

Chapter One

Introduction

1.1 Background to the Study

Conflicts refer to situations in which there is a disagreement, struggle, or clash between two or more parties or individuals who have opposing interests, needs, values, or goals. Conflicts can arise in various settings, including personal relationships, workplaces, communities, and international affairs. Conflict is believed to be part of life and part of human existence. It could be internal or external, interpersonal, intrapersonal, inter-community, interstate and international. Conflict is inevitable but if ill-managed, the result would be chaos leading to disturbance, loss of life and properties. This thus calls for peacebuilding, a lifelong mechanism for maintaining peace, creating peace, restoring peace and sustaining peace before, during and after conflict¹.

The conflict stemming from the insurgency of non-state armed groups in Nigeria continues unabated for over a decade. The attacks and insecurity in some part of Nigeria has displaced millions of people, destroyed agricultural production and other livelihoods, cut off essential services, and initiated a crisis of protection. About 8.4 million people in the north-east of Borno, Adamawa and Yobe States needs humanitarian aid in 2022 if peace would be restored. As a result of these menacing occurrences, 2.2 million are internally displaced, 1.5 million are returnees who lack essential services and livelihoods, and 3.9 million are members of communities affected by their hosting of internally displaced people. This figure also includes the majority (an estimated 733,000) of the 1 million people in areas currently inaccessible to international humanitarian actors.

Farmer-Herder conflicts, kidnappings, insurgencies and communal crisis in the Northern part of the country have been reported as outcomes of unresolved conflicts.

As agents of development, the public service remains the link between one regime or administration and the other. This reflects a rationale or reason why successive regimes; especially military regimes carried out a series of public service improvements in Nigeria. Administration generally takes place within the context of an organization i.e., the activity of a planned and cooperative effort in which individuals are assigned functions². Research explain every administrative organization has identifiable purposes, goals, and planned systems of cooperation that reflect how their mandates are delivered. Administrative processes are carried out by public servants because they are the sole agencies created by the government to carry out assigned functions on their behalf of the state³. It is highly significant for this study that the government must maintain institutions for the protection of human rights and fundamental freedoms. Effective rule of law, weak national human rights protection systems, lack of democratic policing, politically compromised judicial systems, lack of democratic policing, politically compromised judicial systems and a lack of access to justice some of the significant challenged to humanitarian coordination at administration level⁴.

Peacebuilding can be reviewed as state building because it involves strategies for improving public perceptions of the state, state legitimacy and state-society relations that will in turn lead to a more peaceful society². In order to avert this threat, governments must ensure that they have adequate institutional capacity to respond meaningfully to the vulnerabilities and fragility in the polity. By engaging in development towards state building, donors intervene and work on the assumption that supporting local and central

governments to deliver services translates into legitimacy for public authorities, and thus builds peace. In other words, service delivery is expected not only to generate orthodox development outcomes but has come to be seen as an instrument for building more legitimate and peaceful states⁵.

As countries and territories in the region accelerate efforts to achieve the Sustainable Development Goals by 2030, improving the effectiveness of governance systems and building and sustaining peace become increasingly more significant to ensure just, inclusive and peaceful societies. The role of public administration in peacebuilding includes efforts to empower nations, communities and individuals to make their own informed, sustainable choices, towards more inclusive and resilient societies where the social contract is preserved, and governments hold themselves accountable in serving all people regardless of gender, ethnicity, age, and social and economic class. The job of administrators working on peacebuilding should be to increase public participation in decision-making at all levels, and to support institutions and policies towards stronger and more inclusive strategies. They are expected by humanity to work towards strengthening the rule of law, ensuring efficient and fair justice systems and support the promotion and protection of human rights for all. The policy process does not end at policy formulation; as soon as all laws and necessary rules and policies have been articulated, the next stage in the policy circle is policy implementation⁶.

Understanding the intricate interplay between effective administration, diplomacy, negotiations, and peace treaties on one hand, and peacebuilding with its dimensions of reconciliation, healing, social integration, and economic recovery and development on the other, is vital for informing policies and strategies that aim to create a more peaceful

world. This study endeavours to contribute to this understanding by examining the relationships and dynamics between these variables, shedding light on best practices, and offering insights into how peace can be built and sustained in post-conflict societies using Ibadan, Oyo State as a case study.

1.2 Statement of the Problem

In a world marred by conflicts, instability, and socio-political tensions, the pursuit of sustainable peace has become an imperative of paramount significance. Within this context, public administration emerges as a potential tool for peacebuilding, offering the promise of fostering stability, social cohesion, and conflict resolution. However, despite its theoretical potential, the practical implications and mechanisms through which public administration contributes to peacebuilding remain inadequately understood and require in-depth exploration.

The complex interplay between administrative structures, public institutions, and peacebuilding efforts necessitates a closer examination. While ample research has been conducted on both peacebuilding strategies and administrative practices individually, there exists a research gap regarding the specific ways in which public administration directly influences the process of peacebuilding, and how these interactions might vary across different cultural, political, and socioeconomic contexts.

Therefore, this research aims not only to advance theoretical understanding but also to offer practical recommendations for policymakers, international organizations, and local actors engaged in peacebuilding initiatives. By shedding light on the mechanisms through which public administration can act as a facilitator of peace, this study aspires to

contribute to the design of more holistic and impactful strategies for achieving lasting stability in conflict-affected regions.

1.3 Aim and Objectives of the Study

The aim of this study is to investigate the effect of public administration as a tool for peacebuilding in Oyo State while the specific objectives of the study are to:

1. Identify the root causes of conflicts that occurred in Idere, Igboora, Ogo-Oluwa, Kishi, Saki, and Iseyin in Oyo State between the years 2015 and 2022.
2. Examine the essential elements of public administration, encompassing diplomacy, negotiations, and peace treaties, aimed at fostering peace in Idere, Igboora, Ogo-Oluwa, Kishi, Saki, and Iseyin, Oyo State.
3. Assess the degree of public administration in implementing peacebuilding initiatives in Idere, Igboora, Ogo-Oluwa, Kishi, Saki, and Iseyin, Oyo State.
4. Explore the contributions of governments, civil society, and traditional institutions in advocating and sustaining public administration for peacebuilding in Idere, Igboora, Ogo-Oluwa, Kishi, Saki, and Iseyin, Oyo State.

1.4 Research Questions

1. What are the causes of some of the conflicts in the conflict-affected regions in Oyo State between 2015 and 2022?
2. In what ways do components of public administration, including diplomacy, negotiations, and peace treaties, influence peacebuilding by Oyo State government and other stakeholders?

3. To what extent does public administration implement peacebuilding initiatives in Oyo State?
4. In what ways do public administration promote and support peacebuilding for post conflict resolution in Oyo State?

1.5 Significance of the Study

This study holds great significance for federal governments as it offers insights into how public administration can contribute to peacebuilding within their territories. Understanding the mechanisms through which administrative practices can prevent conflicts, resolve disputes, and promote stability allows federal governments to enhance their policymaking, governance structures, and resource allocation to foster peaceful coexistence and national unity.

State governments stand to benefit by incorporating the findings of this study into their governance strategies. As peacebuilding often involves localized challenges, state governments can tailor administrative practices to address specific sources of tension within their regions, thereby facilitating social cohesion, economic development, and the overall progress of the state.

For local governments, this study provides practical insights into how administrative decisions and practices impact community dynamics. By emphasizing public administration as a peacebuilding tool, local governments can promote participatory governance, deliver essential services, and engage in conflict-sensitive planning, all of which contribute to nurturing peaceful environments at the grassroots level.

NGOs working in conflict-affected areas can use the findings to refine their interventions. Understanding the ways in which public administration intersects with their initiatives allows NGOs to better target their efforts, collaborate with local authorities, and design programs that empower communities, facilitate dialogue, and address root causes of conflicts.

Public administrators, at various levels of government, can benefit from this study by gaining insights into best practices for promoting peace through their day-to-day activities. By adopting transparent, inclusive, and accountable administrative practices, public administrators can enhance public trust, foster cooperation, and contribute to the overall stability of their jurisdictions.

The study's findings can positively impact communities by illuminating the crucial role of public administration in their everyday lives. Communities can advocate for improved governance, demand accountability, and actively participate in decision-making processes, fostering a sense of ownership and collective responsibility for peacebuilding.

Researchers and universities benefit from this study by advancing the academic discourse on the intersection of public administration and peacebuilding. The study contributes to the body of knowledge, inspiring further research and exploration of innovative approaches. Additionally, universities can incorporate the findings into curricula, preparing students for roles in administration, governance, conflict resolution, and international relations.

Likewise, this study's significance spans across diverse stakeholders, offering practical insights for governance, policy-making, grassroots engagement, and academic

advancement. By recognizing the instrumental role of public administration in peacebuilding, stakeholders can work collaboratively to create environments conducive to lasting peace, social progress, and sustainable development.

1.6 Scope of the Study

The study examines the role of peacebuilding efforts in Nigeria Public Administration. The focus is on Governor Seyi Makinde led administration of 2015 and 2022 in Oyo State, Nigeria. Public administration is measured by diplomacy, negotiations, and peace treaties by government and other stakeholders. While peacebuilding is measured by activities such as reconciliation and healing, social integration, economic recovery and development. The geographical location of the study is Oyo State and the conflict under focus include conflicts such as herder-farmers conflicts, civil disturbances and the conflicts involving indigenes and settlers in various parts of the State in Ibarapa North, Oyo West, Ogo-Oluwa, Irepo, and Ibadan Southeast and Lagelu Local Government Areas of Oyo State. The population of the study will include, government officials, local stakeholders and the citizens. This is considered necessary in order to have an all-round view of the matter under research within the year 2015 and 2022.

1.7 Definitions of Terms

Diplomacy: Diplomacy is the practice of conducting negotiations, discussions, and interactions by public office holders between individuals, groups, or nations to achieve specific objectives, resolve disputes, promote understanding, and maintain peaceful relations. It is more of a core component of international relations.

Economic Development: Economic recovery and development are processes that aim to restore and enhance the economic well-being and prosperity of people dwelling in Oyo State.

Economic Recovery: Economic recovery refers to the process of restoring and improving an economy's performance and overall well-being after a period of economic downturn, recession, or crisis. It involves a series of actions and strategies aimed at reviving economic growth, stability, and prosperity among people living in Oyo State.

Negotiation: Negotiation is a process in which two or more parties engage in discussions or interactions to reach a mutually acceptable agreement or resolution when they have conflicting interests, objectives, or preferences.

Peacebuilding: Peacebuilding is a long-term process of encouraging stakeholders to dialogue in order to repair relationships, and reform institutions. For positive change to last, people affected by a violent conflict must be involved in the process of building peace because transforming damaged relationships is key to putting an end to the outbreak of violence or conflicts.

Public Administration: Public administration is a platform through which leaders of various government sectors and offices in Oyo State serve the people or their communities to advance the interests of the people and effect positive change. It therefore denotes the use of governmental institutions, policies, and processes to foster stability, reconciliation, and sustainable peace in societies affected by conflict or social unrest. It involves the implementation of governance strategies that promote inclusive decision-making, equitable distribution of resources, and the rule of law to address the root causes

of conflict and prevent future violence. By prioritizing inclusivity, accountability, and resilience, public administration plays a pivotal role in creating environments where peace can thrive.

Reconciliation: Reconciliation is multifaceted process that involves the mending of relationships, resolution of conflicts, and the restoration of trust and harmony among individuals, groups, or communities in Oyo State.

Endnotes

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Chapter Two

Literature Review

2.1.1 Public Administration

Public Administration simply means to administer or manage the public sphere. Public Administration is as old as human civilization and continues to gain increasing relevance even in modern times where it has been established as a dominant institution of life. Modern political systems are essentially bureaucratic and characterised by the activities of designated public officials. Modern democracy has hence been described in this regard as executive democracy or bureaucratic democracy. The administrative branch of the government, described as the civil service or bureaucracy is arguably the most significant component of the machinery of the state that articulates, aggregates, and actualises the will of the people. Although public administration as an activity is as old as society itself, it originated as an area of study with the publication of Wilson's essay on study of Administration in 1887. Public Administration operates through individuals and organisations of the government. Such organisations enjoy a combination of the necessary personnel, materials, tools, equipment and working space, brought together in systematic and effective co-relation to accomplish desired objectives. A scholar argued that although public administration varies in form and objects, and although the administration of public and private affairs differs at many points, there are underlying similarities in their activities¹. The afore scholar however made the critical distinction

that public administration carries out the policy decisions made by political executives. The Public in this regard can be translated to mean the government. Therefore, public administration is government administration, government in action, or socio-economic and politico-administrative convergence within the public bureaucracy.

A scholar contributed to the narrative on public administration by describing it to mean the detailed and systematic application of law. In his opinion, every application of the recognised laws of the state is an act of administration². Another researcher explained that public administration consists of all processes with the purpose of fulfilling or enforcing public policy. His definition covers a multitude of operations in many fields of service delivery such as the sale of public land, the negotiation of a treaty, the grant of compensation to injured workmen, quarantine of the sick, the removal of refuse from public spaces, manufacturing of weapons and defence equipment, and licensing the use of restricted technology. Public Administration includes military as well as civil affairs, much of the work of courts, and all the special fields of government activity-police, education, health, construction of public works, conservation, social security, and many sectors of the government's activities within its territory. The conduct of public affairs in advanced civilisations requires the employment of almost every profession and skill in the society. Public administration is related to the operations of government whether local or central³.

Public administration as a field of action, which has to do with the government; it concerns itself primarily with the executive branch where the work of the government is done, though there are obviously problems also in connection with the legislative and judicial branches. It was argued that the mandate of public administrator consists of

executing the day-to-day work of government by coordinating the efforts of different categories of people to work together towards the accomplishment of their set tasks⁴. It was also opined that by Public Administration they meant, in activities of the executive branches of national, state, and local governments, government corporations and certain other agencies of a specialised character. They continue in their assertion that judicial and legislative agencies are specifically excluded except their support units and institutions within the government and non-governmental administration⁵.

Luther Gulick offered that Public Administration is concerned with 'what' and 'how' of the government. While the 'what' is the subject matter or the technical knowledge of a field of specialisation which enables the administrator to perform his tasks, the 'how' is the technique of management, the principles according to which co-operative programmes are successfully implemented⁶. While each is indispensable, their synthesis is what is called administration". The traditional definitions of Public Administration, reflect the view that the Public Administration is only involved in carrying out the policies and programmes of the government. It reflects that they have no role in policy making and locates the administration in the executive branch but today the term public administration is used in a broader sense that it is not only involved in carrying out the programmes of the government, but it also plays an important role in policy formulation and covers the three branches of the government.

Public Administration in broad terms can be described as the development, implementation and study of government policy. It is concerned with the pursuit of the public good and the enhancement of civil society by ensuring that the public service is well-run, fair, and that the services are effective in meeting the goals of the state. A well-

functioning public administration is a prerequisite for transparent and effective democratic governance⁷. It is the foundation for the functioning of the state, determining a government's ability to provide public services and foster competitiveness and growth. Government attention to specific principles varies from country to country, depending on the country's governance structure, administrative culture, previous reform record and key country-specific challenges. This study recognises and emphasises the need for the Nigerian government to build a strong national public administration with the capacity to pursue the principles of effective public administration, and effectively transpose and implement the peacebuilding and development agenda of the United Nations. The public service envisioned is expected to incorporate components such as reliability, predictability, accountability, and transparency, as well as managerial and technical competence, organisational capacity, financial sustainability, and citizen participation. Many scholars emphasise the scope of operations within Public Administration in modern times. They came up with the acronym POSDCORB which has gained significant relevance in the international system. The Acronym stands for; Planning, Organisation, Staffing, Directing, Co-ordinating, Reporting and Budgeting. According to the POSDCORB responsibilities are common to all organisations be they public or private in every country of the globe⁸. They are the common divisions of administration found in different agencies regardless of the nature of work they do. POSDCORB gives certainty, unity, and assuredness in the systematic duties of the government.

There is a consensus in peacebuilding that a peace process is more likely to succeed and be sustainable if it is comprehensive and accompanied by multitrack diplomacy and

public involvement. The role of public administration in peacebuilding includes efforts to empower nations, communities, and individuals to make their own informed, sustainable choices, towards more inclusive and resilient societies where the social contract is preserved and governments hold themselves accountable in serving the people regardless of differences in gender, ethnicity, age, social and economic class. Public servants ought to work collaboratively with the right domestic and international actors to increase public participation in decision-making at all levels, and to support gender-responsive institutions and policies, towards a stronger and more inclusive social contract. They must cooperate with humanitarian actors to strengthen the rule of law in a bid to guarantee efficient and fair justice systems and support the promotion and protection of human rights for all. Digital transformation, gender sensitivity, governance innovations, and youth empowerment provide cross-cutting approaches that help further contextualize, adapt, and target development solutions. This creates a burden of duty for public administrators that their structures and personnel must also be actively engaged in international efforts to rid their country of the agonies of disasters or conflicts.

In terms of conflict Prevention and Peacebuilding, administrators are expected to assist the state with the sustenance of peace, recovery, and confidence-building⁹. They should explore development solutions to preventing violent extremism by addressing misinformation, disinformation, false narratives and hate speech. They must also query avenues for strengthening social cohesion, enhancing conflict sensitive policies and development programming¹⁰. On Rule of law, justice, security and human rights, the civil service is also expected to merge efforts with other structures to strengthen national systems of human rights protection, improve people's access to justice and reform

legislative and justice systems, enhance community security and reduce armed violence, prevent, and respond to sexual and gender-based violence. Just like the organs or levels of government, the public service also has a crucial role to play in support transitional justice in places with a legacy of conflict.

For this study, after an in-depth literature review, it was found that their factors within make do for public administration. Public administration in the context of peacebuilding is crucial for establishing stability, fostering trust, and addressing the root causes of conflict. It involves various components that work together to ensure good governance, efficient public service delivery, and the rule of law. Considered one after the other.

Political Inclusivity ensure that government and governance structures are inclusive and representative of all ethnic, religious, and social groups within the society. This helps prevent exclusionary politics that can lead to conflict. No voice should be left unheard. No one should be left behind. No one should be subject to any form of exclusionary rhetoric. For democracy to be sustainable, International IDEA (International Institute for Democracy and Electoral Assistance) believes that democracy should allow each and every citizen to participate in political processes and represent their interests and concerns. Substantial evidence points to the exclusion of marginalized and minority groups from political decision-making as a key factor in both political and civil conflict and instability, which in turn affects democratic transition or consolidation¹¹.

Effective governance is termed effective in its abilities to enhance decentralized government. Promote decentralization of power and decision-making to local authorities, allowing communities to have a say in their own affairs. This can enhance legitimacy and responsiveness. A scholar asserts that the challenge facing the Nigerian nation is how to

make conflicts constructive rather than destructive, marginal rather than fundamental, peripheral rather than pivotal. Therefore, the Nigerian government must address the root causes of conflicts in the polity - the historic wrongs and injustice that engender strife and conflicts - build a pluralist democratic state where the rights of all citizens are respected, seek to blend power with principle and reconcile authority with freedom, and put a robust Peace Infrastructure in place to play a preventive and mitigating role against any thing that can hamper peaceful co-existence¹².

Transitional Authorities: In post-conflict situations, transitional authorities may be necessary to manage the transition from conflict to peace, often involving a mix of international and local actors.

Administration is also measured by Public Service Delivery.

Capacity Building: Invest in training and capacity-building programs for civil servants and public officials to improve their skills and professionalism.

Transparency and Accountability: Establish mechanisms to ensure transparency in public administration, such as open budgeting and procurement processes. Also, hold public officials accountable for their actions through effective oversight and anti-corruption measures.

Social Services: Prioritize the delivery of essential services like education, healthcare, and basic infrastructure to meet the needs of the population. Ensuring equal access to these services can help reduce grievances.

Conflict-Sensitive Development: Implement development projects that are sensitive to the potential for exacerbating tensions or disparities within communities. Development

initiatives should aim to address the root causes of conflict, such as poverty and inequality. Public administration includes strengthening legal and judicial systems to ensure impartiality, fairness, and efficiency. This may involve revising outdated laws, training judges and legal professionals, and promoting alternative dispute resolution mechanisms.

Security Sector Reform: Rebuild and reform security institutions, including the police and military, to ensure they serve the interests of the entire population rather than a particular faction. This often involves demilitarization and the establishment of civilian oversight. **Access to Justice:** Ensure that all citizens have access to a fair and accessible justice system. This includes legal aid programs for vulnerable populations and initiatives to promote customary and traditional justice systems where appropriate. It is also important to encourage the growth of civil society organizations that can act as watchdogs, advocate for citizens' rights, and provide essential services in areas where the government may be weak or absent.

Peacebuilding Education: Support initiatives that promote peace education and conflict resolution skills within the community to build a culture of peace and tolerance.

Diplomatic Engagement: Engage with international and regional organizations to garner diplomatic support, expertise, and resources for peacebuilding efforts.

Peacekeeping and Monitoring: Collaborate with international peacekeeping missions and monitoring bodies to ensure the implementation of peace agreements and provide security during the transition.

Truth Commissions: Establish truth and reconciliation commissions to investigate and acknowledge past human rights abuses, fostering healing and reconciliation.

Community Reconciliation: Encourage community-level reconciliation efforts, including dialogue and forgiveness processes, to rebuild trust among individuals and groups.

2.1.2. The Concept of Conflict

In any environment, institution or organization, conflict cannot be avoided due to differences among individuals' ideas, desires, perceptions and needs. In general, conflict is defined as an antagonistic state of opposition, disagreement or incompatibility between two or more parties¹². A scholar indicated that conflicts happen as a result of interactions among interdependent people who perceive that their interests are incompatible, inconsistent or in tension. Another scholar who happened to be a sociologist, defined conflict as the clash of values and interests, the tension between that is and what some groups feel ought to be. Regarding this definition, conflict has the functions of pushing societies and leads to new economic systems, technologies, institutions. His contribution is that he determined the functional and dysfunctional roles that can be played by the conflict. Moreover, another researcher has defined conflict as a process that begins where one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about¹³. This definition emphasizes that conflict is about perceptions, not necessarily real hard facts. Differences among individuals including ideas, goals, and competition for resources can lead to conflict. There are other differences, particularly in the business world such as situation, environment, experience, personality and peer group; such characteristics cause

differences in needs, values, beliefs and personal attitudes. In addition, conflict was defined by another researcher as an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce rewards, and interference from the other party in achieving their goals¹⁴.

Type of Conflicts

Conflicts may occur within an individual (i.e. the situation of dilemma of choice, caught on the horns of dilemma or brightly characterized by phrases such as between the devil and the deep blue sea). Between two individuals, conflicts can also happen (i.e. the cases of superiors versus subordinates. It can happen between heads of departments, etc. Within groups, conflicts may occur based on performance, importance to particular groups and, in general, union – management rivalries¹⁵. As we know, conflicts have positive and negative results. Therefore, it must be handled well in order to bring benefits to the organization. For this end, managements must realize the situations in order to make a decision whether to inspire conflicts or to resolve them. 20% of managers' time is spent up in handling conflicts as reported by Thomas and Schmidt. Accordingly, there is an important need for the organization managements to determine the type of conflict and how to handle it. Therefore, standardized techniques can be suggested and devised in treating popular conflicts' characteristics in all categories¹⁶. Conflict can be classified into types according to its levels, directions, organization and planned conflict¹⁷. Basic types of conflicts are:

Intrapersonal Conflict

This conflict occurs within the person himself; it arises within an individual when his motives or drives are blocked or when a person faces two different decisions and cannot take the appropriate decision as he faces competing objectives and roles. The conflict within the individual is usually related to value, where there is no conformity between his role and his values and beliefs (e.g. to avoid unwanted telephone calls or visitors, secretaries may sometimes lie that their managers are not in their offices. This could lead to conflicts within the secretaries' minds who may have improved a principle of telling truths. Moreover, it often includes some types of cognitive or goal conflicts. Goal conflicts exist within an individual when their behaviors and attitudes have compatible elements or lead to both positive and negative outcomes which are mutually exclusive. Some basic elements which cause conflicts within individuals include incompatibility, unacceptability, uncertainty, frustration, goal conflict and role conflict¹⁸.

