the companies to fulfill theirs. With the Joint Venture's (NNPC/Shell/Elf/Agip) annual community development budget equal to approximately 25% of NDDC's 2001 budget, the role of business must be considered in planning peace and development of the Niger Delta. Businesses in other parts of the country can also be encouraged to fulfill their corporate responsibilities in promoting development, and its accompanying peace, where they operate.

The other source of funding is Track 8. This may be large or small foundation, bilateral or multilateral donors. They are the financial battery, as they pump increasing amounts of money into the country, especially under the current democratic dispensation. Of course the donors have their own goals and at

least partially set the agenda by deciding what to fund (or not). With the transition to democratic government in Nigeria, there is increasing interest and funding to the country. This outside funding has a great possibility of good but can also entail ideological manipulation.

The private citizens of Track 4 are examples of "citizen power" in building democratic institutions. They, as individuals or local groups, have incredible energy and dedication to improving their local areas. They are the ones who form their own peace committees, who start self-help projects, who are advocates for the improvement of their communities. With the growing exposure and sophistication of the civil society in Nigeria, these groups are increasingly able to articulate their needs and design their own process. Professionals can assist volunteers in Track 4 in working through the peace and development process. Related to private citizens are the religious leaders and groups in Track 7.

These people put their faith in action and are the heart of the Multi-Track system. Ideally they focus on the oneness of the human family and emphasise equality, justice, non-violence and service. Unfortunately religion is sometimes used for political reasons, as in the September 2001 riots in Jos. This demonstrates the negative side of Track 7, namely exclusivity. However the positive side can be a higher dimension of understanding.

Track 5 includes the research, education and training institutions or groups, which generate and transfer information that has implications for policy or action. These are the brains of the system providing the necessary analysis of issues. This can provide rich understanding if the research and information are not seen as ends in themselves.

The remaining two tracks are often underutilized in peace work. Track 6 includes the activists, who attempt to change institutions, attitudes and policies. They are often value-driven, championing the rights of the marginalized. This Track is the Fight Leader, using techniques such as protests, education, and advocacy and organizing support. This can be very threatening to both government nationwide and to companies, especially those working in the delta, as they are often the target of such protests and change. However the activists often have good ideas, solid information and should be tapped in the peace and development process, by consultation, if not formal inclusion.

Table 12. 2: Potential Partners by Track and sectors

S/N	Track	Public	Private	Civil Society	Examples
1	Federal, State and Local Governments, Parastatals, Agencies, Security forces				National Legislature, State Governors, IPCR, NOA, NIA, Universities, Army, SS, Police
2	Technical aspects of donor agencies e.g. D & G activities.		Professional development organizations	NGOs – peace development training	National Corps of Mediators, AAPW, CRESNET
3	Business		Companies, consultancy groups		SPDC, Mobil, Price Waterhouse Coopers, CRESNET
4	Private			Private citizens	Women's Groups, Youth organizations
5	Research and Training	Government Universities and Research institutions	Company funded research	NGOs conducting research and Training	Universities – UI, Jos, AAPW, AFSTRAG
6	Activism		Advocates w/in companies	Human rights, environmental	CLO, ERA, IYC WIN, Gari
7	Religion	Inter-religious councils funded by government		Religious leaders and individuals	INREC, CAN, JDPC, NACCOMYO
8	Funding	Multi-lateral donors, Bilateral donors	Coy projects, scholarships	Private foundations, Home town association	UN, USAID, DFID, CRS, Ford Foundation
9	Media	Government, papers, radio and TV stations	Private papers and stations	Stringers and contributors	NTA, New Nigeria, CNN, Guardian

The 9<sup>th</sup> track is the media and communication mechanisms, which tie the other tracks together. This track shapes public opinion by the information given, and includes news reporting, educational media, and electronic communication. In these days of instant communication, we quickly know what's happening

around the world. But what is not presented? While the media can have a unifying effect, it can also distort information and control behaviour by what is said and left unsaid. An example is a radio foreign service in Hausa, which seemingly covered the Muslim point of view but ignored the Christian side of the September 2001 conflict in Jos. Similarly media coverage of the closure of the NLNG plant in Bonny was strongly pro-company, as it had the resources to fly in reporters, whereas the local youths did not have this opportunity to present their side of the story.

**12.4 Potential Partners**

These 9 Tracks can also be divided into three sectors of partners: public, private and civil society, as shown in Table 2. Examples of each group are also included:

Potential partner organizations by sector are as shown below: (Tennyson:9)

**PUBLIC SECTOR**

International agencies; National and local government; Public sector services QUANGOs (quasi-autonomous non-governmental organizations) Educational/academic institutions\*

**BUSINESS**

International and national companies;  
 Financial institutions; business associations;  
 Joint stock companies; financial institutions;  
 Business associations;  
 Enterprise development agencies\*\*

**CIVIL SOCIETY**

Community-based organizations;  
 Non-governmental organizations;  
 Private voluntary organizations;  
 Donor agencies, religious institutions;  
 Campaign groups

\*Educational academic institutions may have a place in all three sectors.

Enterprise development agencies tend to be developed by civil society organizations or as public sector initiatives even though their goal is to promote and develop business skills.

Note: Labour organisations act as a bridge between the business sector and civil society.

