



## **Assessing the stabilization and conflict mitigating opportunities and constraints present in PIND's Aquaculture Value Chain Project**

# **Final Report**

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Mercy Corps August 2013





*The Foundation for Partnership Initiatives in the Niger Delta (PIND), is a Chevron-funded organization established to provide support for socio-economic development programs in the Niger Delta region of Nigeria. It funds and implements programs in partnership with other donors from the public and private sector, seeking to create dynamic, multi-stakeholder partnerships that take full advantage of the synergies of involving diverse organizations and interests.*

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## Executive Summary

This study examines The Foundation for Partnership Initiatives in the Niger Delta's (PIND's) aquaculture pilot project at the Ufuoma Fish Farm in Warri, to determine how the project currently contributes to social stabilization, ways in which it might increase stabilization, and potential opportunities for enhancing stabilization beyond the aquaculture program. To answer these questions, Mercy Corps has applied tools developed from years of experience working in conflict environments to analyze the potential for market connectors and mutually beneficial economic relationships to mitigate conflict and reinforce virtuous cycles of peace and economic development.

The Ufuoma Farm operates against the backdrop of the ongoing Niger Delta crisis, and while there is currently relative calm, long term stability and peace are elusive. At the level of the farm, violent conflict was not found to be a problem. However, many low level disputes are interfering with the optimal economic performance of the farm. Our study identified 15 discrete dispute-causing factors that affect the operation of the farm, which have been divided into on-farm issues, issues between farm and the community surrounding the fish farm, community issues affecting but not linked to the farm, market issues, and issues related to the PIND project. The main causal factors include struggles for power, position, and influence, access to resources, and opportunities for personal profit. Recurring themes are pervasive corruption and a corresponding lack of trust.

A profit-loss analysis indicates that fish farmers are operating at less than 65% of their income generating capacity, and that the farm overall is performing at 35% or less of its economic capacity. The 15 conflict issues mentioned above contribute to this underperformance, and also contribute more broadly to a systemic lack of resilience of members of the farm. This underperformance can be viewed as an opportunity to strengthen economic relationships, increase incomes, and in the process, build incentives for peace and greater overall resilience.

The study examines existing mechanisms for dispute resolution, perceptions of actors and their capacities, and gaps in capacity for addressing disputes. A notable finding is that business people and traders are rated among stakeholders as both the most important and as having the best relationships within the community, suggesting their importance and power as connectors and stabilizers to support peace. This situation presents a number of opportunities to address these disputes in a way that can increase economic performance and growth, thereby increasing stability and incentives for peace.

The study found that the PIND pilot project is indeed contributing to stabilization in a number of key ways, such as motivating youth on the farm, building the capacity of BMOs, and incentivizing the private sector. The study also makes recommendations about how subsequent phases and scale-up of the project can maximize stabilization opportunities further. These include:

- Improving farm governance and BMO capacity including dispute resolution capacity;
- Market focused opportunities such as clarifying roles of actors (the private sector, the associations, and the government), market research such as understanding demand patterns, and further research into the potential for processing;
- Opportunities for Youth, addressing the needs of both youth workers and young farmers;
- Opportunities for Women, particularly in the formation of savings and loan groups.

Expanding beyond the aquaculture project, areas for further research and targeted interventions can be considered throughout the Niger Delta for 1) financial resilience, 2) economic potential of youth and particularly young women, and 3) disaster risk reduction.

Addressing the root causes of conflict is a priority, since the effects are so vast and damaging, and since the potential reward for addressing them is so great.

## Introduction

### Background

The Foundation for Partnership Initiatives in the Niger Delta (PIND) has identified economic development as a key objective in its overall strategy to promote development in the Niger Delta, and has selected aquaculture as one of the three focal value chains. To this end, PIND initiated a pilot project to strengthen the aquaculture value chain at the Ufuoma Fish Farm in the city of Warri in Delta State in August, 2012.

PIND designed the pilot project based on a series of assessments and stakeholder meetings, including a value chain analysis, scoping study, strategic planning workshop with a focal fish farmer association, feed and fingerling study, farmer survey, and a stakeholder workshop. The project focuses on three strategic areas: 1) Business Membership Organization (BMO) capacity building in access to finance, management and business service 2) access and usage of quality inputs, and 3) improving access to markets, and it specifically focuses on the Ufuoma Fish Farm in Warri. Central to the project design is a set of demonstration ponds within the farm that serve as practical learning models for the farmers to observe and participate in a full cycle of fish production. This hands-on training model is supplemented with trainings in business management, basic financial management and marketing. Another important aspect of the project is the active engagement of the private sector and BMO. The focal BMO in this case is the United Ufuoma Fish Farmer's Association (UUFFA), a large fish farmer's association in Warri at the Ufuoma Farm.

PIND is carrying out its value chain work in the Niger Delta against a backdrop of conflict, where poverty, market failure, and conflict are closely linked. Deep poverty breeds a host of problems and frustrations – from widespread youth unemployment to zero-sum competition over economic resources – that can fuel violence. The relationship also runs the other way. Conflict destroys infrastructure, disrupts trade,

distorts markets, and can reverse decades of development. These dynamics are reflective of the Niger Delta region as a whole, and of the city of Warri in Delta State. A long, intricate history of violent conflict has been driven by competition over oil resources, youth's lack of faith in both formal and informal governance structures, environmental degradation, ethnic tension, and inadequate livelihood opportunities. These factors are both causes and outcomes of conflict, conflated by economic drivers such as loss of property and commodity inflation, causing further economic underdevelopment.

## Purpose

In July, 2013, PIND commissioned Mercy Corps Nigeria to carry out a study to examine the pilot's potential to mitigate conflict through economic development, and identify existing dialogue structures and conflict response mechanisms' capacity, efficacy, and potential for scale-up. Through its work in fragile states and high-risk conflict settings, where poverty, conflict, and poor governance are tightly linked, Mercy Corps has developed approaches that integrate peace-building and economic development. Through rigorous and participatory context analysis, Mercy Corps has been able to help local actors map out market and conflict dynamics so they can better understand the concrete economic costs of violence and the dividends associated with stability and long-term income streams. First, by applying a 'do no harm' lens to economic development programs, Mercy Corps has been able to ensure that interventions do not exacerbate existing tensions or provoke new disputes. Our programs have then gone a step further by building mutually beneficial economic relationships, interdependence, and promoting growth, and harnessing the power of market actors and forces to promote stability. Finally, by building the capacity of conflict management actors, Mercy Corps has helped communities build trust, resolve economic disputes, and tackle the negative effects of conflict head on, such as a lack of trust, zero-sum behaviors, and the erosion of economic relationships.

For this study, we have applied the data collection and analysis tools and lessons learned from such projects globally with the goal of **assessing the stabilization and conflict mitigating opportunities and constraints present in PIND's Aquaculture Value Chain Pilot Project**. At the time of writing, the pilot was 12 months into its implementation in partnership with the United Ufuoma Fish Farmers Association (UUFFA) of Warri. Focusing on the association and its members, the surrounding community, and key stakeholders along the value chain and connected to the project's implementation, Mercy Corps developed a methodology and supporting tools to guide the study's objectives and inform analysis. While this study specifically focused on the aquaculture pilot program, this research is also relevant to the broader aims of both Mercy Corps and PIND to increase the efficiency and effectiveness of economic development interventions more generally, and the methodology, tools, lessons learned, and recommendations have value for application beyond this project.

## Research Objectives

The study is being carried out with the following specific objectives:

1. Conduct a situational assessment, mapping (scan of external and internal environments) exercise, and quantitative "profit-loss due to conflict" analysis (focusing on potential change agents) of the Aquaculture Pilot Project;

2. Based on key informant interviews, focus group discussions, and surveys, assess the intervention's potential to both deliver economic development and mitigate conflict;
3. Identify primary constraints and corresponding potential program interventions related to both conflict sensitivity and conflict mitigation; and
4. Identify existing dialogue structures and conflict response mechanisms and examine their degree of effectiveness and potentials for scaling up. Examine the current capacity of the operators/drivers of such mechanisms.

## Methodology of the Study

The assessment was carried out in July and August of 2013, in Warri and Abuja. The research team carried out a literature review, and then developed quantitative and qualitative research tools including a perception survey, participatory actor mapping exercises, and focus group discussion and key informant interview guides, which it then used to collect data from July 29<sup>th</sup> through August 8<sup>th</sup>. (See Annex 4 for the tools used in the study, and Annex 7 for a table of activities.)

*Literature Review:* The review includes key articles and publications related to conflict, economic development, and the Niger Delta. It includes, but is not limited to, existing studies by Nigerian Ministries and international donors, the World Bank, and Nigerian and international academics. (See Annex 1 for a list of articles and summaries of key articles.)

*Perception Survey:* This survey was designed to obtain information from pilot project participants, other fish farmers, and members from the communities surrounding the Ufouma Fish Farm. The survey questionnaire focuses on the pilot project, as well as points of contention and conflict, including the level, type, and intensity of perceived conflict within and surrounding the value chain. It also collected information about dispute resolution mechanisms, relationships of stakeholders, and community needs. The survey was designed based on background research conducted for the study, and past Mercy Corps experience with similar studies. A key feature of the perception survey is a rapid relationship mapping study that asks respondents to rate both the importance and quality of relationships among various stakeholders, and which constitutes part of the dispute resolution appraisal information. Mercy Corps recruited and trained three university students who were familiar with communities surrounding the Ufuoma Farm to administer the questionnaires. A total of 363 questionnaires were administered to 363 people (226 males & 137 females), a majority of whom, 234, reported being involved in the farm in some way (owners or renters of ponds or members of the associations).

*Focus Group Discussions, Conflict and Actor Mapping, and Dispute Resolution Appraisal:* These exercises were designed to investigate relationship dynamics among various groups, and were carried out with the UUFFA executive committee, women fish farmers, and youth at the farm. The exercises also assessed these actors' influence on the design and implementation of the PIND pilot project, and the effectiveness of dispute resolution mechanisms. Mercy Corps facilitated a mapping exercise followed by guided focus group discussions for each group. (See the relationship mapping results from these activities in Annex 8.) The research team had originally planned to conduct eight focus group discussions, but found that people were reluctant to be open about dispute issues in a group setting,

and that some groups were not willing to meet. (The fish traders, for example, initially refused, mentioning that they had been interviewed already numerous times, and then tentatively agreed, and then did not show up at the appointed time and place.) Therefore, the team substituted one-on-one interviews for focus group discussions with fish traders, feed and fingerling sellers, and association members. The team also conducted three and not four participatory conflict and actor mapping exercises, again substituting one-on-one interviews with association and community members.

*Key Informant Interviews:* In Warri, the team conducted key informant interviews (KIIs) with the executive committee members of two associations, fish farmers, fish traders, PIND staff, local and state government representatives, a traditional ruler, feed sellers, fingerling and feed producers, a transporter, a representative from a micro finance institution, and three staff from a local NGO. The team also conducted interviews with national stakeholders in Abuja. The interviews primarily aimed to record perceptions and attitudes towards the PIND pilot project and its impact, including dispute resolution mechanisms and conflict and market dynamics. (See the KII list in Annex 3.)

*Conflict Sensitivity Training:* Mercy Corps' Country Representative, Rafael Velasquez Garcia, delivered a one-day training on "Conflict Sensitivity and Participatory Tools for Conflict and Market Interventions" for PIND staff in Warri on the 7<sup>th</sup> of August 2013. The training provided a short theoretical background on the "Do No Harm Approach" and provided an overview of instruments and tools that can be used to enhance the results of interventions carried out in conflict prone areas. Another one-day training, focused on strategy as compared to direct project implementation, will be delivered to PIND managers in Abuja.

The deliverables include

1. A framework to guide the application of stabilization-driven analysis to value chain projects, including tools that can guide PIND staff in different project phases (see Annex 2)
2. Summary literature review (see Annex 1)
3. A set of recommendations aimed at enhancing the conflict mitigation potential of the Aquaculture Value Chain Pilot Project (see the final section of this report below)
4. A set of recommendations aimed at addressing structural causes of conflict beyond the aquaculture project (see the final section of this report below)
5. A collection of lessons learned (see the final section of this report below)

### **Logistical Coordination**

The research team worked closely with PIND staff in the implementation of the tools, coordinating the study's activities in order to facilitate access to important stakeholders and a wide range of actors within and surrounding the pilot project. Throughout the tool design and mobilization phases of the study, PIND staff had the opportunity to review and discuss methodology. PIND staff reviewed tools and provided feedback for the implementation of the Focus Group Discussions, but most notably added context and provided guidance for the Conflict and Actor Mapping and the Perception Survey. Before the Mercy Corps team departed for Warri, the deployment plan was shared with PIND, including a schedule of activities and the team members responsible for each activity.

## Scope and Challenges of the Study

To tailor the methodology to the context-specific conditions of this intervention, some changes were made in-situ to ensure the collection of all the information needed for the research. In coordination and consultation with PIND staff, our team in the field re-adjusted some of the specific activities to increase the number of Key Informant Interviews. The FGD and CAM exercise with the “general representatives” of the UUFFA membership was changed for numerous KII meetings with stakeholders including representatives of the UFFA, another association operating at the Ufuoma Fish Farm but not part of the PIND intervention. While this meant a reduction in the number of FGDs stipulated in the original design, the inclusion of key informants (such as the Department of Fisheries, representatives from the transportation sector, a local NGO that works on conflict issues, and an increased number of one-on-one interviews with farmers and traders) provided the research with critical information that would have otherwise been missed. As the focus group discussions and key informant interviews unfolded, it became clear that people were more guarded with information in group settings, and more open and direct in one-on-one settings. (See Annex 6: Scope of Study Diagram.)

To disaggregate the population of Warri into representative study samples would require greater freedom of movement, longer data-gathering timeframe and considerable resources. Using available resources, the study presents an assessment illustrative of the perceptions of participants, stakeholders and surrounding community, though it should not be seen as statistically representative of the region.

## Analysis

### Context



The Ufuoma Fish Farm is located in Ekpan, a suburb of the city of Warri in Delta State, a core state of the Niger Delta oil producing area. Ekpan is part of the urban Uvwie Local Government Area (LGA), which has a population of 188,728 (2006 population census). The LGA demarcation reflects the parallel traditional ethnic governance structure of the Urhobo Kingdom of Uvwie, which has a king (the Ovie), who rules over the traditional institutions of the area. The Urhobos are one of three main ethnic groups along with the Itsekiri and Ijaw, though there are also other minority groups in the area as well. (See the map to the left.)

Warri has a history of conflict between ethnic groups related to oil. The three groups have clashed over which tribe is the “true” indigenous group of the region and should therefore control the levers of power in the region. Hundreds were killed in 1997 because of this power struggle, and there have been clashes between the Ijaw and Itsekiri as recently as July, 2013, during which at least 13 people were killed.<sup>1</sup> Similar power struggles recur on a regular basis between youth groups fighting for power. In June

<sup>1</sup> Onabu, Omon-Julius. “Nigeria: Itsekiri Elders Plead With Youths Not to Retaliate Attacks.” *This Day*, 5 July 2013. <http://allafrica.com/stories/201307050270.html>

of 2011, such a battle took place in Ekpan, resulting in multiple deaths<sup>2</sup>. The town was paralyzed by the violence, and finally the military sent in tanks and troops to control the situation.

Ekpan is also home to both the Warri Refining and Petrochemical Company (a subsidiary of the Nigerian National Petroleum Company), and to Chevron Nigeria Limited, and these actors' presence has caused considerable tension in the community. The community has expressed frustration with the refinery because of the carbon black soot the refinery emits, which has resulted in health and pollution problems in the community. The community has also alleged maltreatment by Chevron, and demanded that Chevron employ more youth from the community.



*Gas flare from refinery in Warri - photograph by Steven Nakana for Mercy Corps*

There have also been reports of hate crimes in Ekpan against members of the Muslim Hausa tribe.

## Conflict Sensitivity in the Program Area

While Warri lies within a high conflict zone (the Niger Delta), at present, the security environment in and around the Ufuoma Farm is generally calm. However, the farm faces a number of structural and management challenges that are causing conflict, inhibiting fish farming, and undermining the optimal operation of the farm and the aquaculture value chain. These issues are related to struggles for power and influence, access to money and natural resources, and lack of transparency. Poor farm management and institutional strength, in particular, are at the root of struggles for power and position within the Ufuoma Fish Farm. Crime, and particularly theft and corruption, are recurring problems, and lack of trust is a major theme that surfaced during the assessment. The UUFFA identified many of the same problems in their strategic plan. Specifically, their SWOT analysis includes the following weaknesses and threats related to conflict:

- Farm looting by criminals from neighboring communities
- Perennial harassment by youths from the local community demanding land royalties, both in kind and in cash and communal clashes.
- Environmental and industrial pollution incidences such as oil spillage.
- Poor management of the farm wastes and sewage system, acid rains and flooding.
- Insecurity of the farm.
- Poachers

<sup>2</sup> Okadoro, Sam. "Nigeria: Crisis Looms in Ekpan Over Youths Violence." Daily Independent, Lagos, 26 June 2011. <http://allafrica.com/stories/201106271352.html>

The main sensitivities and disputes that this assessment uncovered are analyzed below, and are categorized into 1) on-farm issues, 2) issues between the farm and the surrounding community, 3) market issues, and 4) community issues that affect but do not directly involve the farm. Finally, there is an analysis of issues specifically connected to PIND's pilot intervention.

## On-Farm Issues

1. **Tension between Associations on the Farm:** Currently, there are still at least two associations on the farm, The United Ufuoma Fish Farmer's Association (UUFFA), and the Ufuoma Fish Farmer's Association (UFFA). The UFFA operates in Phase 1 of the farm and seems to be the successor to the original farm cooperative, while the UUFFA operates in phases 2 through 4 of the farm. The executive committee of the UFFA was very open about the existence of tension between the two groups, as were the State Government representatives and at least two members of the UUFFA. The local government representative and traditional ruler from the surrounding community acknowledged the two groups, but expressed the opinion that they were getting along and could function as two groups. Most of the UUFFA Executive Committee and farmers did not mention the separation between groups, and some, when asked directly, either denied that two groups existed, or said that there were no problems between the two groups.

There are consistent reports that when PIND started its pilot project, the group came together as one with PIND's facilitation, and agreed to fuse the Board of Trustees (BOT) and act as one group. The UUFFA strategy, developed in April of 2012, states that the conflict between the two groups was resolved, and that the groups have come together as one. Some interviewees attributed the problems between the associations to "self-interest," and the desire to retain power and a position on the executive committee. The positions are not paid, but there is a level of influence that comes with them, and also the potential for acting as a conduit for resources, which could be a motivation for some. There is clearly an underlying lack of trust between the organizations. While this assessment did not directly discover more than two functioning associations, there were second-hand reports of other groups forming on the farm. "Factions keep coming up", explained one interviewee, "groups form and withdraw from the UUFFA" looking for positions of influence. Poor farm governance systems and lack of transparency are directly fueling this dispute.

The people who were aware of the problem and willing to discuss it frankly felt that it needs to be resolved or it will fester and create more problems. The harm that can come from not resolving the division includes duplication of resources, loss of efficiency, less effective engagement with the market such as in the prevention of gluts, disputes over natural resources (waterway management, particularly since phase 1 is further inland and depends on clear and functioning waterways for water circulation) and tensions increasing and leading to conflict. Benefits that can come from resolving the conflict between the two organizations include better access to support (the representative from the Department of Fisheries specifically stated that they can only provide support to one unified association), more effective advocacy initiatives, improved coordination on issues such as security, and optimal use of skills and resources.