Approach-approach conflict: this conflict arises when there are two or more alternatives with positive consequences. In this situation, a person has this choice between these alternatives that to be equally attractive; (e.g. a person has the right to select one of two equally attractive jobs).

Avoidance conflict: this conflict is a situation in which a person has to select one of two or more alternatives with negative outcomes, (e.g. when an employee is threatened with punishments regarding his demotion unless he does something he dislikes spending extra time travelling on his job).

Approach-avoidance conflict: this conflict happens in a situation in which an individual should choose something with positive and negative results (e.g. the person chooses to accept a nice job in an undesired place).

Interpersonal Conflict

This is probably the most recognized and popular conflict which arises between two or more individuals. This is what most people associate as conflict in an organization, and it can happen because of differences that occur between two people¹⁹. This conflict may happen between two managers who compete for a limited manpower and capital resource or compete for the same promotion; further they may disagree over the best marketing plan for their top client. Moreover, this conflict may take place between the manager and his bosses, supervisor and worker or between worker and worker, etc. moreover, it may happen because of the differences over the objectives and goals of organizations. The causes that lead to this conflict are personality differences, perceptions (experiences, education, backgrounds and education), clashes of values and interests, power and status differences, lack of information, role incompatibility, stress and scarce resources.

Intragroup Conflict

It happens when a person in a group works to achieve a different goal than the other group in the organization. This conflict happens at the organizational level. It is normal that all groups, both formal and informal, tend to establish particular operational standards and behavioural principles which are adhered to by all members of the groups. A member may have social needs that oblige him to stay within his group, but simultaneously he may not agree with his group's goals and the ways required achieving

such goals. Such conflicts may also happen between leaders with their followers or between managers and groups of subordinates. Managers or leaders may take disciplinary actions toward group members, thus leading to conflicts with the group, which subsequently causes a decrease in the entire productivity of the organization.

Intra-group conflict may also happen if there are disagreements among members of the same group. Most researchers have identified three forms of intra-group conflict: relationship, task and process conflict. However, there are conceptual and considerable overlaps between the three forms of intra-group conflict. A relationship conflict exist in cases members of a group have interpersonal incompatibilities such as tensions, animosities, annoyances and personality clashes. Moreover, negative individual emotion is produces by this conflict. Some of the see motions are resentments, anxieties or mistrusts, frustrations, tensions, and fears of being unexpected by members of other groups.

A task conflict happens when there are differences regarding contents of tasks and goals of works, including facts' interpretation, resources' distribution and procedures.

A task conflict includes disagreements in opinions, viewpoints and ideas, and may match with personal excitements and active discussions. Process conflicts refer to disagreements about the method in which a task should be achieved.

Intergroup Conflict

Conflicts arise between different groups in an organization each seeking to accomplish their objectives, are called inter-group conflicts. Organizations are composed of interlocking networks of sections, work teams, departments, individuals, departments or groups. The individuals tend to form various groups when there is a demand for that.

Since conflicts happen because of inherent factors in the structure of organizations. Therefore, the intergroup conflict may not be too much naturally personal. For example, there are continuous and vital conflicts among the managements and unions. The conflict between line and staff organizations is one of the most popular conflicts. These conflicts may be happened by the absence of mutual decision making, rivalries in resources, and differences in goals or perceptions, misunderstanding, competitions and a set of boundaries by team members to others which establish their identities as a team. Conflicts arise among different functional groups inside the organization due to their different objectives and due to several fundamental differences between various units of an organization within its operations, processes or structures. As each unit works to develop its own organizational sub-structure, these sub-structures are different in terms of goal and time orientation, formality of structure and supervisory style. Likewise, intergroup conflicts may happen among workers of day shifts and night shifts when one of them blames the other in case of missing equipment, a maintenance problem, etc. The harmony among all interdependent groups is considered as an essential factor for the organization success as a whole. When the management study the intergroup behaviours within an organization, it can recognize any conflict and deal with it.

Intra-Organizational Conflict

Intra-Organizational conflict has four types including vertical conflict, horizontal conflict, line-staff conflict and role conflict. They have distinctive features; however, they can overlap, particularly with the role one. Vertical conflicts arise among the organizational levels (e.g. the superior-subordinate conflicts). They often happen due to attempts of superiors to control while horizontal conflicts happen among departments or staff with

the similar organizational hierarchical levels²⁰. In addition, line-staff conflict as line departments are assisted by staff departments in most organizations. The relationship between line and staff departments often creates conflicts. Usually, line and staff managers have distinct personal characteristics. Unlike line employees, staff employees are younger and likely to acquire higher educational levels coming from several backgrounds. Such distinct personal characteristics are often based on distinct beliefs, ethics and values; the surfacing of which may create conflict²¹.

Role Conflicts: Roles are sets of actions that are expected to be performed by individuals in their positions.

Inter-Organizational Conflicts

Inter-organization conflicts happen between organizations which to some extent depend on each other. All conflicts inherent in organization levels involve the conflicts that occur at individual levels or group levels, (e.g. conflicts arouse between a buyer organization and a supplier one about policy issues, delivery times, quality, quantity, etc. or between a government agency which regulates particular organizations and organizations which are influenced by this agency or between the workers' unions and their organizations²².

Effects of Conflict

In the past, many researchers and writers thought that conflict has only negative and harm impact on the organization, particularly its productivity and performance. In this regard, according to Traditional View, which is one school of thought, conflict should be avoided as it reflects malefactions within groups. Conflict is viewed negatively and is related to destructions and violence. But with the appearance of the human relations or

Contemporary View, this perception is changed; According to Contemporary View, conflict is a natural occurrence in all groups. The human relations schools accept conflicts. They believe that conflict may help performance of groups. Another view was by another scholar who suggested that whether the conflict's effects are positive or negative, they depend on the strategy utilized to handle them. Based on the above mentioned views, conflict negatively affects organizations in respect with wastages of scarce resources and performances. Similarly, conflict do not positively affect organizations particularly in elevating and developing the innovativeness the decisions' quality in the organizations²³. In addition, when employees come together to resolve this conflict, this builds spirits of cooperation and teamwork among members in the organizations. Employees and management should work together in order to accomplish positive effects instead of negative ones in spite that conflict has both of them²⁴.

Negative Effects of Conflict

The following is a short list of the negative effects of a conflict within individuals:

Psychological Responses

- Absentmindedness to other things
- Lack of interests to work
- Job dissatisfactions
- Work distresses
- Estrangements or alienations from others
- Disappointments.

Behavioral Responses

Conflict may enforce the individual to behave in unusual matter such as, excessive smoking, drinking alcohol, be hostile towards others, decrease his communication with others and resist influence attempts provided a comprehensive list of the costs of conflict:

- **Wasting of time:** Conflicts affect individual and organizational performance, management spent much time and energy for resolving conflict; this time is supposed to be spent for more productivity.
- **Employees leave the organization:** Members of organizations unsatisfied with the conflicts' levels in their organizations may have a decision to leave their work. Particularly, it is harmful in case those members are parts of the heads of committees or executive boards. Recruiting new members and appointing acting board members are two duties of the organization when those members start to end their memberships. The organization risks dissolution as an extreme case, where an executive board member leaves or many members step down.
- **Sabotage, theft and damage:** Conflicts may cause sabotages at work, morale problems in employees, decline in the market share of service/product and consequently losing productivity. Moreover, in case organizations spend much of their times handling conflicts, employees may not focus on the important goals they should achieve. Conflicts cause members to vent about frustrations, concentrate more on gossiping about conflicts and less on projects at their hands. Therefore, organizations lose accesses to essential resources, money and donors²⁵.
- **Health costs:** Conflicts can cause collective traumas, which causes chosen trauma and can be moved to future generations in the form of resentment against one's ancestors' enemies. Chosen trauma gives rise to group identity and keeps the

flame of conflict burning; moreover, Individual may be affected emotionally and physically by intense conflicts over a prolonged period and such conflict may lead to psychosomatic disorders. In a conflict situation, an individual may tend to achieve and promote his self-interest or personal gain at the cost of the organization or others. Taking bad decisions and tending to unnecessary restructuring; lack of job motivation or low motivation. Conflict can disturb groups and people from their essential goals, diverting them to time and resources away from other important purposes. When conflict include the use of heavy contentious tactics, it can cause the groups or people involved or not involved in the conflicts to leave them to less time and resources.

Positive Effects of Conflict

Conflict has several benefits including the following:

1. It stimulates individuals to exert more efforts and to work hard. In a conflict situation the individual uses his abilities, skills and talents.
2. It may satisfy particular psychological requirements such as dominances, aggressions, esteems and egos, and accordingly gives chances for constructive uses and releases of aggressive urges.
3. It gives productive and creative ideas. For instance, the benefits that employees receive nowadays are the outcomes of the management-union conflicts during the last decades.
4. Conflicts that contribute to social changes which ensure intergroup and interpersonal dynamics remain fresh and reflective of recent realities and interests,

in the sense that it adds varieties to individual's organizational lives. Instead, work lives would be boring and tedious²⁶.

5. It facilitates mutual understandings of the problems among individuals in conflicts and causes better coordination among managements and people. Moreover, it strengthens intra-group relationships and unities by allowing outlets for members of groups to argue and debate their needs in the groups. The group health usually declines without intra-group conflicts.
6. Conflicts among groups create units between the groups and increase cooperation as they are working to achieve popular goals of the groups for the outcomes of these conflicts.
7. Inspire creativity: Conflicts are exploited by several organizations as a chance to look for effective solutions to problems. Members can also be inspired by conflicts for brainstorming, whereas considering problems from different perspectives.
8. Share and Respect Opinions: It is an opportunity for members of organization to contribute their viewpoints with individuals of other groups. Conflicts can bring members of the organization together to actively listen to each other and share views and experiences as they work to achieve the organizational objectives; in the sense that conflict is a tool for improving future communication and can provide members with the tools necessary to easily solve conflicts in the future.
9. Conflicts serve to discourage premature group decision making. In the processes of making decisions, this forces participants to discover the needs and issues when they are sought.

10. Conflicts allow for the understanding of the concerns of parties, causing agreements that benefit the interests of both parties with their organizations and relationships²⁷.

2.1.3 The Concept of Peacebuilding

Peacebuilding is a comprehensive and long-term process aimed at preventing, managing, and resolving conflicts while promoting sustainable peace and development. It goes beyond simply ending violence and seeks to address the underlying causes and consequences of conflict. Peacebuilding efforts typically encompass a wide range of activities and strategies, often involving multiple stakeholders, including governments, international organizations, civil society, and local communities.

The conceptualization of peacebuilding exhibits variation between different actors, wherein certain definitions delineate the specific activities encompassed within the realm of peacebuilding, while others confine peacebuilding exclusively to interventions undertaken in the aftermath of conflicts. While the notion of peacebuilding has lacked definitive criteria or objectives, it is widely acknowledged that enhancing human security is the primary objective of peacebuilding. Peacebuilding encompasses a broad spectrum of endeavours undertaken by various stakeholders in both governmental and civil society sectors, operating at the local, national, and global scales. Its primary objective is to tackle the underlying factors that give rise to violence, while simultaneously safeguarding individuals' entitlement to freedom from fear (negative peace), freedom from deprivation (positive peace), and freedom from indignity throughout all stages of armed conflict²⁸.

While there are areas of convergence between peacebuilding and other concepts such as peacemaking, peacekeeping, and conflict resolution, it is important to recognise that peacebuilding is a different concept. Peacemaking entails the cessation of a prevailing conflict, whereas peacebuilding encompasses efforts undertaken before to the initiation of a war or after to its resolution. Peacekeeping operations are designed to prevent the recurrence of armed hostilities subsequent to a conflict, without directly addressing the root causes of violence or actively promoting transformative societal change, which are the primary objectives of peacebuilding endeavours²⁹. Peacekeeping is distinct from peacebuilding in that it exclusively takes place subsequent to the cessation of conflict, rather than preceding its initiation. The process of conflict resolution does not encompass certain elements of peacebuilding, such as the establishment of a functioning state and the promotion of socioeconomic development³⁰.

While certain individuals restrict the usage of the phrase to exclusively denote settings following a conflict or war, the majority adopt a more inclusive interpretation, encompassing any phase during a conflict. Preventive peacebuilding endeavors encompass a range of measures aimed at mitigating the escalation of conflict into violent manifestations. These efforts encompass various domains, including diplomatic, economic development, social, educational, health, legal, and security sector reform programs³¹.

By targeting possible sources of instability and violence, these initiatives strive to address underlying factors that may contribute to conflict. This concept is alternatively referred to as conflict prevention. Peacebuilding endeavors encompass a range of strategies and approaches that are designed to effectively address, control, alleviate, and alter key elements of a conflict. These efforts involve official

diplomatic channels, as well as initiatives undertaken by civil society, such as peace processes and informal dialogues, negotiations, and mediations³². Peacebuilding encompasses the comprehensive examination and mitigation of the economic, social, and political factors that underlie violence, with the ultimate goal of fostering reconciliation and averting the resurgence of both structural and direct forms of violence. Peacebuilding endeavors seek to modify beliefs, attitudes, and behaviors in order to bring about a fundamental shift in the immediate and enduring interactions among individuals and collectives, ultimately fostering a state of greater stability and peaceful cohabitation. Peacebuilding encompasses a comprehensive range of interconnected endeavors aimed at fostering and sustaining peace³³.

The concept of peacebuilding, as articulated in the report of the Panel on United Nations Peace Operations in the year 2000, refers to the actions carried out after a conflict to reconstruct the fundamental elements of peace and equip individuals with the necessary resources to cultivate a state that surpasses mere cessation of hostilities³⁴.

The success of peacebuilding depends in part on the political decisions of those involved (national and local governments, communities, donors, the UN itself), in part on effective leadership (by national governments and within the UN), and on resources like human capital or donor financing. Peacebuilding is primarily a national challenge and responsibility. It is the citizens of the countries where peacebuilding is underway, with support from their governments, who assume the responsibility for laying the foundations of lasting peace. National ownership is essential to success. National ownership is a prerequisite for successful peacebuilding. But the UN is often expected to co-ordinate inter- national support to national efforts. A scholar argues that public management

scholars must take on big societal challenges that may reshape the field of public management and studies of leadership for peacebuilding respond to that call³⁵. First, with the decline of liberal democratic governance in some democracies, it is timely for public management scholars to theorize leadership in divided societies. Second, the extent of division may be starker and more dangerous in conflict-sensitive localities, where identity-related issues are more prominent than in many relatively stable societies, but studies remind us that ‘most societies are divided’ to some extent.

In 2007, the Policy Committee of the United Nations Secretary-General provided a definition of peacebuilding, stating that it encompasses a variety of actions aimed at mitigating the likelihood of reverting back to conflict by enhancing a nation's capabilities at all levels for managing conflicts³⁶. Additionally, peacebuilding seeks to establish the fundamental groundwork for both enduring peace and sustainable development. In order to effectively promote peace, it is crucial to develop strategies that are consistent and customized to the unique requirements of the respective country³⁷. These strategies should be established with the active involvement and responsibility of the nation itself, and should encompass a well-organized and limited range of actions that are carefully prioritized and sequenced, all with the aim of attaining the aforementioned objectives.

Following periods of protracted violence, peacebuilding often begins with peace agreements that will lay out a path for tolerance, co-operation, and development between former rival factions. Peacebuilding and state building have tended to be viewed through the lens of capacity. As such, policy makers often work on finding the best ways to build the capacity of states to perform their core functions (provide services, enforce the rule of law, protect rights, consolidate their monopoly over violence, etc.)³⁶. For positive peace

to be experienced in a state that has had a long history of war, there needs to be mutual acceptance, cooperative interaction, a feeling of security, space for human dignity, the institutionalization of a mechanism for problem solving, and finally, broad reconciliation. For the peacebuilding process to be sustainable for more than a short interlude, relief, recovery, reconciliation, and social and economic development must be integrated into the actual settlement³⁷. With the creation of the United Nation's rose a renewed vision of collective security and this has made interstate wars rarer in foreign relations. Since 1990, more than one-third of the countries of the world have been directly affected by serious social warfare or conflicts. Most armed conflicts or wars today are intrastate in nature, rather than the more traditional interstate wars. Societal wars, as many argue, are incredibly resistant and tend to defy resolution.

Peacebuilding is concerned with the long-term consolidation of peace in countries that have experienced conflict, with a view to building resilience. Nation states and societies in transition from conflict to peace must have a range of measures targeted to reduce the risk of lapsing or relapsing into conflict. They need to build the right bureaucracy to strengthen national capacities at all levels for conflict management to lay the foundations for sustainable peace and development. While bureaucratic dimensions are intended to be understood broadly to include governments, civil society and the private sector, in practice peacebuilding has largely been operationalized by donors as state building. It is important to remember that the primary purpose of service delivery is to improve citizen wellbeing. Best practice in post-conflict service delivery is commonly thought to resemble a contracting out approach where aid agencies, inter-governmental organisations (INGOs) and Non-Governmental Organisations operate under the general

coordination of the government. As domestic capacity accumulates, the role of external donors and humanitarian aid workers should reduce, and peacebuilding and development should be the duty of the government.

Some observers contend that non-state actors can establish duplicate structures that will reduce the capacity of the government and erode its legitimacy by weakening their relevance as service providers. It is typical for post-conflict circumstances to attract large financing in service delivery from domestic as well as international donors who work through several modalities. Their methods often range from working directly through existing state structures to advocating parallel service delivery systems run by local non-state actors, such as NGOs and civil society or community-based organisations. Given the limited capacities of fragile states, it has become common for non-state actors to be the primary providers of basic services, leading some to conclude that social service provision by non-state actors is a universal feature of developing countries³⁸. In contrast, aid agencies sometimes work more directly with the state. Public demand and expectation for more effective governance systems and delivery of high-quality public services is on the rise. At the same time, corruption, lack of transparency and varying levels of government responsiveness and effectiveness at all levels are persistent impediments to inclusive growth and development. Another scholar argued that fundamentally, the ability of a government to legitimately tax and govern people is prefaced on the capacity of that government to deliver a range of services required by the population. Handling problems in administration start with the identification of a need or problem where government action should be discharged. It is essential for Nigeria to reinvent the public sector to meet the demands of a rapidly improving and changing socio-political environment that

now has more security risks and conflicts³⁹. Within the jurisdiction of the government, public policy stretches across the areas of social services, healthcare, environmental protection, education, immigration, defence and security, public financing and budgeting, administrative reforms, etc.

Many of these new wars were described as protracted social conflicts that are sometimes prolonged. Most of the time, they take the form of violent struggles by communal groups for basic needs such as security, recognition and social inclusion, fair access to political institutions and economic participation⁴⁰. A scholar used the term “deep-rooted conflict” to denote conflicts based on human needs that are non-negotiable such as identity, recognition, participation, and security, and argues that identity groups will seek almost any means to fulfill their needs. Moreover, he argues that such conflicts cannot be suppressed, contained, or re-solved for more than a short period through coerced or even negotiated settlements⁴¹.

The sheer complexity of state security stabilisation and rebuilding requires a high level of coherency. In practice, peacebuilding is a synergy of social and economic development through multiple organisations. Its aim is to transform conflicts in a constructive way to create an environment conducive to sustainable peace. Peacebuilding isn't just about solving a single situation or managing a conflict – rather it is concerned with changing the way parties interact and ultimately solving the deeper problems at the core of the conflicts. At some point in the early 1990s, new objectives began to emerge for the UN's peacekeeping agenda. They realized that preventive diplomacy needed to investigate conflict escalation and how conflict can be predicted including:

Identifying any situations that could produce conflict, and the best ways to remove the sources: Once conflict has occurred, peace efforts must resolve the deeper issues; the UN, through peacebuilding, must preserve peace when fighting has stalled; The UN must assist all contexts of peacebuilding, including institutional rebuilding and physical reconstruction.

Although peacebuilding came up in several other debates before the time of its introduction at the floor of the United Nations, it arrived fully in the political science dictum in the 1992 speech, the ‘Agenda for Peace’ by former United Nations (UN) Secretary General Boutros Boutros-Ghali²⁹. Due to the growing threat of internal conflicts and the UN’s inexperience and inability to tackle intra-state violence, peacebuilding has come to give voice to post-conflict reconstruction. He further stated that the UN needed to “stand ready to assist in peacebuilding in its differing contexts: rebuilding the institutions and infrastructures of nations torn by civil war and strife”.

As a multidisciplinary field, peacebuilding naturally attracts wide interest from a variety of interest groups and researchers, and it is this broad approach that needs some narrowing down to allow systematic analysis. Comprehensive peacebuilding is often undertaken for regional and global governance to deal with deep rooted causes of conflict from prevention through resolution to transformation. The aim of peacebuilding is therefore to increase the understanding of post-conflict situations and find the best means of altering the conditions that could threaten a return to overt conflict. The traditional definitions of peace concern the absence of war. Modern concepts are broader and include constructing situations that guarantee positive human conditions – as positive peace ultimately needs to be obtained by changing the very societal structures that are responsible for the suffering and conflict⁴³. Nonetheless, most of the contemporary peace

processes have failed; few have led to durable settlements. Diagram of the Life History of a Conflict illustrates that peacebuilding occupies the later stages of a conflict, both simultaneous and contiguous with peacekeeping efforts⁴⁴. This stage focuses on the failure of usual efforts to shift conflicts to a stable situation and reduce re-escalation probability.

Peacebuilding aims to reduce the need for conflict by addressing the problems and damage within a state. It is also important to note that peacebuilding focuses on reconstruction of the state and its internal functions. Peacebuilding is concerned with the long-term consolidation of peace in countries that have experienced conflict, with a view to building resilience. Peacebuilding has been defined by the United Nations as a range of measures targeted to reduce the risk of lapsing or relapsing into conflict. Its aim is to strengthen national capacities at all levels for conflict management, and to lay the foundations for sustainable peace and development. While ‘national capacities’ is intended to be understood to include governments, civil society and the private sector, in practice peacebuilding has largely been accomplished by donors as state building assistance. Peacebuilding as state building opines that by improving public perceptions of the state, state legitimacy and state-society relations will improve, in turn leading to a more peaceful society. Legitimacy is the degree to which the state is seen as the natural provider of core goods and services. It is believed that a keyway to improve public perceptions of the state is by enabling it to provide effective services that meet citizen needs on security, health, education, water, sanitation, and hygiene. This relationship between service delivery and peacebuilding is considered more important in conflict-

affected states, where service delivery tends to be worse compared with other developing countries not affected by conflict.