The different sectors in a society make various contributions to peace and development, as shown in the diagram below: (Tennyson:5)

**PUBLIC SECTOR**

Foundations of equity, justice and peacekeeping through: LAW Regulations Physical Infrastructure  
 Social Infrastructure Safety nets Peace and Protection

**BUSINESS**

Foundation of economic growth and  
 Development through:

**CIVIL SOCIETY**

Foundations of liberty, responsibility  
 and self-expression through:

**TRADE**

Employment  
 Human resource development  
 Supply chain  
 Setting of standards  
 Social investments  
 Provision of goods and services

**SOCIAL COHESION**

Education  
 Legitimizations  
 Service delivery  
 Culture  
 Individual development and expression

## 12.5 Benefits of Partnering

The benefits of partnering include (Tennyson:6):

Providing a mechanism for each to bring the specific skills, competencies, and interests of their sector to either common problems or opportunities, on the basis of competency, legitimacy and transparency that no sector has when acting on its own.

Mobilising more resources by combining the technical, human, information, physical and financial resources of all sectors.

Ensuring greater awareness of the priorities, needs and roles of each sector, thereby creating a more integrated and stable society

Creating dynamic contact networks offering channels of influence that on the one hand engage the wider community and on the other impact the policy agenda.

Replacing conflict with cooperation for all participants, the cost of conflict is greater, both in time and resources, than cooperation, even though that of cooperation may come less easily to those pursuing a project, deal, new business or idea

These benefits relate directly to conflict transformation activities in Nigeria. Ten years ago, few individuals or groups were working in the field in Nigeria. Peacekeeping activities were mainly restricted to government and were often reactive. For example, let us take the conflict in Tafawa Balewa, Bauchi State between the Sayawa and the Hausa/Fulani. This conflict boiled up periodically over a period of decades, primarily during political eras. However it came to a head in 1991, then again in 1995 and yet again in 2001. The government set up various Judicial Commissions of Enquiry, which produced a White Paper, which was never implemented. Ultimately there has to be a political solution to the problem. However Track 2 professionals, religious and civil society leaders, researchers and possibly activists have roles to play, with support from funders. In the past 10 years, various civil society and religious groups have attempted to resolve the conflict in Tafawa Balewa. Many efforts have been done with little research, and therefore incomplete comprehension of the problem. Some other efforts have studied the underlying issues and brought together various parties, to understand their priorities and needs in problem solving workshops. However unless political action is undertaken (and government is the only Track with that legitimacy), the efforts of other Tracks will be ineffective. Activists have a role in ensuring that the political will is there and that action is carried out. The media can both make the issues known and push for government action. Thus most of the actors in the Multi-Track Diplomacy model have roles to play in resolving the Tafawa Balewa conflict. Some, such as Track 2 professionals have skills to impart. Others such as Tracks 4, 6 and 7 have personal or group commitment to work out a solution. Others such as research groups can provide informational resources, as can the media. The funders or government can provide financial resources. And ultimately government's authority and legitimacy must implement a sustainable solution. No one group can be completely effective by itself and all benefit from partnering with others.

## 12.6 Building Partnerships

However, cross-sectoral partnerships are difficult to build, as the partners often come with distinct roles, values and professional skills. In a way this interaction resembles two people from vastly different cultures meeting for the first time. Assumptions about appropriate behaviour may be tested when the other person does something completely unexpected, such as a Christian man insisting upon shaking the

hand of a conservative Muslim woman, or one person giving nonverbal clues that mean nothing in the culture of the other person.

Parties may also be suspicious of each other. A partnership between oil company and delta activists is likely to stnt out with suspicion on both parts. In the same way, a community group may view the :+ state government with distrust and resentment, while the government often has a feeling of superiority over a grassroots group.

Therefore, it is necessary to mutually agree on core principles for the partnership.

Three principles with general acceptance are (Tennyson:10):

**Equity:** This concept, which is measured by the value of each sector's knowledge, skills and representativeness concerns respect, not power. It must be differentiated from Equality, which is measured by financial resources or public authority. A partnership can have equity without equality.

**Transparency:** Trust is a vital ingredient in a partnership, and all partners must be honest and open in all areas of common concern. There should be no "hidden agendas".

**Mutual benefit:** All partners must derive some benefit from the relationship. For business this is not necessarily financial profit, but rather may be an improved reputation, a better-educated and healthier workforce, or a more stable environment. Similarly Government can benefit from an improved image, reduced expenditure on peacekeeping and rehabilitation activities, and enhanced development efforts if the society is peaceful. Perhaps the most direct beneficiaries of peace are the communities and people whose lives and properties are lost in conflict. Partners often seek different kinds of benefits and must recognize the needs of the others.

These core principles may not exist at the beginning, but partners can work towards them as the partnership develops. If the principles are a shared goal, then there will be emphasis on respect and inclusiveness, rather than competition and exclusiveness. There must be tolerance and trust, in place of suspicion and arrogance. In the past there has been a high level of mistrust between government at various tiers and the civil society, in both directions. This will take time to reduce but such a process is essential for the various Tracks to work together effectively.

There should also be a focus on solutions, rather than problems. Any one party alone does not cause the current conflicts in Nigeria. For example, it is recognized that the collapse or nonexistence of certain facilities in the Niger Delta is not solely the fault of government, or the oil companies, or corrupt community leaders, or an indifferent followership. Therefore the emphasis in the partnership should be on analyzing issues and looking for solutions to them.