2. **UUFFA Governance and Management:** There are also issues internal to the UUFFA. Currently, the BOT and executive committee do not have a clear differentiation of roles, some do not understand the purpose of having both bodies, and thus there is tension between the two groups. In addition, lack of trust of the executive committee was reported by some association members, though many reported that there are no problems with the executive committee. One interviewee commented that “everything is about position and title.” Committee members indicated that, though they do keep track of income and expenses, they have weak record keeping and financial management procedures, and that things are not always done in a transparent manner. These gaps in understanding of organizational governance and in transparent management systems can breed mistrust and also create opportunities for corruption.

Not addressing these weaknesses will exacerbate internal disputes between the BOT, executive committee and members, and prevent the association from being able to provide services to its members. In the worst case scenario, it will result in the loss of resources due to corruption. Benefits from addressing these shortcomings include better services to association members, greater support (and more dues paid) from members, and more efficient governance that is not bogged down with power struggles but can rather focus on making progress in achieving strategic objectives of the farm.

3. **Youth Workers:** Although youth participating in the focus group discussion and one-on-one interviews expressed a wide variety of views and levels of satisfaction, some issues emerged about frustrations on the farm. Youth workers sometimes feel that they are taken advantage of by farmers, who do not always paid what has been agreed. They also report that farmers accuse them of not doing good work, but they feel that the work is strenuous and physically demanding, and that expectations are too high. There are trust issues between farmers and workers, and workers are sometimes suspected of stealing feed and other items. Some farmers will fire workers if they find out that the workers also have their own ponds, so it is difficult to make a transition from being a worker to being a farmer. Some youth working on the farm also expressed that they do not feel like they are part of the UUFFA, but have been discouraged from forming their own association. These issues are not currently creating significant disruptions on the farm, but finding solutions has the potential to improve the livelihoods of youth workers.
4. **Shared Resources:** Shared resources at the farm are also periodic sources of tension. Shared waterways become clogged, inhibiting sufficient access to fresh water, and need to be cleared regularly. Water can become polluted through poor sanitation disposal and poor feeding practices. Farmers who have ponds both at the Ufuoma farm and on their own private property particularly commented on water pollution and the fact that particulates and decay are problematic at the farm, causing high levels of nitrogen in the water and corresponding losses of fish, as well as depreciating the quality of the soil. The associations mitigate this by working with farmers to time their pond activities with the tides so that water is effectively managed, and to keep the waterways clear. Another source of tension is that when tides rise, the ponds can

overflow and mix fish from different ponds together, resulting in misunderstandings about ownership, and losses caused by big fish eating smaller fish. The farmers resolve this among themselves, and also sometimes use nets to cover ponds to prevent mixing.

Refuse (garbage) management is also an issue observed by interviewees as well as the assessors. Plastic bags get into the soil and contribute to leakages between ponds, as well as inhibiting a healthy soil ecosystem. Although garbage was not reported as a cause of disputes, it has the potential to cause them, and it would be financially advantageous to the farmers to manage garbage disposal more effectively. There is an environmental committee in the UUFFA, but it does not organize or enforce pollution control measures.

5. **Tribalism:** For the majority of people interviewed, the issue of tribalism was not considered to be a source of conflict or problems. However, it is an issue in the selection of the position of president of the association, because there is the perception that the president must be from the local community in order to prevent problems with host community youth. There were also a few comments from youth that indigenes are treated preferentially on the farm.

### Issues between the Farm and the Community

6. **Community Youth:** “Area boys” have historically hassled the farmers, and used to demand that farmers give them fish at the time of harvest. If farmers refused, they would use force to take the fish. The situation has vastly improved since both associations signed agreements with the community to provide two scholarships from each association – one for primary and one for secondary education. Farmers were overwhelmingly pleased with this arrangement, and felt it was one of the greatest services that the associations have provided. Only one person expressed frustration that money was being spent on the community instead of on farmer needs.

Although this arrangement has clearly shielded farmers from the majority of this type of harassment, both executive committees reported that there are still problems with area boys. Youth on the farm specifically mentioned that they are still harassed, and it was the perception of the UFFA executive committee that phase 1 is disturbed more than the other phases because of its proximity to the community.

7. **Theft:** Related to the above issue is theft of fish from the ponds, particularly at night. Phase 1 reported thefts from the community because they are close to the road and community, and because the farm is not fenced off from the road. Phases 2-4 reported theft from ponds near the river, including theft from external fishermen working in the rivers. The associations are part of a Neighborhood Watch Committee, and they pay extra fees to the police for protection, as well as employing security. A perimeter fence is identified as a need in the strategic plan.
8. **Pollution:** Water pollution and acid rain are caused by oil activities including bunkering, refinery waste, dredging, boat activity, poor sanitation disposal, and water hyacinths. One private farmer lamented the “terrible degradation of the environment,” and many farmers reported adverse

effects on fish and ultimately losses of fish due to these issues. Even when fish are not lost, the farmers incur additional costs in materials and labor to treat and change the water.

One incident in particular was reported over and over again by interviewees, including farmers, government officials, and traditional leaders. There was an oil spill allegedly associated with a Chevron contractor that resulted in huge losses at the farm. The farm was able to highlight the incident in the press, and the UUFFA strategy reports that “the networking bond between the UUFFA and other associations was made strong by the Oil Spill incident of 2010, which destroyed most of the fish ponds. The incident created the need for the different associations to come together under one umbrella to advocate for assistance and compensation.” However, no compensation was ever paid. One farmer reported that he lost around 70% of his fish, and thinks that the losses of most other farmers were even higher.

9. **Annual River Festivals:** Use of the rivers by the community for these festivals has created disputes between the farm and the community. The farm was accused by the community of blocking the waterways, so the community allegedly destroyed a farm bridge to pass through the river during one of these festivals, thereby affecting accessibility to parts of the farm. Also during festival period, women report being harassed.

## Market Issues

10. **Fish Traders and Fish Farmers:** The interdependent relationship between fish farmers and fish traders is functional, but has tensions. These tensions include mutual complaints of poor prices and manipulation. There were also expressions of satisfaction from both sides – from the fish traders that the farm is well organized, and from the farmers that the booking system prevents the fish traders from playing them off against each other. There is a functional balance at this point, where fish traders are organized and can therefore prevent fish farmers from selling directly in the market and can work together to agree on prices, and farmers are organized through the booking system so that they too can prevent price manipulation from the traders. These appear to be normal market tensions, but it would be good for the association to track the relationship to ensure that it does not deteriorate, and for PIND to understand the dynamics between these two value chain players.



*Fish traders buying fish – Photograph by Steven Nakana for Mercy Corps*

11. **Fingerling Suppliers:** It is difficult for fish farmers to assess the quality/health of fingerlings at the time of purchase, since they do not have the technical knowledge or skill to determine the health or quality of fingerlings. This may cause mistrust between and fingerling producers. Farmers often suffer significant losses of fingerlings, and the cause, which may be the fault of the supplier, but may also be caused by the environmental shocks associated with the transition

into ponds, is often not clear. Situations can therefore get tense between farmers and fingerling producers / middlemen. Identifying dependable local fingerling suppliers will result in less disputes and economic gain for farmers, and we understand that PIND has been working on this issue. It is important to recognize that many farmers now stock “juveniles” (older than fingerlings and are easier to assess) this is a good approach which PIND should continue to support.

### **Community Issues affecting but not directly involving the Farm**

- 12. Community Youth & Security:** Ekpan, the neighborhood where the Ufuoma Farm is located, is somewhat volatile, and it is not uncommon to have eruptions of violence. The crises usually emanate from youth leadership tenure issues. The Community Development Committees (CDCs) are made up of youth, women, elders, and chiefs. There are 5 – 7 quarters in the Ekpan area, and the overall Ekpan CDC membership rotates by quarters (similar to the national level rotation of indigenous groups and geographic areas). There can be conflict among youth competing for leadership roles between quarters, and also within quarters, since leadership positions generally come with power and access to financial benefits from the patronage system. Elections are held every 2 years, but often people are reluctant to give up their positions and attempt to extend their tenure. The LGA Chairman and traditional rulers are critical players here in terms of resolving disputes among youth. Peace and security are one of three key policy issues of Governor Emmanuel Uduaghan, and for 6 years there has been relative peace, since the government will act quickly when conflict arises. Although police cannot always control the youth, the military can, and is able to end conflicts quickly.

### **Issues related to PIND’s Pilot Intervention**

- 13. UFFA & UUFFA:** Disputes between the two associations are ongoing. PIND is working on these issues and will need to continue engaging both parties. There were 8 demonstration ponds, 6 were in phase 2 while 2 ponds were in phase 1. It is important to note that phase 1 has two parts – 1a controlled by UFFA while 1b is controlled by UUFFA. The UFFA executive committee sees the pilot project as bringing valuable benefits. The most important thing to note, however, is that there are no restrictions in observing the activities at the demo ponds.
- 14. Video:** One person who was videotaped at the farm expressed that he thinks it is being used to make money, but he is not being paid and feels taken advantage of. It was not clear if this was a PIND video or other video, but since PIND is taking video footage at the farm, it should take care around these activities in order not to create more mistrust and expectations. We recommend that PIND explain the purpose of their video work, show the videos to participants, provide copies of the videos to the association, and provide information about how it will be used.
- 15. Opportunity for Personal Profit:** One interviewee indicated that there may be executive committee or BOT members that may be seeking personal profit through the PIND intervention (though there was absolutely no evidence or suggestion that PIND had led someone to believe this be the case). Particularly in the context of the Niger Delta, it is important to continuously

exercise transparency and clear communication to all stakeholders and beneficiaries about the benefits of the project, in order to reduce suspicion, manage expectations, and build trust.

Theme that cut across many of the issues described above are corruption and lack of trust. They affect on-farm relationships (between and within associations), market relationships (between farmers and fingerling suppliers, for example), relationships with the government and companies, and the relationship with PIND. Corruption is negatively impacting business and income in significant ways, such as workers stealing feed, fingerling producers taking advantage of farmers, and also through government assistance not reaching farmers and businesses because of corruption within the government programs themselves. Alongside oil spills and flooding, it may be the most significant source of profit-loss in the value chain. This is all the more reason for PIND (and all other NGOs working in the delta) to take extra steps to ensure that all of their actions are transparent to a wide group of stakeholders, and also designed to pro-actively prevent corruption and ensure transparent and accountable systems within the farm and the aquaculture value chain.

## Existing Dialogue Structures & Conflict Response Mechanisms

There are a number of functional conflict response mechanisms in place within the farm, between the farm and other actors, and in the community more broadly, as well as a number of neutral or dysfunctional relationships that are not effectively addressing dispute and conflict resolution.

### Relationship Mapping Results

The relationship mapping exercises carried out with the focus groups identified good, neutral (or mixed), and bad relationships from the perspectives of youth, women, and the UUFFA executive committee, and the results were largely confirmed by the key informant interviews.

**Good relationships** were identified between the following stakeholders:

- Traditional Leaders were reported to have good relationships with basically all other stakeholders (the associations and farmers, community youth, security agents, and parents)
- The UUFFA with women farmers, farmers in general, security agents, and local and state governments (The UFFA also has a good relationship with local and state governments, but the assessment did not capture the relationship of the UFFA with farmers or security agents)
- Women farmers with PIND, the UUFFA, and transporters

There were discrepancies about the relationships of youth on the farm with women farmers and the UUFFA. Women and the UUFFA executive committee reported good relationships, but youth gave a much more mixed picture of their relationships with the UUFFA and farmers in general. This suggests that the UUFFA and farmers are not fully aware of youth discontent on the farm.

There were also discrepancies between reports from the executive committee of good relationships between women farmers and feed sellers / fingerling producers, and reports from the women, which reflected a mixed or neutral relationship between themselves and the feed sellers and fingerling

producers. This suggests an overly optimistic view by the executive committee of the relationship between farmers and other critical value chain actors than actually exists.

**Neutral or mixed relationships** were identified between the following stakeholders:

- The UUFFA with feed sellers and fingerling producers
- The UUFFA with community youth and youth leaders
- The UUFFA and youth workers
- Fish farmers and fish traders

**Bad relationships** were identified between the following stakeholders:

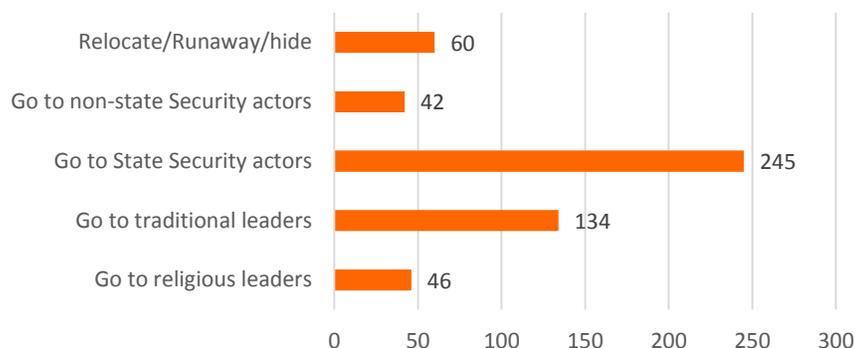
- The UFFA with the UUFFA and with PIND
- Community Youth with Farmers (particularly women)
- Parents of youth on the farm with the UUFFA executive committee and with Community Youth Leaders
- Security operators with community youth and their leaders, women on the farm, transporters, and feed sellers
- Chevron and the farm

The fact that security operators seem to have very few good relationships suggests that at least some official peace keeping bodies in the area are not functioning as effectively as they should.

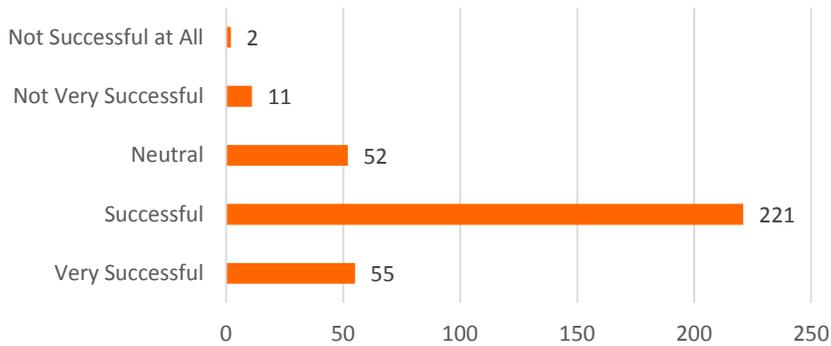
### Perception Survey Results

Despite the poor relationships found with security operators as discussed above, the perception survey indicates that community members nevertheless rely heavily on state security actors to resolve disputes, and that most people consider these actors to be reasonably successful at addressing the crises. In one-on-one interviews, people sometimes distinguished between the police, who they considered to be only moderately effective and also sometimes corrupt, and the military, which they reported to be very effective, which could account for this seeming inconsistency.

#### When violent conflict happens what are your main coping mechanisms?

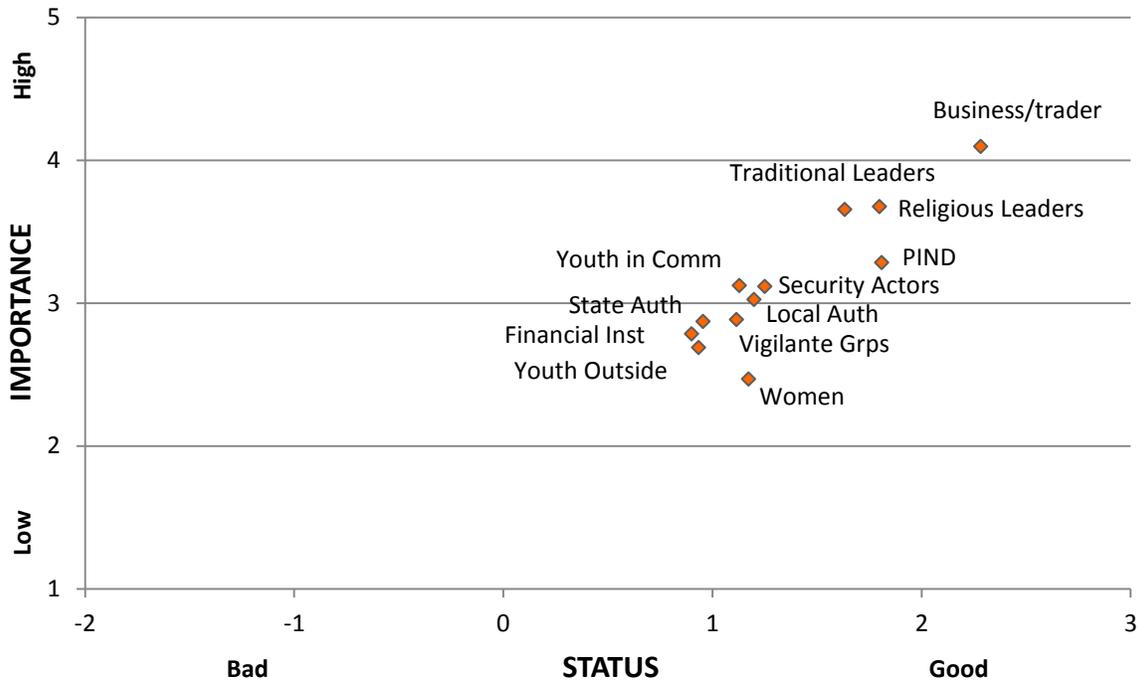


#### How successful are the actors?



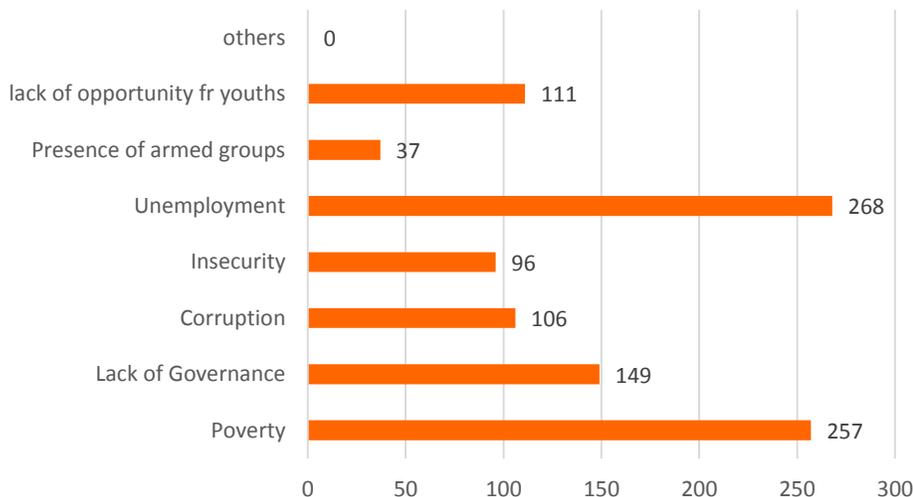
The rapid relationship mapping exercise included in the perception survey indicates that survey respondents, by a significant margin, consider “businesses/traders inside of your community” to be both the best and the most important relationships, even more important than state security actors and traditional rulers. This finding underscores the importance of the role that economic relationships play in community well-being, and the potential these relationships have for building community cohesion. Because people consider them to be important, they will be invested in protecting them.