Future global poverty will be concentrated in places affected by fragility and conflict, underlining the importance of supporting improvements in such contexts. Therefore, to avert this threat, governments must ensure that they have adequate institutional capacity to respond meaningfully to the vulnerabilities and fragility in the polity. By engaging in ‘development as state building’, donors work on the supposition that supporting local and central governments to deliver services translates into legitimacy for those public authorities, and thus builds peace. In other words, service delivery is expected not only to generate orthodox development outcomes, such as improving school attendance and educational attainment or keeping populations healthy but has also come to be seen as an instrument for building more legitimate and peaceful states. This idea that services have a ‘transformative potential’ – has entered donor thinking and practice with the rise of the United Nations, becoming conventional wisdom in some policy circles⁴⁵.

Fragile or vulnerable societies typically attract large investments in service delivery from donors who work through several modalities of engagement with formal state actors. These methods range from working directly through existing state structures to supporting parallel service delivery systems run by local non-state actors, such as NGOs and civil society organizations. Given the limited capacities of fragile states, it has become common for non-state actors to be the primary providers of basic services, leading many observers to conclude that social service provision by non-state actors is a universal feature of developing countries. Some other observers have shown the concern that non-state service providers can establish parallel structures that weaken the capacity

of the state and erode its legitimacy by weakening the image of the state as a service provider. In contrast, aid agencies work more directly with the state.

Following the conclusion of World War II in the mid-1940s, various global endeavours emerged, including the establishment of the Bretton Woods Institutions and The Marshall Plan. These initiatives were designed to implement extensive, enduring intervention programmes in Europe. The primary objective of the United States and its allies was to facilitate the reconstruction of the continent, which had been severely devastated by the war. The central theme of these activities centred on the concept of peacekeeping and peacemaking⁴⁶.

The term “peacebuilding” was first introduced by a sociologist from Norway⁴⁷. The scholar posited that peace possesses a distinct structure that goes beyond the concepts of peacekeeping and ad hoc peacemaking. He argued that the foundations of peace should be systematically constructed and serve as a reservoir from which the overall system can draw upon. In particular, the scholar emphasised the need to identify and address the root causes of conflicts, while also providing viable alternatives to war in situations where the likelihood of armed conflicts may arise⁴⁸. Another scholarly contribution underscored the significance of a grassroots-oriented methodology that aimed to distribute social and economic frameworks, ultimately advocating for a transformative societal transition from systems characterised by coercion and violence to a harmonious culture centred on peace.

In the aftermath of the Cold War and its associated events, such as civil wars in Third World Nations, the implementation of Reagonomics, and the resurgence of state-centric approaches, an American sociologist, made significant advancements in the field of peacebuilding. Throughout the 1990s, another scholar published several works that

specifically emphasized the importance of involving various stakeholders, including grassroots organizations, local communities, non-governmental organizations. From a political-institutional standpoint, his advocacy for structural change does not align to the same extent as the position of the scholar⁴⁹. Nonetheless, the impact of one of this scholar on the conceptual development of peacebuilding continues to align with the other scholar's initial idea of “positive peace” by providing a comprehensive analysis, classification, and elaboration of the sociocultural mechanisms employed to address both the immediate and underlying aspects of violent conflict.

The concept of peacebuilding has undergone significant expansion, encompassing several facets that now include disarmament, demobilization, and reintegration, as well as the reconstruction of governmental, economic, and civil society organizations. The notion gained widespread recognition among the global society as a result of the publication of UN Secretary General seminal report titled: “An Agenda for Peace” in 1992⁵⁰. The paper provides a definition of post-conflict peacebuilding as the deliberate undertaking of activities aimed at identifying and bolstering systems and institutions that contribute to the consolidation and durability of peace, with the ultimate goal of preventing a recurrence of war. During the 2005 World Summit, the United Nations initiated the development of a peacebuilding framework, drawing inspiration from supported suggestions. The plan outlined the inclusion of three distinct entities: the UN Peacebuilding Commission, established in 2005; the UN Peacebuilding Fund, established in 2006; and the UN Peacebuilding Support Office, established in 2005. These three entities facilitate the Secretary General's coordination of the United Nations' peacebuilding endeavours⁵¹. The interest of national governments in this subject

matter has experienced a notable surge, mostly driven by concerns that states experiencing failure can potentially foster conflict and extremism, so posing a significant threat to global security. Certain states have started to perceive peacebuilding as a means to showcase their significance. Nevertheless, it is worth noting that peacebuilding initiatives still constitute a relatively minor portion of states' financial allocations.

The nexus between administration and peacebuilding is a critical relationship that plays a pivotal role in post-conflict and fragile state contexts. Administration, often associated with good governance, rule of law, and capacity-building, is essential for achieving sustainable peace.

This approach involves constructing the foundations of effective political and economic institutions, and then taking gradual steps to build democracies and market economies. More specifically, it could involve delaying reforms until political conditions are less fragile, drawing out reforms over a longer period, and generally ensuring sound legal and governance frameworks in place as a starting point. The structure and capacity of local institutions is considered a crucial factor in any successful peacebuilding process. Rebuilding the capacities of the state and the re-establishment of credible, transparent, participatory, and efficient governance and public administration institutions in fragile post-conflict settings is the key ingredient to achieving peace, stability, and sustainable development⁵². A solid governance infrastructure, based on well-articulated horizontal and vertical divisions of power, is vital to delivering political promises along with the needed public goods such as security, health care, education, and infrastructure. State or nation-building is the central objective of every peacebuilding operation and is dependent upon the reconstitution of the right structures of the government. Post-conflict nation-

building comprises, at minimum: the rule of law, judicial, constitutional and security sector reform, the establishment of mechanisms of political participation and inclusive policies, the effective provision of basic services and goods, fighting corruption, fostering a democratic culture, free and transparent elections, and the promotion of local governance.

The capability to perform these functions enhances either stability or instability.

Where functions are performed optimally and in an integrated manner, conflict is channeled through inclusive institutional channels, and tensions can be mediated through peaceful processes. However, fragility arises from weakness in the dynamic political process which matches citizen expectations with the states capacity to deliver service⁵³. Failure to perform state functions can lead to loss of trust and legitimacy between citizens and the state, perpetuating a further weakening of state functionality. The centerpiece of an effective governance model is a well-functioning public administration, which is the channel through which policies are activated. At the center of credible governance and public administration is an effective public service. Therefore, a capable public service, based on a merit and incentive based system, has a greater bearing on recovery than is generally recognized, both in terms of delivering aid and basic services and in rebuilding national cohesion and the credibility, legitimacy, and trust in government. On this basis, the public service is expected to be an agent of change and to ensure that it undergoes self-transformation to adapt to and manage the changed or changing socio-politico-economic terrain of the state⁵⁴.

Building peace in countries emerging from conflict is a huge, complex undertaking. It involves a myriad of different players. Peacebuilding involves a great number and variety of stakeholders – starting with the citizens of the countries themselves where

peacebuilding is underway. It is neither a purely political, security nor developmental process, but one that must bring together security, political, economic, social, and human rights elements in a coherent and integrated way. The success of peacebuilding depends in part on the political decisions of those involved (national and local governments, communities, donors, the UN itself), in part on effective leadership (by national governments and within the UN), and on resources like human capital or donor financing⁵⁵. Peacebuilding is primarily a national challenge and responsibility. It is the citizens of the countries where peacebuilding is underway, with support from their governments, who assume the responsibility for laying the foundations of lasting peace. National ownership is essential to the success of peacebuilding activities. National ownership is a prerequisite for successful peacebuilding. But the UN is often expected to co-ordinate inter- national support to national efforts.

Effective rule of law, weak national human rights protection systems, lack of democratic policing, politically compromised judicial systems, lack of democratic policing, politically compromised judicial systems and a lack of access to justice are some of the significant challenges to humanitarian coordination at administration level⁵⁶. Public demand and expectation for more effective governance systems and delivery of high-quality public services is on the rise. At the same time, corruption, lack of transparency and varying levels of government responsiveness and effectiveness at all levels are persistent impediments to inclusive growth and development. Governments are now relying on innovative projects and technology to help streamline and improve governance systems. Across the world, all governments have introduced various forms of digitalization and technology applications, to improve delivery of basic public services.

However, digital divide and lack of readiness of public institutions to understand the opportunities and risks behind digitalization have also led to further increasing risks of social and economic divides, the spread of misinformation and disinformation and false narratives, and encroachment on privacy and human rights. Moreover, many of the services expected to be delivered for humanitarian purposes need capable people to get into society to get working for the improved welfare of the people. As countries accelerate efforts to achieve the Sustainable Development Goals by 2030, improving the effectiveness of governance, building, and sustaining peace become more significant to guarantee just, inclusive, and peaceful societies.

Preventive diplomacy, peacemaking, peacekeeping, peacebuilding has become central features of international politics. They have also developed into highly specialized and diverse fields of research. Nevertheless, important questions remain unanswered about their deployment in member states of the United Nations. Some of these questions include how can cooperation between governmental and nongovernmental actors be fostered and designed? And how can the rapidly changing dynamics of post hostilities/violence reconstruction be dealt with? Networks are trust based rather than hierarchical, though contracts or formal agreements may be involved. Networks are important organizational forms when one organization or the machinery of the state lacks sufficient resources to deal with complex and seemingly intractable problems or seeks to gain legitimacy.

Public institutions that are part of relatively large networks are sometimes able to innovate, learn, and access knowledge better and more quickly than other organizations. Humanitarian partnerships can be distinguished according to their goal orientation, structure, tasks, and management control. In the military reality of peace

operations, different types of networks exist. They include politico-military networks, military-civilian networks, and military-military networks.

Coordination between different military parts of peace operations and between civilian and military parts remains a challenge despite hierarchical integration, for information asymmetries and differences will persist. The major challenge for some humanitarian structures of the state is their lack of will or capacity to strengthen network identities and think in terms of entire peace operations. Some of them often represent fragmented, decentralized, multiunit conglomerates consisting of people who are used to working in closed communities and strong hierarchies. Given the proliferation of conflict and disaster management functions and increasingly complex organizational arrangements, it was noted by a scholar that coordination would become not only more complex but even more necessary than it already is.

From a policy and an operational point of view, in addition to intra organizational policy matters related to coordination, the capacity of governments to coordinate and the impact of such coordination on field level assistance needs to be addressed in greater detail than has been the current case. To understand peace operations, different functions or sectors must be considered and analyzed separately. It would be discovered that most of them are different in scope and operational requirements (e.g., humanitarian affairs, political affairs, security sector reform, and cease-fire monitoring, etc.). Different activities may require different organizational forms corresponding to the peace operation or humanitarian mandate and operational requirements. Beyond the administrative bottle necks provided by national governments, the divergent nature of funding for peacekeeping (assessed contributions) and funding for reconstruction and development

makes cross-sectorial actions such as disarmament, demobilization, reintegration, rule of law, and human rights difficult to sustain. The central dilemma of coordination is that both the government and humanitarian actors want coordination, but nobody seems to want to be coordinated⁵⁷. The strain lies in setting up a synergy or clear chain of command without disrespecting the various operational mandates within the UN peacebuilding effort and the state government where the humanitarian project is being engaged. Humanitarian activities are temporary networks that have a strong mandate and may encompass multiple tasks.

In a bid to enhance peace through effective governance, several studies, researchers, scholars, authors as well as organizations both national and international ones have come up with aspects, dimensions and strategies through which governance can be effective and thus enhancing a peaceful state. Among the identified ways includes, resources allocation, institution building, and so on.

Resource allocation is a critical function of effective public administration that involves the distribution and management of various resources, such as financial, human, and material, to achieve the goals and objectives of a government or public organization⁵⁸. This process is vital for ensuring that resources are utilized efficiently and effectively to meet the needs of the population and provide essential public services. Effective resource allocation contributes to better governance, improved service delivery, and the overall well-being of citizens. For effective resources allocation there is the need for goal setting and prioritization. Public administration starts by setting clear goals and priorities based on the needs of the society. These goals guide resource allocation decisions, as they help determine where resources should be directed for maximum impact. Prioritization

ensures that resources are focused on areas that will yield the most significant benefits. Another important aspect of resources allocation is budgeting. One of the key aspects of resource allocation is budgeting. Public administrators create budgets that outline the expected revenue and allocate funds to various programs and projects. Budgeting involves deciding how much money should be allocated to sectors such as healthcare, education, infrastructure, and social services. More so, it is the place of efficiency and effectiveness in resources allocation⁵⁹. Effective resource allocation involves optimizing the use of resources to achieve desired outcomes. It's about doing more with less and avoiding waste. Public administrators must assess which programs or services are delivering the desired results and reallocate resources from less effective areas to more impactful ones.

Resource allocation should consider the principles of equity and fairness. Public administrators need to ensure that resources are distributed in a way that benefits all segments of the population, particularly vulnerable or marginalized groups. This might involve redistributing resources to reduce disparities and promote social inclusion. For effective and equitable resources allocation there must be evidence-based decision-making. Modern public administration emphasizes evidence-based decision-making. Resource allocation decisions should be informed by data, research, and analysis. This approach ensures that resources are directed toward strategies that have been proven to work and are likely to achieve the desired outcomes. Effective resource allocation isn't a static process. Public administrators need to be flexible and adaptable, responding to changing circumstances, emerging needs, and unexpected challenges⁶⁰. This might involve reallocating resources on short notice to address crises or shifting priorities.

Transparency and Accountability is another vital sub-construct of resources allocation. Transparent resource allocation processes are essential to build trust with citizens. Public administrators must communicate how resources are being allocated, the rationale behind these decisions, and the outcomes achieved. Accountability mechanisms should be in place to monitor and evaluate the effectiveness of resource allocation strategies.

Stakeholder Engagement: Inclusive resource allocation involves engaging with various stakeholders, including citizens, community organizations, and experts. Involving stakeholders in the decision-making process helps ensure that diverse perspectives are considered, leading to more informed and balanced resource allocation choices.

Long-Term Planning: Resource allocation should also consider long-term planning and sustainability. Public administrators need to allocate resources not only for immediate needs but also for the future. This might involve investing in infrastructure, education, and healthcare systems that have long-lasting positive effects⁶¹.

It is imperative to know and note that effective resource allocation is a fundamental function of public administration that involves careful planning, prioritization, evidence-based decision-making, and a commitment to equity and transparency. When executed well, resource allocation contributes to the overall success of government programs, services, and initiatives, leading to improved societal well-being and development

Institution building is a critical function within public administration that involves the establishment, development, and maintenance of robust and reliable institutions at various levels of governance. These institutions serve as the structural framework for delivering public services, implementing policies, ensuring rule of law, and fostering sustainable development. The function of institution building is essential for achieving

good governance, promoting accountability, and enhancing the overall efficiency of public administration⁶². The institutions built are grounded on a veritable legal and regulatory framework. Effective institutions are grounded in a clear and comprehensive legal and regulatory framework. This framework outlines the roles, responsibilities, and powers of different institutions, and it provides the guidelines for their interactions. A well-defined legal and regulatory framework helps prevent conflicts, streamline processes, and ensure that institutions operate within defined boundaries. Institutions must have the necessary human, technical, and financial resources to carry out their functions effectively. Building institutional capacity involves recruiting and training qualified personnel, equipping institutions with appropriate tools and technologies, and allocating sufficient budgetary resources to support their operations. This ensures that institutions can fulfil their mandates efficiently. Transparent and accountable institutions are essential for maintaining public trust and preventing corruption. Institutions should have mechanisms in place to share information with the public, respond to inquiries, and provide explanations for their actions. Accountability mechanisms, such as internal audits and external oversight, help ensure that institutions operate in accordance with established norms and standards⁶³.

Stakeholder Engagement is serious aspect of the institutions built. Successful institution building involves engaging various stakeholders, including civil society organizations, private sector entities, and citizens. Engaging stakeholders in decision-making processes fosters inclusivity, captures diverse perspectives, and leads to more effective and relevant institutional structures and policies⁶⁴. Institutions must be adaptable to changing circumstances and evolving needs. Effective institution building considers future

challenges and opportunities, allowing institutions to adjust their strategies and approaches as required. Embracing innovation in governance practices and administrative processes enhances the agility and effectiveness of institutions.

There is need for coordination and collaboration. Often, multiple institutions need to work together to address complex challenges. Effective institution building involves establishing mechanisms for coordination and collaboration among institutions with overlapping or complementary responsibilities. This prevents duplication of efforts and ensures a more holistic approach to problem-solving⁶⁵. Paramount to institution is Rule of Law and Justice. Building institutions that uphold the rule of law and ensure access to justice is crucial for a well-functioning society. Institutions such as courts, legal aid organizations, and law enforcement agencies play a pivotal role in maintaining law and order, protecting individual rights, and resolving disputes. Long-Term Perspective: Institution building is a long-term endeavour that requires consistent effort and commitment. It involves both short-term objectives, such as immediate capacity building, and long-term goals, such as fostering a culture of good governance and sustainability. Institution building contributes to the overall stability, effectiveness, and legitimacy of public administration. It supports the implementation of policies, the provision of public services, and the protection of citizens' rights. By establishing strong institutions, governments can create an environment conducive to economic growth, social development, and the well-being of their citizens.

For example, a scholar attempted that the collapse of the US-Aligned Afghan Government and the seizure of Kabul by the Taliban in 2021 as the United States withdrew its forces was ultimately caused by a change in US Government Policy in June

2003. At that point, the George W. Bush administration dropped its aversion to state-building and its plan for a limited intervention designed to rid the country of al-Qaeda and the Taliban. The US instead undertook an extended exercise in liberal peacebuilding, involving the creation of an institutionally and coercively powerful centralised Afghan state and a liberal-democratic system. This enterprise was inherently misconceived, largely ignoring Afghan history and culture, as well as the limitations of the US and its partners. The painful experience of the past 18 years indicates that liberal peacebuilding, at least along the lines of the US-led effort in Afghanistan, should not be attempted again⁶⁶.

Transparency and accountability are fundamental functions of effective public administration that ensure the responsible and ethical management of public resources, decision-making processes, and service delivery. These principles contribute to building public trust, preventing corruption, and promoting the overall integrity of government operations. A scholar iterated three types of power-sharing in a transparent manner to include (a) inclusive, which mandates the participation of several parties in decision-making processes, (b) dispersive, dividing authority between individuals in a well-defined pattern; and (c) constraining, limiting the power of any individual and protecting vulnerable groups against encroachment and abuse⁶⁷.

Transparency refers to the openness and accessibility of information related to government actions, decisions, and processes. It involves making information readily available to the public, allowing citizens to understand and evaluate government activities.

In the context of public administration, transparency includes:

- ❖ **Open Information Sharing:** Government agencies should proactively provide information about policies, regulations, budgets, and performance metrics. This enables citizens to stay informed and engaged in matters that affect them.
- ❖ **Public Participation:** Transparent public administration encourages citizen engagement in decision-making processes. This can involve public consultations, hearings, and feedback mechanisms that allow citizens to contribute their insights and opinions.
- ❖ **Disclosure of Financial Transactions:** Governments agencies should openly disclose financial transactions, expenditures, and procurement processes. This prevents mismanagement of funds and ensures that resources are allocated appropriately.
- ❖ **Access to Records:** Transparency requires that government records and documents are accessible to the public, except for sensitive or confidential information. This enables accountability checks and prevents the abuse of power.

Accountability on the other hands refers to the obligation of government officials and institutions to take responsibility for their actions, decisions, and outcomes. It involves answering to the public and relevant oversight bodies for the use of resources and the results achieved. In the context of public administration, accountability includes:

- ❖ **Answerability:** Public officials are obligated to provide explanations for their decisions and actions. This helps prevent misuse of power and ensures that decisions are made in the best interests of the public.

- ❖ **Oversight Mechanisms:** Accountability is reinforced through oversight bodies such as audit institutions, ombudsman offices, and parliamentary committees. These bodies review government actions to ensure they are lawful, ethical, and efficient.
- ❖ **Consequences for Misconduct:** When public officials engage in misconduct or unethical behavior, there should be mechanisms in place to hold them accountable. This can involve disciplinary actions, legal proceedings, or removal from office.
- ❖ **Performance Evaluation:** Accountability includes evaluating the performance of government programs and services. This ensures that resources are used effectively and that intended outcomes are achieved.
- ❖ **Whistleblower Protection:** Encouraging and protecting whistleblowers who expose wrongdoing within government institutions is crucial for accountability. Whistleblowers play a vital role in uncovering corruption and other forms of misconduct.

The relationship between transparency and accountability is symbiotic: transparency enhances accountability by providing information for scrutiny, and accountability ensures that transparent information is used for responsible decision-making⁷⁰. When transparency and accountability are upheld in public administration, citizens are more likely to have confidence in government institutions, policies are more effective, and resources are allocated wisely. Ultimately, this fosters a culture of good governance and contributes to the well-being of society.

Community engagement is a critical function of public administration that involves actively involving citizens, communities, and stakeholders in the decision-making

processes, policy development, and service delivery of government. This process fosters collaboration, inclusivity, and responsiveness, ultimately leading to more informed, relevant, and effective governance⁷¹. Community engagement includes Inclusivity and Representation. Effective community engagement seeks to involve a diverse range of individuals, groups, and communities, ensuring that different perspectives, needs, and interests are considered. This inclusivity helps create policies and programs that are more comprehensive and reflective of the community's makeup.

Participatory Decision Making – community engagement allows citizens to have a say in decisions that affect their lives. Public administrators actively seek input, opinions, and suggestions from the public before making choices that impact communities. This helps ensure that decisions align with the real needs of the people.

Another aspect of community engagement in public administration is transparent communication. Open and transparent communication is a cornerstone of community engagement. Public administrators must provide clear and accessible information about government activities, policies, and projects, fostering trust and accountability. More so is the place of trust building. When citizens are engaged in the decision-making process, they are more likely to trust government institutions. This trust is essential for effective governance and collaboration between government and the public. More so, Communities possess valuable local knowledge and expertise that can inform policies and projects. Effective community engagement leverages this knowledge to develop solutions that are contextually appropriate and effective. Furthermore, it is imperative to note that community engagement allows citizens to identify and prioritize issues that

need attention. By involving the community in problem-solving, public administrators can address challenges more effectively.

Effective community engagement establishes channels for ongoing feedback and dialogue between government and citizens. This ensures that policies and programs remain adaptable and responsive to changing needs. Community engagement can involve educating citizens about government processes, policies, and rights. This empowers communities to actively participate and hold their governments accountable. Engaging communities in dialogue can help address conflicts and disagreements, facilitating understanding and collaboration among different stakeholders. Communities can play a role in monitoring the implementation of government projects and programs. This collaborative approach ensures that public resources are used efficiently and that outcomes are achieved as intended. Engaging communities empowers citizens to take an active role in shaping their own destinies. It fosters a sense of ownership and responsibility for community development. Community engagement can strengthen social bonds and cohesion by fostering interactions among diverse groups, leading to a more harmonious society⁷². Effective community engagement requires a shift from a top-down approach to a more participatory and inclusive model of governance. It recognizes that the knowledge, experiences, and aspirations of the community are valuable resources that can contribute to better policy outcomes and improved service delivery. By integrating community perspectives and expertise, public administration becomes more people-centered and responsive, resulting in more effective and sustainable governance.