Developing a partnership consists of 3 steps (LaPin:4):

- Explore and scope- consider the issues of mutual concern, benefits, costs and risks of attacking them
- Build-develop a common vision, apportion responsibilities, agree on a structure and rules of engagement, and also possibly build the capacities of members of the partnership
- Maintain- good communication, regular checks on progress and willingness to adapt to

external conditions. It will eventually be necessary to make decisions about the future: to dissolve if the job is completed, scale up to do more or institutionalize the partnership.

I believe that we are at stage one of the above. At this meeting we are exploring and scoping the issues of mutual concern and the benefits and costs of working together on them. This is a long process, which is about to begin. However we can anticipate and deal with the likely problems.

### **12.7 Problems in Partnering**

Several people whom I have interviewed with actual experience in partnering identified the problems encountered. Their comments are summarized below:

- There is often a problem of values. Different types of people are attracted to the private sector than to government service or to NGOs. These sectors can be viewed as different cultures, with varying values and practices. People usually go into business because they are profit-oriented. They are goal and time oriented, with the bottom line as being very important. A volunteer with an NGO may place priority on social conscience, and is often concerned with process as much as product. Government employees may be very bureaucratic, with priority given to procedure, even if the goal is diminished along the way. Thus they will all have different ways of working. One clear example is the concept of time. Companies have to be time efficient to survive, whereas the wheels of government often move slowly. These different styles or subcultures must be harmonized at best or understood and tolerated as a minimum, for the partnership to work.
- Money is always a problem in partnerships. It is not enough to pool it; it must be managed. It is also sometimes preferable for the partners to have their own pots of money, and to share ideas and experiences rather than physical resources.
- There is an issue of contacts between the organizations. It is usually better to get to know more than just the contact point, in order to better understand the partner organization. However it is necessary to have a permanent contact on each side, so that changing representatives do not give varying interpretations to events. It is also necessary to educate and standardize both sides about the relationship and expectations.
- It is good to think big but start small. Don't be overly ambitious about what the partnership should achieve at first.
- Partners should agree on how to treat and present each other to third parties. Especially those who are funded by one partner should not tear down the latter to others.
- It should be remembered that the multidimensionality of the relationship means that the partners may value aspects of it differently.
- The partnership will also change over time and this needs to be analyzed and mutually understood.
- It may be desirable to have the partnership limited to a certain time period.
- An honest self-evaluation is necessary to gauge progress. The private sector is often driven by the bottom line and uses quantitative measurements to determine its success. This may be inimical to civil society groups, which tend to use softer evaluation measures, if any.

- The private sector also expects partners to be rigorous and performance driven, unlike the public sector and some civil society groups. This can lead to frustration on all sides.
- Partnering thrives best where there is frequent and spontaneous contact between the partners.

### 12.8 Existing Networks or Partnering in Conflict Transformation

To the best of my knowledge, networking and partnering are still uneasy concepts among people in the field of conflict management in Nigeria. I have attempted to list the ones with which I am familiar, but have probably missed out some. Apologies to those not included.

- There was a group of scholars interested in conflict issues, which collaborated at the University of Nigeria Nsukka about 20 years ago. Prof Nnoli's PACREP is one of the offshoots of that collaboration.
- In 1993, Africa Leadership Forum (headed by General Obasanjo), Academic Associates (by me) and AFSTRAG (Prof. Margaret Vogt) formed a Conflict Management Network. Samie Ihejirika of SEMA later joined this.
- In 1994, General Obasanjo and I started the National Corps of Mediators, made up of respectable senior members who were trained to intervene in communal conflicts. Some initial interventions were made, but the Corps became dormant after Obasanjo's imprisonment. It was resuscitated with funding from the British Council in 1997. Members of the NCM have intervened in a number of communal conflicts and continue to share experiences through the network.
- In 1999 Academic Associates PeaceWorks also started a Nigerian Peace Network, consisting of representatives from conflict-prone areas where we have worked: Zangon Kataf, Tafawa Balewa, Wukari; Mangu/Bokkos, Ugep, Ife/Modakeke, and Igbo Ora. The sharing of actual successes and shortcomings was very useful to the people involved. However that network died due to lack of funding.
- CRESNET, a network of people who had attended USAID/OTI conflict management training, was established with officers on the national and 6 zonal levels. Members have conducted hundreds of workshops around the country and made numerous interventions into communal conflicts. NAWOPEG is a nationwide network of women mediators, recently established by Shell and the Africa Leadership Forum. Experienced conflict practitioners were invited during the planning and training stages of this group formation.
- Another new network was recently established in Nigeria by WANEP, the West African Network for Peace, based in Accra. WANEP has been active in conflicts in Sierra Leone, Liberia, and Guinea. After a preliminary visit to Nigeria in 1996, WANEP gathered strength to work in Nigeria, and has now started a Nigerian chapter, with an initial focus on election conflict.
- The inter-religious council, NIREC, although not exclusively working on peace activities, does include peace as one of its activities.
- This also applies to some human rights groups, and their networks.
- The foreign donors now also network along sectoral lines. There are donor groups for education, health, democracy and governance, etc. This is effective in that it allows donors to

share information on who is doing what, to avoid duplication and brainstorm new areas of future activity.