Traditional and religious leaders also scored high in both quality and importance, even though they are not considered to be the most important actors when it comes to resolving community violence. Security actors as well as government officials scored significantly lower than traditional and religious rulers in both quality and importance, while youth and women scored even lower, with youth scoring relatively higher in importance and lower in quality, and women lower in importance and higher in quality. PIND scored well in quality, but medium in importance, though that is understandable since the PIND pilot project has thus far had limited reach, and the survey respondents were from both the farm and the community at large.



**Rapid Relationship Mapping Results<sup>3</sup>:** Relationships between the interviewees and the set of stakeholders shown above was assessed by quality: from -2 (very bad) to 3 (very good), and by importance: from 1 (insignificant) to 5 (very important). These results make sense in light of the fact that the respondents, by a large margin, feel that the greatest threats to the community are currently related to the economy (unemployment and poverty), and not to security:

**Greatest Threats to the Community:**



<sup>3</sup> While the Rapid Relationship Mapping tool can be used as it is here – to create a snapshot of relationships in time – it can also be used to track relationships over time, particularly during periods of conflict, to assess whether relationships with key stakeholders are improving or deteriorating.

## Summary of Mechanisms

The main mechanism for resolving on-farm disputes that cannot be resolved directly between farmers and workers is through the executive committees of the associations. This role is a key part of their mission, and correspondingly, four of the ten organizational aims identified in the UUFFA constitution are related to conflict prevention and mitigation:

- To foster unity among all the members of the association (“The association is focused on ensuring unity amongst members through conflict resolution and conflict management especially with other fish farmer’s associations operating in the area;”)
- To broker peace and settle disputes between members and non-members and or host community in the event of any misunderstanding;
- To liaise with relevant government agencies in providing safety and security for members and their investments;
- To protect members against exploitation by middle men.

Farmers consistently reported that these mechanisms exist and are, for the most part, effective. Types of disputes that the executive committee resolves include issues regarding the clearance of shared waterways, the separation of fish after high tides and flooding mix pond contents, and putting restrictions on the timing of pond drainage and harvests to ensure that farmer activities do not disrupt one another. Women farmers in particular expressed satisfaction with the way the executive committees handle the harvesting schedule. While the executive committees are the primary dispute resolution bodies on the farm, they have nevertheless not been able to resolve the dispute between themselves (the UFFA and the UUFFA). The Board of Trustees likewise have not been able to effectively address the division. So, the current capacity of dispute resolution mechanisms has not been able to manage this difference, and will likely require increasing the capacity of these actors in Interest Based Negotiation, or for the associations to identify a third party to facilitate a resolution process.

For disputes that arise between the farm and the community, the executive committees approach traditional rulers, Ward Councilors, and the LGA Chairman to develop solutions. Traditional rulers in particular are highlighted by many stakeholders as the key actor in such disputes, and everyone has reported strong and positive relationships with them. Farmers expressed particular satisfaction with the agreement that the associations signed with the communities for annual scholarships for community youth as a means of keeping the area boys from hassling the farmers at harvest time. The traditional leaders charge a consultation fee for their services, so, while this dispute resolution mechanism is reported to be effective, it does come at a price.

For disputes and conflicts that arise in the community of Ekpan more generally, there are a few different stakeholders with roles in conflict resolution. Youth are generally at the center of conflict. A number of people expressed the sentiment often applied to youth more broadly in the Niger Delta, which is that the youth feel that their elders have failed them, particularly with regard to oil companies and oil resources, and this is at the root of their disrespect for elders. As such, youth do not have much respect for elders, and elders do not have much influence over youth. Community youth leaders do have significant control over community youth, and can control their behavior (either allowing them to be

disruptive or ensuring that they are peaceful). Traditional rulers are thought by some to have a degree of control over youth, but others believe that the youth leaders have the most power in the community and that traditional leaders are not very influential when it comes to youth. Youth often challenge the authority of the police, and this relationship is therefore very poor. The military is the only body with clear power over the youth, and when a conflict escalates to the degree that the military are sent in, the youth will immediately disperse and the conflict will be controlled quickly.

### **Potential Economic Connectors between Groups**

As discussed above, the perception survey indicates that people recognize business and trade relationships to be important, and also generally consider them to be good. The positive perceptions and value placed on these relationships are a foundation for building stronger economic ties that reinforce community stability and peace.

Examples of current economic connectors between groups include the following:

- The local community's relationship with the farm: The community benefits from the farm through easy access to fish, and also because many people in the community are involved in the farm, particularly as landlords making income from renting out ponds.
- Association services: services that the associations provide that are valued by farmers, including the booking system<sup>4</sup> and maintenance of walkways, incentivize farmers to be members of the associations, and increase the capacity of the executive committee to perform services. In particular, the dispute resolution role that the associations play has resulted in a solution to the problem of area boys hassling farmers. This has made the associations popular, and has resulted in less forceful taking of fish by the community youth.
- Trainings by Feed Providers: Feed companies offer technical trainings to farmers, which increases their exposure and market share, while (hopefully) increasing the technical capacity of farmers and therefore also the demand for feed.
- Trade between farmers and traders: Despite some typical market tensions, farmers and traders have a solid working relationship, and rely upon one another for their livelihoods. The size, regular supply of fish, and organized nature of the farm is a benefit to the traders, and the traders' access to markets, such as investment in and presence at market stalls, is a benefit to farmers.

The relationship mapping identified a number of neutral or weak relationships, some with existing but tense economic interdependencies that have the potential for improvement through maximizing economic connectors. Identifying and strengthening these connectors will reinforce virtual cycles of

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<sup>4</sup> A Diagnostic Assessment was carried out by consultants with the UUFFA in June, 2012, with a diagnostic toolkit from ENABLE (Enhancing Nigerian Advocacy for a Better Business Environment). In that study, UUFFA members gave low ratings to the association management because of "the effect the controlled market is having on them, preventing them from increasing production. Although they consider this measure necessary to maintain the price of fish, they however want the executive or the association to expand the market space beyond the local buyers they currently sell to" – p 7. Our assessment did not uncover the same frustration with the harvesting limitation, perhaps because the pressure has been alleviated due to the high departure rate among farmers in the past few months because of losses due to flooding.

economic health and peace building, by addressing underlying causes of tension and creating incentives and momentum to sustain and build them further. Potential economic connectors include the following:

- Improved services from associations: The more quality services the associations can provide to their members, such as increased security and better marketing, the more productive farmers will be. Greater production is the best way for associations to pull in more money, since the booking fee at the time of harvest is the main source of income for the associations.
- Trustworthy and consistent supplies of fingerlings: increasing linkages with trustworthy and accountable fingerling suppliers will be a huge benefit to farmers through increased survival rates. This may need to be accompanied by further technical training for farmers so that they can accurately discern the causes of fingerling failures unrelated to the supplier.
- Better marketing: A more consistent supply of fish for traders, as well as increased outlets for fresh and processed fish, will ease tensions among farmers, as well as between farmers and traders. It will also produce more income for the associations.
- Opportunities for Youth: Skill-building opportunities for youth will enable them to provide better services to farmers, who will then be more interested in hiring them. This will need to be facilitated so that farmers do not feel that youth are in competition with them and threatening their wellbeing by building their careers as upcoming fish farmers.

Notably, PIND and the State Government can also be connectors in addressing the dispute between the UFFA and the UUFFA. Because both PIND and the Department of Fisheries have resources to invest, there is an incentive for the associations to resolve their differences in order to access these resources.

## Profit-Loss Due to Conflict

This section will look at a few examples of dispute-related issues and the associated profit-loss. The following exercise should not be considered an empirical and quantitative study of actual losses generated by these events but rather an illustrative exercise of the potential impact on the livelihoods of UUFFA members. In addition to these dispute-related issues, this section will also briefly discuss flooding, since flooding has had such a striking negative impact on farmers.

### Potential Farm Profit

The Ufuoma Farm has grown from a few farmers in the late nineties to over a thousand ponds today. The exact number of ponds is not currently known by the associations, but tracking them is an aspiration of the UUFFA. Estimates range from 1,763 ponds (the State Government estimate), between 2000 and 3000 ponds (PIND), around 4000 ponds (UUFFA executive committee), to a high of 15,000 ponds (a vocal farmer).<sup>5</sup> Also, the number of ponds is increasing, since new ponds are constantly being created. For the calculations in this assessment, we will assume a total of 2200 ponds. Although the length of the pond

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<sup>5</sup> This information was collected an email from the Assistant Director of Fisheries in Delta State to Mercy Corps, as well as one-on-one interviews in August, 2013.

cycle varies by species of fish, we will assume an average 6 month cycle, and therefore the potential for two harvests per year per pond, or a total of 4400 harvests at the maximum, which comes out to an average of 12 ponds harvested per day. (Obviously there are many constraints that are keeping this ideal from being met, but it will serve as a useful reference point.) PIND estimates (based on a Survey made in March 2013) investment per pond at the Ufuoma Farm of N323,152, a sales amount of N440,955, and a resulting profit of N117,803 per pond. In the ideal scenario, a total potential annual profit would be N518,333,200, or around N1,413,636 per day for 12 ponds.

Interviews with farmers suggest that the range of investment and profit are wide, with most farmers currently investing less than N300k (likely spending considerably less on poorer quality feed), and most farmers making between N50k and N100k profit. The current number of ponds harvested per day was estimated to be 2-3 for the whole UUFFA farm, twice this can reach 4-5 harvest. If the estimate of 2200 ponds is accurate, then less than 50% of the ponds are stocked and reaching maturity. If farmers are making about N75,000 of profit per pond, they are earning considerably less than the potential. The ideal vs. actual scenarios are estimated to be as follows, though because reports of investment, profit and production varied so widely, they are ballpark figures and do not reflect precise investment to profit ratios:

#### Per Cycle Per Pond Analysis

	Investment	Sale	Profit
Ideal	-N 323,152	N 440,955	N 117,803
Actual Estimated	-N 250,000	N 325,000	N 75,000
<b>% of Capacity</b>			<b>64%</b>

#### Annual Farm Analysis: Profit

	Ponds	Harvests	Profit per Pond	Farm Profit
Ideal	2200	2	N 117,803	N 518,333,200
Actual Estimated	1004	2	N 75,000	N 150,600,000
<b>% of Capacity</b>				<b>29%</b>

#### Annual Farm Analysis: Tonnage

	Sales per day	Ave selling price per kg	Tonnes per day	Tonnes per year
Ideal	N 5,291,460	480.00	11.0	4,024
Actual	N 1,787,500	480.00	3.7	1,359
<b>% of Capacity</b>				<b>34%</b>

The numbers suggest that the Ufuoma Farm is operating at a level considerably lower than its full potential. Constraints preventing fish farmers from reaching this potential include market demand limitations, technical challenges, floods, water pollution, lack of investment capital, and the effects of disputes.

The whole of this section is fraught with too many assumptions and uncertainties which tend to reduce the added value that the profit/loss analysis. My advice is to consider a major review of this section and the following ones under the analysis!

### **Profit-Loss Analysis**

This section will look at a few examples of dispute-related issues and the associated profit-loss. Some issues are easy to quantify financially, and others very difficult. In addition to these issues, this section will also briefly discuss flooding, since flooding has had such a striking negative impact on farmers.

**Area Boys Demanding Fish:** Before the agreement was signed between the associations and the community for the scholarships, the boys often came in at harvest time to demand fish. 5kg was an amount that multiple farmers mentioned. So, if a farmer is selling 700kg of fish at N500/kg for a total sale of N350k and an estimated profit of N75k, has to give the area boys 5kg of fish, it removes N2,500 of the profit, or **over 3% of the profit**. When farmers refused to give the boys fish, they would take it by force or come and release fish from ponds, which likely resulted in much greater losses. The random and criminal nature of this act means that it does not affect farmers equally, but that it causes stress for everyone. The N80,000 that the associations are now paying for scholarships protects farmers from this stress, and is equivalent to 32 incidences of fish demands annually (there were probably far higher numbers of demands going on before the agreement was put into place). With the cost spread out over a total of 2008 pond harvests per year, it becomes a small tax of N40 per harvest that provides relief from stress and protection of individual farmers.

**Community Violence:** Although infrequent, occasionally movement in the community is disrupted due to communal violence. Crises in the neighborhood of Ekpan and Warri more generally have reduced significantly over the past few years, though there were still reports of two incidents in the past year that disrupted movement in Ekpan. These eruptions of violence are usually related to community youth issues, are addressed quickly by the government, and are resolved in the same day they start. (LITE Africa recalled three major crises since 2010 that would have interfered with the functioning of the community lasting about one week each. In each case, it was caused by youth, and the military came in to solve it.) Such events prevent or interfere with access to the farm and to markets, particularly for women. A crisis that prevents access to the farm will interfere with farmers' ability to tend their ponds, as well as disrupting the businesses of feed sellers and fish traders. It opens up opportunities for theft at the farm, and prevents harvesting. Although harvesting may just be postponed, if fish are not fed, they will not increase in value for that period and there may be some loss of fish. Accurately quantifying the related losses is not possible, but a rough estimate for the farm and related value chain actors might be the same as the loss of profit per day, or N412k per day for farmers (5.5 ponds x N75k per pond), N66k for feed sellers (6% profit on an average day of sales for food for the entire farm), and N132k for traders (6% profit on the trade of a day's worth of fish) for a total of **N610k per day**.

**Theft:** Many farmers complain about theft, particularly those with ponds close to the farm perimeter. The loss obviously varies with the amount of fish stolen, but likely results in losses similar to the boys demanding fish. A loss of 5kg of fish from a pond over the course of the pond cycle results in a 3% profit-loss.

**Oil Spill & Pollution:** The aforementioned oil spill in 2010 resulted in huge losses at the farm. One farmer's estimate was that 70% to 80% of ponds stocked were lost in the period of one week. If we assume that approximately 1004 ponds were stocked and in some phase of the cycle, and that on average, half of the investment had been made per pond, and the losses were at 70%, the overall loss would be

$$(1004 \text{ ponds} \times \text{N}250,000) / 2 \times 70\% = \text{N}87,850,000$$

Some farmers left and never came back, and still owed feed sellers, since they were never able to sell the fish and earn back that money. Therefore, the losses affected others on the value chain as well. This example highlights the lack of resilience that fish farmers currently have against shocks, and how that lack of resilience can echo along the value chain.

The economic burden of water pollution and acid rain from bunkering, refinery waste, dredging, boat emissions, and poor sanitation disposal is harder to quantify. The associated costs include increased time and labor to change water, purchase of calcium to balance the pH in the water, and loss of fingerlings and fish due to poor water quality.

#### **Corruption:**

The opportunities for and examples of corruption that this study observed include theft of feed by workers from employers (the employers assume that workers are feeding the fish, when actually they are selling the feed), misrepresentation of fingerlings by suppliers, graft by government employees taking money meant for grants and low-interest loans to farmers, bribes demanded by police and security agents from transporters, and extortion of grants received by some farmers from others. Although we do not have specific reasons to suspect corruption on the part of the UUFFA or executive members, its weak financial systems and lack of transparency of accounts leave room for it. While corruption in the aquaculture sector is no different than the problems faced by many other sectors, it costs value chain actors significant amounts of money and discourages investment and entrepreneurship. For example, one farmer lost millions of naira when his workers, who were supposed to be feeding fish in multiple ponds, sold the feed instead. The bigger fish ate the smaller fish, and he lost almost his entire investment and had to start over again. While the impact of corruption on the aquaculture sector is impossible for this study to measure, it is clear that it reflects the drag on the economy that corruption imposes on Nigeria as a whole.

#### **Flooding**

Similar to the oil spill in 2010, flooding during the rainy season of 2012 completely wiped out a number of farmers by raising the water level above the height of the ponds and allowing the fish to swim away. The amount of reported damage varies, with the State Government saying that the farm was not much affected, but farmers and other stakeholders consistently reporting huge losses, at a rate at least as high as the oil spill of 2010. Farmers and executive committee members reported that many farmers left after that time, in debt and unable to find the resources to start over, resulting in a significant reduction of ponds in use at the farm.

With extreme weather events on the rise due to climate change, in addition to other shocks such as price fluctuation and pollution, farmers' overall lack of resilience is emerging as a key issue. While communal conflict is currently not a main challenge faced by the community, the Niger Delta has not gained long-term stability, and conflict could again emerge as a serious problem. It is clear that farmers do not have the capacity to bounce back from this myriad of potential shocks.

## Conclusion & Recommendations

It is clear from this study that past and ongoing disputes are affecting the economic development of fish farmers, and that economic relationships in the aquaculture value chain have the potential to increase stabilization and peace. There are a number of ways in which PIND's aquaculture pilot project is already contributing to stabilization, and there are refinements that can be made to the project design to increase this impact. This final section of the study will lay out the successes of the project, lessons learned from the project that can be adapted to other contexts, and programmatic options that have the potential to deliver greater returns.

### Lessons Learned / Best Practices

This study identified a number of lessons learned from both the PIND aquaculture pilot intervention and the Ufuoma Farm more broadly.

#### Lessons Learned / Best Practices from the PIND Pilot Project

##### ***Fish Farmer Capacity Building***

Farmers who were involved in the PIND project trainings consistently praised them, and those who were not involved heard positive reports and also want to have the opportunity for training. Farmers specifically mentioned improved understanding of feed types and feeding regimens (for example, that fish can be fed only twice per day and do not have to be fed continuously), and reductions in mortality through pond management. The approach of using the demonstration ponds within the Ufuoma Farm site is also sound and provides useful access to farmers for practical observation. The farmers that were involved in the trainings would like more training on both technical skills and business/financial management. This activity should continue and be expanded to more farmers in Phase 2.

##### ***Youth Opportunities and Interest***

The PIND project was reported to have created more opportunities for youth workers, because, although they were not involved in the trainings, the good pond management practices that the trainings promoted have increased tasks for workers at the farm. The demonstration ponds have also increased the attractiveness of fish farming to youth. These are impressive results, and can be built upon to both enhance peaceful relationships between youth and other actors on the farm, and to improve

livelihoods prospects for youth. Enhancing opportunities for youth will be discussed further below under the recommendations section.

### ***Market Approach***

PIND is promoting an economically sustainable approach to value chain development through its market friendly approach of strengthening linkages with the private sector and enhancing market forces and incentives. The involvement of feed producers and fingerling suppliers in the demonstration ponds is particularly appropriate.

Some ideas, such as feed subsidies and the notion that the association should be engaged in profit-making activities such as fingerling and feed production, are popular among many stakeholders. However, although these approaches sound appealing, they are often not sustainable, because they disrupt the efficient functioning of markets and compete with private sector actors. The State Fisheries Department, for example, has considered funding a feed production facility at the farm for the association to manage. We were pleased to hear that PIND is advocating to the Fisheries Department to take a more market friendly approach to feed production, and instead of funding the construction of a facility to be managed by the association, to work with the private sector to create a more enabling environment for feed production.

There are opportunities for the project to work with stakeholders further to clarify and promote optimal and appropriate roles for value chain actors, regulators, and support functions, which will be addressed in the recommendations section. In addition to sustainability, value chain actors performing in their optimal roles can reduce opportunities and incentives for corruption by minimizing “handouts” that can be skimmed off of by various stakeholders before reaching their intended targets, and by creating more opportunities for entrepreneurs, who have incentives to conduct business in efficient and reliable ways that will result in long term business relationships and good reputations.