Post-conflict reconstruction refers to the process of rebuilding and revitalizing societies that have been deeply affected by armed conflict or other forms of violence. This complex and challenging endeavor involves addressing not only the physical destruction caused by conflict but also the social, economic, and political dimensions that contribute to sustainable peace and development. Public administration plays a crucial role in post-conflict reconstruction by providing the organizational framework, governance mechanisms, and public service delivery systems needed to restore stability, rebuild institutions, and meet the needs of the population. Effectiveness can be seen via the degree at which governance and rule of law is restored or re-established. Post-conflict situations often involve a breakdown of governance structures and the rule of law. Public administration helps re-establish functional government institutions, including courts, law enforcement agencies, and administrative bodies, to ensure the restoration of order, justice, and the protection of citizens' rights.

A serious aspect of post-conflict reconstruction is Institution Building. Public administration is central to rebuilding institutions that are transparent, accountable, and responsive to the needs of the people. This includes creating or reforming government agencies responsible for public services, policy formulation, and resource management. More so, it is worthy of note that post-conflict societies typically face immediate needs for basic services such as healthcare, education, water, and sanitation. Public administration ensures that these services are rapidly restored, managed efficiently, and accessible to all, contributing to social stability and well-being. Transparent and accountable management of financial and natural resources is vital in post-conflict situations to prevent further grievances and conflicts. Public administration frameworks

should establish mechanisms for responsible resource allocation and management. Furthermore, public administration can facilitate initiatives that promote reconciliation and social cohesion among communities divided by conflict. Public administrators can engage in programs that encourage dialogue, address grievances, and support the reintegration of marginalized groups. Transparent and efficient public financial management systems are essential for restoring public confidence and attracting investments. Effective management of public finances helps rebuild the economy and fund essential reconstruction projects.

Capacity building is a responsibility of the public administrators towards post-conflict resolution. Public administration capacity might be severely compromised during and after conflict. Capacity-building efforts, including training, mentorship, and technical support, are crucial to equip public servants with the skills necessary to manage complex post-conflict challenges. Engaging various stakeholders, including civil society organizations, local communities, and international partners, is important in ensuring that reconstruction efforts are well-informed, inclusive, and supported by all relevant parties. In post-conflict contexts, various national and international actors are involved in reconstruction efforts. Public administration coordinates these efforts to avoid duplication and ensure a coherent and integrated approach to rebuilding. Public administration frameworks should incorporate long-term development planning that addresses root causes of conflict, focuses on sustainable development, and considers the economic, social, and environmental dimensions of reconstruction.

Post-conflict reconstruction is a delicate process that requires careful consideration of local dynamics and a comprehensive approach that goes beyond mere physical

reconstruction. Public administration is central to this process as it provides the organizational backbone necessary for rebuilding institutions, delivering services, and fostering the conditions for lasting peace, stability, and development.

The AU has a central role to play in consolidating peace and post-conflict reconstruction in Africa. Its mandate derives from past practice of the OAU, from Article 5(2) of the Constitutive Act, on the basis of which the PSC has been established, and from the PSC Protocol. The PSC was created to, inter alia, promote and implement peacebuilding and post-conflict reconstruction activities and to consolidate peace and prevent the resurgence of violence. In view of this, peacebuilding, post-conflict reconstruction, humanitarian action and disaster management constitute core activities of the PSC⁶¹. Furthermore, the Protocol delineates a number of post-conflict reconstruction activities that require action, including the restoration of the rule of law, establishment and development of democratic institutions, and the preparation, organisation and supervision of elections in the concerned Member States. For countries affected by violent conflict, the mandate is extended to include the consolidation of the peace agreements that have been negotiated, establishing conditions of political, social and economic reconstruction of the society and government institutions, implementation of disarmament, demobilisation and reintegration programmes, including those of child soldiers; resettlement and reintegration of refugees and internally displaced persons; and assistance to vulnerable persons, including children, the elderly, women and other traumatised groups in society. The Protocol emphasises the link between prevention of conflict and consolidation of peace, and mandates the PSC to take all measures that are required in order to prevent a conflict for which a settlement has already been reached from escalation.

In a bid to entrench a post-conflict resolution, an AU policy framework on PCRDR was created, all premised on the following:

A strategic and normative imperative: As the custodian of peace and security on the continent, the AU is obligated to generate a strategic framework for PCRDR that is aligned to the African vision and aspirations. Furthermore, given the complexity of post-conflict reconstruction initiatives, it elaborates in a comprehensive manner the entire spectrum of activity areas that are crucial for the consolidation of peace, and stipulates minimum standards of application and benchmarks for measuring performance of countries that are on their path to recovery. As a policy framework it provides a model that is adaptation to specific country situations, and because of its reflection of African needs and aspirations, it will empower and encourage affected countries to take the lead in the reconstruction and development of their societies.

A Lessons Learnt approach: Experiences from past PCRDR efforts on the continent have indicated several weaknesses, at all levels ranging from the conceptual to the strategic and operational. For instance, most reconstruction models have been borrowed from outside the continent, with limited, if any, involvement of the affected countries/areas or their populations; most have focused on some aspects of PCRDR, the most favoured being disarmament, demobilisation and reintegration (DDR), to the exclusion of others. This PCRDR framework is informed by lessons learned from such mistakes, as well as best practices of the past, and offers a road map towards sustainable peace and development.

A consolidation of peace goal: Across the continent, countries emerging from conflicts are under immense pressure to deliver visible peace dividends immediately after the end of the war. Yet, the translation of the commitment to peace into tangible benefits is

dependent on the formulation of comprehensive strategies, which require substantial institutional and human capacities including resources and time. The existence of this policy framework will reduce pressure on affected countries by providing a consistent and coherent strategy that will fast-track the planning and implementation of quick-impact programmes, rehabilitation and increase the chance of success of long-term development programme.

A desire to improve coherence and coordination: The AU framework addresses the challenge associated with lack of or ineffective coordination in implementing PCRD activities and programmes. Efforts to bring about stability, consolidate peace and facilitate reconstruction are complex and require extensive and effective coordination. The lack of coordination often leads to the neglect of certain priorities, wastage of resources and marginalisation of certain social groups, further aggravating existing grievances in sections of the population, and thereby undermining the overall goals and objectives of PCRD. This increases the likelihood of instability and resumption of conflict. This PCRD framework provides parameters for coherence and coordination of action between state and non-state actors operating in and from the national, regional or/and international levels⁷⁴.

Due to the intricate and diverse nature of the obstacles encountered by crisis and post-conflict nations, governments and international organisations seldom have the luxury of employing universally applicable methods to reinstate effective governance. Every nation possesses a distinct historical background, varying political traditions, cultural and societal characteristics, and diverse levels of resilience to overcome conflicts. Consequently, the requirements and circumstances for re-establishing effective

governance exhibit considerable diversity. The provision of financial and technical aid varies among countries, necessitating distinct combinations for each nation. While post-conflict nations may encounter comparable challenges, the manifestation of these issues will inevitably vary across different countries. The policies and programmes that have demonstrated success in a particular country necessitate modification and adaptation when implemented in different contexts. The intricate process of restoring governance and enhancing government effectiveness necessitates varying timeframes to achieve identical objectives across different countries. In all cases, however, the time horizon is often extensive⁷⁵.

The most effective lessons to be derived from experience in restoring governance and rebuilding trust in government pertain not to the mere replication of programmes employed in other nations, but rather to the skilful adaptation, modification, and successful implementation of programmes in light of the unique circumstances and requirements found in post-conflict nations. In every instance, it is imperative to conduct thorough assessments of the prevailing circumstances and requirements, as well as evaluate the practicality of providing aid in accordance with the criteria set by both the donor organisation and the recipient government. Additionally, the timeliness of the interventions should be taken into consideration before implementing international prescriptions for reconstruction and government strengthening. The process of restoring governance necessitates enhancing the capabilities of the state, private sector, and civil society organisations to undertake crucial tasks related to reconstruction and development. However, it is imperative to assess the presence or feasibility of suitable preconditions before expecting any significant advancements in this regard. In order for each of the

techniques to rebuilding governance that are presented in this book to be effective, it is necessary to have suitable policies, coordinating procedures, and administrative capacities in place. When the necessary preconditions are absent or challenging to establish, providing direct aid to governments or implementing alternative structures and arrangements can be prone to failure. Restoring governance and bolstering government institutions in post-conflict societies often necessitates intricate and challenging reforms that may require a significant amount of time to execute. Therefore, initial endeavours should prioritise enhancing the capacities required to carry out the most pressing reconstruction tasks. The primary tasks that frequently pose challenges for governments in post-conflict societies are the establishment of safety and security, the reinforcement of constitutional governance, the reconstruction of infrastructure and restoration of services, the stabilisation and growth of the economy, and the strengthening of justice and reconciliation institutions⁷⁶.

These tasks typically require urgent capacity building efforts. In post-conflict nations characterised by limited administrative capability or financial resources, there is often a prevalence of institutional defects that necessitate extended periods for remediation. The restoration of governance in crisis and post-conflict countries has significant challenges that require attention in order to enhance its effectiveness. In instances of this nature, benefactors involved in the process of reconstruction and recovery could opt to augment governance capabilities through the exploration of alternative methods, or alternatively, they may choose to circumvent government involvement entirely. One of the commonly observed benefits of parallel approaches is their ability to promptly address emergency situations and humanitarian crises⁷⁷.

Additionally, they can temporarily supplement the limited capacity of public administration until governments achieve stability and implement necessary reforms. Moreover, parallel approaches can serve as a substitute for a governing authority in post-conflict nations where a legitimate or acceptable government is absent. The act of circumventing governmental institutions or offering support through private and civil society organisations can be instrumental in surmounting challenges stemming from inadequate administrative capacity within the public sector or the inefficiency and ineffectiveness of civil services.

This approach can effectively utilise limited public administration resources and expand the government's capacity to carry out reconstruction efforts or provide essential services. Additionally, it can optimise the efficiency and effectiveness of pre-existing government services and functions. Public-private partnerships (PPPs) have the potential to leverage private financial, managerial, technological, and knowledge resources in certain nations, hence enhancing the delivery of public services in a more efficient manner. The utilisation of non-governmental organisations (NGOs) and civil society organisations (CSOs) can effectively enhance the capacity of underperforming governments to deliver essential services to impoverished populations, remote rural areas, and regions characterised by persistent conflicts⁷⁸.

When implemented with efficiency, strategies that promote collaborations between the public and private sectors, as well as between the public sector and non-governmental organisations (NGOs), can enhance the capacity of public administration to assume responsibilities currently undertaken by parallel structures. Additionally, these approaches can facilitate the management of public-private partnerships and enhance the administrative capabilities of the private sector and civil society organisations to provide

supplementary services alongside those offered by the public sector. Donors who advocate for government collaboration with the corporate sector and civil society organisations may consider supporting efforts to enhance their capability for engaging with non-governmental organisations⁷⁹.

The optimal strategy for bolstering government efforts is the simultaneous support of foreign assistance organisations in augmenting the administrative, technical, and financial capabilities of private and civil society entities, so enabling them to deliver services with efficiency, efficacy, and responsiveness. The user's text does not contain any information to rewrite. In the context of long-term goals, it is evident that the only reliance on methods other than enhancing government capacity would not sufficiently contribute to the improvement of governance effectiveness. Public administration capability is a necessary component for all international assistance strategies aimed at restoring governance and enhancing government effectiveness. The utilisation of parallel or partnership strategies does not negate the necessity of enhancing government capacity, nor does it diminish the obligation of donors to assist host governments in establishing the necessary institutions and policies to effectively facilitate collaborations with the private sector and civil society organisations. While temporary capacity-building measures that adopt parallel approaches may serve as effective short-term remedies, it is imperative to prioritise the enhancement of governments that are dedicated to open, accountable, and participatory governance as an essential prerequisite for achieving stability in post-conflict nations⁸⁰.

Since restoring governance often requires complex reforms that take time to implement, initial efforts should focus on strengthening capacity to address the most urgent needs.

These include establishing safety and security, strengthening constitutional government, reconstructing infrastructure and restoring services, stabilising and promoting the growth of the economy, and strengthening justice and reconciliation organisations. In countries where governments suffer from long-term institutional deficiencies, donors may improve governance capacity by using parallel approaches or bypassing government altogether. In the long run, however, such approaches will not be sufficient to restore effective governance. Using parallel or partnership approaches does not obviate the need to strengthen government capacity. The approaches that international assistance organisations use most frequently to restore governance and strengthen government for post-conflict reconstruction are:

- Substituting for weak or yet to be constituted governments – this is most frequently carried out by creating transitional governance authorities, international assistance coordination agencies or international aid trust funds;
- Assisting governments directly with financial and technical aid – donors can provide financial and technical support for specific ministries or projects, provide general budget support or staff and supplement government ministries;
- Supporting public-private partnerships – donors encourage private investment in government-sponsored projects, the creation of build-operate-transfer (BOT) arrangements and outsourcing of services to the private sector; and
- Assisting through non-governmental organisations – donors often attempt either to support social investment funds as social service wholesalers or strengthen civil society organisations as parallel suppliers of social services⁸¹.

2.1.4 Promoting and Supporting Public Administration for Peacebuilding

Promoting and supporting public administration for peacebuilding is a complex and multifaceted endeavour that involves the concerted efforts of various stakeholders, including international organizations, governments, and civil society. Each of these actors play a distinct yet interconnected role in facilitating the transition from conflict to sustainable peace.

Peacekeeping and Security – International organizations, such as the United Nations (UN), often play a critical role in providing peacekeeping forces to maintain security and stability in conflict-affected areas. These forces help create a conducive environment for administration to take root. International organizations can facilitate peace negotiations and act as mediators between conflicting parties. They provide a neutral platform for dialogue and help parties reach agreements that can form the basis for public administration. International organizations provide technical assistance and capacity-building support to governments and local institutions. This assistance can include training for civil servants, legal and judicial reforms, and support for the development of governance structures.

In the early stages of peacebuilding, international organizations often deliver humanitarian aid, including food, shelter, and healthcare, to alleviate immediate suffering and build trust within communities⁸².

More so, International organizations can mobilize financial and logistical resources to support peacebuilding efforts, including funding for reconstruction, development projects, and administrative reforms.

2.1.5 The Study Area: Oyo State

Oyo State was created on February 3, 1976, from the old Western State of Nigeria. It originally included Osun State, which was split off in 1991. The territory of present-day Oyo State was once ruled by the Oyo Empire, a powerful Yoruba empire that dominated much of the Southwest region. Oyo State is often referred to as the “Pace Setter State”. The state’s economy remains largely agrarian, with cassava, cocoa, and tobacco being among the most important crops to Oyo State’s economy. Oyo State is an inland state. The current governor of Oyo State is Engr. Oluwaseyi Makinde from the People’s Democratic Party (PDP). The state also has a House of Assembly for legislative power. The vast majority of Oyo State residents are Yoruba. The indigenes mainly comprise the Oyos, the Ogbomosos, the Oke-Oguns, the Ibadans and the Ibarapas, all belonging to the Yoruba family. The Yoruba culture is dominant in Oyo State. The state is also home to the University of Ibadan, which was founded in 1948 and is noted for being the first university in Nigeria⁸⁴. Ibadan, the capital which is reputed to be the largest indigenous city in Africa, South of the Sahara, had been the centre of administration of the old Western Region since the days of the British colonial rule in Nigeria. The state has an estimated population of over 5,591,589 million people. The state is located in the rainforest vegetation belt of Nigeria within longitude 70 23'47"N and 30 55' 0 ". It is bounded in the south by Ogun State and in the north by Kwara State, in the west by the Republic of Benin while in the east it is bounded by Osun State. Oyo State exhibits the typical tropical climate of averagely high temperatures, high relative humidity and generally two rainfall maxima regimes during the rainfall period of March to October. Oyo State now consists of thirty-three Local Governments. The main occupations of the people in the state are: Agriculture which is the mainstay of the economy of the State.

The tropical nature of the climate favours the growth of varieties of food and cash crops such as yam, maize, cassava, millet, plantain, banana, rice and fishing.

2.1.6 Ministry of Humanitarian Affairs and Social Development

The United Nations Office for the Coordination of Humanitarian Affairs in its, 'Nigeria: 2019-2021 Humanitarian Response Strategy', projected that about 7.1 million Nigerians needed humanitarian assistance in Borno, Adamawa, and Yobe States⁸⁶. In support of the Nigerian government as well as neighbouring countries hosting Nigerian refugees, OCHA indicated that the UN and their partners, were launching a Humanitarian Response Plan as well as the Regional Refugee Response Plan. This enormous agenda required \$848 million and \$135 million to provide food, water, shelter, and protection to the most vulnerable people in Nigeria and neighbouring West African states (i.e., Cameroon, Chad, and Niger). The insecurity in the northeast of Nigeria was and continues to generate large refugee movements with displacement figures standing at over two million people. This number does not include displacements and humanitarian crises caused by herdsman-farmers' conflicts or banditry in certain parts of Nigeria.

The Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development coordinates all humanitarian affairs in Nigeria. Their work covers periods of instability, tension, and violence, which often reinforces the polarization between conflicting parties. There is often less direct exchange between parties to an impasse largely because meeting each other becomes practically and emotionally difficult for the adversaries, therefore structures must rise to bridge all necessary gaps in communication and efforts to reconcile differences⁸⁷.

As indicated in an online source, “Former President Muhammadu Buhari created the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development on 21st August 2019”. The initiative was a significant development for Nigeria and is a lauded decision by the Buhari led administration in Nigeria. This is given the fact that the ministry was conceived and born at a time of severe insecurity, humanitarian crises, and threat of extreme climatic events. Nigeria, just like several countries of the world, is threatened by disaster from natural forces. The 2012 floods in the country for instance, caused almost \$17bn in damage and losses. Former President Buhari must declared a national disaster in some other states that were affected by another flood in 2018. The combination humanitarian crises resulting from conflict, disaster and poverty affecting millions of Nigerians made the new ministry a welcome development.

Under the guidance of the ministry, in November 2019, there was a coordinated dialogue between the Federal Government and members of the humanitarian community that were working in the North-East of Nigeria. The engagement was entitled the Civil-Security Cooperation in Humanitarian Interventions in the North-East Workshop. In an opening comments at the workshop, the UN Resident and Humanitarian Coordinator in Nigeria, it was established that (the fact that it was the first time that civil authorities) the military, and humanitarian actors from national and international levels are meeting under one roof to examine the humanitarian challenges in the Northeast⁸⁸. The workshop prioritized prevention and development wherever possible and humanitarian action when necessary.

2.1.7 The International Organization for Migration (IOM)

The international Organization for Migration (IOM) in collaboration with the Ministry of Humanitarian Affairs, Social Development and Disaster Management. Their partnership

was on a project concerned with the protection and assistance of people on the move⁸⁹. It aims to address issues relating to human trafficking and migrant smuggling, dignified return, and sustainable reintegration. Cooperation on Migration and Partnership for a Sustainable Solutions (COMPASS) as it came to be known is a global initiative that tries to assist people across all levels of households, communities, and the wider communities. Although the project had a whole-of-society approach, Nigeria, along with other countries that include Afghanistan, Chad, Egypt, Ethiopia, Libya, Mali, Iraq, Lebanon, Morocco, Tunisia, and Niger, partnered with the IOM in the global implementation of the COMPASS project. At the community level, this initiative was designed to work with local structures to ensure sustainable reintegration support to returned migrants and vulnerable groups while addressing the primary focus on trafficking and smuggling of migrants. Through this initiative vulnerable migrants, particularly Victims of Trafficking (VoT), as well as unaccompanied children migrant will be able to access a wide range of protection and assistance services, from mental and psychosocial support to information on safe migration⁹⁰.

In addition to supporting the recovery of affected people and communities from disaster, the ministry is also committed to disaster risk reduction in the country. In another engagement with the society, the ministry pledged support for a Hand-in-Hand Initiative in Nigeria. The Minister made the remark at the Inauguration of the National Steering Committee for Food and Agriculture Organization (FOA) Hand in Hand initiative⁹¹. The Humanitarian and livelihood resilience track developed was envisioned to support programme plans and interventions in territories facing the risk of shocks and crisis in the

North-East, North-West and North-Central States to create, sustain and improve resilient livelihoods to withstand shocks and catastrophe in focus areas within Nigeria.

2.1.8 Community Based Organizations (CBOs)

Studies have shown that the amount of cross-communal interaction can explain the difference between more peaceful societies to ones with more violence⁹². While there has been growing interest in peace initiatives that occur on various tracks at the local level, there is still unfortunately little academic research in the conflict resolution and peace studies literature on grassroots peace work and people-to-people activities. The focus continues to be on the ways international actors can intervene in contemporary violent conflicts⁹³. In both early warning and prevention CBOs can address the deeper structural issues and conditions that are most often at the root of conflict, addressing the fears and misunderstandings between the communities which can encourage conflict, and by responding quickly to events and other occurrences that could instigate violent conflict.

While their role is underplayed, civil society organizations can be engaged in reporting human rights abuses, involved in relief work, engaged in psychosocial work, involved in creating grass-roots training and seminars dealing with the conflict (and the aftermath) and prejudice-reduction work, designing innovative projects using the arts, promoting cooperation across the lines to build capacities for peace, working to prepare the public for negotiations, creating local peace commissions or local peace conferences, and building/strengthening the public will for peacemaking. All parts of the community, including government, nongovernment organizations (NGOs), business, education, media, religious and funding organizations, as well as activists and other private citizens, all must be involved in the larger enterprise of peacebuilding to make a peace agreement

effective and lasting. CBOs are usually arranged to directly address the immediate concerns of their associates. A key feature of CBOs is that they organise communities by expressing demands, organizing, and implementing participatory processes, accessing external development trusts, and sharing benefits amongst their members. They have a wide range of functions that encompass deeds relating to economic, social, religious, and even recreational issues. Examples of CBOs include neighbourhood associations, tenant associations, community development organizations, water-user groups, credit associations, etc⁹⁴.

The concept CBO evokes noble sentiments regarding people's affirmation and agency. It refocuses people as the central factor in the development and societal structure⁹⁵. Community-based organization refers to a public or private non-profit organization of demonstrated effectiveness that is representative of a community or significant segments of a community established to provide social services to members of the community. CBOs address issues and complications affecting their community and are essential in promoting community development and improving the quality of life of community members. CBOs have proven useful as advocated and lobbyists, service delivery, community mobilization, capacity building and training to empower the community's citizens, networking and partnership building⁹⁶. CBOs are mechanisms that encourage credible and charismatic individuals to take control of different issues impacting their social life, be they economic, social, cultural, environmental or even political. Their roles are manifest in youth organizations, environmental organization, health organizations, human rights and civil action organizations, etc.

CBOs are guided by ideologies rooted in humanity and are based on the values of justice, equality, and freedom. CBOs developed from the earlier practices of Community Organisation (CO) and Community Development (CD). The concepts, 'Community' and 'Development' are very much implied in the concept. Usually, civil society organizations (CSOs), voluntary organizations, and non- governmental organizations are differentiated from CBOs. After the American Civil War, there was a rise in the number of charitable organizations established to aid displaced, disabled, or impoverished persons affected by the war. Many of these organizations were progressive in philosophy and provided services or executed activities for children and teenagers. In the late 1800s United States, there was also an expansion of the public school system, along with the creation of orphanages, hospitals, settlement houses, amongst other charity services. Due to the rapid rise of such organizations and a lack of government regulation, the distribution and coordination of services by such organizations soon became problematic. The term community organization was coined by social workers in this era to address the problem of coordinating charity-based services.