## 12.9 Strategies for Partnering in Conflict Transformation

Strategies to make more and better partnerships include (LaPin: 5):

- Creating forums for information sharing, dialogue and planning
- Building common approaches and strategies based on best practice
- Fostering capacity building relationships among organizations- by providing mentors or introducing them to more experienced bodies.
- Implementing projects together
- Using our own social investments as the leverage- often in the form of seed money- to encourage "buy-in" from others.

Two models which are familiar to conflict management practitioners can help to conceptualize how stakeholders in the field can work together. The first is the Triangle developed by John Paul Lederach, which shows that there are basically 3 levels on which work must be undertaken to bring about peace. The first is the grassroots people and organizations at the base of the triangle. This is a very large block of people who can benefit from conflict management training and enlightenment, and who in turn can contribute to peace and development, primarily in their own areas but also in other places. C B O s , NGOs, private citizens and religious groups work effectively with the grassroots, as do some government organizations (such as the National Orientation Agency). The media can reach the grassroots, largely through radio and to a lesser degree, television. This substantial proportion of the population is important to involve in any peace process, but generally doesn't have much power.

The Middle Range efforts concentrate on more sophisticated NGOs, professionals in Track 2, universities and other research institutions, etc. The people in the Middle Range often act as educators, organizers, or advocates for the grassroots. Some may have ties with the people at the apex of the triangle, i.e. top government, religious, traditional leaders. These people have power to execute social change but need the support of the grassroots and often the facilitative skills of those in the middle range, who also work for policy change. To be effective, a variety of actors have to work with the three levels in this model. There has to also be good communication, both bottom up and top down. Those in the middle, such as many Track 2 personnel, are key to this communication.

The other model shows the bell curve of the cycle of conflict. At the peak of violence, usually only government peacekeeping mechanisms can be used. However civil society has a vital role to play in preventive peace activities before a conflict has the chance to escalate or in the post conflict stage, seeking reconciliation and rebuilding of relationships.

### 12.10 Specific Suggestions for Partnering

Having been a conflict management practitioner for 10 years and working with various groups or institutions in this country, I make the following suggestions:

Government must recognize, respect and work with credible civil society organisations. I recognize that many "NGOs" are really "NGIs" or "NGFs" (nongovernmental families), created to meet the donor demand for civil society groups which donors could fund during the dark days of the military regimes when the donors were prevented from working directly with government. There are certainly many NGOs and CBOs which are purely income generating activities. However as donor

money levels out, I believe that this will be sorted out and only the genuine individuals and groups will stay in the field. We must admit that by and large, governments over the past 10 years have failed in their efforts at conflict management. Some of this is due to lack of political will. Some is due to hammering away at the old issues and methods, not knowing that there could be more effective ways of resolving conflicts. Government officials are often arrogantly defensive of their turf and actions. It takes considerable grace to admit that you don't know everything, but government must acknowledge its own limitations and work in collaboration with civil society groups which have expertise in conflict management. Many people in government, rightly or wrongly, are suspicious of civil society groups. This might have been understandable during military regimes when activists were actively working for a change in government. However the civilian government belongs to all of us; we all have a stake in its success. Government must learn to work with civil society. Some efforts are being made by INEC and the National Orientation Agency; which should be strengthened. Exchanges of information by the SSS, Police, etc. which assist civil society peace-building efforts should also be encouraged.

In turn, civil society must learn to work with government. Based on experiences during the military eras, many of us are suspicious of government's motives and methods. It will take awhile to rebuild a relationship of trust. However, it is essential that government own any peace process in Nigeria for it to be sustainable. I was part of a presidential fact-finding team to Jos after the rioting last September. It depressed me greatly to see that all of the work of AAPW and other peace organizations in Jos over the past ten years had been undone. All of the training, establishment of peace committees, etc. were unsustainable without some minimal financial support as well as active acceptance by government. One of the very first issues, which we discussed at an Africa Leadership Forum workshop in Jos in the early 1990's, was the issue of citizenship. At that time we agreed that anyone who had lived in a place for ten years had all of the rights and responsibilities of citizenship. Yet 7 years later, the people of Jos were killing each other over the same issue. Ultimately we have to involve the top level of Lederach's triangle, in any peace move.

This relationship between government and civil society must incorporate the 3 principles discussed above: Equity (respect for each other), Mutual Benefit to both parties, and Transparency-on all sides, especially government. The importance of transparency cannot be over emphasized.

To clarify this relationship further, I believe that Government will benefit from the research findings of Track 5, from the financial contributions of Tracks 3 and 8, from the technical expertise of Track 2, and the commitment of Tracks 2, 4, 6 and 7. Tracks 9, the Media have a role in enlightening and informing the populace. Civil society, in turn can benefit from the financial resources of the Government, as well as its legitimacy and authority to implement decisions. This is the only thing that can lead to sustainability of the peace process. It should also be recognized that in Western countries, the government often funds a lot of NGO work. For example, DfID in the UK, USAID in the US, and the German government all fund their local NGOs or foundations to carry out development and peace work. Why is the Nigerian government not doing this, and why are NGOs so reluctant to work with government?

Business has an important role to play in peace and development. In spite of valid criticisms of the oil and gas companies, they have made useful contributions in terms of funding and initiation of activities. Examples are the Youth for a Change programme of Shell, as well as its women's network NAWOPEG. NLNG has sponsored NGO work with youths on Bonny Island, as well as the technical skills training which most companies sponsor. As stated above, it is common for parties in a partnership to have differing objectives. However there must be agreement about what is to be done, how and by whom. The goal is mutual benefit without sacrificing personal or organizational principles.