### ***UUFFA Capacity Building***

PIND has facilitated capacity building of the UUFFA, and supported them to produce a detailed strategy document. While this work is critical, it is one of the areas that has not fully succeeded. First, there is clearly still a major problem on the farm because of the existence of the two associations, which PIND did try to address initially, but which was never completely resolved. Second, the strategy document is unwieldy, and not useful in its present form. Finally, the UUFFA still has a long way to go in terms of its financial systems and accountability. While it is clear that PIND is aware of these issues, and that the issues are not easy or quick to address, it needs to remain a high priority for the project, or the benefits of other aspects of the program will be undermined. Further recommendations are discussed further on.

## **Lessons Learned / Best Practices from the Ufuoma Farm**

### ***Booking System***

The way that the associations manage sales of fish through organizing and controlling the number of ponds harvested per day is notable for both positive and negative reasons. On the positive side, it prevents disputes between farmers who want to sell their fish and engage in “random selling”, and prevents traders from “playing farmers off against each other.” It allows fish farmers to coordinate in a

way that gives them some price leverage in the market. All farmers that we spoke with were really happy with this arrangement. The other very effective aspect of this system is that it gives the associations a point at which they can easily and efficiently collect fees from farmers. The UUFFA reported difficulty in collecting monthly dues, and it was clear from interviews with many farmers that they are not paying fees until the time of booking the pond sale, since there is little motivation to do so.

The market implications of the booking system are mixed. On the one hand, daily control of pond harvests is useful in order to keep gluts at a minimum and supply continuous. However, this regulation of the market can also keep supply artificially low and inhibit farmers from producing more fish. While this study did not find that farmers felt inhibited by this regulation, an earlier assessment did find that to be the case: “The assessment team’s observation of the association’s management of the process of scheduling members’ harvest of their ponds revealed a very stressful, time consuming and rowdy process that is also susceptible to abuse by both the Exco and desperate members. Every farmer wishing to harvest his pond in the next month is required to be present at the monthly booking event. Only three farmers are allowed to harvest one pond each per day and no farmer may harvest more than three ponds in any given month. On the booking day, members besiege the association’s secretariat as early as 2.30am to increase their chances of securing a harvest space in the next 30 days.”<sup>6</sup> As mentioned above, we theorize that there has been a significant enough reduction in the number of fish farmers at the farm after the 2012 floods, that such pressure is no longer significant. However, it could become significant again if and when production increases.

While such a booking approach must be used carefully, it is an effective way for aquaculture associations to manage disputes, collect dues, and ensure that the day-to-day supply of fish is somewhat consistent. The Assistant Director of Fisheries has not seen this practice elsewhere and does not think it is standard. It is not within the scope of this study to research whether this approach is commonly used, but it could be carefully introduced by PIND to other communal farms, taking care to ensure that it is not unduly limiting production. In the case of the Ufuoma Farm, for this tool to be most effective, the different phases of the farm should be coordinating. This is another reason why it is crucial to solve the differences between the two groups.

### ***Communal Dispute Resolution***

Another success that can be shared with aquaculture associations more widely is the process of resolution between the farm and the community regarding the problem of youth hassling the fish farmers. While ideally no communal farm should have to pay the host community to keep area boys from hassling them, this solution has nevertheless saved farmers considerable loss, and protected them from added stress. Furthermore, the money is being channeled to a useful purpose (the scholarship fund), as opposed to simply being paid as “protection money”. This solution has come out of the associations being able to work with traditional leaders and the local government to find a resolution that everyone can accept.

### ***Standardized Pay Rates***

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<sup>6</sup> Report of the Institutional Capacity Assessment of the Ufuoma Fish Farmer Association (UFFA) Ekpan, Delta State, Emmanuel Uche Esq. & Henry Akinsulire for PIND, Nov 2011, p. 15.

Pay rates for certain tasks at the farm carried out by youth workers, such as pond digging, have been standardized, so that everyone knows the costs and there is consistent pay across the farm. Youth workers like this system, as it prevents disputes between farmers and workers, and they expressed that they would like even more tasks to be standardized.

## **Recommendations to Enhance Conflict Mitigation Potential: The Way Forward for PIND's Aquaculture Program**

There is a strong foundation to build on in the phase two expansion of PIND's aquaculture project. In the concept note and roll-out plan for the pilot project, PIND identified three strategic areas to address in the aquaculture value chain: 1) Business Membership Organization (BMO) capacity building in access to finance, management, business service, 2) access and usage of quality inputs, 3) improving access to new market and new processing technology. These areas remain relevant and sound. In addition, the assessments and studies commissioned and carried out by PIND provide a large resource of valuable information to work from. (In fact, a number of farmers mentioned that they were tired of responding to questions, and that they did not see the results of many assessments. They did however say that because we were associated with PIND they would answer our questions, since PIND had actually provided valuable services to the farm. )

This study has identified the following critical areas that can simultaneously mitigate conflict and deliver economic development:

### **Farm Governance**

#### ***UFFA / UUFFA Division***

PIND should prioritize resolving the conflict between the UUFFA and UFFA, as well as any other associations that are forming at the Ufuoma Farm. This conflict was identified in the Institutional Capacity Assessment carried out in 2011, with excellent recommendations with regard to addressing this problem,<sup>7</sup> and we understand that initially when PIND began the pilot project, the associations came together. However, it is clear from our interviews that there are still disputes over positions of leadership and power on the farm, which need to be more thoroughly resolved, and to which the recommendations in the previous report are still applicable. Resolution will enable the association(s) to function more effectively in terms of advocacy, marketing, member services, accessing finance and interfacing with the government and the broader community.

PIND is in a position to promote unity by using its support as an incentive for the associations to come to an agreement. PIND can also pro-actively facilitate conflict resolution activities by providing negotiation and dispute resolution training to executive committee members, board of trustee members, and leaders from all phases of the farm, as well as facilitating a dialogue process to reach an agreement. The State Government has also made some efforts to bring the two groups together, and can also provide

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<sup>7</sup> Report of the Institutional Capacity Assessment of the Ufuoma Fish Farmer Association (UFFA) Ekpan, Delta State, Emmanuel Uche Esq. & Henry Akinsulire for PIND, Nov 2011, pp. 9-10 and 12-13.

incentives for agreement, since they also have resources that would be available to a unified association.

A number of farmers we spoke with felt that the dispute could be resolved: “When the government has money for grants, people are very quick to come together and can solve problems.” However, while the executive committee members we spoke with from phase 1 expressed a desire and willingness to negotiate, most of the executive members from the UUFFA were not forthcoming about the problem, and did not raise the issue during the conflict mapping exercise. A number of suggestions were made about how the differences might be resolved:

- Adequate representation by all phases on the executive committee
- Have one president at the farm, but executive committees for each phase, and fuse the BOT
- Share key executive committee positions among the current UFFA and UUFFA executive committee members

We recommend that PIND be extra careful to ensure that project activities are distributed fairly among the phases to ensure that it is not fueling the division.

#### ***Association Governance and Management***

We recommend that PIND continue to build the organizational, financial, and management systems of the association(s). The 2011 capacity assessment identified such weaknesses, as did the diagnostic assessment carried out by ENABLE.<sup>8</sup> While PIND has carried out trainings and provided support for an office and paid staff member, the organization is still young and its systems correspondingly weak. Therefore, PIND should continue this type of support to ensure that transparent and robust systems are developed. For example, interviews revealed that there are tensions between the executive committee and board of trustees that are rooted in a lack of clarity around roles. One executive committee member in a one-on-one interview explained that “some people do not realize there are procedures in an association, and need to be educated.” Clarity of executive committee and board of trustee roles will also help solve divisions between the UFFA and UUFFA, and transparent systems, good internal controls, and audits may also address some of the tensions between associations and limit the desire for leadership positions if it is clear that personal gain is not going to be part of the package.

#### ***Further Development of UUFFA Strategy***

The UUFFA strategy document has the potential to be a powerful guiding document, but at this point it is unwieldy and difficult to use. The plan includes 10 objectives, 17 outputs, and 64 activities, ranging from the very broad and ambitious “reduce cost of production through enhanced aquaculture practices and cooperative activities” to the quite specific and possibly less important “establish a library and e-learning centre.” It is heavy on capital improvements, and includes interventions that might interfere with the market. The document does not successfully focus and prioritize the association’s resources of time and money. Many activities are overly ambitious or even totally unrealistic, while others are reasonable and achievable. The associated timeline is also not realistic, and almost all deadlines thus far

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<sup>8</sup> UUFFA Diagnostic Assessment by Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE), June 2012

have been missed: “Number and document ponds” by December, 2012, and “acquire space of land or existing structure for fish market” by December, 2013.

In order to provide real value to the association and ensure that this was not a wasted effort, PIND could support the association to assess these more carefully based on cost and then prioritize a small set of attainable and realistic activities that can show members real progress, as opposed to spreading time and energy too thin on a large number of unrealistic activities.

### ***Define Roles of Different Actors***

In addition, PIND should advise the association and its members on the most effective roles of the private sector, government, and association. For instance, PIND has appropriately addressed the state government about the association creating and managing a feed mill, since this is most likely a function better performed by the private sector. Currently, the actions in the strategy are vague in terms of responsibility and role, and there are no guiding principles defining the optimal roles of different actors, particularly ensuring that the functions of the private sector are not taken on by the government or the association.

### **Market Access and Function**

Related to the clarification of roles above, there is the opportunity to raise awareness of market approaches, and to support actors to strengthen market linkages and access.

### ***M4P Training and Analysis***

We are aware that PIND staff have been trained and are supportive of an M4P approach. Organising M4P trainings of stakeholders, including association members and leaders, government agencies, and private sector actors can clarify appropriate roles of actors as well as identifying constraints in the value chain and solutions to those constraints. Such training would enable participants to understand how a value chain works, and to understand that there are supporting functions and rules that influence the value chain. The training can be used as a platform to identify and prioritize support from the State Government in areas such as road improvement and extension services, and also differentiate the role of the association from the private sector in provision of feed and fingerlings, for example. It can explore the roles of the private sector and association in such activities as equipment rental, borehole development, water testing, and cold room services.

### ***Market Research***

While PIND’s value chain research shows a growing demand for farmed fish in Nigeria, and insufficient supply, the Ufuoma Farm is not always able to sell their fish. PIND can support the UUFFA and other associations to carry out market research to better understand demand patterns and volumes, and make linkages with bulk customers. The UUFFA can then advise members more effectively about when and how much to produce to avoid gluts and support more consistent volumes of fish.

Currently, the booking system controls harvests on a daily basis, but is not coordinating the overall system with demand patterns. The following table is from UUFFA records, and shows the sales of ponds for the first quarter in 2012:

MONTH	WEEK/NO OF PONDS			
	1	2	3	4
January	25	36	14	28
February	14	27	42	10
March	35	18	40	58

The chart shows a range of harvesting from 10 ponds in one week, to 58 in another. In our interviews with traders, they expressed that they wanted different amounts on different days (one trader said she buys 40kg on Mondays, but 80 kg on Saturdays), but not different amounts from one week to the next. However, currently, there is no mechanism of coordination to prevent lots of people from stocking ponds at the same time, or to alert farmers to stock when few are doing so.

### **Processing**

As a way of controlling gluts and providing a value-added product, farmers expressed interest in processing (which was also identified as an opportunity in previous assessments). It was reported that there are currently two people drying fish in Phase 1, but they can only dry on a small scale of 40-50 fish at a time. Farmers would like to have access to a larger scale dryer - one that can handle closer to a tonne or more of fish daily. This access would serve the purpose of alleviating the pressure to avoid gluts, and would expand possibilities for distribution across longer distances and over greater time periods through increased shelf life.

### **Youth**

Both the youth and the women said that the PIND pilot project does not focus on youth directly. However, the PIND pilot project has nevertheless had two positive impacts on youth thus far: the first in increasing the amount of work available for workers at the farm by promoting practices that can employ them, and the second in motivating them to want to become fish farmers.

There are a couple of ways to integrate youth more effectively into the project and to amplify the positive results that are already resulting from PIND’s pilot project. One is to focus on their role as hired workers at the farm, and another is to support them as current and future fish farmers. To support hired workers, trainings can be tailored for the specific tasks that workers carry out. PIND can also work with the associations to create a more welcoming environment for youth within the association structure: possibilities include creating committees that can address their specific needs, such as standardized pay for labor. Youth expressed that it is difficult for them to make the transition from worker to farmer, particularly when farmers refuse to employ them if they are also farming. Also, it is difficult to make this leap when they have had



*Youth worker on the Ufuoma Farm –  
Photograph by Steven Nakana for Mercy Corps*

little experience and little technical and business management knowledge, and few financial resources. To support the young farmers, PIND could ensure that youth are well represented and welcomed at trainings, and support associations to manage tensions that arise with farmers when workers start their own ponds.

### **Women**

Many women expressed interest in better access to financing, and were specifically interested in a community savings fund run by and for women. Since access to loans from banks and micro-finance institutions is out of reach for fish farmers (due to the high interest rates that micro-finance institutions have to charge to be sustainable and the long duration of the loan required by the fish farmers), PIND could investigate the creation of community savings groups within the farm, or expansion of the sou-sou system that exists in phase 1.

## **Recommendations to Address the Structural Causes of Conflict: Opportunities Beyond the Aquaculture Project**

The assessment identified a couple of critical areas that extend beyond the scope of the current program, and warrant further research to support program design. The first is financial resilience, the second is youth employment and livelihoods, particularly for girls and women, and the third is disaster risk reduction.

### **Financial Resilience**

What is abundantly clear from both the oil spill in 2010 and the flooding of 2012 is the dramatic lack of resilience that fish farmers have in the face of shocks. These two events were the largest causes of financial loss that farmers reported, and have had a greater economic impact than losses from conflict have had. Many renters/farmers have left the farm because they could not afford to restart after being wiped out by one of these events.

Like agriculture, fish farming is capital intensive and has a long turn-around time before profit can be made, and farmers have very little fall-back to protect themselves when shocks occur between the time of stocking and the time of harvest. The farmers we spoke with repeated over and over again the desire for access to low-interest credit, but banks and MFIs are unable to make loans at a low-enough interest rate to work for fish farmers, and are also inhibited from providing loans because of the high risks and potential for losses. Such risks also make insurance products unfeasible. The MFI we spoke with also said that fish farmers have had problems paying back loans when there are even slight gluts in the market and the price of fish goes down, much less when they are wiped out by disasters.

Actors in both the agriculture and aquaculture face tremendous personal financial risks, often with little or no means of recovery after losing their investments. However, both of these sectors are critical for the growth of the Nigerian economy, and for food security in the country. (Agriculture employs almost

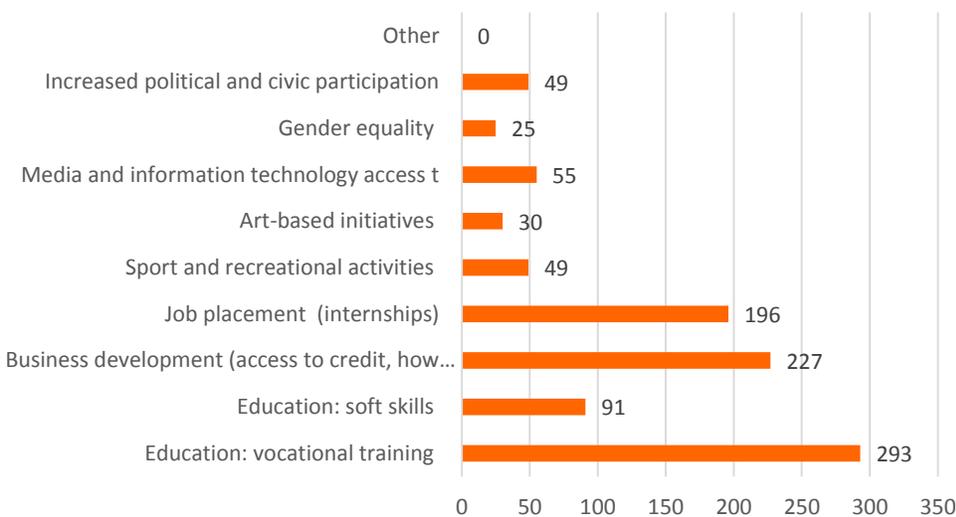
half of working Niger Deltans<sup>9</sup>.) Both of these sectors are also critical for building an enduring peace in the Niger Delta, since economic growth and opportunity in areas other than the “economy of conflict” that has grown up around the oil sector will be an essential part of addressing the underlying causes of conflict.<sup>10</sup>

Therefore, there is a need for increasing access to financial services, by both expanding the type of financial products that are available to low income earners such as farmers and fish farmers, and also increasing their financial literacy and business and entrepreneurial skills. This type of financial empowerment will build resilience in the face of shocks – from natural disasters, market instability and conflict – and will strengthen the structures that support peace. Further research is recommended to understand the most impactful leverage points for such work.

### Economic Development for Youth (Focus on Teenage Girls and Young Women)

The perception survey identified vocational training, business development and job placement as the top three issues for youth in the Ekpan area.

Main needs of youth in the community



It is reasonable to assume that these findings reflect the needs of youth across the Niger Delta. Official figures indicate that the unemployment rate for youths 15 to 24 years old in the South-South zone for 2006 was 24 percent, higher than any other zone in Nigeria.<sup>11</sup> Also, Nigeria is among the countries facing a “youth bulge”, and around 60% of Niger Deltans are under the age of 30.<sup>12</sup> In addition, there is a relationship between “youth bulges” and conflict: societies with rapidly growing young populations often end up with high unemployment and a large population of disaffected youths who are more

<sup>9</sup> 44.2 percent, according to the *Niger Delta Technical Development Master Plan* (2007).

<sup>10</sup> Newsome, Chris. "Conflict in the Niger Delta: More than a Local Affair." United States Institute of Peace, June 2011.

<sup>11</sup> Nigeria Core Welfare Indicators Questionnaire 2006

<sup>12</sup> 2006 Nigerian Census Figures

susceptible to recruitment into rebel or terrorist groups.<sup>13</sup> This is reflective of the situation in the Niger Delta, and many believe that the Niger Delta conflict is just temporarily put on hold through amnesty payments, but that in the long term, conflict will re-emerge because of the unaddressed problem of widespread youth unemployment and frustration with lack of opportunity.

A potential entry point is to work with teenage girls and young women. Teenage girls are a particularly vulnerable group, and teen pregnancy and early marriage are a problem due to their need to find economic support through relationships with men. Teenage girls and young women, while not the main actors in the Niger Delta conflict, are among the groups that suffer most from its consequences, including from gender based violence, poor and polluted water resources, and disruption of farming and fishing livelihoods due to pollution. They are less involved than their male counterparts in oil-related activities, but are potential change agents that can enhance social cohesion.

For its work in the north of Nigeria, Mercy Corps conducted an assessment profiling 1,800 adolescent girls (age 15 to 19) across the northwestern states of Kano, Katsina, and Jigawa to identify key barriers to girls' financial inclusion and opportunities for their economic advancement. We found that despite gender inequity, approximately one-quarter of girls age 15-19 are working, mostly in the informal sector running their own small businesses or taking part in small-scale economic activities. Our study also found that promoting access to finance and savings can help strengthen adolescent girls' inclusion as active participants in the economic life of their communities. Young women expressed a strong demand for financial products and services, but many lack access to and knowledge of formal financial institutions. We recommend that similar research be carried out in the Niger Delta to understand the key constraints and potential solutions for girls and young women in the Niger Delta, and also the potential for this population to contribute to social cohesion and stabilization.

Potential projects should be designed based on such research, but might focus on financial inclusion, increased business and entrepreneurial skills, greater participation in decision-making, and expanded livelihoods opportunities.