The next stage in the evolution of community-based organization stressed cooperative planning among privately managed community-service agencies. Efforts were aimed at the specialization of services and the centralization of decision making regarding these services. By the late 1940s, community organization became professionalized in the field of social work. A Community-Based Organization is an organization driven by community residents in all aspects of its existence. By that we mean that the majority of the governing body and staff of the organization consists of local residents, the main operating offices of the organisation are in the community, priority issues of interest to

such organizations are identified and defined by residents of the area, solutions to address priority issues are developed with collaboration with residents, and program design, implementation, and evaluation components have residents involved, in significant positions. Community organizing activities of such organizations seeks the empowerment, of members of the society and social institutions. Community organizing is practiced in community organizations, though not all community organizations practice community organizing. However, many community-based organizations whose function is service provision have expanded their services to include community organizing⁹⁷.

Categorizing community organizations divides such organisations between, voluntary organizations, professional service agencies to informal groups. These organizations may include churches, unions, schools, health care agencies, social-service groups, fraternities, and clubs⁹⁸. Community organizations are mostly referred to as non-profit, but broader conceptions of community sometimes include all organizations (including for-profit enterprises). Service agencies are frequently referred to as *community-based* agencies because their service shifted from centralized institutional settings to geographical locations that provide greater access to the target population. A distinction can be further made between volunteer and professional organizations. While volunteer organizations usually have professional or paid staff, volunteers perform most of these organizations' activities. These organizations are mostly advocacy-oriented and apply community-organizing strategies to achieve their goals. Similarly, professional organizations are usually staffed by experts who provide services with little or no volunteers. Service-oriented organizations always seem to have greater resources than volunteer organizations. They interact with residents based on professional norms and standards,

but volunteer organizations on the other hand have a more egalitarian orientation. Another type of community organization is the informal group. These group of citizens are represented by informal networks of friends and neighbours that exist throughout communities to attempt some social development agenda.

Community Based Organizations (CBOs) play a critical role in community organization practice, providing essential services, advocating for the rights and interests of marginalized groups, and building community capacity and resilience. CBOs face several challenges that include limited resources, capacity, and recognition by the national government, as well as competition and conflict with other organizations. To strengthen the role of CBOs in peacebuilding, partnerships and collaborations, capacity-building and skills development, advocacy and policy change, access to technology, and strengthening government support are key strategies that can be employed. Governments, UN agencies and NGOs have realized the importance of promoting CBOs throughout all project phases. In Western countries, especially in the US, local governments and professional institutions carry out their services in collaboration with CBOs⁹⁸. This is mainly in healthcare whereas their other areas of interest have been identified to include service relating to education, skill improvement, recreation, events and gatherings, youth sports, solidarity visits, health, food, water, sanitation, children, vulnerable children, orphans, women, domestic violence, the elderly, the disabled, the homeless, immigrants, refugees, victims of natural and human-made disasters, vulnerable individuals at higher risk of severe illness, HIV/AIDS, pandemics like Covid-19, etc.

The various human rights and entitlements addressed by various CBOs include gender issues, child rights, indigenous people, racial and caste affected groups, communities

carrying out descent & caste-related occupations, forced labour and trafficking, accessing entitlements from the state agencies, implementing various government welfare programmes, peace issues regarding communal harmony and arms conflict, and so on. Environmental issues dealt with by CBOs include conservation of forests, planting trees, conservation of wildlife, protection of common property resources, watershed management, conservation of water and water bodies, replacing plastics and so on. Some CBOs participate in the local governance structures to encourage participation in self-governance⁹⁹.

2.1.9 Civil Society Organizations (CSOs)

For interaction and social engagement, every society comprises of three arenas: government, market, and family¹⁰⁰. The notion of family identified extends to kinship networks, clans, and communities. In most countries, there are many organizations established on a not-for-profit basis to serve individual, group and community interests. These organizations form the basis of civil society. Civil society is made up of voluntary associations formed for purposes of common interest or collective action. Essentially, it encompasses a set of relational networks based on family, faith, interest, location, or ideology; at its core is human association assuming many forms, including organized political or social activity that operates between the private for-profit sphere and formal governmental institutions. The nature, range and scope of civil society vary from country to country because historical and cultural circumstances are different. Civil society forms a part of the national culture but seeking ways to improve it. That's the reason why most organizations of civil society, regardless of where they operate, are formed, and designed to function on a common premise: they are non-commercial, not-for-profit, collective,

accountable, transparent, civilian, and civilized. They enjoy the liberty to be private with their orientation towards the public good, have some degree of representativeness and operate in a consensual and non-coercive way. Ideally, organizations of civil society are independent and internally democratic, not relying for their existence on the support of Governments or private businesses.

Civil society organizations (CSOs) play a significant role in the social, economic, and democratic development of the world. They manage billions of dollars in development funds that they raise themselves, or which they have been assigned by governments, foundations, individual benefactors, companies, and intergovernmental organizations. CSOs championed campaigns have stimulated international agreements and national commitments to address a myriad of peacebuilding efforts. Civil society organizations (CSOs) are non-state actors whose aspirations are neither the generation of profits nor the seeking of government power. CSOs unite people to advance shared goals and interests. They have a presence in the public space and express the interests and values of their members or other members of the larger society. Their engagements are often based on ethical, cultural, scientific, religious, or philanthropic concerns. CSOs incorporate non-government organizations (NGOs), professional associations, foundations, independent research institutes, community-based organizations (CBOs), faith-based organizations, people's organizations, social movements, and labour unions¹⁰¹.

The two major distinctions that can be made between Civil Society Organisations are operational and advocacy Civil Society Organizations. Operational CSOs reliably deliver, or contribute to the provision of, welfare services such as emergency relief or environmental protection or management of other crises. They represent a wide range of

organizational structures, approaches, and areas of geographical operation. Advocacy CSOs on the other hand provide demonstration or reaction to specific social issues, concerns, points of view, or interests. They endeavour to influence the policies, practices, and views of governments, development institutions, the media, and other actors in the international development system at large. Despite the difference between operational and advocacy CSOs, it is often difficult to clearly categorize a CSO as either an operational or advocacy CSO. The reason for the complication in setting them apart is in the fact that most CSOs are involved in a mix of operational and advocacy activities. For this reason, a broader categorization of CSOs identifies Community Based Organizations, Development CSOs, Faith Based organizations, Foundations, International Non-Government Organizations, People's organizations, Professional Associations, Research Institutes and Social Movements. Another typology would be the coalition or networks of CSOs united by geopolitics, membership, and set of objectives or areas of advocacy¹⁰².

While the nature of the relationship between the state and civil society remains country-specific, what is universal is the need for a well-developed and functioning legal base and constitutionally guaranteed protection of civil and political rights for individuals and groups. Organizations of civil society can only function within a secure space that allows concerned citizens to engage in political discourse in different ways. Free politics requires free citizenry prepared to get involved in the life of the community, municipality, or state. Civil society is not only a fundamental element of political democracy but also intricately entangled with democratic forms of governance. A robust civil society provides an underpinning for democracy; without it, democracy is incomplete because the space for free expression and voluntary self-organization is reduced. In some

countries, organizations have attempted to give new meaning to participatory government, exposing “facade democracy”, making elections less ritualistic and more meaningful, promoting popular participation, and exposing abuses of power and corruption. Thus, civil society can enable democratic development.

Apart from their positive contribution to political participation, in many countries’ community and neighbourhood groups and self-help movements have become crucial actors for socio-economic development. Through the years, the economic role of non-governmental organizations has become more visible. It is important to remember that the primary purpose of service delivery is to improve citizen wellbeing. Best practice in post-conflict service delivery is commonly thought to resemble a stewardship approach, sometimes referred to as ‘contracting out’, whereby aid agencies, inter-governmental organisations (INGOs) and NGOs operate under the general purview of the government. As domestic capacity accumulates, the role of external agencies should taper off, ultimately becoming redundant as capable and legitimate states take shape. Investments in service delivery have contributed to some substantial improvements in people’s access to basic services and development outcomes, although we know that donor support plays an important but limited role in facilitating this. Better and more nuanced information is required about the complex relationships between service delivery and peacebuilding, particularly in relation to the causal mechanisms that enable strengthened peace and legitimacy.

Understanding the role of public administration in fostering peace is important. It is significant because it mobilizes individuals, organizations, and networks to formulate and/or enact purposes, values and actions that aim to create impartial and appreciated

outcomes in the public sphere. Leadership is not solely about public officials but about actions affecting society¹⁰³. Civil society can be involved in Para negotiation and Post negotiation because civil society actors can be involved in sanctioning the reconstruction of infrastructure and the promotion of reconciliatory efforts of the international community, as well as a variety of initiatives to (re)build and/or (re)connect civil society (or the civil societies) on a mutual basis¹⁰⁴. In every stage, CSOs can serve preventative purposes prior to conflict and can prepare the public and promote negotiations during conflict. They have also reflected their ability to encourage compliance with negotiated settlements in the international system as they assist conflicting parties to communicate and embrace sustainable peace post negotiation¹⁰⁵.

There is a useful framework for thinking about various forms and levels of intervention for conflict transformation provided by a group of scholars which focused on:

- i. context transformation at the international, regional, and/or social level.
- ii. structural transformation focused on the root causes.
- iii. actor transformation through a change of leaders or the constituency, or by a drastic change in their beliefs and goals.
- iv. issue transformation through a change in positions or the salience of issues; and
- v. personal and group transformation which is focused on changing “hearts and minds”¹⁰⁶.

Religious Organizations

Conflict and violence often have a religious dimension, whether they occur between adherents of different faith traditions or rivals within a faith tradition. Religion may play

a role as a marker of identity, a mobilizing device, a basis for rationalizing violent behaviour or a source of values on which to base peace-building and reconciliation. The relationships between religious and other key actors, especially in the state, are complex. Religious leaders may play important roles in instigating or preventing violence, and in either sustaining bad feeling or attempting to prevent a re-occurrence. The various organizational forms associated with religious traditions may provide a basis for mobilization, give humanitarian assistance during the emergency, assist longer term recovery and build peaceful (or confrontational) relationships in the longer term¹⁰⁷.

A researcher in his paper argues that religion can both encourage conflict and build peace, reflecting growing evidence that religious forces can play a constructive role in helping to resolve conflicts. Religious individuals and faith-based organisations, as carriers of religious ideas, can play important roles, not only as a source of conflict but also as a tool for conflict resolution and peace-building, providing early warnings of conflict, good offices once conflict has erupted, and contributing to advocacy, mediation and reconciliation. Brief case studies of religious peacemakers from Mozambique, Nigeria and Cambodia demonstrate attempts, characteristically partially successful, to reconcile previously warring communities, thereby helping to achieve greater social cohesion, and providing a crucial foundation for progress in enhancing human development¹⁰⁸.

The field of religious peacebuilding has begun to move closer to the mainstream of conflict resolution practice and theory. The 2011 unrest in the Middle East and North Africa and the Arab Spring reflects ongoing challenges and opportunities for the field. American and European nongovernmental organizations, agencies in the U.S. government, academia, and international organizations sectors that once held religious

issues at a distance or understood religion mainly as a driver of violence increasingly engage religious communities and institutions as partners in creating peace. Meanwhile, religious organizations that have been involved in creating peace for decades, if not longer, increasingly have institutionalized and professionalized their work, suggesting ways that religious and secular organizations could coordinate their efforts more closely. The U.S. Institute of Peace's own programs on religion reflect the development of the wider field, having moved from research and analysis to on-the-ground programming to foster interfaith dialogue in the Balkans, Nigeria, Israel-Palestine, and Sudan. In addition, it has trained religious actors in conflict management in Sri Lanka, Iraq, and Colombia and developed peace curricula based on Islamic principles for religious and secular schools in Pakistan, Indonesia, the Philippines, and elsewhere. As the U.S. field of religious peacebuilding continues to develop, challenges include integrating further with secular peacebuilding efforts, engaging women and youth and addressing their priorities, working more effectively with Non-Abrahamic religious traditions, and improving evaluation, both to show how religious peacebuilding can reduce and resolve conflict and to strengthen the field's ability to do so¹⁰⁹.

Public policies are not implemented in a vacuum. There must be an institutional and organizational framework for them. When challenges besiege the society and are identified by think tanks, civil society groups, advocacy groups, legislators, the press, government officials, etc., and those issues are pushed onto the policy agenda of government by these remote and proximate policy influencers, public policies are created from them and are then relayed to the appropriate government ministries, departments, agencies, parastatals and corporations that have the mandate to respond to such situations.

Most of the time, the responding agency of the state would be one that has similar mission statement and functions for implementation of such agenda. Where such a body does not exist, new organizations are created to accommodate those needs.

Non-Governmental Organizations

A non-governmental organisation (NGO) is an established entity that is not affiliated with the government and is formed by individuals or legal entities. There is a lack of government participation or representation in this context. Even in instances where non-governmental organisations (NGOs) receive funding from governments, either fully or partially, they uphold their non-governmental character by excluding government representatives from their membership. While non-governmental organisations (NGOs) are widely recognised and lawfully established, there is no universally accepted legal meaning for this term. In numerous legal jurisdictions, the term "NGO" is often understood to refer to a civil society organisation, which may also be referred to by various other designations such as independent sector, social movement organisation, private voluntary organisation, volunteer sector, self-help organisation, or non-state actors.

The inception of national non-governmental organisations (NGOs) can be traced back to ancient times, based on historical evidence. International non-governmental organisations (INGOs) possess a historical lineage that may be traced back to the year 1839, at the very least. One example is the establishment of Rotary International in the year 1905. According to estimates, the number of non-governmental organisations (NGOs) in 1914 was recorded to be 1083. International non-governmental organisations (NGOs) played a significant role in the antislavery struggle and the women's suffrage movement, both of which saw its zenith during the world disarmament conference. However, the term "non-

governmental organisation" gained widespread usage following the founding of the United Nations Organisation in 1945, namely through the inclusion of Article 71 in Chapter 10 of the United Nations charter. This is the origin of the cumulative status of non-governmental organisations. The term "International Non-Governmental Organisation (INGO)" was initially defined in resolution 288 (x) of the Economic and Social Council (ECOSOC) on 27th February, 1950. Any international organisation that was not established through the means of an international treaty was thereafter designated as an international non-governmental organisation. The significant contribution of non-governmental organisations (NGOs) and other "major groups" in promoting sustainable development was acknowledged in chapter 27 of Agenda 21. This recognition prompted the establishment of robust mechanisms to facilitate a consultative partnership between the United Nations and NGOs¹¹⁰.

Different types of non-governmental organisations (NGOs) can be distinguished based on their orientation and level of cooperation. NGO types can be categorised based on their level of orientation, which includes charitable orientation, service orientation, participation orientation, and empowering orientation. NGO types can be categorised based on the extent of cooperation they engage in, including community-based, city-wide, national, and international. Based on the aforementioned comprehension, the World Bank has categorised non-governmental organisations (NGOs) into two distinct types: operational and advocacy. Operational non-governmental organisations (NGOs) primarily prioritise the planning and execution of development-oriented projects, whereas advocacy NGOs primarily dedicate their efforts to the defence and promotion of specific causes. In Nigeria, operational non-governmental organisations (NGOs) can be categorised based

on their primary focus, which may either be relief-oriented or development-oriented. Additionally, these NGOs can be classified based on their approach, which may involve service delivery or participatory methods. Moreover, they may be affiliated with religious or secular institutions and can operate with either a public or private orientation. Furthermore, operational NGOs in Nigeria can be community-based, with a focus on serving local communities, or they can have a broader scope, operating at the national or worldwide level. Advocacy non-governmental organisations (NGOs) in Nigeria make concerted efforts to enhance awareness, acceptance, and knowledge through activities such as lobbying, activist events, and press engagement. The operational methodologies employed by non-governmental organisations (NGOs) exhibit variations among different entities. For example, individuals who are focused on addressing poverty may offer impoverished individuals the necessary resources and training to procure sustenance and access clean drinking water. Similarly, those who are dedicated to combating human rights violations may engage in the process of investigating and documenting instances of human rights abuses, while also extending legal aid to victims affected by such violations. NGOs use a public relations approach, consultative power, and project management entrepreneurship and techniques to ensure their sustainability and efficacy in all their undertakings. The motivation behind the staffing of non-governmental organisations (NGOs) is not solely driven by altruistic intentions. Some individuals choose to engage in volunteer work, but a significant number opt to join non-governmental organisations (NGOs) in order to obtain direct personal advantages for themselves and the others they assist. These benefits primarily include the acquisition of skills, experience, financial resources, and professional networks. The expertise of employees or volunteers can be

influenced by various factors, such as the financial implications of employing expatriates within the organisation, the strength of grassroots ties, and the level of local experience available. The non-governmental organisation (NGO) industry holds significant employment opportunities globally. For example, global organisations focused on poverty reduction, the eradication of infectious diseases, and women's issues are involved in the employment of individuals worldwide. It is estimated that as of 2007, the number of individuals employed by these organisations reached over 1,000,000¹¹¹.

To say peacebuilding prevents conflict and creates peace is an understatement. It was suggested that peace can be negative or positive. Negative peace is the absence of violence, while positive peace is a stable social equilibrium in which fresh disputes cannot lead to violence and war¹¹². The focus on core causes of conflict is criticised for being too pessimistic about social strife. Nonviolent conflict can help create a dynamic and innovative society. Since societal conflict is unavoidable, some peacebuilding approaches have transitioned from underlying causes to effective governance and peaceful dispute resolution. In conflict resolution, NGOs hold problem-solving workshops and seminars for internal conflicts like the religious crises in Kano and Kaduna states, Bauchi and Plateau states, and Enugu-Ezike crises in Enugu State, where women groups had a series of meetings that led to: Deciding to engage in dialogue to resolve mutually intractable problems; and Mapping the elements of the problems and the relationships that perpetuate them. Conflict resolution gives ample theoretical and practical tools to promote peace in conflict zones. These can be used to channel global, regional, and national norms of interdependence, human security, and democratisation into fragile local environments. In this circumstance, NGOs' contribution to conflict

resolution is crucial. NGOs integrate global, regional, and organisational networks, solving one of the biggest conflict resolution issues, the trickle-up and down effect of conflict. Because NGOs improve peacemaking through humanitarian, developmental, human rights, and conflict resolution initiatives. NGOs' role in peacebuilding cannot be overstated. The failures of first-generation conflict resolution methods worldwide have led to calls for just political orders that promote democracy and human rights, new norms, participatory governance structures, civil society, international tribunals, and truth commissions. Thus, the UN recommends disarming, repatriating refugees, developing a peace consensus, and moderate local political leadership. This involves extensive access to local surroundings and grassroots processes rather than top-down techniques because it is based on conflict resolution and views. NGOs may always supply these conditions due to their official and human security-focused background¹¹³.

Scholars however, made following suggestions for improving Nigerian NGOs' conflict and peacebuilding performance. The Nigerian government should recognise the political nature of peacebuilding increase funding for NGOs to effectively fulfil their responsibilities. The international community has recognised the importance of NGOs in conflict resolution and peace building, and the Nigerian government should also recognise their contributions to grassroots involvement. To promote peace, NGOs should recognise conflict phases and align their peacebuilding activities with them. They should also teach non-violent conflict resolution in communities. Members should be committed to peacebuilding and honest in their responsibilities. Integrated efforts with other civil organisations require effective partnership¹¹⁴.

2.2 Theoretical Framework

The theories selected for this research process are important frameworks for understanding and preventing conflict. Integrated peacebuilding theory combines the insights of these two theories to provide a more comprehensive approach to peacebuilding. Integrated peacebuilding theory has been used to develop a variety of peacebuilding interventions that have been shown to be effective in reducing conflict and building peace at the community level.

Social exchange theory on the other hand is a social psychological theory that explains social behavior as the result of an exchange process.

2.2.1 Integrated Peacebuilding Theory

Peacebuilding theory assumes that there is first a conflict requiring reactive or proactive intervention by a third party. Peacebuilding in theory and practice envisages a multilateral rather than a unilateral process of active prosocial civic engagements behaviour. A scholar submits that peacebuilding must incorporate the critical elements of conflict resolution and social justice simultaneously. Another author argued that peacebuilding theory addresses the underlying causes of violent conflict so their occurrence can be less likely in the future¹¹⁵. This contemporary theory is effectively operative at all levels of conflict analysis and intervention to de-escalate the situation and restore normalcy for sustainable peace. It provides a conceptual and operational framework for reconciliation, distributive and restorative justice particularly in situations of recovery from mass violence, armed conflict, or violations of human rights. Another submit that peacebuilding is both a theory and a practical strategy for resolving and transforming conflicts and wherever adopted and implemented substantially reduces agitations and social tension. Some scholars attempted to liken the tenets of peacebuilding theory with

the postulations of communitarianism when they introduced Maqoma in their analysis of peacebuilding theory in Africa¹¹⁶. They state that people are generally communal, and our worldviews are based on “communal thinking. Therefore, values of generosity, compassion, benevolence, tolerance, kindness, and goodwill draw humanity closer together for the achievement of a common good of the people¹¹⁷.

Organisations and agencies working on peacebuilding, development and humanitarian affairs have members of staff working in conflict zones globally. Many of these humanitarian workers are reporting higher levels of burnout, stress, and programmatic challenges in the field¹¹⁸. Competition over support or resources and the relative importance of institutional mandates, despite acknowledgements that this is not helpful, is a risk to international interventions. The path to building durable peace is neither linear nor precisely sequential. By the same indication, the evolution of objectives in the move from the short-term goals to longer-term aspirations in societies emerging from violent conflict, was quickly recognized as a matter of common cause amongst mediators, peacebuilding practitioners and development actors alike. Political, developmental, and identity-based matters are intimately entangled in the complex trajectory of conflicts, at the local, national, and international levels. In this regard, it makes irrelevant logic to segment the roles of political, social, and developmental actors.

The challenges of segmented rather than integrated peacebuilding have been identified as; the lack of coordination and coherence in the operations of actors; different political priorities and an emphasis on different players or stakeholders in the context, opposition to peacebuilding or development interventions; substantially divergent practices behind the increasingly common rhetoric of local content or ownership. A more intense

collaboration between peacebuilding activities would be desirable because it comes with a certain number of inherent dilemmas that the various actors in peace making, peacebuilding, development agencies, research think-tanks and governmental agencies need to discuss.

The goal of peacebuilding is to build an environment where a peaceful society can be constructed to satisfy the essential needs of the people in that society. Empirical evidence support calls for greater integration across diverse fields in peacebuilding. This would constitute a change in how bureaucrats behave on the ground, how they conceive of their operating strategies, and the broader system within which they operate¹¹⁹.

The public service or administration needs to perceive peacebuilding not just through the narrow lens of their own core competencies, but in a holistic way. This approach will incorporate peacebuilding needs of a situation at the systemic level while considering how the individual efforts of actors and stakeholders relate to others within the same operational context. This challenge is difficult to approach because there is no widely shared integrated theory of peacebuilding that would help organisations see their distinct competences and work together collaboratively. It is also essential for these actors to break down the distinctions between the 'relief and development' fields to promote greater coordination between the host of interveners on the ground in each conflict situation.

Integrated Peacebuilding theory's contribution to public and international affairs encompasses working to build sustainable peace and development must now think and act in more integrative ways that cut across traditional boundaries - such as between official and unofficial actors - and across such diverse fields as

humanitarian relief, conflict resolution, development, human rights, and environmental protection.