In a similar way, funders, such as foreign donors, local philanthropists, etc. have a contribution toward providing the financial resources of a peace process. Again, the parties may have different objectives. For example, many Western donors are very concerned about preservation of "democracy" as an abstract concept. Many Nigerians are less concerned about what form of government they have but rather about improving the living conditions or human rights protection of their countrymen. As long as donors are willing to fund activities actually desired by and useful to Nigerians, this can be a good relationship. However members of the civil society and government must take care that someone else's agenda is not imposed in Nigeria. Too many NGOs are willing to sell their souls to the highest bidder (as is sometimes the government), so we must remain clear about the priorities for Nigeria.

We have a number of research and training institutions in this country, which are underutilized. Peace and conflict studies programmes are being established at 4 universities- Ibadan, Jos, Abuja, and Benue State. Research findings can be useful to government and NGOs in making their peace work more effective. In turn, students from these programmes can also benefit from practical experiences through internships- in international and local NGOs, companies, government institutions and agencies, consultancy groups, etc. We are currently seeking such internships for M. A. students in peace studies at the University of Ibadan. Staff can also benefit from such interaction. Universities can also collaborate with institutions such as IPCR, NIPSS, NIIA, etc. in expanding our knowledge base.

In a similar way, government institutions such as the Institute for Peace and Conflict Resolution and NIPSS can benefit from interaction with conflict management practitioners. There can be an exchange of knowledge and experience between theory and practice. Some of us are theoreticians without much practical experience; others are practitioners without a solid base in theory. Such partnering can be beneficial to both sides.

Religious organisations have a vital role to play in teaching tolerance to their members. Some, such as NIREC, may work with government in a semi-official capacity. Others work with NGOs and members of Track 4. Some such as the Catholic Justice, Development and Peace Commissions throughout the country collaborate with funders, such as Catholic Relief Services. It would be even better if they could collaborate with appropriate Muslim organisations in promoting peace.

As I said near the beginning of this paper, activists are often a threat to both government and companies. However they have a vital role to play in being the conscience of the society, as well as advocates for positive change. Activists often have valid points, which deserve inclusion. On the negative side, they can derail a peace process if they are not involved. Therefore it is essential to involve activists in a meaningful, not token way. In the same way, the media can be either very constructive in uncovering issues and pointing toward resolution of conflicts, or very negative in distorting facts and building discontent.

As of now, no one really knows what groups and individuals are doing in the field of conflict management. It is necessary to conduct a census, identifying real groups and real activities (not just what someone in an organization tells you). A SWOT-type analysis needs to be conducted of the field as a whole, and of individual organisations. Then it would be possible to see how another nearby organization or one with a similar emphasis can fill those gaps.

It is possible to try to coordinate or network peace activities in Nigeria. After this census is conducted, a coordinating team, which includes representatives of all of the Tracks in the Multi-Track model, could be chosen. However, as a word of caution either foreign donors or government officials cannot dictate this. If it is, it will die, just like previously imposed efforts. The impetus must come from conflict management groups themselves. Funds can come from donors, business or

government. These groups can also help in administration. However the real players must be those who have shown commitment to conflict transformation over time by going beyond the demands of the job and contributing their time, energy and resources to making Nigeria a more peaceful place.

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## **Annex 13: NATIONAL PEACE POLICY AND EARLY WARNING STRATEGIES FOR NIGERIA**

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### **13.1 The Need for National Peace Policy**

Nigeria's activities in peace building have so far been conducted on an ad hoc basis without any comprehensive and consistent peace policy that serves as a guide. There is, however, the need for a national policy on peace, based on established principles, which are available for consultation on a regular basis, by decision-makers, policy executors, and the populace as a whole. The principles enshrined in such a policy should seek to make every Nigerian an instrument of peace, encourage friendship, and networking among the citizenry so as to make everyone and institution play a role in sustaining peace in the country. The national peace policy should discourage physical violence and verbal expression of conflict by promoting a harmonious and peaceful co-existence among people of diverse interests. It is a peace policy that would emphasize the integration of the nation's diverse ethnic, religious and interest groups in a manner complementary to the Constitution of the Federal Republic of Nigeria. as a long-term strategy that stipulates the kinds of leadership, plan, resources and implementation mechanism to be adopted by the nation;

- Ensure a systematic national approach to conflict interventions;
  - Promote consistency and guide against the excesses and idiosyncrasies of individual leaders;
  - Guarantee coherence and harmony between decisions and actions on peace management and other official policies of Nigeria;
2. A national policy on peace in consonance with the defence and security policy, would state clearly the circumstances under which Nigeria is to intervene in a situation of conflict. It should also state the scope and limit of the nation's intervention as well as its deployment of personnel and commitment of material resources.
  - 3 A national peace policy is necessary to support the government in harnessing the various opportunities and resources in a fair, just and equitable manner. It would state clearly major tendencies that generate conflict as well as codes of conduct that promote peace and harmony.
  4. The National Peace Policy would among other things achieve the following:  
Serve as a long-term strategy that stipulates the kinds of leadership, plan, resources and implementation mechanism to be adopted by the nation.
    - Ensure a systematic national approach to conflict interventions;
    - Promote consistency and guide against the excesses and idiosyncrasies of individual leaders;

- State clearly Nigeria's interest in a conflict situation and why intervention is considered necessary;
- Stipulate the specific conditions for which Nigeria seeks intervention, whether for the provision of humanitarian assistance, security, political, social and economic support or to put an end to hostilities and restore law and order;
- Educate members of the public on the position of Government in matters relating to the search for peace and management of conflicts;
- State clearly the roles and responsibilities of individuals, groups (whether public or private), and all stakeholders committed to the search for peace.