### **Disaster Risk Reduction**

As described above, fish farmers and agriculture farmers have very little resilience in the face of shocks, and are forced to take tremendous investment risks just to survive. While not directly related to conflict, better disaster risk reduction has nevertheless emerged from this assessment as a critical need, and has the potential to increase the resilience of Niger Delta communities to floods and other severe weather events. Traditional approaches such as strengthening government and community response systems, early warning systems, and preparation through vulnerability mapping are one approach. Other more innovative approaches, such as micro-insurance products, are also worth exploration. Similar to financial resilience, initiatives that improve or protect the economic systems in the Niger Delta will also contribute to peace by strengthening the systems that prevent and mitigate conflict.

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<sup>13</sup> L. Beehner, "The Effects of Youth Bulge on Civil Conflicts," *Council on Foreign Relations*, 2007.

# Annexes

## Annex 1: Summary Literature Review

### List of Publications

\*A few of the publications with the most relevance to this assessment have been marked with an asterisk.

Abidde, Sabella Ogbobode. "Violence, Terrorism and Instability in the Niger Delta: Understanding the Domestic and Global Dimensions of Underdevelopment." Doctoral Dissertation for Howard University, 2009.

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## Summary of Selected Publications

### **"Violence, Terrorism and Instability in the Niger Delta: Understanding the Domestic and Global Dimensions of Underdevelopment"**

Abidde, Sabella Ogbobode, 2009

The vast majority of oil holdings are within the territories of minority ethnic groups, while these groups are beholden to the politics of majority ethnic groups. Political exclusion and economic underdevelopment are especially acute in these communities but are also reflective of the wider region. The author thus concludes that the Nigerian government and oil MNCs must address underdevelopment, as the root of conflict in the Delta, so to avoid a domestic and international crisis.

### **"Globalization and the Uneven Application of International Regulatory Standard: The Case of Oil Exploration in Nigeria"**

Adalikwu, Justina, 2007

The study investigates if, how and why globalization, carried out through Multinational Corporations (MNCs), affects ethnic tension, class struggle, and gender inequality, focusing on the Obelle and Obagi

communities of the Delta. The results show that in partnership with the Nigerian government, oil MNCs have induced political disenfranchisement, social dislocation, and environmental devastation for the people of the Niger Delta. MNCs not only commit these injustices, but also incite conflict between communities to distract their attention from degradation at the hands of oil companies, committing systemic acts of violence as tools for control. Inter-communal and inter-ethnic tensions are said to arise from chieftancy issues related to oil politics.

#### **“The Politics of Amnesty and Oil-Related Conflict in the Niger Delta Region of Nigeria”**

Akpan, F. and Ering, S. O., 2010

The study identifies a contradiction between the political, economic and socio-environmental problems that are the main drivers of conflict in the Niger Delta, and the policy of amnesty, which is a palliative measure not designed to address these root causes. Rather, it is designed to allow the Federal Government continued access to oil and gas resources in the region. Therefore, the issue of conflict will remain unresolved and continue to get worse until the causes of crisis are addressed in their totality.

#### **“Land Conflict as an Impediment to Community Development in Southwestern Nigeria”**

Ayorinde, Abegunde Albert, 2011

This study engaged the primary propellers of inter-communal land conflict in SW Nigeria, including ward heads and major conflict actors from 37 political wards. The conflicts affected urban land use and development, housing, farmland and crops, economic interactions between communities, community governance and security, infrastructure within settlements, and most notably socio-economic relations. Existing land tenure cannot address physical growth and the complexities of stunted socio-economic development. Statutory and customary land systems “have failed to promote community peace, orderliness and physical development,” becoming far too bureaucratic and ignoring non-indigenes, respectively. Customary land right tenure, as well as inter-communal facilities, were thought to prevent conflict and aid conflict resolution.

#### **“The Effects of ‘Youth Bulge’ on Civil Conflicts”**

Behner, L., 2007

“A new study by Population Action International (PAI), a Washington-based private advocacy group, suggests a strong correlation between countries prone to civil conflicts and those with burgeoning youth populations. Social scientists label this demographic profile “youth bulge,” and its potential to destabilize countries in the developing world is gaining wider acceptance among the American foreign policy community. The theory contends that societies with rapidly growing young populations often end up with rampant unemployment and large pools of disaffected youths who are more susceptible to recruitment into rebel or terrorist groups. Countries with weak political institutions are most vulnerable to youth-bulge-related violence and social unrest.”

#### **“Case Study: Making Business Membership Organizations Work for the Poor”**

Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE), 2008

This case study summarizes the ENABLE project’s approach to making Business Membership Organizations (BMOs) work for the poor in Nigeria, and presents results from the first three years of the project’s implementation. The project aim is to create sustainable, systemic change in the business environment by addressing underlying systemic failures in the Business Environment Reform (BER) system through strengthening the capacity, incentives and

relationships in this system. The report describes how the program has reached BMOs to build their capacity in the area of advocacy, and how these BMOs have taken up issues such as taxation, fertilizer policy, and food standards to promote a healthy business environment.

### **“Driver/Impacts of Conflict in the Niger Delta” P4P Qualitative Research Study**

Partners 4 Peace (funded by PIND), 2012

The study covers the following topics: experiences of conflict, impact on livelihoods, peacebuilding activities, key stakeholders and organizations involved, and information and communications. Most conflicts reported by study participants were rooted in competition for resources, such as farmland, fisheries, oil rents/benefits, and struggle over political representation at the local and state levels. Crisis in leadership and youth’s lack of faith in traditional governance structures, and exclusion from these, were contributing factors. Environmental degradation and inadequate livelihoods were both causes and effects of conflict. Access, transport, loss of property, and commodity inflation were cited as effects of conflict and causes of further economic underdevelopment. Traditional governance structures were found to be less effective dealing with inter-communal and inter-ethnic conflict than those within their own communities and have lost influence over time. Women and religious leaders also play a role, while youth are largely absent from peacebuilding initiatives. P4P concluded that communications that connect voices of key stakeholders to a network can feed into action for the peacebuilding program. That network can be leveraged for more effective peacebuilding and conflict prevention.

### **\* *Securing Development and Peace in the Niger Delta: A Social and Conflict Analysis for Change***

Francis, P., Lapin, D., and Rossiasco, P., 2011.

This study consolidates a vast range of information about the Niger Delta not previously available in a single publication. It illuminates the social history, analyzes the underlying causes of unrest in the area, and contributes to the body of research about conflict prevention and approaches to post-conflict reconstruction in regions harmed by extractive activities. The study finds that, while investment in the area has been severely inadequate for building peace and development, many of the elements of sustainable pathways to development and peace exist, or can readily be realized. It asserts that a systematic framework is required, and a correspondingly strong leadership and political will to make the framework effective. It then proposes a collaborative framework for the future, which includes five pillars on which a durable peace can be built: (i) good governance and political participation, (ii) human security, (iii) wellbeing and development, (iv) protecting the environment, and (v) securing livelihoods. For each pillar, the government, oil companies, development partners, civil society, and communities have vital roles to play.

### **“In Niger Delta, Chevron Launches New Paradigm for Corporate Social Responsibility”**

Grant, B. and Kaplan, Z., 2013

PIND was created to institutionalize the program areas set out by Chevron’s development logic that ultimately aims to increase income and employment in the Niger Delta. The four pillars that support this final impact are economic development (through pro-poor market development), capacity building (for service delivery and engagement capacity of government, civil society, and communities), peacebuilding (integrated conflict resolution to enable economic development), and analysis and advocacy (focusing on systemic constraints to growth). Economic sectors were identified based on growth, employment, income generation for PIND’s target communities, and feasibility of working with local partners. PIND’s development arm, the Economic Development Center, is also looking to respond to development needs in the region by providing services such as training, analysis and implementation activities.

### **"Regional Inequality and the Niger Delta"**

Higgins, Kate, 2009

This brief explores regional inequality in Nigeria, and particularly the Niger Delta. Poverty and inequality in Nigeria has strong regional concentrations, resulting in significant levels of regional disparity. The Niger Delta is a region that has been somewhat marginalised from Nigeria's national development, despite being the region that generates Nigeria's oil wealth. The Government of Nigeria's policy response to this marginalisation and relative underdevelopment is the Niger Delta Development Commission (NDDC), which was established in 2000. The development of the Niger Delta since the NDDC was established shows that poverty reduction progress has been slow, particularly given the Niger Delta's substantial natural resource endowments and additional federal government resources. It is difficult to assess the effectiveness of the NDDC, however, and the extent to which it has contributed, or failed to contribute, to poverty reduction in the Niger Delta. What is apparent is that natural resource endowments do not necessary translate into welfare gains for communities. In addition, national level government political and financial commitment to address regional disparities may not be enough: it may be rejected because of the 'top down' nature of the approach and ineffective if reliant on institutionally weak state and local governments.

### **"The Economy of Conflict in the Oil Rich Niger Delta Region of Nigeria"**

Ikelegbe, Augustine, 2006

This study examines the economy of conflict in the resource conflicts of the Niger Delta. This economy is comprised of violent struggle for resource opportunities, inter and intra-communal/ethnic conflict over resources, and theft and trade of crude and refined oil, which have all blossomed since the 1990s. An economy of conflict has emerged that is characterized with an intensely violent and bloody struggle for the appropriation of oil resources and benefits from the oil economy and a thriving market of illegal trading and smuggling of arms and crude and refined oil. There are various estimates of the quantity of theft of crude oil stolen by or with the aid of armed gangs and militias. Although this economy did not cause conflict, it served as a part of the resistance and a resource for sustaining the conflict. The resource struggle and resistance has broadened access to benefits by ethnic, youth, and militia leaders, which has in turn fuelled further conflict. Family, communal, ethnic and group conflicts over indigeneity and ownership of lands where oil fields are located has usually involved extreme violence, notably between the following: Ijaw and Itsekiri, Ijaw and Ilaje, Urhobo and Itsekiri, between communities such as Basambri-Nembe and Ogbologbomabri-Nembe and within communities such as Ozoro.

The central argument is that an economy emerges in the course of struggle and resistance in resource rich regions which then underlines greater conflicts, violence, crime, arms proliferation, opportunism and consequent escalation and sustenance of the struggle. Such an economy is engaged in or tolerated by locals as an instrument of struggle. State weakness and corporate misgovernance provide a motivation on the one hand and incapacity to curtail the economy on the other.

### **"Engendering civil society: oil, women groups and resource conflicts in the Niger Delta region of Nigeria"**

Ikelebe, Augustine, 2005

Women represent a large proportion of subsistence farmers, fisher women, and the informal sector in the Niger Delta region. They have benefitted least from employment with oil companies, been dispossessed of land and livelihoods most, and been excluded from the token compensation from

acquisition, pollution, and devastation of farmlands and fishing waters. Women have been targeted by MNCs and NGOs to engage in the resolution of the complex, multilevel and multifaceted conflicts and crises in the region as their activism is a result of the extreme nature of the situation and failure of existing mediation structures. Local community traditional women associations are diverse, active, and have begun to appropriate traditional forms of resistance using mainly, but not always, non-violent means. Moreover, women groupings relate not only to struggles for benefits, but also to the management of the conflict.

**“Domestic Terrorism, Official Response and the Politics of Black Gold in Niger-Delta, Nigeria”**

Jegede, Ajibade Ebenezer and Joshua, Segun, March, 2013

The Niger Delta is plagued with violence as a result of marginalization and acute deprivation. The current conflict is driven on one hand by structural problems related to the socio-political arrangement of Nigeria and oil exploration and resource allocation on the other. Militants, reflecting a diverse field of grievance representation in the Delta, use the threat of violence and hostage taking, or “control from below”, to communicate political and economic messages to clearly defined targets. The “militarization of the conflict instead of exacerbating it generates counter-reactions more violent and deadly.” Therefore, hostage taking is the best alternative in the face of military force. Lasting peace necessitates a collaborative agenda for development, a government agenda for empowerment of marginalized groups, and all parties must agree to meaningful conflict resolution and immediate cessation of arrest and criminalization of those labeled as militants.

**\*Local Business, Local Peace: The Peacebuilding Potential of the Local Private Sector**

International Alert, 2006

This extensive study makes the case that business is often tightly bound up in conflict dynamics, and is at the same time able to play an important role in addressing these at different levels. Drawn from the experiences of business people in over 20 conflict affected countries, the study focuses on businesses’ efforts to support formal peace processes; to address socio-economic issues; to build bridges between divided communities and groups; to alleviate security concerns; and lastly on the special role of women entrepreneurs. The study considers two points of view on the role of the private sector in conflict: the first is that virtuous cycles of economic growth in turn contribute to peace and that the private sector is a critical driver, and the second is that profit-seeking business activities relate to the perpetuation of violence in many conflicts, particularly related to armed groups that profit from war, and the patterns of trade that provide a source of funds for sustaining it. With these two points of view in mind, the study examines how the private sector can contribute to peace and security. The study comprises nine country or regional reports on Afghanistan, Bosnia and Herzegovina, Colombia, Guatemala, Israel/Palestine, Nepal, Somalia, Sri Lanka and the South Caucasus, and 21 shorter case studies, which include cases in Nigeria.

**\* “Conflict in the Niger Delta: More than a Local Affair”**

Newsom, C., June 2011

The report considers effort made in the Delta by both local and international bodies towards stabilizing conflict, and concludes that current efforts aren't enough and not achieving required results. Instead, they address short term issues, fail to address root causes of conflict, and are often underestimating the critical regional importance of resolving the conflict in the delta. The amnesty arrangement has brought temporary peace, but has not fundamentally changed the entrenched and lucrative incentives for violence. The article also sees change from what exists as being difficult to achieve, and shows that

conflict has spiraled significantly while control apparatus of government, for the most part, have intractably refused to improve. It also shows that despite all efforts to ensure stability within the Delta over a long period of time, the situation still gets worse day by day and will require further interventions to prevent a full blown conflict. It sees the government as both at the center of the conflict, but also essential to the solution, and believes that grass-roots demands for better governance, supported by local and international actors, will be required to address the structural problems and to find a long term solution.

#### **“Niger Delta Action Plan – Context Plan and Summary”**

Ministry of Niger Delta Affairs and UNDP, 2012

The Action Plan proposes that inclusive enterprise models can jump-start private sector investment and job creation. By promoting inclusive enterprise using sustainable business models that have no negative impact on the local environment, community, society or economy, the MNDA aims to meet the triple bottom line: positive impacts on people, profits, and environment. This will contribute to poverty reduction through the inclusion of low-income communities in value chains as producers, suppliers, and consumers. Furthermore, the Action Plan proposes that the M4P approach should be a core component of the Multi-Stakeholder Trust Fund (a funding vehicle to support high-impact, short-run return investments).

#### ***Nigeria: Petroleum, Pollution, and Poverty in the Niger Delta***

Amnesty International Publications, 2009

This report focuses on the impact of pollution and environmental damage caused by the oil industry on the human rights of the people living in the Niger Delta. While there are other sources of pollution in the Niger Delta, the oil industry is a major contributor, and moreover, has been for more than half a century. The Niger Delta is a complex operating environment, characterized by conflict – conflict within and between communities (often related to access to the benefits of oil operations), conflict between the communities and the oil companies and conflict between armed groups and the oil companies and Nigerian security forces. While acknowledging the complexities that oil companies face in operating in the Niger Delta, this report underlines that much of the pollution and damage that has contributed to serious abuses of human rights is foreseeable and avoidable. Where problems do occur, timely and effective action can mitigate the consequences. The complexity of the Niger Delta is too frequently used as an excuse for failure to take action in line with international good practice and standards to prevent and address pollution and environmental damage and protect the human rights of communities affected by oil operations.

#### **“Nigeria: Itsekiri Elders Plead With Youths Not to Retaliate Attacks”**

Onabu, Omon-Julius, July, 2013

This news story, from July 5, 2013, reports on a conflict between Ijaw and Itsekiri youth in Warri North LGA that had resulted in 13 casualties and the destruction of 30 homes. The conflict was caused by tensions over local political positions. Security was deployed to stop the crisis, and a curfew was put into place.

#### **\* “Oil and the Probability of Rebel Participation Among Youths in the Niger Delta of Nigeria”**

Oyefusi, Aderoju. 2008

This article attempts to explain the determinants of the probability of willingness to join rebel groups by youths in the Niger Delta, using primary data from a sample of 1,337 individuals drawn from 18

communities. The objective is to test the theoretical explanations of the motivation for rebellion in resource-based societies and to examine the kind of factors that present rebel opportunity. Fifteen variables are used to reflect motives and opportunity for rebellion, related to both grievance and greed, and include employment status, ethnicity, education, marriage, assets, asset immobility, and others. While grievance appears to be pervasive among individuals- and is systemically explained by the data, it is not seen to have high statistical effect on the probability of having a disposition to rebel participation. Rather, individual-and community-level factors that reduce the opportunity cost and risk of participation, or increase the perceived benefits, appear to be more important. The findings suggest that strategies to achieve long-lasting civil peace in Nigeria's Delta must go beyond grievance to address individual-level factors that determine the opportunity cost of participation in violence, such as low income level and low educational attainment, and community-level factors that create an opportunity to profit from extreme forms of civil disobedience, such as low infrastructure. Some of these strategic choices are found also to have the potential to address grievance.

**\* "Something or Nothing: Granting Niger Deltans a "stake" in oil to reduce conflict"**

Sayne, A., and Williams, J., 2010

The report analyzes the potential effects of legislation being considered by Nigeria's federal government that would allocate 10% equity to oil producing states. The paper advises that such a move should be carefully considered, tested, and then implemented in such a way as to assure that it will promote economic growth by having a clear understanding of how it will change incentives around violence, and will not fuel conflict. It strongly recommends an evidence based approach to decision-making about how the 10% is administered if the legislation passes. Finally, it lays out a process of research, analysis, and decision-making for such types of financial distribution initiatives, and warns that as it currently stands, these factors have not been thought through.

## Annex 2: Framework & Tools for Addressing Conflict Sensitivity

### ***Framework of analysis and conflict sensitivity tools for livelihoods-related interventions***

Conflict sensitivity is a fundamental yet tremendously challenging process. The *Do No Harm* Framework of Analysis and The Peace and Conflict Impact Assessment (PCIA) are two examples of analytical systems created for development and aid agencies to analyze how their interventions affect the conflict dynamics of the context in which they operate. In order to have a framework of analysis relevant to PIND's economic development projects in the Delta, Mercy Corps has drawn on the literature on conflict sensitivity, and customized three tools to be used throughout the program cycle (design, implementation, monitoring and evaluation). "Conflict sensitivity" does not provide solutions to a conflict or address the structural causes of violence, but presents broad recommendations on practice to ensure that activities do not exacerbate or trigger conflict in the area of intervention.

### **Program Design Phase Tools**

Conflict sensitivity analysis should be carried out when assessing design and funding of proposals, reviewing interventions, or simply brainstorming future projects. Such an analysis need not be done in connection with a conflict analysis at the strategic level.

The following analytical framework process brings together the Sustainable Livelihood Analysis (SLA) Framework and the Do No Harm Analytical Framework to support the design of livelihood interventions in conflict prone areas.