Amongst other dynamics of violent conflicts and even situations of negative peace, an integrated approach to peacebuilding can address unfavourable outcomes such as the breakdown of peace processes, the identification and management of spoilers, etc. The typologies of peacebuilding interventions regarding this theory are political, social, and structural in nature. Political peacebuilding focuses on reaching agreements between leaders and organisations and is mainly concerned with resolving the dispute, declaring a peace agreement, or achieving a ceasefire to allow the environment for further negotiations. Activities under this category of peacebuilding include peace-making and formal peace processes. Social peacebuilding focuses on countering or providing clarifications on widely held perceptions and attitudes such as ethno-religious stereotyping, truth, and reconciliation commissions, etc. social peacebuilding is high interested in transforming the underlying relationship between actors and stakeholders in a conflict. Lastly, structural peacebuilding is more concerned with repairing or rebuilding the underlying systems that would support and sustain a peacefully functioning society. This ambition incorporates agendas that include advocacy for good governance, respect for rule of law, development assistance, alleviation of economic deprivations that lead to conflict, reform of security institutions, etc. Structural peacebuilding is suggested to include a variety of traditional humanitarian and development assistance.

Many scholars and humanitarian specialists advocate using efforts in one sector, be it social, structural, or political - to advance work in another. Donors engaged in structural peacebuilding should seek to minimise disparities among groups (social peacebuilding)

and maximise opportunities for resolving disputes peacefully (political peacebuilding). A scholar encouraged donor organisations to integrate with political peacebuilders by translating the grand bargain between the international community and the warring parties into a series of mini bargains, which link disbursements to specific peacebuilding measures. An example of where this theory has worked was in Guatemala¹²⁰. In that country, a key feature of the process was that the Peace Accords were produced by a process of democratization, rather than democracy being ushered in by the Peace Accords. It was noted that the process was domestically driven and that although the negotiations of the Accords was largely driven by two political actors – the government and the counter-insurgency – there was a parallel process involving civil society stakeholders, who were able to submit proposals into the process from time to time. As regards the specific role of the international community, it was suggested that although the process was substantially assisted by the involvement of international actors, this remained driven and shaped by the ability and capacity of local actors to lead the process, but who frequently invoked the involvement of international actors as a way of driving their own domestic agendas.

Scholars that have contributed to the integrated theory of peacebuilding raise questions about how to move peacebuilding and development beyond short-term global political spotlight, to a more sustained support for long-term peacebuilding processes. There are dangers inherent in the changing role of stakeholders throughout the peacebuilding continuum. It was noted that the ‘champions’ of the peacebuilding and development agenda are often unlikely to be the same players who are at the table in the peacemaking negotiations. Both from the perspective of continuity, and from the perspective of

ensuring that the spaces for engaging the underlying causes of violent conflict are not actually narrowed or shut down by political elites or armed groups, it was thus argued that there is a simple utility in ensuring that peacebuilders with an eye on conflict-sensitive development approaches should be involved in an integrated peacebuilding process as early as is possible¹²¹.

2.2.2 Social Exchange Theory

Social exchange theory is a concept based on the idea that social behavior is the result of an exchange process. According to this theory, people weigh the potential benefits and risks of their social relationships. When the risks outweigh the rewards, they will terminate or abandon the relationship. The purpose of this exchange is to maximize benefits and minimize costs. Social exchange theory argues that a relationship between two people is created through a process of cost-benefit analysis. In other words, it's a metric designed to determine the effort poured in by an individual in a person-to-person relationship. This theory of social interaction has been used across a variety of fields, including sociology, psychology, and even economics¹²².

The foundation of social exchange theory rests on several core assumptions regarding human nature and the nature of relationships. The first assumption is that humans tend to seek out rewards and avoid punishments. Another tenet is the assumption that a person begins an interaction to gain maximum profit with minimal cost — the individual is driven by “what’s in it for me?” A third assumption is that individuals tend to calculate the profit and cost before engaging. Finally, the theory assumes that people know that this “payoff” will vary from person to person, as well as with the same person over time¹²³.

Social exchange theory is a sociological and psychological theory that studies the social

behavior in the interaction of two parties that implement a cost-benefit analysis to determine risks and benefits. The theory also involves economic relationships — the cost-benefit analysis occurs when each party has goods that the other parties value.

Social exchange theory says that if the costs of the relationship are higher than the rewards, such as if a lot of effort or money were put into a relationship and not reciprocated, then the relationship may be terminated or abandoned. This scholar defined social exchange as the exchange of activity, tangible or intangible, and rewarding or costing between at least two persons. The scholar work emphasized the individual behaviour of actors in interaction with one another. Although there are various modes of exchange, this study was centred on dyadic exchange.

Another variant of the theory focused on small social groups that are related in some ways. Proponents discovered some clues of individuals' interdependence such as the power of a party over each other, also known as the “correspondence” versus “non-correspondence” of outcomes. Additionally, they suggest that an individual can unilaterally affect her or his own outcomes in a relationship through chosen behaviors. They could predict the possible course of a social interaction through the analysis of aspects of power in an encounter. They also experimented on how the outcomes received in a relationship could define a person's attractions to relationships.

This scholar based his theory on concepts of equilibration, expectancy, and distributive justice in dyadic exchange. With this, he tries to explain the social interaction in small groups and the rewards received proportional to their costs and investments. The scholar summarizes the system in three propositions: success, stimulus, and deprivation–satiation proposition, described below:

- a. Success proposition: When one finds they are rewarded for their actions, they tend to repeat the action.
- b. Stimulus proposition: The more often a particular stimulus has resulted in a reward in the past, the more likely it is that a person will respond to it.
- c. Deprivation-satiation proposition: The more often in the recent past a person has received a particular reward, the less valuable any further unit of that reward becomes.

Another scholar established that exchange is not a theory, but a framework from which other theories can converge and be compared to structural functionalism¹²⁴. This perspective was similar self-interest and interdependence are central properties of social exchange. These are the basic forms of interaction when two or more actors have something of value to each other, and they must decide whether to exchange and in what amounts. Further research explained that since both focused on the relationship power had with the exchange process. The study affirmed that social exchange theory is an approach in sociology that is described as simplicity as an economic analysis of noneconomic social situations.

Self-interest and interdependence are central properties of social exchange. These are the basic forms of interaction when two or more actors have something of value to each other, and they must decide whether to exchange and in what amounts. In social exchange, interests are not perceived as a negative article; however, when self-interest is recognized, it will act as the guiding force of interpersonal relationships for the advancement of both parties' self-interest"¹²⁵. Another group of scholars see the mutual interdependence of persons as the central problem for the study of social behavior. Unlike economic

exchange, the elements of social exchange are quite varied and cannot be reduced to a single quantitative exchange rate. Social exchanges involve a connection with other people, and it also encompasses trust and not legal obligations because that makes the relationship more flexible¹²⁶.

Social exchange theory is not one theory but a frame of reference within which many theories can speak to another, whether in argument or mutual support. All these theories are built upon several assumptions about human nature and the nature of relationships. Studies have based their theory on two conceptualizations: one that focuses on the nature of individuals and one that describes the relationships between two people. Thus, the assumptions they make also fall into these categories. The assumptions that social exchange theory makes about human nature include the following:

- Humans seek rewards and avoid punishments.
- Humans are rational beings.
- The standards that humans use to evaluate costs and rewards vary over time and from person to person.

The assumptions social exchange theory makes about the nature of relationships include the following:

- Relationships are interdependent.
- Relational life is a process.

The prisoner's dilemma is a widely used example in game theory that attempts to illustrate why or how two individuals may not cooperate with each other, even if it is in their best interest to do so. It demonstrates that while cooperation would give the best

outcome, people might nevertheless act selfishly. All relationships involve exchanges although the balance of this exchange is not always equal. We cannot achieve our goals alone so as humans sometimes we must become actors. In the world today we see actors as unemotional people but that is not the case once we reach our goals in the end. Emotions produced by exchange are involuntary, internal responses. Individuals experience emotions (general feelings of pleasantness or unpleasantness) depending on whether their exchange is successful. These emotions are construed as a reward (or punishment) and individuals strive to repeat actions that reproduce positive emotions or avoid negative emotions.

2.2.3 Justifying Social Exchange Theory for Peacebuilding in Public Administration

Social exchange theory is a psychological framework that focuses on the social interactions between individuals and the concept of reciprocity in those interactions. It suggests that people engage in relationships and interactions based on a cost-benefit analysis, aiming to maximize rewards while minimizing costs. This theory has been applied to various fields, including peacebuilding, to understand how individuals and groups engage in conflict resolution and reconciliation processes. Social exchange theory can be situated within the context of peacebuilding in the following ways:

Social exchange theory can be applied to the negotiation and resolution of conflicts by examining the perceived costs and benefits of different conflict management strategies. Parties involved in a conflict may assess the potential outcomes of various approaches, such as dialogue, mediation, or violence, and choose the one they believe will maximize their gains while minimizing losses. Peacebuilders can use this understanding to design conflict resolution processes that align with the parties' interests and motivations.

Peacebuilding efforts often involve offering incentives to parties in conflict to encourage them to engage in peaceful negotiations and agreements. These incentives can range from economic aid and development opportunities to political recognition and security guarantees. Social exchange theory helps peacebuilders identify and structure these incentives in ways that appeal to the parties' perceived self-interest, increasing the likelihood of successful peace negotiations.

Trust is a crucial element in peacebuilding, as parties must believe that their counterparts will uphold their end of the bargain in any peace agreement. Social exchange theory emphasizes the role of reciprocity in building trust. When parties perceive that their counterparts have fulfilled their commitments and reciprocated concessions, trust can develop and strengthen over time. Peacebuilders can use this insight to design mechanisms for monitoring and verifying compliance with peace agreements, which, in turn, can enhance trust among the parties.

Sustainable peace often requires ongoing cooperation and collaboration among previously conflicting parties. Social exchange theory can inform strategies for maintaining and strengthening peace by emphasizing the ongoing exchange of benefits and the management of costs within the post-conflict environment. For instance, initiatives that promote economic interdependence, cultural exchange, or joint development projects can be designed to create a sense of shared interests and benefits, reinforcing peace over the long term.

Social exchange theory can also be applied to processes of reconciliation and healing in post-conflict societies. Individuals and communities affected by conflict may engage in symbolic gestures, apology, and forgiveness as part of a reciprocal exchange aimed at

repairing social bonds and rebuilding relationships. Peacebuilders can facilitate these processes by creating opportunities for dialogue, acknowledgment of past wrongs, and the exchange of gestures of reconciliation. In summary, social exchange theory can provide valuable insights into how individuals, government organizations, public administrators and groups make decisions in the context of peacebuilding. By understanding the perceived costs and benefits that influence their choices, peacebuilders can design more effective strategies for conflict resolution, trust-building, and long-term peace sustainability.

2.2.4 Justifying Integrated Approach Theory for Peacebuilding in Public Administration

The logic of an integrated approach to peacebuilding goes beyond the urgent need for peacebuilders and development practitioners to be integrated into the peace-making processes. The approach is also interested in the important process of mediation and negotiation that must be deployed during development processes. This perspective is premised on the recognition of the fact that rather than being inherently functional to durable peace, development processes have a great potential to provoke conflict within the context of fragile conditions or societies emerging from violent conflict. Conflict-sensitive development approaches also require the support and expertise of peacemakers and mediators. This was framed as a complement to the earlier arguments for an integrated and holistic approach and not a counter narrative. This viewpoint understands the need for actors to carefully sequence and time different interventions as strategic approaches when faced with various challenges to development work. In seeking coordination and coherence in international interventions, it is critical to acknowledge

that peacebuilding processes are not linear. Although, priorities and opportunities may change over time, gains made can be reversed, and possible outcomes may rely heavily on the arrangement and credibility of the peace itself and the perceptions of safety and security. For this reason, it is critical to seek opportunities to integrate longer term peacebuilding and conflict-sensitive development objectives into negotiated and mediated peace processes.

Peace agreements do not simply address underlying causes of conflict. A forward-looking prevention approach rooted in sound conflict analysis which endeavours to understand and anticipate the fault-lines and risk factors for future violence, rather than just past violence is therefore needed in every community transiting from violence to positive peace. Mediated or negotiated peace agreements might exclude some key stakeholders who are not politically or militarily organized. This pattern of exclusion might have a fundamental impact on the sustainability of the peace that has been achieved. Prevention-based peacebuilding and conflict-sensitive development have the potential to provide platforms for the engagement of marginalized and vulnerable groups. This may insulate rather than undermine fragile peace agreements.

2.3 Review of Empirical Studies

Various studies have been conducted to determine the effectiveness administration on peacebuilding among various populations across the world. One of such studies was conducted in Zambia. The study investigated the role of traditional leaders in managing political conflict for peacebuilding at national level in Zambia. Using a case study design and qualitative approaches, the study collected data through semi structured interviews with 30 key informants who were purposively sampled. The findings were analysed

following a thematic approach. The findings of the study confirmed that traditional leaders have influence in political conflict management and peacebuilding processes. The findings revealed the role chiefs played in the nationalist movement and their positive contribution to economic growth and development both political and social development before and after independence. It is clear in this study that the effect of tradition leadership in countries like Zambia still has leverage on the political direction of a country and chiefs in chiefdoms have the power to mediate various forms of conflicts including political disputes¹²⁷.

A paper evaluated the peacebuilding architecture by United Nations using Southwestern Nigeria as a reference point. Quantitative data were generated from responses to the questionnaire. In addition, the qualitative data were gathered from two sources: interview response and theme coding of Focus Group Discussion. Data collected were analysed using frequency, percentage, mean value and standard deviation as well as content analysis methods. From the descriptive statistics, this paper found out that quick intervention, cross-examination, negotiation, and mediation of differences were evaluated to be the key building strategies adopted for the enhancement of peaceful co-existence in local communities within Southwestern Nigeria. In spite of those good remarks, poor nature of ethnic cooperation underlines the causal reason for incessant communal conflicts in Southwestern Nigeria. It therefore concluded that peacebuilding strategies in Southwestern Nigeria were evidently operationalised with observable inconsistencies from the qualitative data¹²⁸.

In a conference paper titled ‘The Role of Nigeria in Peace Building, Conflict Resolution, and Peacekeeping since 1960’, the author asserted that conflict management

encompasses a wide range of issues such as peace building, conflict resolution, and peacekeeping. To undertake an analysis of Nigeria's role in conflict management since 1960 therefore is to focus on its various efforts towards building, supporting, and enforcing peace across Africa and the rest of the world. Such efforts are grounded concretely not only in the fact of our material resources and military capabilities; they are also historically grounded in our commitment to peace, justice, and equality of all peoples, as well as in the belief in, and respect for the right of all peoples to collectively determine their destiny. It is these commitments that have informed our role in peacebuilding regionally, continentally, and globally¹²⁹.

In Nigeria, the amnesty offers to repentant militias in 2009 by President Umaru Yar'Adua's administration is one of the most recent and broadest peace initiatives by the Nigerian government intended to end the general tendency to warfare and the absence of peace in the Niger Delta. This article, based on secondary sources of data, examines the components of the amnesty, its critical problems and their implications for peacebuilding in the Niger Delta. It finds that though the programme has engendered relative peace, the issues and grievances that occasioned the general tendency to warfare and absence of peace in the region – such as inequitable distribution of oil revenue, environmental degradation, and underdevelopment – are not properly articulated in the disarmament, demobilisation, and reintegration components of the programme¹³⁰.

In a study titled 'A Qualitative Review of the Militancy, Amnesty, and Peacebuilding in Nigeria's Niger Delta' the authors asserts that most violent conflicts in sub-Saharan Africa relate to natural resource extraction. Using Nigeria as a case study, oil production raises critical questions of justice, participation, and development. The paper assesses the

motivations of former Niger Delta insurgents for engaging in militancy and how the amnesty program promotes conflict resolution and peacebuilding in the region. In-depth, semi-structured interviews were conducted with ex-militants. The following arguments were tested: Participation in militancy is motivated by greed and criminality; and the amnesty program failed to address the sources of conflict in the region. Participants maintained that militancy was motivated by injustice, socio-political exclusion, and lack of avenues for dialogue and democratic expression. The amnesty program has improved conditions for oil production but fails to address the sources of conflict in the Niger Delta¹³¹. As a result of the conflict, government set up built an institution called amnesty international to build peace in the troubled region. According to the author, the program succeeded partially because it failed to address the sources of the conflict.

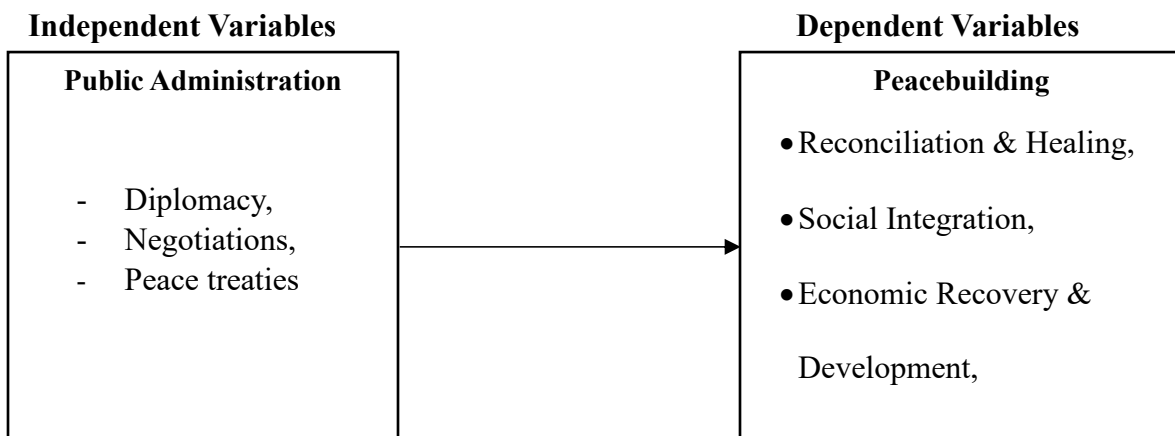
Examining the amnesty programme, a researcher conducting a study contends that for peacebuilding projects in fragile states like Nigeria to achieve success, it is imperative to address a diverse range of grievances that appear in violent conflict. The inherent characteristics of the state play a pivotal role in shaping the effectiveness of peacebuilding and development strategies. In contexts where the state is characterised by the dominance of predatory interests, coupled with impunity and the collapse of institutions, it is not tenable to view amnesty as a panacea for addressing socio-political crises. The allure of unearned cash generated from oil is undeniably substantial within a society marked by severe deprivation. In summary, the central point of this argument is that while the amnesty programme is commendable, it alone cannot solve the complex issues at hand. It is imperative to implement comprehensive socio-

economic, structural, and political reforms that effectively address the underlying grievances responsible for the persistent violent conflict in the Niger Delta region¹³².

In relation to the matter of amnesty, a scholar posited that the process of oil extraction has had detrimental consequences for Indigenous people, leading to the destruction of their local means of subsistence and the occurrence of significant environmental degradation. The prevailing belief suggests that the amnesty plan has played a significant role in fostering stability within the realm of oil production¹³³. However, it is important to acknowledge the presence of inherent socio-political tensions that ultimately hinder the initiative's efficacy and credibility. The state's architectural and political framework is fundamentally supported by a lucrative network of distributive patronage among several ethno-regional factions, facilitated by substantial revenues derived from the oil industry. The sustainability of the state's practise of monetizing community concerns is questionable, as it suggests that the state is essentially compensating militants for maintaining calm, relying on oil resources that are limited and subject to fluctuations. Critics contend that the amnesty plan has a top-down approach and is vulnerable to the discretionary influence wielded by influential former terrorist commanders, thereby neglecting the local needs and ambitions. The effectiveness of security initiatives might be significantly enhanced by actively including and recognising local stakeholders, such as communities, former fighters, youth groups, and civil society activists, as crucial partners in safeguarding oil investments in the region. To achieve comprehensive efficacy and effectively tackle the intricate grievances underlying the Niger Delta war, it is imperative to supplement amnesty measures with political, economic, and structural reforms¹³⁴. The primary limitation on peacebuilding and development in the Niger Delta

region is the inadequacy of social provisioning, which has exacerbated disparities in social and economic classes. To rationalise the substantial influx of oil profits to the states in the Niger Delta and provide comprehensive motivations for peace in the area, it is imperative to ensure that oil revenue transfers are accompanied by efficient allocation of public funds. This allocation should be directed towards implementing robust and sustainable development initiatives that generate employment opportunities and alleviate poverty. There is a need to shift the focus from monetary incentives for young individuals and other social participants towards agrarian production, small-scale company ventures, and other resource-dependent economic activities.

2.4 Conceptual Framework



Source: Researcher, 2023

Public administration is a multifaceted concept that encompasses various key components, each playing a pivotal role in determining the success and stability of a governing body or organization in fostering peacebuilding. When evaluating public administration, several critical aspects come into play, including conflict resolution, post-conflict reconstruction, community engagement, transparency and accountability, resource allocation, and institutional building. Conflict resolution stands as a cornerstone of public

administration, representing the capacity to deftly manage and mitigate disputes and disagreements within a given entity. Successful conflict resolution requires the establishment of clear channels of communication, a commitment to impartiality, and the ability to negotiate and mediate tensions to reach mutually beneficial outcomes. A public administration's ability to address conflicts promptly and fairly is a litmus test of its efficacy. Post-conflict reconstruction denotes the crucial phase following the resolution of conflicts or crises. It is the process by which a recovering community or nation rebuilds infrastructure, social systems, and institutions that have been damaged or destabilized. Public administration in this context involves strategic planning, resource mobilization, and a long-term commitment to fostering stability, reconciliation, development and peacebuilding. Community engagement is a vital aspect of public administration that underscores the importance of involving the affected population in decision-making processes. Inclusive governance, where the voices and concerns of the community are heard and integrated into policymaking, fosters a sense of ownership and trust. It enables administrations to better understand local needs and preferences, ultimately leading to more relevant and sustainable policies and programs. Transparency and accountability are inseparable principles in public administration. Transparency refers to the openness and accessibility of government actions, decisions, and financial operations. It is essential for building trust and ensuring that citizens can monitor and evaluate the administration's performance. Accountability, on the other hand, implies responsibility for actions and decisions taken by the administration. Public administration establishes mechanisms for holding individuals and institutions accountable for their conduct and the management of public resources. Resource allocation is a critical function that involves distributing

financial, human, and material resources efficiently and equitably. Public administration allocates resources based on well-defined priorities and needs, avoiding favoritism or corruption. This ensures that resources are optimally utilized to address pressing issues and promote economic and social development. Institutional building is the long-term investment in developing and strengthening the institutions and structures that underpin governance. Public administration recognizes the importance of robust and capable institutions, including government bodies, regulatory agencies, and civil society organizations. Building and maintaining these institutions require a commitment to professionalism, meritocracy, and capacity development.

In conclusion, public administration encompasses a holistic approach to governance that includes conflict resolution, post-conflict reconstruction, community engagement, transparency and accountability, resource allocation, and institutional building. These components interconnect and reinforce each other, contributing to the overall stability, prosperity, and legitimacy of an administration or organization. Evaluating the success of an administration in these areas provides a comprehensive measure of its effectiveness in serving the needs of its constituents or stakeholders.