### 13.2 Peace Policy and Early Warning System

5. A peace policy must encompass and articulate visions and strategies for conflict prevention as well as conflict management and resolution, amongst others. Very important to conflict prevention is an Early Warning System. An effective Early Warning System must include the following components:

- a. Detection, evaluation and prediction of a hazard;
- b. Constructing a forecast or warning message;
- c. Spreading the warning message; and
- d. Creating effective preparedness and mitigation responses.

6. Early Warning is not an end in itself but simply a mechanism to assist prevent conflict as much as possible through the alert function. It ought to comprise of well-connected and coordinated sub-units, well-positioned to collect timely and relevant data, and also to transmit same to the appropriate receptors, who must be in a position to respond appropriately. It therefore must involve a wide array of institutions, persons and organizations in a collaborative network. Governmental and non-governmental organizations would be involved. While government structures would provide the long-term institutional support, civil society in its various presentations must overwhelmingly constitute the mass of the system.

### 13.3 The Task Before Us

A national peace policy would provide the strategic framework from which an early warning system is constructed. We must however attempt to articulate more clearly what the Nigerian peace policy should look like. What should be its mission and objectives? What are the issues to address? What should be the scope? How should it be formulated and by whom?

We must also seek to address how and where the early warning system should fit into the national peace policy. Using the early warning system, how can we do a conflict mapping of Nigeria, and what will inform the design and architecture of such a map? How can we design an effective conflict forecast system for Nigeria? How can we improve on the capacity for conflict analysis? What structures shall be required for early and timely detection and response to conflicts. How can policy-making be used as an instrument of conflict prevention? In other words, how can we be more imaginative and proactive in conflict prevention? How can the state and civil society collaborate more effectively for preventive action and conflict resolution? The syndicate is invited to reflect on these issues and come up with a concrete response.

**Annex 14:**  
**DRAFT CONSTITUTION OF PEACE  
RESEARCH ASSOCIATION  
OF NIGERIA (PRAN)**

**Article 1: NAME**

The name of the association established and governed by this constitution shall be known as and called PEACE RESEARCH ASSOCIATION OF NIGERIA, Hereinafter referred to as PRAN.

**Article 2: OBJECTIVES**

The objectives of PRAN shall, be among others, include:

- (i) To promote dialogue as an instrument of managing and resolving conflicts;
- (ii) To promote teaching and research in conflict and peace studies.
- (iii) To intervene and mediate in all types of conflict for the purpose of promoting peace and stability;
- (iv) To promote peace advocacy in all endeavours;
- (v) To promote the application of knowledge through research as a mean for constructing a viable architecture of peace.
- (vi) To disseminate research information and findings through publications of PRAN in form of journals, newsletters and press conferences.
- (vii) Advice to governments, communities, institutions and personalities on measures towards preventing, managing and resolving conflicts.
- (viii) To develop curricula of peace education for Nigerian schools
- (ix) To evolve a culture of peace-building and development in Nigeria Article 3

**Article 3: MEMBERSHIPS**

1). There shall be three categories of membership:

- (i) *Ordinary membership*: This shall be made up of an individual or a person who is involved in peace advocacy, mediation, and peace research, as well as interested individual whose vocations either relate to conflict and peace studies or have interest in national and international peace and stability.

(ii) *Student Membership:*

This shall include those in post primary and tertiary institutions.

(iii) *Corporate membership:*

This shall be made up of professional associations, societies, organizations, agencies and foundations, establishments and academic institutions involved or interested in contributing to peace, security and development through their vocations.

(2) Application for membership shall be made on PRAN prescribed form, obtainable from the secretariat.

**Article 4: MEMBERSHIP RIGHTS AND PRIVILEGES:**

(i) All members shall enjoy equal rights, privileges and obligations. A member shall be suspended or have his/her privileges and rights withdrawn by a decision of the Executive Committee on the recommendation of a Disciplinary Committee if he/she fails to meet PRAN obligations, or act in a manner contrary and prejudicial to the spirit of this constitution.

(ii) *Members whose rights and privileges are withdrawn shall have the right to appeal to the General Assembly.*

(5) Membership lapses automatically when there is a failure to pay up subscription dues for a period of two years. Within this period there shall be a three months official reminder sent by registered mail before the membership lapses.

(6) A Member has the right to withdraw his or her membership. A Member whose membership is terminated shall not be entitled to any refund.

(7) General Assembly can terminate membership of any category at the instance of at least six members and on the recommendation of the Disciplinary Committee, if such a member is found guilty of gross misconduct such as embezzlement of PRAN Funds, involvement in any criminal acts and disloyalty to the objectives of PRAN

**Article 5 ORGANS**

(1) The principal organs of PRAN shall be the General Assembly, the Executive Committee, the secretariat and Editorial Board.