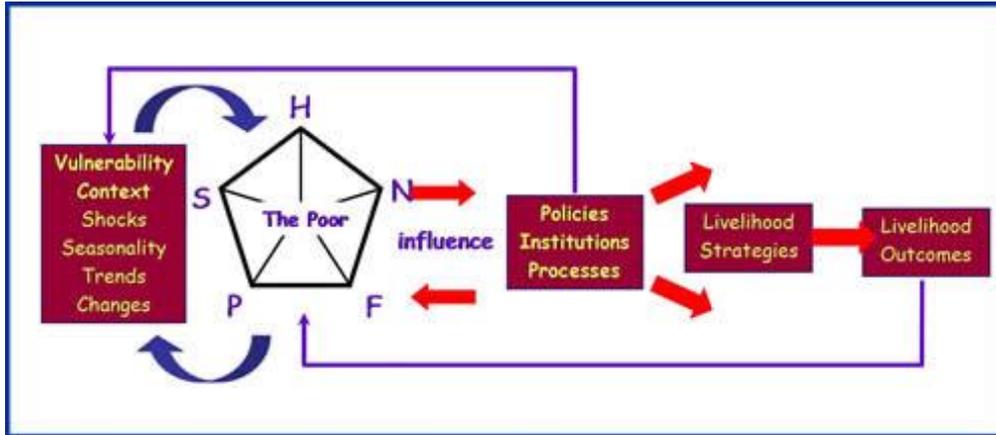
SLA has become the dominant approach to the implementation of development interventions by a number of major international agencies. It is defined in terms of the ability of a social unit to enhance its assets and capabilities in the face of shocks and stresses over time. SLA identifies the important assets in a given livelihood, the trends over time and space, as well as the type and impact of shocks and stresses (conflict, environmental, economic and social) upon these assets. The *Do No Harm* Analytical Framework was developed from the programming experience of many assistance workers. It provides a tool for mapping the interactions of assistance and conflict and can be used to design plan, monitor and evaluate both humanitarian and development assistance programs.

Merging and contextualizing both systems allows designers to secure greater cognizance of the wider context (e.g. political, legal, economic, institutions, infrastructure etc.), and how interventions are designed to address any vulnerability of enhanced livelihoods.

Instructions:

1. Carry out the exercise during the design of each new intervention
2. "Unpack" the proposed intervention against the sustainable livelihood framework of analysis by first identifying the existing
  - Vulnerabilities of the target population
  - Livelihoods assets (human, social, natural, financial and physical assets)
  - Policies, institutions and other transformative structures (culture)
  - Existing livelihood coping strategies
  - Intended livelihood outcomes

### Sustainable Livelihoods Framework of Analysis



3. Identify the connectors and dividers relevant to each part of the proposed intervention<sup>14</sup>
4. Analyze whether the intervention will enhance the role bringing about social cohesion of fostering division.
5. Generate options accordingly to ensure that the greatest impact of the program

### Livelihoods Intervention impact on connectors and dividers

		Connectors	Does the intervention enhance connectors?	Dividers	Does the intervention enhance dividers?	Generate Options
<b>Vulnerability Context</b>	Shocks		If no generate options		If yes generate options	
	Trends					
	Seasonality					
<b>Livelihood Assets</b>	Human assets					
	Social assets					
	Natural assets					
	Physical assets					
<b>Structures and Processes</b>	Financial assets					
	Policies					
	Institutions					
	Culture					
<b>Livelihoods Outcomes</b>	Other					
	result 1					
	result 2					
	result 3					
	result 4					
	result 5					
	result 6					
result 7						

This adaptation of both frameworks has been developed above all to support the facilitation of program development at PIND to analyze their practice, the conditions in which they intervene and the courses of action open to them.

<sup>14</sup> During two workshops on conflict sensitivity, Mercy Corps has introduced PIND staff to the use of the Do No Harm Analysis Framework, how to identify connectors and dividers and systematically unpack assistance projects.



## Sample Activity Risk Screening

1	Improved access to animal health services	Issues that could raise problems	Potential Negative Impact	Probability	Risk Value
1.1	Establishing CAHWs system				
1.1.1	Initiate dialogue to establish a sustainable CAHWs system	-Resentment by non-selected beneficiaries (targetization)  -Coordination mechanisms,  -Differentiated stipends/per diems, -Storage and distribution (theft) of drugs, Kits and selection procedures	2	1	2
1.1.2	Establishing CAHWs supervisor committee		2	2	4
1.1.3	Train CAHWs		2.25	2	4.5
1.1.4	Drugs provision as per SRS guidelines and community decisions		2.35	2	4.7
1.1.5	Kits provision to CAHWs		2.5	2	5
1.1.6	Conduct debating forum to scale up and redesign the program		2	1.5	3
1.1.7	Conduct participatory monitoring and evaluation (PME) on vet drug shop services		2	1.5	3
1.1.8	Documentation		1	1	1
1.2	<b>Support livestock vaccination campaigns</b>				
1.2.1	Diseases mapping and categorization	-Resentment by non-selected beneficiaries (targetization), raised expectations beyond delivery capacity via campaigns	1	1	1
1.2.2	Provision of livestock vaccines to Mulu LCRDO		3	2	6
1.2.3	Provision of vaccination equipment to Mulu LCRDO		3	2	6
1.2.4	Conduct livestock vaccination campaigns		2	2	4

## Program Support Tools

Exercising conflict sensitivity is not only the responsibility of the program team and senior leadership. The following incident tracking instrument is a tool that can be utilized by the operations and security management team of any organization. It presents a platform for the exchange of information between teams responsible for operational support and program implementation.

### Instructions:

1. Carry out the exercise at least once every month
2. Track all violent and non violent incidents of relevance in your area of geographical coverage (see a sample typology below)
3. Consider the source and validity of the information
4. It is also possible to geographically map incidents over time
5. Compare with tables from previous months to identify patterns and trends

**Incident Tracking Tool**

Source			Movement Date		Incident/Conflict		Location			Arrival Location	
No.	Source	Info validity	Incident Date	Report Date	Incident type	Parties	Place/Community	LGA	State	GPS	Additional Comments (place of origin if different than the place of departure)
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											
15											

Information validity	
1	Confirmed by several independent sources
2	Confirmed by one independent source
3	Not confirmed but likely
4	Not likely
5	Probably wrong information
6	We do not know
D/K	Don't know

Category	Incident	Description
Non violent	Influx of IDPs	
	Influx of Refugees	
	Spread of human disease	
	Spread of livestock disease	
	Natural Disaster	
	Disruption of cropping activities	
	Militarization of area	
	Halt of operations by civil authorities	
	Halt of operations by other (specify)	
	Car accident	
	Demonstrations	
Violent	Armed Clashes	
	Raids (abduction, theft, attack)	
	Kidnapping	
	Carjacking	
	Land mines	
	Revenge killing	
	Brake-in	
	Assault	
Violent demonstration/riots		
Assasination attempt		

These tools and framework of analysis have been adapted a selection of conflict analysis tools used by international organizations, donor agencies and non-governmental organizations to be used by PIND. While there are a variety of analytical frameworks and tools, many follow a similar logic.

More information on both the Do No Harm “Analytical Framework” has been provided to PIND during two conflict sensitivity workshops. During those workshops a “conflict sensitivity resource pack” has been provided to participants, it can also be accessible at this link:

<https://www.dropbox.com/sh/7jgph264p813sse/7igyj3N9P4>

## Annex 3: List of Key Informant Interviews

KEY INFORMANT INTERVIEW		
<b>Abuja Interviews</b>		
1	Dr. Abba Y. Abdullahi, Ffs	National President Fisheries Society of Nigeria (FISON) and Executive Director AquaGric Ltd. No 12 Cape Town Street, Plot 2198, Off IBB Way, Wuse District, Zone 4, P. M.B. 330, Abuja-Nigeria. 0803 320 1198
2	Samuel	Mediation Training Institute (MTI) Off Solomon Lar Way, Utako District Abuja
3	Micah Mendie	PIND Analysis & Advocacy Program Officer, 08172064619
4	Klaus-peter Luttmann	Value Chain Adviser Enable Environment Component, German Development cooperation, No 22 Haile Selalassie Street Asokoro Abuja 07051191027
5	Salisu Mohammed	Former CALM National Coordinator Skype address: mohammedl.salisu email: emeles2001@yahoo.com 08035438354
6	Boniface Igomu	Former program Officer with CALM 08082051111
<b>Warri Interviews</b>		
EXECUTIVE COMMITTEE MEMBERS		
7	Ehoho-Acquaye Josephine	General secretary UUFFA 07037507972
8	Fischer Oanan	President UUFFA 08020508375
9	Pastor Chris Okwechime	Vice President 08038910653
10	Felix Okukulabe	Assistant Secretary 08064302925
11	Ughere Joshua	Chairman Board of Trustee 08036785377
12	Jennifer. F Omane	Financial Secretary, 08037769590
TRANSPORTER		
13	Sunday akarakere	Transporter from Casa De Pedro Hotel 08034533046
FINGERLING & FEED PRODUCER (& PRIVATE FARMER)		
14	Mr. Emmanuel Afinanta	Owner, Brafina Nigerian Limited 08067884143 (Fingerling, feed, and fish production)
	Mr. Osazowa Omogwam	Manager, Brafina Nigerian Limited
FARMERS AT UFUOMA FARM		
15	Peter Michael	Fish Farmer and Advocacy Officer, UUFFA 08102856783
16	Commander Sonni Ometie	Fish Farmer and Retired Naval Officer 08032329292
17	Pastor Wilson	BOT member of UUFFA, feed producer, landlord, and farmer 08085039591
18	Gloria Ohorocumwu	Woman farmer Phase I 08030985459
19	Gladys	Fish Farmer in Phase II
20	Anthonia	Fish Farmer in Phase II 0805 204 9475
21	Mary	Fish Farmer in Phase II

22	Patricia Amata	Fish Farmer Phase I 08052387866, 08063830116
23	Patience	Fish Farmer in Phase I
		<b>EXCECUTIVE COMMITTEE UFFA</b>
24	Richard Dafiaghor	Chairman, United Fish Farmer Cooperative (UFFA) Phase I 08102991760
	Emmanuel Okome	Vice Chairman, United Fish Farmer Cooperative (UFFA) 08025155571
	Jeane Ochen	Secretary United Fish Farmer Cooperative (UFFA) 07064506680
		<b>LOCAL NGO</b>
25	Jerry Nwigwe	Senior program Officer, Leadership Initiative For Transformation and Empowerment -LITE Africa (Formerly NIDPRODEV) Plot 211 PTI Road, Effurun , Warri Delta State 08037427997
	Emmanuel	LITE Africa 08055238632
	Ihekaibe Chinyere	Program Officer LITE Africa 08037427997
		<b>FISH TRADER</b>
26	Mrs. Kate Aka	President Fresh Fish Association 08060514536
27	Grace Lucky	Fish Seller, Warri, Delta State
28	Franca	fish trader
29	Iyoma Nwike	Bush bar/barbeque fish seller 07089354990
30	Madam After 7	Bush bar/barbeque fish seller Biland Hotel Ururo Road 08023857067 08068352625
31	Fish traders at farm	(no names collected, but three were gathered at selling point)
		<b>PIND STAFF</b>
32	Michael	Security Officer
33	Misan Edema-Sillo	Market Development Specialist 08172064603
34	Micah Mendie	Program Coordinator Analysis & Advocacy GSM: +234 817 206 4619 and +234 803 942 4737 Email: <a href="mailto:micah@pindfoundation.org">micah@pindfoundation.org</a>
		<b>LOCAL LEADERS: TRADITIONAL &amp; LGA</b>
35	Honorable Cyril Agbofodoh Ulolfi	Local Government Counselor, Ward 9 Uvwie LGA
36	High Chief Newton A. Agbofodoh (JP)	The Usiavwe of Ekpan No. 2 Chief Newton Close Afieki Quarters Ekpan, Uvwie, Delta State 0803 062 5152
		<b>FEED SELLERS</b>
37	Toyin Segun	Feed sellers, 0706867208
	Christy Obi	Feed Seller 08066851919
38	Josephine Agbo	Feed Seller
		<b>STATE AND LOCAL GOVT OFFICIALS</b>
39	Aphrake George, Senior Fisheries Officer	Department of Fisheries, Warri Ministry of Agriculture and Natural Resources <a href="mailto:gafure01@yahoo.com">gafure01@yahoo.com</a>

		0806 338 0504
	Edwin Odiete, Assistant Director of Fisheries	Ministry of Agriculture and Natural Resources, Asaba Delta State Government odieteedwin@gmail.com 0803 070 8738
		<b>MICRO FINANCE INSTITUTION</b>
<b>40</b>	Justina Baire Kpedi,	Managing Director Wetlands Microfinance Bank, Warri

## Annex 4: Tools

### Annex 1.1 Sample Guiding questions used for Focus Group Discussions and Key Informant Interviews

#### UUFFA Executive Committee – Focus Group: Key Questions

- Executive Committee’s involvement with the AVC project
  - How has the EC participated in the AVC project?
  - How has the project benefitted the functioning of the EC?
  - What are some of the ways the project did not address the needs of the EC?
  - Who are the key stakeholders in decision making processes for the AVC project?
  - Who participates in decision making?
  - Which formal/informal institutions play a role in the functioning of UUFFA?
  - How were beneficiaries chosen for the AVC project?
  - Which groups are benefitting most from the current activities?
- Dispute Actors
  - Who voices the concerns of the UUFFA to other actors?
  - Who voices concerns to the UUFFA Executive Committee?
  - Who has come to the EC with a dispute over the past year?
  - Has the EC’s position within the UUFFA changed over the past year?
- Dispute dynamics
  - What are the sources of tension within the UUFFA?
  - Are the lines of division within the UUFFA (ethnic lines)?
  - Is there tension between the UUFFA and surrounding communities?
  - Is there tension with fish mammies/sellers, fingerling, or feed producers?
  - Has interaction between disputing groups increased over the past year?
  - What does the EC do when dispute/violence/conflict arises? Within the UUFFAA and surrounding communities?
  - Are there disputes within the UUFFAA that are not dealt with by the Executive Committee?
- Dispute resolution and dispute response mechanisms
  - Who resolves disputes within the UUFFA?
  - Who resolves disputes between the surrounding communities and the UUFFA?
  - Who represents the UUFFA when dealing with the local government?
  - In what kinds of disputes is the EC most involved?

#### Female UUFFA Members’ Focus Groups: Key Questions

- Women’s involvement with the AVC project
  - How have women participated in the AVC project?
  - How has the project benefitted women farmers?
  - What are some of the ways the project did not address women’s challenges and needs?
- Natural resources
  - Where are the most and least productive plots within the UUFFA?

- Who owns/rents these plots?
  - What are the most important natural resources women farmers use?
  - Has women farmers' access to these changed over the implementation period?
  - How does dispute affect their access to natural resources?
- Dispute and Market Actors
  - Who voices the concerns of the UUFFA?
  - Who voices concerns of women during dispute?
  - Who voices concerns to the UUFFA Executive Committee?
- Dispute dynamics
  - What are the sources of tension within the UUFFA?
  - Are the lines of division within the UUFFA along ethnic lines?
  - Is there tension between the UUFFA and surrounding communities?
  - Has interaction between conflicting groups increased over the past year?
  - Has women's position changed within the UUFFA over the past year?
- Profit loss due to dispute
  - What is most affected when dispute arises?
  - When are women not able to access the association's plots?
- Dispute resolution and dispute response mechanisms
  - Who resolves disputes within the UUFFA?
  - Are women involved in these bodies?
  - How effective are these actors in resolving these disputes?
  - In what kinds of disputes is the Executive Committee most involved?
  - Are there disputes within the UUFFAA that are not dealt with by the Executive Committee?
  - Who resolves disputes between the surrounding communities and the UUFFA?
  - Who represents the UUFFA when dealing with the local government?

## **Annex 1.2: Conflict and Actor Mapping**

### **Description**

Participants discuss economic activity horizontally, vertically, and within surrounding areas affecting the UUFFA value chain, brainstorm important resources and identify resources that are not accessible and/or affected by conflict, and identify key actors that affect market and conflict dynamics. Participants identify where conflict occurs in relation to the aquaculture value chain and discuss the relationship between the two.

### **Objectives**

- To assess the communities' and UUFFA's level of economic activity and access to resources, as well as the relationship between conflict and resources
- To assess the impact of conflict on access to resources within and surrounding the targeted value chain, including any differential impacts on people of different age, gender, and ethnicity
- To explore entry points for conflict mitigation and/or natural resource management

### **Key Research Questions**

- What is the security environment in the target area?
- What is the state of access to natural resources, markets, and services in the target area?
- What impact does conflict have on economic activity within the UUFFA, its value chain, and on surrounding communities?
- What impact does the UUFFA value chain have on conflict in target areas?
- How does conflict affect relationships within and surrounding the UFFAA?

### **Preparation**

Make sure that you have all necessary materials. Arrange a meeting location with adequate space to facilitate the discussion where participants are unlikely to be disturbed by others. Have a flipchart paper with the ten types of resources listed on it, with space beside each for a symbol.

**Materials:** flip chart, markers, guide, data entry forms

**Time:** 1.5 - 2 hours

### **Methodology**

#### **A. Introduction (10 minutes)**

*Thank the participants for coming. Introduce Mercy Corps and the PIND study in Warri. Thank PIND for their collaboration and help in facilitating the study.*

*Explain, "The information that we discuss today is entirely confidential and will allow the community to engage more effectively in economic development and conflict mitigation programs. We would like to learn about your livelihoods in the community, how they have been affected by the Aquaculture Value*

Chain pilot project, as well as resources that the community uses or needs/wants to use but can't access. By resources, we mean things that people use to improve their lives and cope with challenges."

*Have participants introduce themselves. Ask, "Does anyone have any questions before we begin?" Ask if participants mind if their photos are taken during the session.*

**B. Economic Activity and Opportunities (15 minutes)**

*Explain, "We would like to start by learning about the primary livelihoods used by people in the community. I'm going to ask a few specific questions about livelihoods and resources."*

**B1.** *Ask, "What livelihoods are most people in this community engaged in?"*

*Probe: "What livelihoods, outside of fish farming, do people engage in?"*

**B2.** *Ask, "What resources do people need in order to carry out their livelihoods?"*

**B3.** *Ask, "What are economic growth opportunities in this community?", both inside and outside of the pilot project.*

*Probe: "What are some improvements to the aquaculture value chain and obstacles to those improvements?"*

*Probe: "In what economic activities do you find yourself more active in since the pilot?" Has this been beneficial (increased income) or has that shift been harmful?"*

*Probe: Was there any harm done to their business?"*

**NOTE: Part C below is designed specifically for the focus group(s) with leaders. For other groups, you may use the map you created with the group of leaders to ask about resources, beginning with Section D. If beginning with Section D, explain to the group that earlier, other community members drew a map of resources and key sites in the community. Walk through the map and explain the symbols and the key points. Then proceed with the questions in Part D and allow the group to add to the map.**

**C. Mapping**

*Explain: "Now we're going to work together to draw a map showing where key resources are located, including resources inside the UUFFA/your community/local government area as well as in other areas."*

**i. Develop the map key (15 minutes)**

*Explain to the group that there are several elements that they should include on the map. Put the list of key elements on a flip chart. Ask the group to choose a symbol or simple picture to represent each element. Encourage participation by asking participants to draw the picture for the key. The key symbols should be very simple and different from each other.*

*Explain that the map should include the following elements:*

1. Main human settlements
2. Main roads
3. Water points and rivers
4. Markets and marketing routes
5. Schools
6. Health centers

7. *Places of worship (mosques, churches and traditional worship centers)*
8. *UUFFA fish ponds*
9. *UFFA and other fish ponds*
10. *PIND demonstration pond*

*Review the key with the participants and confirm that they know what each symbol stands for by pointing at each symbol and asking them what it means.*

**ii. Develop the map (25 minutes)**

*Help to start the map by drawing or having someone draw a couple of key symbols on the map to orient the group.*

*Explain: "I want you to draw all of the resources that you use or need or want to use, whether you can or can't access it." Emphasize that all group members should participate and come to consensus on key features of the picture, even if one person is designated to draw it. Answer any questions group members have.*

*To guide group members through the drawing of the map, you will ask a series of questions (below) that will ensure all major resources are included on the map.*

**D. Most Important Resources for the Community**

*Ask: "What are the most important resources for people in this community?" Explain that these can include resources that they are not currently able to fully access.*

*Probe around each of the major types of resources and have group members locate and draw resources on the map accordingly. Number each resource as participants draw it so the note-taker may make notes for each resource.*

**D1.** Ask, "What are the most important places to access water?"

**D2.** Ask, "Where are the UUFFA members farming plots?"

**D3.** Ask, "Where do inputs, such as fingerling and feed, come from?"

**D4.** Ask, "What are the nearest, most important markets?"

**D5.** Ask, "Where do you need to go to sell your goods, and buy or trade for the things that you need?"

**D5.** Ask, "What are the nearest, most important public services such as schools, where you need to go for health care, or other types of assistance?"