2.5 Summary of Gap in Literature Reviewed

Literatures explored the challenges facing Nigeria, including issues related to governance, corruption, and ethnic divisions, it also highlighted the need for effective leadership, accountability, and responsible governance as crucial components of peacebuilding in Nigeria. Some literatures discussed the complexities of peacekeeping efforts in Nigeria and the challenges associated with maintaining peace. They emphasized the importance of cooperation among various stakeholders and international organizations to address

Nigeria's peace and security challenges effectively. Some authors underscored the link between oil resources, conflicts, and violence in the Niger Delta region. They highlighted the necessity of equitable resource distribution and effective governance as key factors in peacebuilding efforts. More so, a researcher's work provided insights into the origins and evolution of the Boko Haram insurgency. It emphasized the need for both security measures and addressing the underlying social and economic grievances to achieve lasting peace. Another study explored the causes of ethnic conflicts in Nigeria. It suggested that power-sharing mechanisms and inclusive governance can help mitigate ethnic tensions and contribute to peacebuilding. Literatures also discussed Nigeria's political and security challenges, including issues of governance and violence. They highlighted the importance of political reforms and good governance for achieving stability and peace in Nigeria. Some article examined the causes and trends of conflict and violent extremism in Nigeria. They underscored the importance of addressing socioeconomic disparities and promoting education to counter radicalization. Some researches that focused on the role of civil society in peacebuilding during the Jos crisis, emphasized the potential of civil society organizations to bridge divides and promote reconciliation at the grassroots level. Coming back to the Niger Delta, some articles analysed the connection between resource governance and conflict in the Niger Delta. They opined that transparent and accountable resource management can help mitigate conflicts and promote peace. Some researchers' study explored the contributions of traditional leaders to peacebuilding efforts. They concluded the potential for traditional leaders to play a significant role in conflict prevention and resolution through their influence and mediation abilities. These summarized findings and

assertions provide valuable insights into the multifaceted challenges and potential solutions related to peacebuilding in Nigeria, touching on issues of governance, resource management, conflict resolution, and the role of various actors in the process.

It is very clear that in peacebuilding, there are many actors, however the major actors are the public administrators who can foster the effectiveness of some other actors.

For maximum peacebuilding, the root cause of conflict need to be addressed and addressed properly by a transparent, equitable, inclusive and effective governance.

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Chapter Three

Methodology

3.1 Research Design

The research design for this study was descriptive survey design. This framework of research methods and techniques selected assisted in describing the current link or relationship between public administration and peacebuilding. Mixed method research was adopted for this research. The quantitative aspect was collecting numerical data from a large number of people using instrument with preset questions and responses, analysed trends, comparing groups, or relating variables using statistical analysis and interpreting results by comparing them with prior predictions and past researches. The quantitative

data collected was supplemented by qualitative data from interviews and a systematic literature review.

3.2 Population of the Study

The study areas are six selected local communities in Oyo State namely Idere, Igboora, Ogo-Oluwa, Kishi, Saki and Iseyin from three local administrative zones: Ibarapa, Ogbomoso and Okeogun administrative zones. They were purposively selected for the study area due to prevalence and consistent report of pastoralists' invasion in the area.

3.3 Sample and Sampling Techniques

Convenience sampling technique was adopted. Convenience sampling is a non-probability sampling method where units are selected for inclusion in the sample because they are the easiest for the researcher to access. This was due to geographical proximity, availability at a given time, or willingness to participate in the research. Six local government areas each representing three of the zones with rural areas were purposively selected for the study. They were Ibarapa North, Oyo West, Ogo-Oluwa, Irepo, Ibadan Southeast and Lagelu Local Government Areas.

3.4 Description of the Research Instruments

Three different data gathering instruments were adopted; one set of printed Four-Point Likert Scale Questionnaire was used to elicit information from 270 rural dwellers while semi-structured interviews was used to elicit responses from 30 random local government officials of the six local government areas selected for this study. Forty-Five respondents to questionnaire represented each local government area. Moreso, these data sources were complemented with secondary data from a systematic literature review.

3.5 Validity of the Research Instruments

For content validity, the questionnaire for this study was adapted from an established scale and a previous related study. For face validity, the instrument was submitted to the research supervisor and some other professionals on the field of public administration and related studies to scrutinize and make corrections and suggestions which were incorporated into the instrument before administering it.

3.6 Reliability of the Research Instruments

Reliability is concerned with the consistency between independent measurements of the same phenomenon. The reliability of the instrument (questionnaire) was tested through a pilot study in Oluyole Local government of Ibadan using 30 respondents.

3.7 Administration and Method of Data Collection

The designed questionnaire was distributed to rural dwellers in Ibarapa North, Oyo West, Ogo-Oluwa, Irepo, Ibadan Southeast and Lagelu Local Government Areas conveniently with informed consent. Date for interview was slated with some local government officials.

3.8 Method of Data Analysis

The quantitative data collected was coded and analyzed using the IBM SPSS statistics software version 2020. The demographic data was analyzed using descriptive statistics such as simple frequency tables and percentages. The research questions were analyzed using descriptive statistics. The qualitative data was analyzed thematically based on the research objectives and literatures reviewed within year 2023.

Endnotes

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Chapter Four
Results and Discussion of Findings

4.1 Analysis of Research Questions

Table 4.1: Demographic Data Analysis of Respondents

Demographics	Items	Frequency	Percent
Gender	Female	94	36.9
	Male	161	63.1
Total		255	100.0
Age			
	16-25	139	54.6
	26-35	96	37.6
	36-45	13	5.1
	46 and Above	7	2.7
Total		255	100.0
Level of Education			
	Primary	81	32.8
	Secondary	85	34.5
	Tertiary	64	25.5
	Post-graduate	18	6.0
	Non	7	1.3
Total		255	100.0
Ethnicity			
	Yoruba	139	54.6
	Hausa	96	37.6
	Igbo	13	5.1
	Others	7	2.7
Total		255	100.0
Religion			
	Christianity	130	51
	Islam	96	37.6
	Traditionalist	29	11.4
Total		255	100.0

Source: Fieldwork, 2023

The table 4.1 above provides a detailed analysis of the demographics of a sample group consisting of 255 individuals. The gender distribution within the group indicates a majority of males, constituting 63.1% of the total, while females account for 36.9%. This suggests a male-dominated sample. The age composition reveals that a significant portion of the individuals falls within the 16-25 age group, making up 54.6% of the total. The 26-35 age group follows, representing 37.6%, while the 36-45 and 46 and above age groups have smaller percentages of 5.1% and 2.7%, respectively. In terms of education, the majority have completed secondary education (34.5%) or primary education (32.8%). Tertiary education is the next most prevalent category, accounting for 25.5%. A smaller percentage of individuals hold post-graduate degrees (6.0%), and there are 1.3% who have no formal education. The ethnic breakdown highlights a dominant presence of Yoruba individuals (54.6%), followed by Hausa (37.6%). The Igbo ethnic group constitutes 5.1%, while individuals from other ethnicities make up 2.7% of the sample. Regarding religious beliefs, the majority of individuals identify as Christians (51%), followed by Islam (37.6%). A notable 11.4% of the sample follows traditionalist beliefs. In summary, the analysis of this demographic table provides valuable insights into the composition of the surveyed group, shedding light on gender imbalances, age distribution, educational levels, ethnic diversity, and religious affiliations within the given sample of 255 individuals.

4.1.1 What are the causes of some of the conflicts in the conflict-affected regions in Oyo state between 2015 and 2022?

There are different forms of conflicts that are being experienced in the country. These conflicts are not peculiar to a particular set of people as it has double edge effects on the society in general. Ethnic conflicts, religion conflicts, trade union strike actions,

general demonstration in the society are as a result of unresolved conflicts. Rural communities are not spared from the devastating effects of these conflicts, especially when the conflicts result into killing, loathing of property, obstruction of the flow of traffic from the urban to rural areas, either it takes place in the urban or rural areas.

A 2016 study on effectiveness of role of local government peace and security committee (PSC) in farmer pastoralist conflict prevention in Ibadan/Ibarapa agricultural zone of Oyo State, Nigeria found that destruction of crops, water pollution and competition for land were the main causes of farmer-pastoralist conflicts¹. Another study: ‘Assessing the Role of Peaceful Co-Existence Committee (PCC) in the Management of Farmers/Nomadic Herders Conflict in Nigeria (2020)’ found that the damage to crops, cattle rustling, climatic change, water pollution, competition for arable land among others were the main causes of farmer-herder conflicts². Another 2015 study found that Crop damage (63.3%) and indiscriminate bush burning (46.7%) were considered the most common causes of conflict between farmers and pastoralists³. In a study that investigated the effect of transhumance pastoralists on farming activities among crop farmers in Oke–Ogun area of Oyo State. Two local government areas were selected from the study area due to prevalence and consistent report of pastoralists’ invasion in the area. It was found that Causes of conflict in the study area included insufficient graze land, use of minor to tender cattle and shortage of water⁴. Another study reiterated that economic (crop destruction and cattle killing); social (murder, rape, armed banditry, and molestation on both sides of the conflict); and communal (large-scale destruction of villages, pastoral settlements, and markets) conflicts have occurred between Bororo Fulani pastoralists and

Yoruba farmers. Other conflicts centered on pasture and water resources, as well as market access. These conflicts arose as a result of resource scarcity and greater challenges to power relations in Nigeria between indigenous peoples and settlers/migrants. As the hostilities increased, ethnicity became more visible among the locals⁵. More so, in a study of Ogo-Oluwa LGA, the authors pointed out that major sources of conflicts between the nomads and crop farmers were crop destruction by animals and sexual harassment while cattle theft and language barrier were conflict sources faced by the nomads from their host communities⁶. Furthermore, a study on Determinants of Herdsmen-Crop-Farmers' Conflicts and Proposals for Mitigating the Effects in Oyo State, Southwest, Nigeria findings revealed that conflict is precipitated by herders either deliberately or carelessly allowing their animals to feed on crops growing on farms, feeding crops stored in barns or cribs to cattle, rape and sexual harassment and water pollution by the animals drinking from usually the community's main source of water⁷. More so, poisoning of cattle by farmers ranked highest reason for farmers herders clashes⁸. Overall, it is observed that the conflicts are actually between farmers and herders and the major causes includes farmland encroachment by herders, farmers killing of cattles by poisoning, pollution of drinkable waters by herders, crop destruction and so on.

This finding is supported by several findings in some other parts of the country.

For instance, it was found that in Taraba state of Nigeria, the major perceived causes of conflicts by crop farmers in the study area was uncontrolled grazing and damage to crops by cattle (95.1%)⁹. Another recent study supported that herders-farmers clashes in Benue and Nasarawa States, Nigeria, are influenced by historical nomadic exploration, encroachment of old cattle routes, and land use¹⁰. Another scholar

asserted that farmer-herder conflicts in Nigeria are caused by polarized inter-ethnic interactions, diminishing national identity, and the misuse of land resources¹¹. This is also further supported by an assertion that clashes between Fulani herders and farmers in Nigeria are mainly due to disagreements over the use of essential resources like farmland, grazing areas, and water¹². The causes of farmers-herders clash in Nigeria are socio-cultural and linguistic-related differences, which can be resolved through the use of indigenised Hausa language as a tool for mediation¹³. Internationally, the conflict in the Kilosa District in Tanzania was driven by historical and policy contexts, including agricultural modernization, lack of pastures and water supplies, and corruption¹⁴. Overall, farmers-herders conflict became prevalent with major causes ranging from farmland encroachment, language barriers, lack of resources needed, and corruption. From literatures, it was found that the Local Government Peace and Security Committee (PSC) in Ibadan/Ibarapa Agricultural Zone, Nigeria, is not effective enough in preventing farmer-pastoralist conflicts¹. However, the measures used by the PCC in managing the conflict were not effective enough probably because local government in the Nigerian state is constitutionally weak². The study revealed that the immediate causes of the conflict were destruction of farmlands, contamination of streams by the herders' cattle and cattle rustling by farmers. The remote causes include competition for land and water resources and government ineffective environmental policy¹⁵.

4.1.2 In what ways do components of public administration, including diplomacy, negotiations, and peace treaties influenced peacebuilding in Oyo State government and other stakeholders?

Table 4.2 Influence of peacebuilding initiatives by government

	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
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Transparent government operations and accountable decision-making processes build trust among citizens.	44 (16.6%)	116 (47.2%)	56 (21.7%)	39 (14.5%)	2.66
A functioning legal system that upholds human rights and ensures justice for all is crucial.	66 (26.0%)	147 (60.4%)	31 (11.1%)	11 (2.6%)	3.10
Implementing strategies to combat corruption and promote ethical behavior within government institutions.	70 (27.7%)	135 (55.3%)	41 (15.3%)	9 (1.7%)	3.09
Ensuring security forces are well-trained, professional, and operate under civilian oversight.	73 (28.9%)	140 (57.4%)	35 (12.8%)	7 (.9%)	3.14
Involving a broad range of stakeholders, including civil society, marginalized groups, and conflict-affected communities, in decision-making processes.	68 (26.8%)	123 (50.2%)	55 (21.3%)	9 (1.7%)	3.02
Implementing programs that facilitate dialogue, truth and reconciliation commissions, and community-building activities.	52 (20.0%)	155 (63.8%)	41 (15.3%)	7 (.9%)	3.03
Recognizing and respecting cultural diversity and traditions to promote social cohesion.	52 (20.0%)	131 (53.6%)	57 (22.1%)	15 (4.3%)	2.89
Engaging in diplomacy and preventive measures to address regional and international factors that may affect peace.	39 (14.5%)	91 (36.6%)	77 (30.6%)	48 (18.3%)	2.47
Grand Mean					2.93

The Decision rule: 1.0.-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high.

Source: Field Survey, 2023

The table 4.2 above presents survey results on various statements related to governance, justice, security, and peace-building processes. The responses are categorized into

"Strongly Agree," "Agree," "Disagree," and "Strongly Disagree," along with the mean values for each statement. A considerable percentage (16.6%) strongly agreed that transparent government operations and accountable decision-making build trust. The majority (47.2%) agreed, while a smaller proportion disagreed (21.7%) or strongly disagreed (14.5%). The mean value of 2.66 suggests a moderate level of agreement with the statement. A significant portion (26.0%) strongly agreed on the importance of a functioning legal system upholding human rights. The majority (60.4%) agreed, with a smaller percentage in disagreement (11.1%) or strong disagreement (2.6%). The relatively high mean value of 3.10 indicates a strong overall agreement. There is a substantial agreement (27.7% strongly agreed) on the importance of strategies to combat corruption.

The majority (55.3%) agreed, while a notable portion disagreed (15.3%) or strongly disagreed (1.7%). The mean value of 3.09 suggests a high level of overall agreement. A significant percentage (28.9%) strongly agreed on the need for well-trained security forces under civilian oversight. The majority (57.4%) agreed, with fewer in disagreement (12.8%) or strong disagreement (.9%). The high mean value of 3.14 indicates strong overall agreement. There is a notable agreement (26.8% strongly agreed) on involving stakeholders in decision-making processes. The majority (50.2%) agreed, while a significant portion disagreed (21.3%) or strongly disagreed (1.7%). The mean value of 3.02 suggests a moderate to high level of agreement. A considerable portion (20.0%) strongly agreed on the importance of programs for dialogue and reconciliation. The majority (63.8%) agreed, while a notable percentage disagreed (15.3%) or strongly disagreed (.9%). The mean value of 3.03 indicates a high overall agreement. A moderate

percentage (20.0%) strongly agreed on recognizing and respecting cultural diversity. The majority (53.6%) agreed, while a significant portion disagreed (22.1%) or strongly disagreed (4.3%). The mean value of 2.89 suggests a moderate level of agreement. A relatively smaller percentage (14.5%) strongly agreed on engaging in diplomacy and preventive measures. A substantial portion (36.6%) agreed, while a higher percentage disagreed (30.6%) or strongly disagreed (18.3%). The mean value of 2.93 indicates a high level of agreement compared to other statements. The grand mean suggests a balance and generally positive perspective across the surveyed statements.

In summary, the analysis reveals varying levels of agreement across different statements, with some topics garnering strong support while others elicit more mixed opinions. overall, the survey participants expressed a positive stance toward the importance of transparent governance, legal systems upholding human rights, anti-corruption strategies, stakeholder involvement, reconciliation programs and cultural diversity for social cohesion.

4.1.3 To what extent does public administration implement peacebuilding initiatives in Oyo State?

Table 4.3 Extent of implementation of peacebuilding effort in Oyo State.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Lack of commitment from key political actors to pursue peace.	63 (24.7%)	162 (66.8%)	23 (7.7%)	7 (.9%)	3.15
Armed group, militias and criminal elements.	67 (26.4%)	154 (63.4%)	25 (8.5%)	9 (1.7%)	3.14
Societal divisions along ethnic, religious or political lines.	56 (21.7%)	157 (64.7%)	31 (11.1%)	11 (2.6%)	3.06
The involvement of external actors, such as neighbouring politicians	34 (12.3%)	85 (34.0%)	93 (37.4%)	43 (16.2%)	2.43

with political interest.					
Limited financial and human resources.	57 (22.1%)	160 (66.0%)	31 (11.1%)	7 (.9%)	3.09
Corruption and weak governance.	69 (27.2%)	143 (58.7%)	35 (12.8%)	8 (1.3%)	3.12
Deep-seated mistrust between conflicting parties.	61 (23.0%)	164 (67.2%)	30 (9.8%)		3.13
Socioeconomic disparities and exclusion of certain groups from peace process.	52 (20.0%)	158 (65.1%)	34 (12.3%)	11 (2.6%)	3.03
If the underlying causes of the conflict such as land disputes or resources scarcity remain undress.	69 (27.2%)	143 (58.7%)	35 (12.8%)	8 (1.3%)	3.12
Sluggish government intervention	56 (21.7%)	157 (64.7%)	31 (11.1%)	11 (2.6%)	3.06
Grand Mean					3.0

The Decision rule: 1.0.-1.49 = very low, 1.50-2.49 = low, 2.50 -3.49 = High, 3.50-4.00 = Very high.

Source: Field Survey, 2023

The table 4.3 above provides survey results on various statements related to governance, justice, security, and peace-building processes. The responses are categorized into "Strongly Agree," "Agree," "Disagree," and "Strongly Disagree," along with the mean values for each statement. A considerable percentage (24.7%) strongly agreed that lack of commitment from key political actors to imitate peacebuilding. The majority (66.8%) agreed while a smaller proportion disagreed (7.7%) or strongly disagreed (.9%). The mean value of 3.15 suggest a high level of agreement with the statement. A significant portion (26.4%) strongly agreed on armed group, militias and criminal elements. The majority (63.4%) agreed, with smaller percentages in disagreement (8.5%) or strongly disagreement (1.7%). The relatively mean value of 3.14 indicates a high overall agreement. There is a substantial agreement (21.7% strongly agreed) on the societal divisions along ethnic, religious or political lines. The majority (64.7%) agreed, while a

notable portion disagreed (11.1%) or strongly disagreed (2.6%). The mean value of 3.06 suggests a high level of overall agreement. A significant percentage (12.3%) strongly agreed on the involvement of external actors such as neighbouring politicians with political interests. The majority (37.4%) disagreed, with fewer in agreement (34.0%) or strongly disagreement (16.2%). The low mean value of 2.43 indicates moderate overall agreement. There is a notable agreement (22.1% strongly agreed) on limited financial and human resources. The majority (66.0%) agrees, while a significant portion disagreed (11.1%) or strongly disagreed (.9%). The mean value of 3.09 suggests a moderate to high level of agreement. A considerable portion (27.2%) strongly agreed on corruption and weak government. The majority (58.7%) agreed, while a notable percentage disagreed (12.8%) or strongly disagreed (1.3%). The mean value of 3.12 indicates a high overall agreement. A moderate percentage (23.0%) strongly agreed on deep-seated mistrust between conflicting parties. The majority (67.2%) agreed, while a significant portion disagreed (9.8%). The mean value of 3.13 suggests a high level of agreement. A relatively high percentage (20.0%) strongly agreed on socioeconomic disparities and exclusion of certain groups from peace processes. A substantial portion (12.3%) disagreed while a higher percentage agreed (65.1%) and least (2.6%) strongly agreed. The mean value of 3.03 indicates a moderate or high level of agreement compared to other statements. A considerable portion (27.2%) strongly agrees on the underlying causes of the conflicts, such as land disputes or resources scarcity being unaddressed. The majority (58.7%) agreed, while a notable percentage disagreed (12.8%) disagreed or strongly disagreed (1.3%). The mean value of 3.12 indicates a high overall agreement. There is a substantial agreement (21.7% strongly agreed) on sluggish government intervention. The

majority (64.7%) agreed, while a notable portion disagreed (11.1%) or strongly disagreed (2.6%). The mean value of 3.06 suggests a high level of overall agreement. The grand mean provides an overall average across all statements, indicating a comprehensive average level of agreement on the surveyed topics.

In summary, the analysis reveals varying levels of agreements across different statement, with some topics garnering strong support while others elicit more mixed opinions. Understanding these perspectives is crucial for shaping policies and initiatives related to governance, justice, security and peacebuilding.

4.1.4 In what ways do public administration promote and support peacebuilding for post conflict resolution in Oyo State?

Table 4.4 Ways of promoting public administration for post conflict resolution

Options	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Crafting laws and regulations that facilitate reconciliation, good governance, and human rights.	80 (31.9%)	151 (62.1%)	17 (5.1%)	7 (.9%)	3.25
Acting as mediators and facilitators in peace negotiations between conflicting parties.	72 (28.2%)	133 (52.2%)	30 (11.8%)	20 (7.8%)	2.97
Overseeing the reform and professionalization of security forces, ensuring they operate within the rule of law and respect human rights.	46 (17.4%)	141 (57.9%)	49 (18.7%)	19 (6.0%)	2.87
Ensuring that government policies and peacebuilding processes are inclusive and represent the interests of all segments of society.	46 (17.4%)	125 (51.1%)	61 (23.8%)	23 (7.7%)	2.78
Weighted Mean					2.9
Serving as watchdogs, advocating for peace, human rights, and good governance.	55 (21.3%)	131 (53.6%)	46 (17.4%)	23 (7.7%)	2.89

Grouping work directly with communities affected by conflict.	40 (14.9%)	143 (58.7%)	53 (20.4%)	19 (6.0%)	2.83
Stepping in to provide essential services, such as healthcare, education, and humanitarian aid, in areas where government services are lacking.	36 (13.2%)	112 (45.5%)	80 (31.9%)	27 (9.4%)	2.63
Weighted Mean					2.8
Playing a significant role in mediating local disputes and conflicts.	80 (31.9%)	151 (62.1%)	17 (5.1%)	7 (.9%)	3.25
Promoting values and practices that contribute to peace and reconciliation within communities.	72 (28.2%)	133 (52.2%)	30 (11.8%)	20 (7.8%)	2.97
Helping to ensure that community interests are represented in decision-making.	46 (17.4%)	125 (51.1%)	61 (23.8%)	23 (7.7%)	2.78
Having a customary legal systems that provide a framework for resolving disputes and maintaining order.	55 (21.3%)	131 (53.6%)	46 (17.4%)	23 (7.7%)	2.89
Weighted Mean					2.9
Grand Mean					2.8

The Decision rule: 1.0.-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high.