(2) The General Assembly shall be the supreme organ of PRAN and shall have the responsibility of making general policies and determining the programmes and proposals by the Executive Committee. The Assembly shall also take other general decisions deemed necessary for the advancement of the objectives of PRAN

(3) The General Assembly shall meet annually and shall have the power to determine its own rules of procedure.

(4) The annual meeting of the General Assembly shall consist of a Conference session. The Conference Session shall be devoted to the discussion of a theme in conflict, peace, security and development studies, and shall review the activities of PRAN in the past year and 3 provide broad policy guidelines for the activities of PRAN in the coming year.

(5) The venue of the meeting of the General Assembly shall be rotated, an advance notice of at least three months shall be given for convening the annual meeting of the General Assembly.

- (6) The Executive Committee shall promote the objectives of PRAN; establish Standing and Ad hoc committees as and when necessary; organize the annual meeting of the General Assembly; nominate and submit names of external auditor and solicitor to the General Assembly for approval; meet as often as necessary but not less than twice a year and shall have the power to determine its rules of procedure and undertake any other responsibility assigned by the General Assembly.
- (7) The Executive Committee shall consist of the following elected officers: President; six Vice-Presidents; Secretary-General; Assistant Secretary-General; Treasurer; Auditor; Editor; and two Ex-officio members, one of whom shall be the immediate past President of PRAN.
- (8) Members of the Executive Committee shall be elected during the Conference Session of the annual meeting of the General Assembly.
- (9) *The President*, as the Chief Executive Officer of PRAN, shall preside over all meetings of the General Assembly and of the Executive Committee, direct the Secretary General to summon meetings; be one of the signatories to the PRAN bank account; present an address at the annual conference of PRAN, and act as the principal spokesman of PRAN. He/she shall have a casting vote.
- (10) *Vice President*: There shall be six vice presidents elected to represent the six geo-political zones who shall coordinate the activities of PRAN in their different zones. The first vice president shall act for the president in the absence of the latter.
- (11) *Secretary-General*: The Secretary General shall be the chief administrative officer of PRAN; coordinating the activities of the secretariat, convening all meetings as directed by the president; writing the minutes of all the meetings; keep the records of PRAN ; deal with all the correspondence of PRAN; present an annual report of the activities of the society to the General Assembly; surrender all books, documents and property of PRAN to the incoming Executive Committee.
- (12). *Assistant Secretary General*: He/she shall assist the SecretaryGeneral and shall act in that capacity in the absence of the Secretary General. 13.
- (13) The secretariat of PRAN shall be located in the Institute of Peace and Conflict Resolution, Abuja; though independent of the operation of the institute it would earn the support of the Institute wherever possible.
- (14.) *Treasurer*: The treasurer shall be responsible for collecting all monies due to PRAN; deposit such monies with PRAN's approved bank within five working days following the receipt of the monies; keep an impress account of not more than Ten thousand naira; be one of the signatories to the PRAN bank accounts; present a quarterly report on the financial situation to the Executive Committee and an annual statement of account to the General Assembly.
- (15) *Editor* The Editor shall be responsible for editing and marketing of PRAN publications. He/she shall head the Editorial Board elected by the General Assembly and shall present a report of his/her activities to the General Assembly.
- (16) *Auditor*: The Auditor shall audit PRAN accounts and shall present a report on the accounts to the General Assembly.

#### **Article 6 - ELECTION**

- (1) Election of officers shall be by secret ballot every year at the Conference session of the meeting of the General Assembly.
- (2) Only paid up ordinary members can vote. Only paid-up ordinary members with two years standing are eligible to stand for election.
- (3) All officers of PRAN shall be eligible for re-election, but no officer shall hold office for more than two consecutive terms.

#### **Article 7 - QUORUM AND DECISION**

- 1) Five members who must include the president or any of the six vice presidents, the Secretary-General or the Assistant Secretary-General and the treasurer shall form the quorum for any meeting of the Executive Committee.
- 2) Each member of the Executive Committee shall have one vote, but where the committee is evenly split on an issue, the President shall cast the deciding vote.
- 3) Decisions of the Executive Committee shall be taken by a simple majority of those present with the exception of decisions relating to membership, which shall be by two-thirds majority.
- 4) The quorum for the Conference Session of the annual meeting of the General Assembly shall be deemed to have been formed if twenty members, including at least five members of the Executive Committee are present.

#### **Article 8: CHAPTERS**

There shall be local and national chapters of PRAN. Each geo-political zone of the country shall have a zonal chapter. There shall be local chapters in the rural, local and state levels.

#### **Article 9 EMERGENCIES OR EXTRA ORDINARY MEETINGS**

- (1) An emergency or extra-ordinary business meeting of the General Assembly shall be convened either when considered necessary by the Executive Committee or within a month of the receipt by the Secretary-General of a request for such a meeting duly signed by any 20 paid-up ordinary members of PRAN.

#### **Article 10: FINANCE**

The financial resources of PRAN shall consist of membership dues, annual subscription fees, subventions, other payments levied by PRAN, gifts bequest and donations from any member, non-member or organizations and any other as may be determined and approved by the Executive Committee and/or the General Assembly.

- (1) Membership dues and annual subscriptions shall from time to time be fixed by the General Assembly on the recommendation of the Executive Committee.
- (2) The Executive committee shall have the power to request for and accept grants and subvention for PRAN.
- (3) The president and the Treasurer shall be joint signatories to the PRAN bank accounts.
- (4) The bankers of PRAN shall be approved by the Executive Committee.