**D7.** Ask, "Aside from these specific resources you have mentioned, are there any other areas that people from this community need to travel to or through?" (Examples include important roads or towns.)

*Probe: WHAT KINDS OF SUPPLIES DO YOU NEED FOR YOUR COMMUNITY OR BUSINESS?*

**E. Shared resources (10 minutes)**

Ask, “Which resources are also used by other groups?” *Mark each shared resource and note which communities share it.*

*For each shared resource, ask whether the groups are in agreement about how the resource is used or if the resource is a source of tension. Note-taker records which resources are shared and whether they are a source of tension in the resource table.*

**F. Access to essential resources and areas: natural resources, inputs, credit, etc.**

*(10 minutes)*

*Explain, “We want to understand about the access that people from the UUFFA/your community/your group have to these resources right now, and how insecurity and conflict have affected your access to these resources. **Access means being able to use a resource freely and without fear. Disputes are defined as disagreements. Conflict is defined as activities that lead to violent incidents, property damage, abduction, rape, and/or loss of life.***

*“We understand that access to some of these resources has been affected by the weather. For example, some may be inaccessible due to floods and poor roads. However, we are interested in understanding how insecurity and conflict specifically have affected your access to these resources.”*

**F1.** *Ask, “Is your community unable to access any of these resources due to conflict or insecurity? If yes, which ones, and why?”*

*Note-taker records responses in the resource table.*

**F2.** *Ask, “In general, how does access to economic resources and livelihoods opportunities vary across groups?” *Ask about women, men, youth, girls, boys, people of different ethnicities, etc.**

*Probe: What are the women known for doing? Where are they found more?*

**F3.** *Ask, “Has access to resources generally gotten worse, better, or stayed the same in the past year? Can you explain any changes?”*

*Probe: Has access to fishing loans increased? Equipment for aquaculture? More people interested in buying your products?*

**G. Insecure areas (10 minutes)**

**G1.** *Ask, “In addition to resources that may be off-limits due to conflict or insecurity, are there any insecure areas that you don’t go to due to disputes or fear of violence?” *This question will provide information about the extent of “no-go areas” due to insecurity, defined as areas that people don’t go to because they are afraid of violence.**

**G2.** *Locate any insecure areas on the map and ask the group to mark them. Ask the group to explain. Say, “Please describe the areas of insecurity and explain why they are considered insecure.”*

**G3.** Ask, “Are there any buffer zones within or near the UUFFA’s plots?” *Explain that buffer zones are areas that the group doesn’t go to because community/government leaders have agreed to close the area in order to avoid conflict.*

**H. Conflict incidents (15 minutes)**

Ask, “Have any conflict incidents occurred in the last year?”

**H1.** Ask, “How many violent incidents occurred in the last year?”

**H2.** *Locate any conflict incidents on the map (the group may wish to use a symbol such as an “X” for conflict incidents). Ask the group to briefly explain what happened during each incident.*

**H3.** Ask, “Has violence generally gotten worse, better, or stayed the same in the past two years? Can you explain any changes?”

**I. Conflict and access to resources – PROBING FOR LOCATION AND ROOT OF VIOLENT INCIDENTS (20 minutes)**

*Explain to participants that we are now going to discuss whether they see any patterns or linkages between different features of the map.*

**I1.** Ask, “Are there any relationships between the locations of violent incidents/no-go areas and other features, including boundaries, livelihoods, and resources?”

**I2.** *Explain to the group that you’re going to ask about how violence impacts livelihoods and economic activities.*

**I2a.** Ask, “What livelihoods are most negatively impacted by conflict?”

**I2b.** Ask, “What markets are most negatively impacted by conflict?” *Mark on the map.*

**I2c.** Ask, “How do disputes affect economic interactions between groups within the UUFFA?”

**I2d.** Ask, “How do disputes affect interactions between UUFFA members and fingerling producers? Feed producers? Fish mammals?”

**J. Conclusion:** *Thank the participants for their time and ask them whether they have any questions.*

Conflict & Actor Mapping Data Entry Form

Field Office:		Date:		Focus Group N°:	
Community:		Village:			
Facilitator:			Note taker:		
# of participants	Men:	Women:	Age Range:	Total:	

*Attach list of participants to data entry form.*

**Record full responses to answers below:**

**B. Economic Activity and Opportunities:**

**B1. Major Livelihoods of UUFFA members?**

Do they depend on other livelihoods outside of fish farming

**B2. Key Resources Required**

**B3. Economic Growth Opportunities**

Improvements to the aquaculture value chain and obstacles to those improvements?

In what economic activities do you find yourself more active in since the pilot?

**Notes:**

**D – E. Most Important Resources for UUFFA Members/Community, Shared Resources, and Access**

Populate the table below with the responses on the key resources (D2-D8), whether they are shared (E), and their accessibility F).

D Most important resources and areas	E. Used by other groups? <i>List groups.</i>	F. Source of tension? <i>Explain tension.</i>	G. Unable to access due to insecurity? <i>Explain.</i>
D2. Water			
-			
-			
D3. Fingerlings			
-			
-			
D4. Fish feed			
-			
-			
-			
D5. Farming Plots/Ponds			
-			
-			

D6. Market-related resources			
-			
-			
-			
D7. Public services			
-			
-			
D8. Other important areas			
-			

**F2. In general, how does access to economic resources and livelihood opportunities vary across groups? List differences for men, women, youth, elders, different ethnic/religious groups, etc.**

**F3. Has access to resources generally gotten worse, better, or stayed the same in the past three years?**

*Circle one.*

*Main reason for any changes:*

- a. Worse
- b. Better
- c. Stayed the same

### **G. Insecure Areas**

**G1. Other insecure areas    G2. Why is it considered insecure?**

**G3. Are there any buffer zones within or near the UUFFA?**

### **H. Conflict Incidents**

**H1. Number of conflict incidents in past year: \_\_\_\_\_**

**H2. Conflict sites                      H2. What happened?**

*(Correspond to number on  
map, describe nearest  
landmark)*

**H3. Has violence gotten worse, better, or stayed the same in the past two years?**

*Circle one:*

*Main reason for any changes:*

- a. Worse
- b. Better
- c. Stayed the same

### **I. Conflict and access to resources**

**I1. Relationships between conflict incidents/no-go areas and other features:**

**I2. How does conflict impact livelihoods and economic activities?**

**I2a. What livelihoods are most negatively impacted by conflict?**

**I2b. What markets are most negatively impacted by conflict? (Mark on map if possible.)**

**I2c. How does conflict affect economic interactions between groups within the UUFFA?**

**I2.d. How does conflict affect interactions between the UUFFA and:**

**Fingerling producers?**

**Feed producers?**

**Fish mammies?**

**Other Comments:**

## Scored Community Relationship Mapping Methodology

### **Description**

Scored Community Relationship Mapping explores the nature of the relationships within and surrounding the aquaculture value chain, including social and economic interactions. Participants are asked if and how these relationships have an impact on their economic activities. Participants are also asked to identify those people in the community tasked with building peace.

### **Objectives**

- Understand the key actors in the UUFFA and surrounding communities who influence conflict either positively or negatively
- Understand the nature of the relationships between actors and/or groups in the UUFFA and surrounding communities
- Measure the change of tension within the UUFFA and surrounding communities over the course of the project
- Understand how market development projects could affect tensions within the aquaculture value chain and surrounding communities.
- Identify entry points for intervention based on connectors and dividers
- Identify problematic relationships and/or tension points in the community with an eye toward whether and how existing dispute resolution and conflict response mechanisms intervene.

### **Key Research Questions**

- Who are the key actors in the UUFFA and surrounding communities?
- What is the status of relationships among key actors?
- What is the status of economic relationships, and what are potential economic connectors between conflicting groups?
- Which specific actors are involved in conflict and what is their relation to the UUFFA?
- Which actors in the UUFFA and surrounding communities are best positioned to resolve disputes?
- What is the effectiveness of existing dispute resolution and grievance mechanisms, including traditional bodies and the UUFFA Executive Committee?

### **Preparation**

Make sure that you have all necessary materials. Arrange a meeting location with adequate space to facilitate the discussion where participants are unlikely to be disturbed by others. On one piece of flip chart paper, have the relationship quality key drawn.

**Materials:** flip chart, markers, guide, data entry form

**Time:** 1 hour

**Methodology**

**A. Introduction**

*Thank the participants for coming and introduce yourself.*

*Explain: “The purpose of this focus group discussion is to identify people and groups within and surrounding the community, help us understand both positive and negative aspects of the relationship between actors, and how disputes are resolved between these groups.”*

“In the first part of the session, I will help you draw a visual representation of community relationships on the flip chart. In the second part of the session, I will facilitate a discussion about relationships and the interactions between these actors. There are no right or wrong responses; we are interested in your perception of the situation. All of your comments will be kept strictly confidential.

*Allow participants to introduce themselves by name and ask if they have any questions before you begin. Ask participants if they mind being photographed throughout the session.*

**B. Choosing actors and groups for map**

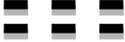
*The group will name 5 actors and/or groups that affect relationships in the community, both positively and negatively. Draw circles or pictures to represent each actor or group. The pictures should be neutral (e.g., maize rather than a machete) in order to avoid worsening negative stereotypes. Have a group member draw these pictures inside the circles.*

**C. Drawing the map: Relationship between the actors**

**C1.** *Ask: “Would you describe the relationship between \_\_\_\_\_ and \_\_\_\_\_ as very good, good, neutral, bad, or very bad?”*

*After the group has come to a consensus, using the following key that you have created on a flipchart paper, ask a participant to draw the type of line that represents the quality of the relationship between the two circles that represent those two communities.*

Type of Relationship	Type of Line
Very Good Relationship	
Good Relationship	
Neutral Relationship	
Bad Relationship	

Very Bad Relationship	
--------------------------	--

**C2.** Ask: “Why do you describe this relationship this way?”

*Probe for specifics on the following, as the note taker writes down all comments;*

- *Types of activities that foster a positive or negative relationship (e.g., joint livelihoods markets, cultural exchanges/dialogues, markets, shared religious institutions, work, other);*
- *Sources of tension (e.g., ethnic tensions, water, markets, roads, resources, aid, other);*
- *Recent events that illustrate that the relationship is good or bad.*

*The note taker should listen for how participants define a good or bad relationship.*

#### **D. Social and economic interactions between actors**

*Explain, “We would like to understand the different ways that people from your community interact with [the other actors, people/groups from the UUFFA, people from surrounding communities, etc.] We would like to hear about both social and economic interactions.”*

**“Social** interactions may include going to the same church or mosque; attending the same marriages, funerals, or celebrations; intermarriage; joint membership in community groups; and going to the same school or health center.”

**“Economic** interactions may include buying or selling goods to each other; going to the same markets; sharing resources; working for or employing someone from the other groups, including to watch animals or work in one’s field or pond; giving or receiving a loan; and participating in a livelihood project.”

**D1.** Ask, “In the past 3 months, what types of interactions have there been between your community and \_\_\_\_?” *Probe for both social and economic interactions.*

*Ask, “Who is typically involved in these different interactions (women, men, youth, etc.)?”*

**D2.** Ask, “How do economic interactions vary in times of peace and times of violence?”

*Probe: Do you keep trading when you have disputes?*

*Probe: Do you still use markets when there are disputes? Or violence?*

**D3.** Ask, “Do you think [your community/group/the UUFFA] benefits from interacting with \_\_\_\_? If yes, what are the benefits?” *Probe for economic, social, political, and other types of benefits.*

## E. Other Actors that Influence Conflict

*Explain:* “Now that we’ve discussed the relationships between actors you identified, I’d like to learn more about other groups and institutions that play a significant positive or negative role in disputes, violence, or conflict.”

**E1a.** Ask, “What other groups, institutions, or actors have an impact on the conflict, either positively or negatively? These actors may include religious institutions or leaders, local government, law enforcement (police or military), another ethnic/religious group, or some other organization.”

*As participants name groups, write a list of these organizations on a flip chart paper.*

**E1b.** Ask, “Of these actors, which three have the most impact on the conflict, either positively or negatively?”

*Facilitate a discussion so that the group reaches a consensus on the three actors.*

**NOTE:** *If you are running short of time, simply ask the group to name the three most influential actors and to explain what impact they have on the conflict. Then skip to Question E4.*

*Circle those three names on the paper, and ask the group to come up with a symbol for each actor.*

*Draw three more circles on the original relationship mapping chart. Ask a group member to fill in each of the circles with a symbol of one of the three actors.*

**E2.** *Now point to one of the newly added symbols and ask, “How would you describe the relationship between your community and this actor? Why do you describe it that way?” Record a brief response for why each relationship is categorized as very good, good, neutral, bad, or very bad. Listen for examples of when one group influences another.*

**E3.** *Repeat for each of the remaining relationships until there is a line connecting each pair of actors.*

**E4.** Ask, “Looking at the relationship map and all of the actors involved in the conflict, what would help the relationship with \_\_\_\_\_ improve?”

## F. Dispute Resolution

*Now explain that you would like to learn a bit about how disputes are resolved in their community.*

**F1.** Ask, “When there are disputes between your community and \_\_\_\_\_, what are the disputes usually about?”

**F2a.** Ask, “When there are disputes between your community and \_\_\_\_\_, who is usually involved in resolving them?”

**F2b.** Ask, “When there are problems or disagreements in the market specifically, who do you ask to resolve the issue?”

**F2c.** Ask, “When there are problems or disagreements over farming plots within the UUFFA specifically, who do you ask to resolve the issue?”

**G. Conclusion:** *Thank the participants for their time and ask them whether they have any questions.*

Scored Community Relationship Mapping Data Entry Form

Field Office:		Date:		Focus Group N°:	
District:		Village;			
Community Interviewed:			Conflicting Community:		
Facilitator:			Note taker:		
# of participants	Men:	Women:	Age Range:	Total:	

**C1. Would you describe the relationship between your community and X as very good, good, neutral, bad, or very bad?**

**C2. Why do you describe the relationship between your community and X this way?**

**D1. Social and economic interactions within and surrounding the UUFFA and its members:**

Interactions	Who is involved in these interactions?
<b>Social Interactions:</b>	
<b>Economic Interactions:</b>	

**D2. How do economic interactions vary in times of peace and times of insecurity?**

**D3. Do you think your community benefits from interacting with X? If yes, what are the benefits?**

**E. Other Actors that Influence Conflict**

**E1a. List all groups and institutions that are named as having an impact on conflict. Record key points of discussion.**

**E1b. Top three most influential actors in conflicts within and surrounding the UUFFA:**

Name	Reason/Influence on Conflict
------	------------------------------

**E2 – E3. Quality of Relationships Among Groups**

Group	Relationship with	Quality of Relationship (Very good – Very bad)	Notes
Community	X (Conflicting Community)		
	Actor A		
	Actor B		
	Actor C		
X (Conflicting Community)	Actor A		
	Actor B		
	Actor C		
Actor A	Actor B		

Actor C

Actor B

Actor C

**E4. What would help your relationship with X improve?**

**F. Dispute Resolution**

---

**F1. When there are disputes, what are the disputes usually about?**

**F2a. Who is usually involved in resolving disputes?**

**F2b. Who do you ask to resolve disagreements in the market?**

**F2c. Who do you ask to resolve disagreements over farming plots within the UUFFA?**

## Annex 1.3: Perception Survey

### Stabilization-Driven Value Chain Analysis of PIND’s Aquaculture Value Chain Pilot Project

#### Perception Survey

*About the Study:*

Mercy Corps aims to gather information surrounding PIND’s Aquaculture Value Chain Pilot Project in Warri. We are specifically focusing on the project’s relationship with surrounding communities and the stabilization, peacebuilding, and dispute resolution qualities of the project and affected areas within Warri.

**A. Basic Information:**

1. First Name	2. Second Name	3. Gender	4. Date of Birth	5. LGA	6. Ward	7. Village

**B. Which age group do you belong to? Mark only one**

Below 18 years	<input type="checkbox"/>
18 - 24 years	<input type="checkbox"/>
25- 35 years	<input type="checkbox"/>
36 – older	<input type="checkbox"/>

**C. Contact Information:**

1. Email	<input type="text"/>
2. Mobile or land line	<input type="text"/>

**D. Education Level**

1. No Education
2. Primary School
3. Secondary School
4. University

**E. Employment**

E.1. What do you do for money? / What is your main livelihood?

Farmer  Trader  Other \_\_\_\_\_

E.2. Do you know anything about the PIND Aquaculture Value Chain pilot project?

Yes  No

E.3. If you are involved, how are you involved (check all those that apply)

- Owner
- Renter
- Paying member
- Non-paying member

**Perceptions Survey**

**Section 1 – Participation**

1.1 Have you taken part in any decision-making processes related to the development of the PIND aquaculture project?

Yes  No

Why \_\_\_\_\_

1.2 Have you taken part in any decision-making processes related to the implementation of the PIND aquaculture project?

Yes  No

Why \_\_\_\_\_

**Section 2 – Relations with the community**

2.1 How would you characterize the relationship between the project and surrounding communities?

Very good  Good  Neutral  Bad  Very bad

2.2 To improve the relationship between surrounding communities and the PIND aquaculture project, which groups need to engage in dialogue with the project? *Select all that apply:*

Youth  Government  Traditional/Community leaders

Traders / Markets  Women  Other: \_\_\_\_\_

2.3 What can the PIND project offer to make the relationship with surrounding communities better?

*Select one of the following:*

Community service projects  Expansion of the current aquaculture value chain project

Community involvement in the decision making process

Other: \_\_\_\_\_

2.4 Do you see your local authorities (local government, not traditional leaders) supporting the development of your community?