Source: Field Survey, 2023

The table 4.4 above presents survey results on various statements related to the roles and effectiveness of different entities (government, civil society, and traditional rulers) in fostering reconciliation, good governance, human rights, and peace. The responses are categorized into "Strongly Agree," "Agree," "Disagree," and "Strongly Disagree," along with the mean values for each statement.

Crafting laws and regulations: A significant percentage (31.9%) strongly agreed that crafting laws and regulations can facilitate reconciliation, good governance, and human rights. The majority (62.1%) agreed, with smaller percentages in disagreement (5.1%) or strong disagreement (.9%). The high mean value of 3.25 indicates strong overall agreement on this statement. Mediation in peace negotiations: A substantial portion (28.2%) strongly agreed that public administration can act as mediators in peace negotiations. The majority (52.2%) agreed, with a notable percentage in disagreement (11.8%) or strong disagreement (7.8%). The mean value of 2.97 suggests a moderate level of agreement. Reform and professionalization of security forces: A relatively lower percentage (17.4%) strongly agreed on the necessity for public administration oversight in reforming security forces. The majority (57.9%) agreed, with a significant percentage in disagreement (18.7%) or strong disagreement (6.0%). The mean value of 2.87 indicates a mixed perspective on this statement. Inclusive government policies: A moderate percentage (17.4%) strongly agreed that government policies should be inclusive. The majority (51.1%) agreed, with a substantial portion in disagreement (23.8%) or strong disagreement (7.7%). The mean value of 2.78 suggests a moderate level of agreement.

Watchdogs for peace and human rights: A considerable percentage (21.3%) strongly agreed that public administration can serve as watchdogs. The majority (53.6%) agreed, with smaller percentages in disagreement (17.4%) or strong disagreement (7.7%). The mean value of 2.89 indicates strong overall agreement. Direct work with conflict-affected communities: A notable percentage (14.9%) strongly agreed that public administration groups work directly with communities. The majority (58.7%) agreed, with a significant

portion in disagreement (20.4%) or strong disagreement (6.0%). The mean value of 2.83 suggests a moderate level of agreement. Provision of essential services: A moderate percentage (13.2%) strongly agreed that public administration provide essential services. The majority (45.5%) agreed, with a substantial percentage in disagreement (31.9%) or strong disagreement (9.4%). The mean value of 2.63 indicates a mixed perspective on this statement.

Mediation in local disputes: A significant percentage (31.9%) strongly agreed that public administration play a significant role in mediating local disputes. The majority (62.1%) agreed, with smaller percentages in disagreement (5.1%) or strong disagreement (.9%). The high mean value of 3.25 indicates strong overall agreement. Promotion of values and practices: A substantial portion (28.2%) strongly agreed that public administration can promote values and practices thereby contributing to peace and reconciliation within communities (and beyond). The majority (52.2%) agreed, with a notable percentage in disagreement (11.8%) or strong disagreement (7.8%). The mean value of 2.97 suggests a moderate level of agreement. Involvement in local governance: A moderate percentage (17.4%) strongly agreed on the involvement of public administration in local governance. The majority (51.1%) agreed, with a significant portion in disagreement (23.8%) or strong disagreement (7.7%). The mean value of 2.78 indicates a mixed perspective on this statement. Customary legal systems: A considerable percentage (21.3%) strongly agrees to the presence of public administration in customary legal systems. The majority (53.6%) agrees, with smaller percentages in disagreement (17.4%) or strong disagreement (7.7%). The mean value of 2.89 indicates strong overall agreement.

The grand mean provided an overall average across all statements, indicating a moderate to high level of agreement on the surveyed topics. The grand mean of 2.8 suggested a balanced and generally positive perspective across the surveyed statements. In summary, the analysis revealed varying levels of agreement across different statements, with some topics garnering strong support while others elicit more mixed opinions. Overall, there is a positive perspective on the roles of public administration in promoting reconciliation, good governance, human rights, and peace, as indicated by the relatively high grand mean.

4.2 Discussion of Findings

The study aimed at investigating public administration as a tool for peacebuilding in conflict prone areas of Oyo State. From literatures reviewed within 2015 to 2023, it was found that the conflicts are majorly between farmers and nomads and the major causes of the conflicts from both sides includes language barriers, destruction of crops, competition for land, cattle rustling, climatic change, water pollution, and competition for arable land.

The demographic table provided valuable insights into the demographic composition of the surveyed group. Key findings include a male-dominated sample (63.1%), with the majority falling in the 16-25 age group (54.6%) and having completed secondary education (34.5%). The largest ethnic group is Yoruba (54.6%), and the majority identifies as Christian (51%). The implication of this is that the larger percentage of the respondents being males depicts that farming and pastoralism are important livelihood activities for men in the study area. More so, the high illiteracy percentage among respondents means that cultivators and pastoralists are primarily illiterate, implying that many of the respondents may be unable to read and write. This could be detrimental to

hospitality and harmonious relationships among respondents because it allows for suspicion and misinterpretation of values and interests of parties in their livelihood practices and interactions if there is no constituted body to constantly sensitize them on the need for tolerance and harmonious living as they go about their livelihood practices. However, the prevalence of Christianity religion is against the findings, where Islam was found to be the prevalent religion¹⁶.

The second research question which dealt with components of public administration. It delved into attitudes and opinions on various governance and societal issues. It highlighted strong support for transparent government operations, a functioning legal system, and strategies to combat corruption. Participants also emphasized the importance of involving stakeholders in decision-making processes. The findings revealed a generally positive outlook on these governance-related aspects. This was supported by the study where it was found that public administration in peacebuilding prevents resumption of hostilities and establish lasting peace¹⁷. These was however negated by a scholar who opined that public administration in peacebuilding can marginalize and depoliticize critical questions about the causes of violent conflict, replacing them with comforting notions for donors¹⁸. To further solidify the support for this findings, a scholar asserted that public administration plays a crucial role in peacebuilding efforts. Good governance, which includes inclusive, participatory, and accountable systems promotes peace by incorporating all social groups into decision-making procedures and providing for the equitable distribution of resources. Institutional quality is also important as it ensures that administrative and social services are available to support peacebuilding efforts¹⁹.

The third questions which explored the extent of effectiveness of peacebuilding effort in Oyo State. The study found that to a great extent, respondents perceived that the peacebuilding efforts were moderately effective. This is however negated by findings in some areas of Oyo State where it was found that the Peaceful Coexistence Committee and Peace Security Committee set up by state government is not that effective due to factors like lack of funds, poverty, and lack of local government autonomy¹.

For the fourth question that bordered on perceptions regarding the roles of public administration in peacebuilding and governance. Noteworthy findings include strong support for the role of public administration in mediating disputes (with a mean of 3.25) and a positive view of public administration acting as watchdogs (mean of 2.89). Public administration is seen as crucial in crafting laws for reconciliation (mean of 3.25) but receives mixed opinions on overseeing security forces. This was supported by an international study where it was found that public administration plays a role in peacebuilding by bridging horizontal and vertical boundaries, creating a hospitable public atmosphere, and coordinating with high-level leadership in international and domestic political environments²⁰. Scholars further solidifies that public administration contributes to conflict resolution by engaging with most-affected communities, building evidence, drawing attention, and maintaining pressure for a negotiated settlement through public protests and interactions with government and non-state armed groups²¹. More so, public administration was found to be a key factor in peacebuilding, as a result of its influence and outstanding efforts.

Issues of local community security, safety, and development are critical in the enhancement of governance and the increase or decrease in agitation for resource control

as well as infringement on the rights of others. All of these have ramifications for survival and conflicts between or among communities. The findings of the interview discussion corroborated this. An interviewee stated that due to insecurity in the state, the administration decided to establish the PCC to address the issue of insecurity among the state's many groups.

Interview was based on the effectiveness of various measures like Government Peace and Security Committee (PSC) and Peaceful Co-existence Committee (PCC) used to build peace by the government among conflicting parties. PCC is an attempt by the aggrieved party to address the root of dispute unilaterally through the use of force. The farmer or herder, depending on the situation, will employ force or any other measures available to address grievances and achieve their objectives.

PCC prefers that they communicate their problems to their association, which will represent their interests. Farmers and herders unions are two essential organizations that serve to control conflict between farmers and herders because they have significant authority and influence over their members. The Union reports the situation to the PCC, which investigates the claim and, if proven, orders the accused to pay a fine known as damages in law. More so, Farmers and nomads frequently dispute over access to and competition for grazing land and water. Conflicts become unavoidable as pasture land declines as a result of farmers taking over such sites. Nomad pastoralists find it difficult, if not impossible, to migrate and graze without straying into crop areas. Conflicts between pastoralists and farmers over grazing area have been common in portions of Oyo State, Nigeria in recent years. PCC has greatly aided in the resolution of the issue and the

promotion of peaceful coexistence amongst the cattle breeders and farmers. PCC has also performed effectively in conflict resolution between farmers and herders.

In another interview, it was found that the PCC played a significant role in resolving the issue between farmers and herdsmen. The committee has the authority to penalize, exonerate, and compensate abused farmers and herders based on evidence presented to it. The magistrate, customary, high, and other courts in the land have aided in the resolution of conflicts between farmers and herders. The court system was also exceedingly expensive and delayed in dealing with cases that were presented before it. A case brought before the court could take years before it is resolved. This was discouraging because some of these farmers were not affluent and could not afford to pay all of the court expenses. The transfer of cases from one judge to another, as well as the judiciary's periodic strikes, were all factors influencing the usage of the court as a conflict resolution mechanism. However, insufficient budget and a shortage of vehicles were hampering the PCC's ability to carry out its duties. Another interviewee pinpointed that the PCC may occasionally hire a motorcycle to go on investigations. The PCC members were not even provided with transportation or refreshments for a five-hour meeting held every Wednesday.

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Chapter Five

Conclusion

5.1 Summary of Findings

The study found that the prevalence conflict in the under-studied areas is herders-farmers conflict. More so, the causes of the conflicts from both sides (farmers and herders) includes language barriers, destruction of crops, competition for land, cattle rustling, climatic change, water pollution, and competition for arable land.

The findings collectively suggest that the surveyed group values transparency, accountability, and the involvement of various stakeholders in decision-making processes. Public administration is seen as important actor in promoting peace and good governance.

The role of the government is generally acknowledged, but opinions on specific aspects, such as security force oversight varies as majority are not satisfied.

The study found that some of the efforts of public administration in peacebuilding includes the formation of measures like Peace and Security Committee (PSC) and Peaceful Co-existence Committee (PCC). The study found that although the two measures were created, but its effectiveness is hampered by poverty, biasness, low funding, and lack of local government autonomy.

5.2 Conclusion

In conclusion, this study highlights the crucial role of public administration as a fundamental tool for peacebuilding in Oyo State, Nigeria. Through a comprehensive analysis of the intricate interplay between governance structures, public policies, and conflict resolution mechanisms, it becomes evident that a well-functioning public administration system is essential for fostering stability, social cohesion, and sustainable development. By examining the challenges and opportunities facing public administration in the context of peacebuilding, this research underscores the importance of adopting innovative strategies tailored to the unique needs and dynamics of Oyo State. It emphasizes the significance of inclusive decision-making processes, transparent accountability mechanisms, and responsive public service delivery in promoting trust, legitimacy, and peaceful coexistence among diverse communities.

Moreover, the study underscores the imperative of investing in capacity-building initiatives, institutional reforms, and conflict-sensitive approaches within the public administration framework. By enhancing the skills, knowledge, and capabilities of government officials, civil servants, and community leaders, Oyo State can effectively address underlying grievances, mitigate tensions, and promote dialogue-driven solutions to conflict. Ultimately, the findings of this study underscore the transformative potential of effective public administration as a catalyst for sustainable peacebuilding in Oyo State. By prioritizing good governance, participatory democracy, and inclusive development, policymakers can lay the foundation for a more resilient, equitable, and harmonious society, where the dividends of peace are enjoyed by all.

5.3 Recommendations

Based on the findings, the study recommends that the government should:

1. Implement measures to enhance transparency in operations of public administration and decision-making processes. This could include the use of technology for open data initiatives, public access to information, and clear communication of government activities.
2. Address the mixed views on oversight of security forces by initiating comprehensive reforms. Focus on professionalization, adherence to the rule of law, and respect for human rights. Engage with maximum public administration to build trust in security institutions.

3. Emphasize the importance of involving a broad range of stakeholders in decision-making processes. Develop mechanisms for meaningful participation, particularly from civil society, marginalized groups, and conflict-affected communities. This ensures that diverse perspectives are considered in governance initiatives.
4. Recognize and support the role of public administration as mediators and promoters of values that contribute to peace and reconciliation. Foster collaboration between traditional institutions and formal governance structures to leverage local knowledge and community-based conflict resolution mechanisms.
5. Implement education and awareness programs to inform the public about government policies, initiatives, and the roles of different stakeholders. This can contribute to increased understanding, trust, and active civic participation.
6. Facilitate regular policy dialogues and consultations with the public to gather feedback on governance issues. This can include town hall meetings, surveys, and other participatory mechanisms to ensure that policies align with the needs and expectations of the population.
7. Actively recognize and respect cultural diversity in governance practices. Implement initiatives that promote social cohesion, cultural understanding, and representation of diverse perspectives in decision-making processes.
8. Establish mechanisms for periodic monitoring and evaluation of governance initiatives. Solicit feedback from the public and stakeholders to assess the impact of policies and make adjustments based on evolving needs and challenges.
9. Rural dwellers and conflicting parties should foster collaboration and solidarity across ethnic, religious, and cultural divides. Emphasize the shared interests and aspirations

that bind communities together, and promote initiatives that promote inter-community dialogue, cooperation, and mutual understanding.

10. Encourage rural communities and conflicting parties to prioritize dialogue and mediation as preferred methods for resolving disputes. Emphasize the importance of constructive communication, active listening, and compromise in finding mutually acceptable solutions to grievances.
11. Encourage rural dwellers to take ownership of peacebuilding efforts within their communities. Facilitate the establishment of community-based organizations and platforms for conflict resolution, where local stakeholders can collaborate to address underlying tensions and promote reconciliation.

5.4 Contribution to Knowledge

1. Empirical Evidence: By conducting a thorough analysis of the role of public administration in peacebuilding, the study provides empirical evidence to support the importance of governance structures, policy frameworks, and administrative processes in fostering peace and stability. This empirical foundation enhances our understanding of the mechanisms through which public administration can contribute to conflict resolution and social cohesion.
2. Contextual Understanding: The study offers insights into the specific context of Oyo State, Nigeria, highlighting the unique challenges and opportunities facing

peacebuilding efforts in the region. By examining local dynamics, historical legacies, and socio-political factors, the study deepens our understanding of the complexities of peacebuilding in a diverse and dynamic environment.

5.5 Suggested Areas for Further Studies

1. Security apparatus as a public administrative tool for peace building in Oyo State.
2. Traditional leaders as a public administrative apparatus for peace building in Ibadan, Oyo State.
3. Comparative Analysis: Further studies could compare the effectiveness of public administration in promoting peacebuilding across different states or regions within Nigeria. By examining variations in governance structures, policy frameworks, and conflict resolution mechanisms, researchers can identify best practices and lessons learned that can be applied to other contexts.
4. Impact Assessment: Future research could focus on assessing the long-term impact of public administration reforms on peacebuilding outcomes in Oyo State. By conducting rigorous evaluations and case studies, scholars can analyze the extent to which improvements in governance, transparency, and service delivery contribute to sustained peace and stability.
5. Local Governance Dynamics: Investigating the role of local governance structures, traditional authorities, and grassroots institutions in peacebuilding efforts could provide valuable insights into the dynamics of conflict resolution at the community level. Researchers could explore how traditional conflict resolution mechanisms interact with formal public administration systems and identify opportunities for synergy and collaboration.

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Resources Persons (Interviewee)

Olalere Banji, *Establishment of peaceful co-existence committee*, Baale of Oshoogun. 2023

Opabunmi, D.A *Government measures for peaceful co-existence*. Director of Agriculture at ILG, 2023

Prince Feyintola, *effects of government measures to curb incessant brews between cattle breeders and farmers*. AFAN chairman Prince Feyintola, 2023

Alhaji Yakubu, Chairman of the Myetti Allah Association, Ibadan, Oyo State.

Appendices

Appendix I

Questionnaire

**Department of Public Administration, Faculty of Management and social Sciences,
Lead City University, Ibadan, Oyo State, Nigeria**

Dear Respondents,

I am a Master's of Science student in the Department of Politics and International Relations at Lead City University (LCU), Ibadan, Nigeria. I am conducting my research thesis on Public Administration and Peacebuilding in Nigeria. Your participation and responses to this survey instrument is highly appreciated. All efforts will be made to avoid bias in the eventual analysis and the outcomes of this study is expected to inform future research and be applied to development practice. Confidentiality will be

maintained all through this research process, therefore the study will be in no way detrimental to participants.

Yours truly,

Dapo Oladiran

Section A (Bio-Data of Respondent)

Ethnicity: (a) Hausa (b) Yoruba (c) Igbo (d) Others

Religion: a. Christianity (), b. Islam (), c. Traditional Religion (), d Neutral ()

Gender: (a) Male () (b) Female ()

Level of Education: (a) Primary () (b) Secondary () (c) Tertiary () (d) Post Graduate ()

Age: (a) 16 – 25 () (b) 26 – 35 () (c) 36 – 45 () (d) 46 and above ()

Section B (Questions related to the research questions):

- 1. In what ways do components of public administration, including diplomacy, negotiations, and peace treaties, influence peacebuilding by Oyo State government and other stakeholders.**

s/n		Strongly Agree	Agree	Disagree	Strongly Disagree
1.	Transparent government operations and accountable decision-making processes build trust among citizens.				
2.	A functioning legal system that upholds human rights and ensures justice for all is crucial.				
3.	Implementing strategies to combat corruption and promote ethical behaviour within government institutions.				
4.	Ensuring security forces are well-trained, professional, and operate under civilian oversight.				
5.	Involving a broad range of stakeholders, including civil society, marginalized				

	groups, and conflict-affected communities, in decision-making processes.				
6.	Implementing programs that facilitate dialogue, truth and reconciliation commissions, and community-building activities.				
7.	Recognizing and respecting cultural diversity and traditions to promote social cohesion.				
8.	Engaging in diplomacy and preventive measures to address regional and international factors that may affect peace.				

2. To what extent does public administration implement peacebuilding initiatives in Oyo State?

s/n		Strongly Agree	Agree	Disagree	Strongly Disagree
9.	Lack of commitment from key political actors to pursue peace				
10.	Armed groups, militias, and criminal elements				
11.	Societal divisions along ethnic, religious, or political lines				
12.	The involvement of external actors, such as neighbouring politicians with political interests				
13.	Limited financial and human resources				
14.	Corruption and weak governance				
15.	Deep-seated mistrust between conflicting parties				
16.	Socioeconomic disparities and exclusion of certain groups from peace processes				
17.	If the underlying causes of the conflict, such as land				

	disputes or resource scarcity, remain unaddressed				
18.	Sluggish government intervention				

3. In what ways does government, civil societies and traditional institutions promote and support public administration for post conflict resolution in Oyo State?

s/n	Options	Strongly Agree	Agree	Disagree	Strongly Disagree
19.	Crafting laws and regulations that facilitate reconciliation, good governance, and human rights.				
20.	Acting as mediators and facilitators in peace negotiations between conflicting parties				
21.	Overseeing the reform and professionalization of security forces, ensuring they operate within the rule of law and respect human rights.				
22.	Ensuring that government policies and peacebuilding processes are inclusive and represent the interests of all segments of society.				
23.	Serving as watchdogs, advocating for peace, human rights, and good governance.				
24.	Grouping work directly with communities affected by conflict.				
25.	Stepping in to provide essential services, such as healthcare, education, and humanitarian aid, in areas where government services are lacking.				

26.	Playing a significant role in mediating local disputes and conflicts.				
27.	Promoting values and practices that contribute to peace and reconciliation within communities.				
28.	Helping to ensure that community interests are represented in decision-making.				
29.	Having a customary legal systems that provide a framework for resolving disputes and maintaining order.				

Appendix II

Interview Guide

1. What are the causes of conflicts?
2. What are the government initiatives or measures taken to curb the incessant conflicts reported among herders and farmers?
3. How effective are the government measures in curbing conflicts among herders and farmers?

Appendix III

Resources Persons (Interviewee)

Olalere Banji, *Establishment of peaceful co-existence committee*, Baale of Oshoogun. 2023

Opabunmi, D.A *Government measures for peaceful co-existence*. Director of Agriculture at ILG, 2023

Prince Feyintola, *effects of government measures to curb incessant brews between cattle breeders and farmers*. AFAN chairman Prince Feyintola, 2023

Alhaji Yakubu, Chairman of the Myetti Allah Association, Ibadan, Oyo State.

Bio-data

A. Personal Data

Full Name: Oladapo Tunde OLADIRAN
Address: Plot 1, Flat 1, Ologbun Estate,
Elenusonso, Ido Local Government Area,
Ibadan, Oyo State.
E-mail Address: dapooladiran19@gmail.com
Phone Number: +234 803 608 6553
Date of Birth: 4th May, 1981
Place of Birth: Ibadan, Oyo State
Nationality: Nigerian
Language Spoken: English, Yoruba
Name & Address of Next of Kin: Mrs. Oladiran, Adeola Adenike

B. Educational Background (With Dates & Qualifications)

1. Primary Education
 - a. Methodist Primary School, Oke-Agogo, Igboora, Oyo State, Nigeria (1987 – 1993) – Primary School Leaving Certificate.
2. Secondary Education
 - a. Community Grammar School, Iganna, Oyo State, Nigeria (1993 – 1998) – Senior Secondary Certificate Examination
 - b. General Certificate Examination Nov./Dec., 2005 & 2007
3. Higher Education Institutions
 - a. The Polytechnic, Ibadan, Ibadan, Oyo State, Nigeria (1999 – 2002) – National Diploma (Public Administration)
 - b. Ekiti State University, Ekiti State, Nigeria (2006 – 2012) – Bachelor of Art in History & International Studies.
 - c. Lead City University, Ibadan, Oyo State, Nigeria (2022 – 2024) – Master of Science in Public Administration (in view)

C. Working Experiences with Dates

1. Supervisor (1998 – 2002) – Obasanjo Farm, Igboora, Oyo State, Nigeria
2. Clerical Officer (2002 – 2007) – The Polytechnic, Ibadan, Ibadan, Oyo State, Nigeria
3. Administrative Officer I (2007 till date) – The Polytechnic, Ibadan, Ibadan, Oyo State, Nigeria

D. Publications

1. Scholarly Articles

Oladiran, Oladapo Tunde and Afolaranmi Adebayo Ola. *Assessing the Role of Poverty and Electoral Vices on Nigeria's 2023 General Elections and the Development of Democracy*. **International Institute of Academic Research and Development Journals (IIARD)**. Available Online

https://www.iiardjournals.org/abstract.php?j=IJSSMR&pn=Assessing_the_Role_of_Poverty_and_Electoral_Vices_on_Nigeria's_2023_General_Elections_and_the_Development_of_Democracy_&id=4320

E. Membership of Professional Bodies

1. Chartered Institute of Local Government and Public Administration of Nigeria (CILGPAN)

Signature

Date

University Compliance Certifications

This is to certify that the thesis by Oladiran, Oladapo Tunde in the Department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University Format and Style.

Signature

Date