**Article 11 PRAN Journals**

- (1) The society shall publish a journal to be known and called Review of Conflict and Peace Studies, which shall be published at least once a year.
- (2) An elected five (5) member Editorial Board headed by the Editor shall manage the journal.
- (3) All members of the Editorial Board shall be elected for a period of one year, but no member of the Board shall be eligible for re-election for more than two consecutive terms of office.
- (4) The Editorial board shall appoint advisory Board members where appropriate.
- (5) The editorial policy shall not be too academic. Though providing some theoretical frameworks of analysis it shall focus mainly on practical tools for sustaining peace, security, conflict resolution mechanisms and development. It shall be a journal that policy makers cannot do without.

**Article 12: BOARD OF TRUSTEES**

- (1) The society shall have a Board of Trustees consisting of the Directors General of the Institute for Peace and Conflict Resolution, National Institute for Policy and strategic Studies, Nigerian Institute of International Affairs, the President of the Social Science Academy of Nigeria, The President of PRAN, and two distinguished persons nominated by the PRAN Executive Committee.

**Article 13: ESTABLISHMENT OF COPSAN PROFESSIONAL HONOUR: FELLOW OF PEACE IN NIGERIA (FPN)**

- 1). The Stake holders meeting in Abuja, May 15, 2002, approved the establishment of a professional honour title to be conferred from time to time on deserving members and non members of COPSAN who are considered to have distinguished themselves and contributed to the growth and development of peace, conflict resolution and security of Nigeria and the world.
- 2). To qualify for consideration for the award and use of the title *FPN* after their names, the following conditions must be seen to have been met by the selection and Award Committee.
  - a). Candidate nominated must have been an active member of the PRAN for not less than 10 years,
  - b). Candidates nominated must not be less than 30 years old.
  - c). Candidates nominated must be distinguished scholars, advocates and mediators in the field of conflict and peace studies who have been involved in teaching, researching, mediating, intervening, preaching, advocating, supporting, financing and building peace in Nigeria and elsewhere in the world.
  - d). Candidates nominated must show evidence of contribution to the growth and development of PEACE RESEARCH ASSOCIATION of Nigeria
  - e). Candidates nominated must be of good character and must show exemplary behaviour worthy of emulation.
- 3). Non members could be conferred with the title of *PFN* as may be decided at the joint meeting of the Executive Committee and the Award /Selection Committee and the endorsement of the General Assembly.

- 4). Awardees shall automatically become member of PRAN Council of Elders, serving as Corps of mediators. They shall be involved by PRAN Assembly to intervene in the management and resolution of conflicts. They can on their own set standards for mediation and intervention processes in conflict areas and report to the General Assembly their findings and the way forward.
- 5). Selection and appointment of Fellows shall be made by a selection and Award committee made up of the president and General Secretary of PRAN, and all the previous awardees of PRAN. The President shall be the chairperson of the said Committee.
- 6). Nomination for the award shall be made directly to the chairperson of the committee. Detailed Curriculum vitae of the candidate being nominated and a record of the applicant's contribution shall accompany each nomination, supported by five (5) members who are at least two years old in PRAN. Such nominee must demonstrate the ability of having contributed to the growth and development of PRAN, peace, security and development either at the national and/or international levels
- 7). The decision of the Selection and Award Committee shall be final. The award shall be announced during the opening ceremony of the annual conference of PRAN. Those who are honoured shall be conferred with the title *FPNat* the same annual conference.

**Article 14: INTERPRETATION**

- 1) The General Assembly shall decide when questions relating to the interpretation of this constitution arise.

**Article 15: RATIFICATION**

- 1) This constitution shall come into force when it shall have been adopted by a vote of two-thirds of the members present at the plenary session of stakeholders meeting and confirmed by majority vote at the first annual Conference Session of the General Assembly of PRAM.
- 2). The stakeholders in their first meeting shall inaugurate the first Executive Committee members of PRAN, which shall begin to function immediately.

**Article 16: AMENDMENT**

- (1) The Secretary General shall circulate proposals for constitutional amendment at least three months before the Conference Session of the General Assembly.
- (2) The Constitution shall be amended by a vote of two-thirds of members present at the Conference Session of the General Assembly

**Annex 15:**  
**PEACE STUDIES ASSOCIATION OF NIGERIA**  
**C/o INSTITUTE FOR PEACE AND CONFLICT RESOLUTION**  
**Plot 496 CBD, P. M. B. 349, Garki, Abuja**

**MEMBERSHIP REGISTRATION FORM**

Name: \_\_\_\_\_

Institutional Affiliation: \_\_\_\_\_

Designation: \_\_\_\_\_

Permanent Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Fax: \_\_\_\_\_

Tel: \_\_\_\_\_

E-,mail: \_\_\_\_\_

Academic Qualifications: \_\_\_\_\_

Membership sought: \_\_\_\_\_

(i) Student: \_\_\_\_\_

(ii) Individual: \_\_\_\_\_

(iii) Institutional: \_\_\_\_\_

**Interest in Peace Studies:**

(i) Teaching \_\_\_\_\_

(ii) Research: \_\_\_\_\_

(iii) Intervention: \_\_\_\_\_

(iv) Others (specify): \_\_\_\_\_