Yes, a lot  Yes, a little  No

2.5 Do you see the state authorities as supportive of the development of your community?

Yes, a lot  Yes, a little  No

2.6 Do you see the PIND Aquaculture Value Chain pilot project as supporting the development of your community?

Yes, a lot  Yes, a little  No

**Section 3 – Rapid Relationship Mapping**

<b>Present</b>	2.1 Please rate your relationship
----------------	-----------------------------------

	2.1 Relationship status	2.2 Impact of the relationship	with the following actors using the following scores: Very Good 3 Good 2 Neutral 1 Bad -1 Very Bad -2
Traditional leaders			2.2 Please rate your perception of how important the following relationships are using the following: Very Important 5 Important 4 Average 3 Not important 2 Insignificant 1
Religious leaders			
Local authorities			
State authorities			
Businesses/traders inside of your community			
Youth in your community			
Youth from different communities			
Security actors (govt)			
Local vigilante groups (militias)			
PIND Aquaculture Value Chain project			
Women's groups			
Financial Institutions (Banks, MFIs)			

#### Section 4 – Security / Conflict in Your Community

4.1 What are the greatest threats to **your community**?

- Poverty
- Lack of good governance
- Corruption
- Security
- Unemployment
- Presence of armed groups
- Lack of opportunity for youth
- Other (please list)

4.2 When violent conflict happens, what are your main coping mechanisms?

- Go to religious leaders
- Go to traditional leaders
- Go to state security actors  (Joint Task Force, Police, Civil Defense, Military)
- Go to non-state security actors  (Community security groups, Vigilante groups)
- Relocate/run away/hide

4.3 How would you rate their effectiveness?

Very Effective  Effective  Neutral  Not Very Effective  Not Effective At All

4.4 Should violent conflict occur, which of the following factors affect you most? *Select the 2 that affect you most:*

- Access to markets
- Access to health services
- Access to schools
- Access to water and sanitation
- Communication

4.5 Should violent conflict occur, which of the following commodities become more expensive? *(Check the 3 prices that rise the most)*

- Fuel/transport costs
- Charcoal/firewood/kerosene
- Food
- Communication/mobile phones

4.6 What are the main needs of your community? *Please mark the three most important:*

- Education
- Health Services
- Water and Sanitation
- Employment Opportunities
- Other: \_\_\_\_\_

4.7 What are the main needs of youth in your community? *Please mark the three most important:*

- Education: vocational training (IT, livelihoods, employable skills)
- Education: soft skills (organizational, leaderships, communication)
- Business development (access to credit, how to start a business)
- Job placement (internships)
- Sport and recreational activities (football, volleyball, basketball)
- Art-based initiatives (painting, poetry)
- Media and information technology access through centers
- Gender equality
- Increased political participation and civic participation
- Other: \_\_\_\_\_

4.8 Who is most active in dispute resolution at the community level?

*Please mark the 2 most important actors:*

- Traditional Leaders  Religious Leaders  Women's Groups   
 Government Authorities  Security Forces  Youth Groups

4.9 How successful are these actors?

Very Successful  Successful  Neutral  Not Very Successful  Not Successful At All

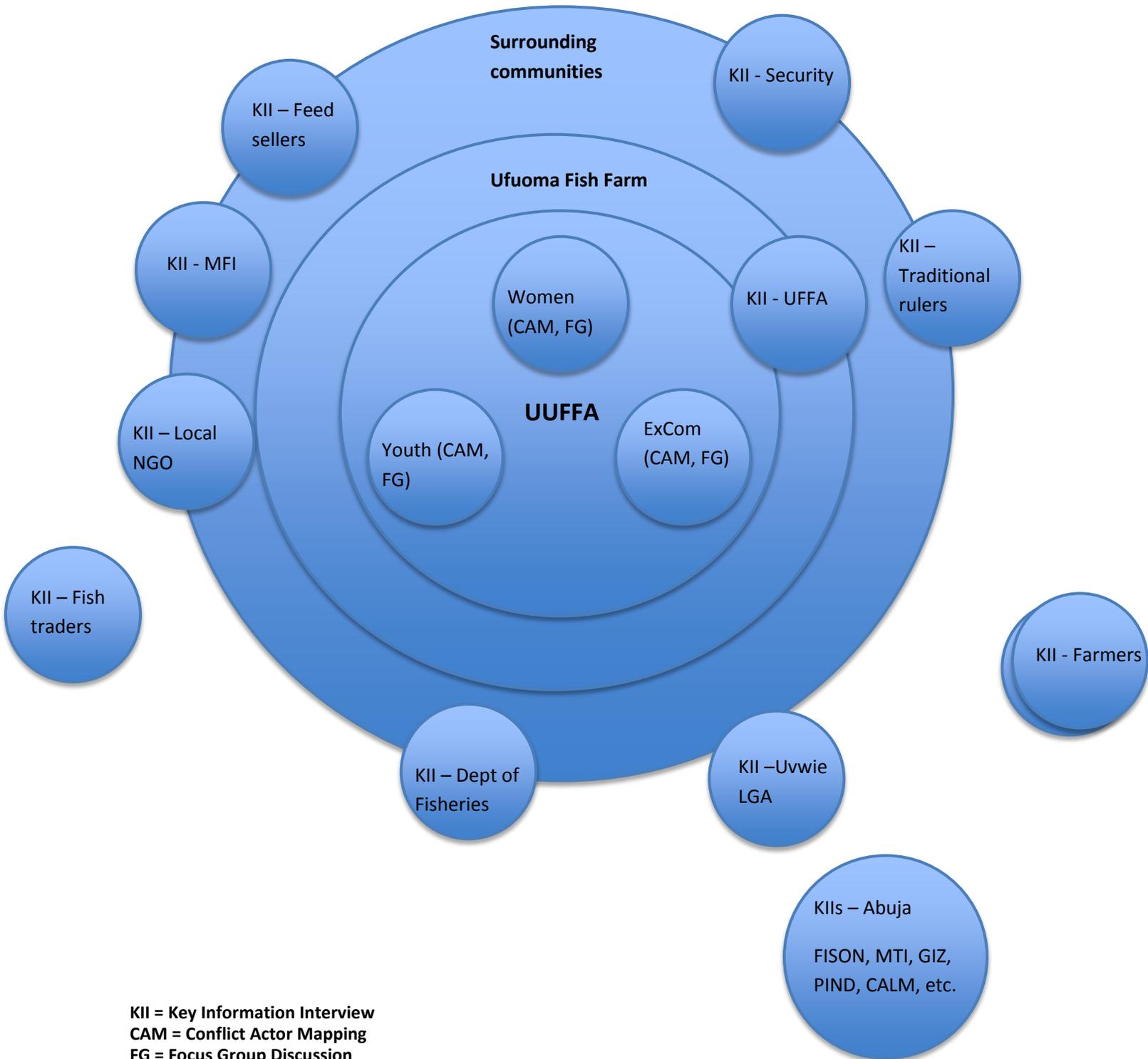


## Annex 5: Training Material

<https://www.dropbox.com/sh/nzuao4okume3g8r/DKM-c9fgHJ>

## Annex 6: Scope of Study Diagram

Revised Scope of the study with targeted activities

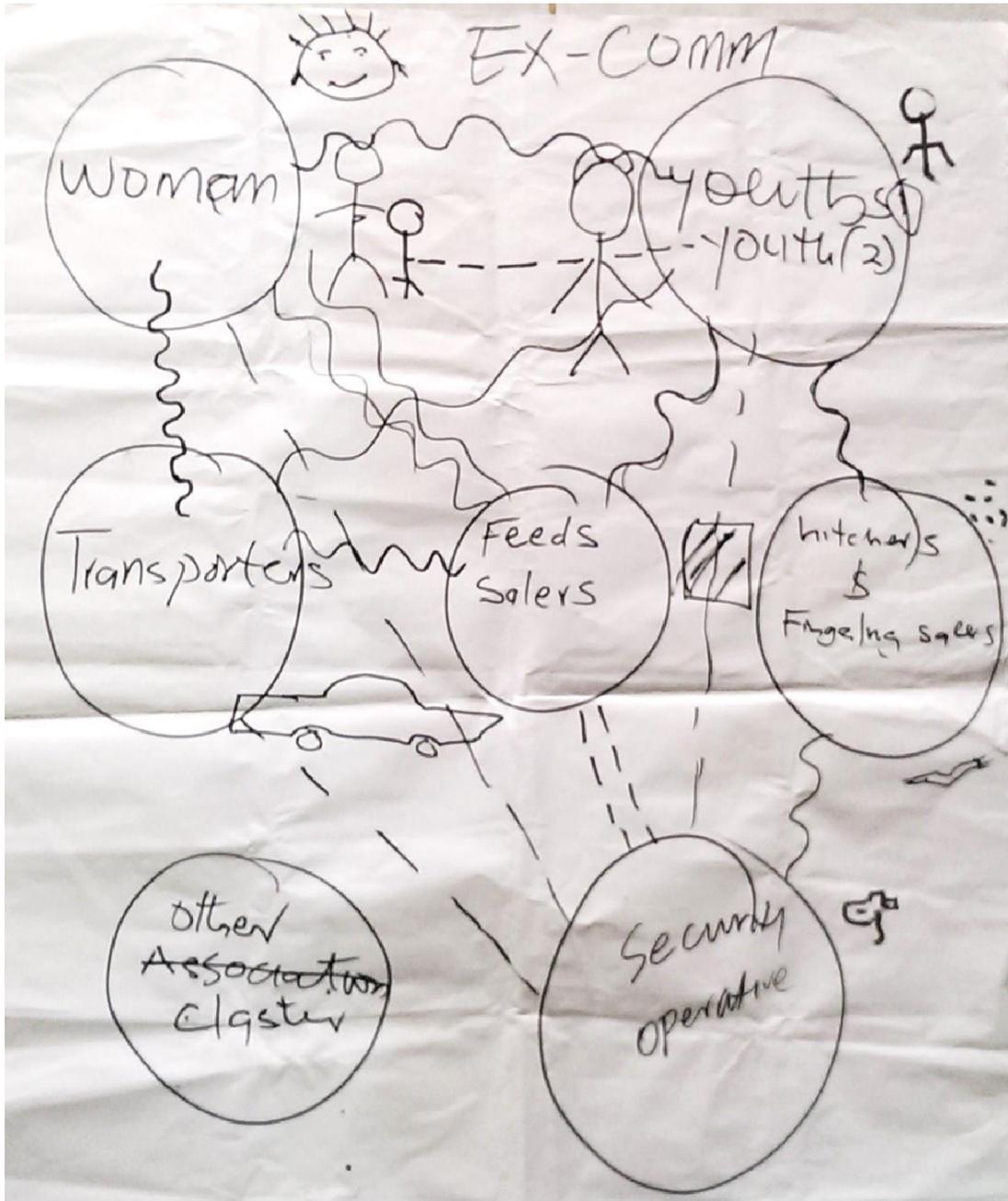


The above graphic depicts the UUFFA in the middle of surrounding communities that will be a part of the study. Upon arrival in Warri, KIIs will be focused on actors listed above, while 3 focus group discussions will be completed in conjunction with CAM.

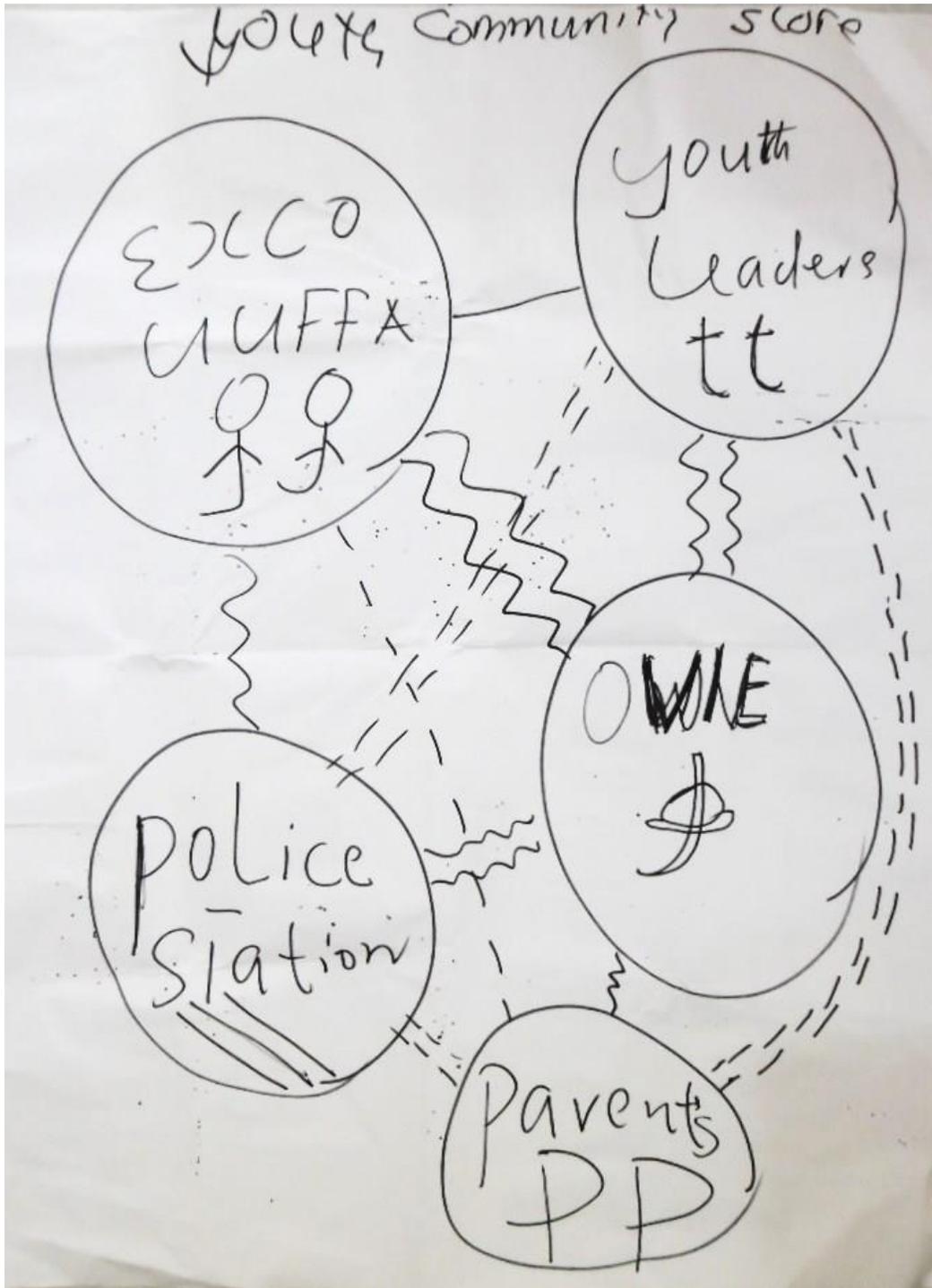
## Annex 7: Activities of the Study

Activity	Objectives
Literature Review	To better understand the underpinnings of the local conflict dynamics and provide PIND with a bank of resources that cover the relevant topics to the study and economic development programs, such as conflict mitigation, dispute resolution, local grievance mechanisms
Conflict Sensitivity Training	To introduce a number of tools used to enhance the results of interventions carried out in conflict prone area; To present instruments and tools used for the design and implementation of new programs
Quantitative Assessments	To capture UUFFA members' and surrounding communities' perceptions of conflict within the Association and points of contention within the community in relation to the intervention; To gather information on the level, type, and intensity of perceived conflict within and surrounding the value chain
Focus Groups	To collect and analyze the perceptions of target groups from the perspective of key stakeholders, aquaculture value chain project participants, and surrounding communities; To understand the opportunities, contributions, challenges and threats (or perceived threats) that target groups may present or think the pilot project presents
Conflict and Actor Mapping	To identify key actors who mitigate and/or aggravate peace and conflict dynamics; To understand the driving forces behind external actors' actions and identify changes that may alter their behavior
Dispute Resolution Appraisal	To utilize community members' perceptions to identify and rank dispute resolution mechanisms used by the UUFFA and surrounding communities involved with the Association, thus identifying strengths, weaknesses, and efficacy of these bodies
Key Informant Interviews	To gather specific information and inform contextual knowledge of the study from key stakeholders within and surrounding the UUFFA, the aquaculture value chain project, and the wider Warri area

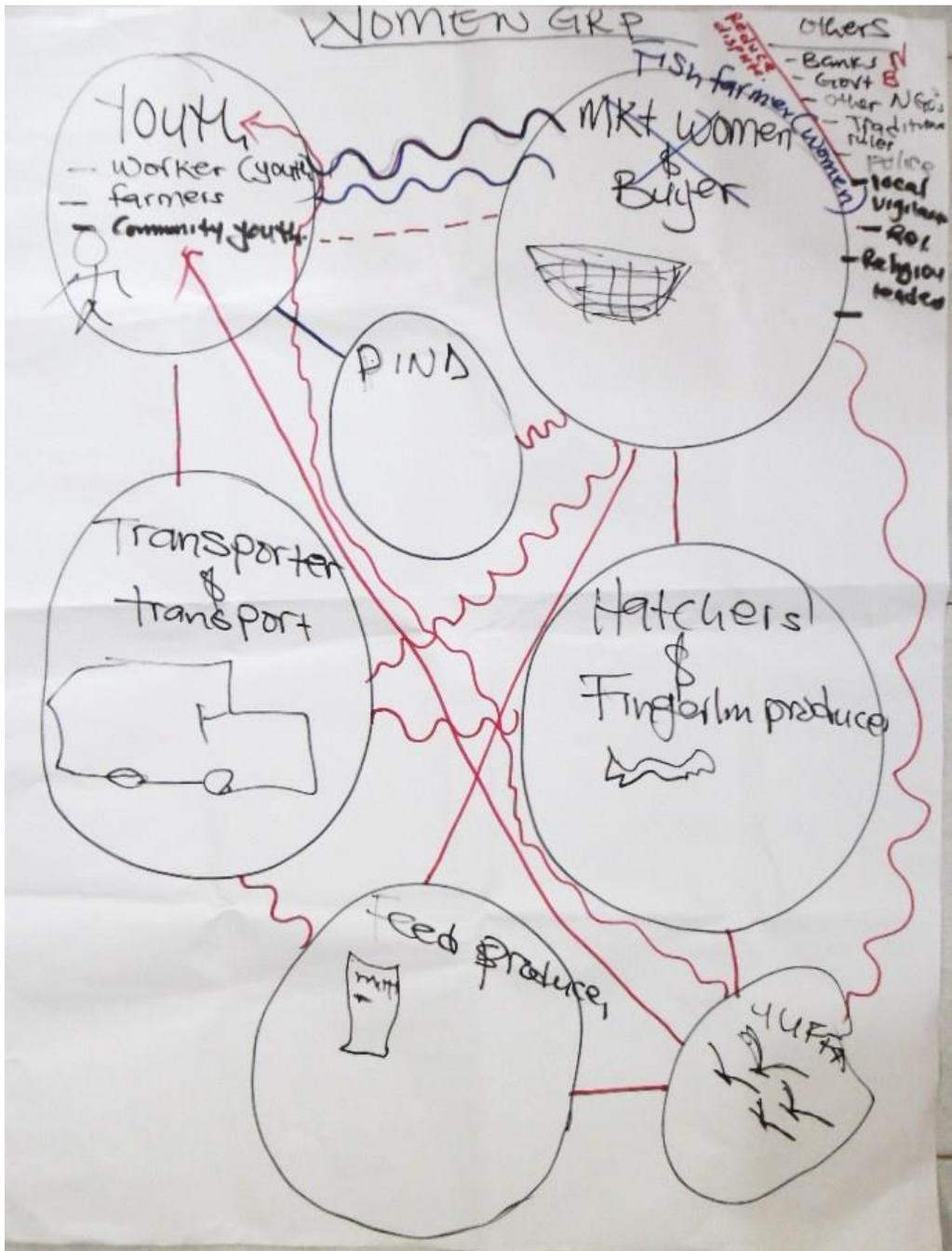
## Annex 8: Relationship Mapping Results



Relationship mapping by the Executive Committee of the UUFFA



Relationship mapping by the Youth Focus Group



Relationship mapping by the Women's Group

