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Editorial Comments

African Notes is still a unique forum for Africanist discourse and construct. The journal remains platform for expressing cultural ideas in intellectual context and it is still widespread all over the globe. It has ever been intellectual in scope and standard.

Nothing spectacular has changed in the house style of the journal. Even though there was a mix-up in the covers of about three past volumes, there has been a “welcome back” to the original conception of the cover with artistic representation of African symbolic artworks. This is notable in this current edition.

Logistics problems threatened regular and continuous “outing” and “outreach” of *African Notes* to our readers and subscribers alike. The Editorial Board wishes to impress on all that the problems have been solved and all the backlogs of *African Notes* are published with renewed vigour, vitality and heightened hope.

African Notes vol.32, nos 1 and 2, 2008 is already in press. The Editorial Board wishes to express gratitude to our readers and subscribers for their patience thus far. It is, indeed, a unique “welcome back”.

Contents

The Forgotten 'Person' in Amoralistic Politics of the African Political Elite <i>V. Adefemi Isumonah, PhD.</i>	1
Implementing the 1997 Kyoto Protocol in Ghana: Prospects, Challenges and the Human Security Dimension <i>Philip Attuquayefio and Richard Galaa</i>	13
The Colonial Indirect Rule Policy: The Bane of Peace and Social Cohesion in Northern Nigeria <i>Nathaniel D. Danjibo, Ph.D.</i>	26
Redefining the Role of Women in Power and Decision-making <i>A.I Pogoson, PhD</i>	40
Conflict-sensitive Public Policy Formulation and Peacebuilding in Africa <i>Olusola O. Isola, PhD</i>	49
Unintended Consequences? The Oil Companies, Inequalities and Conflicts in the Niger Delta <i>Stephen Faleti, PhD</i>	60
(In)Security, Ethnicity and Cities in Nigeria <i>Ifeanyi Onwuzuruigbo, PhD</i>	75

Conflict-sensitive Public Policy Formulation and Peacebuilding in Africa

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Introduction

There is a noticeable growing linkage between conflict, peace, policy-making and policy implementation in most young democracies and post-dictatorial societies in Africa. Many of the policies and development programmes eagerly put in place by governments to improve the living standards of the people and impress on them that democratic governance is better than dictatorships, have inherent tendencies to exacerbate as well as reduce social conflicts. In their eagerness to extend the so-called 'dividends of democracy,' most governments in Africa often do not pay sufficient attention to relevant baseline information and conduct adequate consultations with the people before development policies are formulated and implemented, hence negative backlashes sometimes result. Although few consultations and public debates are made before enacting certain laws on which policies are hinged based on constitutional requirements in national and regional representative assemblies, it is hardly the case when policies are being formulated and

implemented straight by the executive arms of the states through bureaucratic machineries. In addition to this, often no effort is made to carry out Peace and Conflict Impact Assessment (PCIA) of policies on targeted populations which tends to exacerbate existing conflict or breed fresh ones (Gaigals and Leonhardt, 2000). Consequently, inadequately planned and formulated development policies and programmes or insufficient understanding of targeted beneficiaries of such policies often end up marginalising vulnerable groups, causing disaffections among diverse groups in countries across the African continent, which sometimes lead to violent conflicts.

The crux of this paper is that conflict-sensitive policy formulation and implementation processes are necessary and can be done to address many of the conflicts in the democratic societies in Africa in spite of the constraints that may be encountered. The aim of this process is to understand and undertake steps to minimise harm and the adverse effects which proposed public policies can have on the existing social structures.

In essence, deliberate processes which can strengthen the prospects for peaceful coexistence and decrease the likelihood of outbreak, reoccurrence, or continuation of violent conflicts which threaten the survival of democracy in Africa should be embarked upon to aid development efforts.

Structural Instability and Policy making

The most intractable problem facing many African countries is structural instability. Issues such as poverty, dilapidated infrastructures, constant infringements on human rights, irresponsible leadership and bad governance structures are among socio-economic and political problems which are carry-overs from dictatorships. These challenges are yet to be properly addressed by democratic governments in Africa, leading to social divisions and marginalisation of vulnerable groups. Many hostile policies, laws and decrees put in place by dictatorial administrations are yet to be reviewed or repealed by democratic governments and they continue to reinforce the structural problems; sometimes elected governments embark on actions which tend to justify and reinforce these hostile policies and laws, adding to intensification of conflicts and further making living conditions difficult for vulnerable groups. Many of such laws and policies abound in sub-Saharan countries like Nigeria, Chad, Sierra Leone and Burkina Faso, for example.

In Nigeria, the Land Use Act (and all the policies associated with it) which was promulgated by the military government in 1977 has continued to be a sore point in the socio-economic relationships among the people for whom land still remains an important factor of production and wealth creation. The continued expropriation of land by government and the

cumbersome procedure of acquiring land for economic purposes have made it difficult to completely eradicate poverty, which is a major contributor to structural instability. Only a privileged few, especially those who are already economically stable, have access to land. Because of hostile government land policies, a vast majority of the people do not have access to land. Consequently, many frictions occur at the domestic level over ownership of land. Ownership or access to land is at the base of the several inter-ethnic communal conflicts which have been witnessed since the beginning of the fourth republic in Nigeria

An extension of the hostile land policies are the poorly formulated and implemented agricultural policies, which have failed to yield adequate food production for the continent, but have rather exacerbated tension and conflicts at the grassroots. Such national agricultural policies recognise the need to increase crop yields and animal production across the continent, but have failed or neglected to properly address the land tenure system between farmers and pastoralists. This trend has not only led to violent frictions between farmers and cattle-herders, it has also escalated existing ethnic conflicts in different places in Africa.

The predominant violent clashes between farmers and cattle-herders in Kenya and Uganda are as a result of inadequate land tenure policies; recent violent clash between the Berom and Fulani pastoralists, which claimed over a thousand lives, including those of women and children, was as a result of conflict over land use between the two Nigerian ethnic groups. These trends could have been avoided if national agricultural policy formulation and implementation processes had drawn lessons from the historical interaction between farmers

and cattle-herders which is rooted in the traditional land tenure system in Africa. The logic of the traditional arrangement is that the pastoralists desist from destroying crops during planting seasons, but are allowed to graze their animals during off-planting seasons in order to fertilise the land with animal dung, while feeding the animals with waste crops. This age-long arrangement was respected for centuries and it helped in preventing conflict between farmers and cattle-rearers. If this traditional arrangement had been factored into policymaking, perhaps many of the violent conflicts that had claimed lives and properties across rural areas in Africa would not have occurred.

Many policies which were aimed at improving domestic economies had ended up generating more poverty and structural distortions. During the 1980s and 1990s the multi-lateral finance bodies, the World Bank and the International Monetary Funds (IMF), dictated the economic reform direction for African countries. They, in fact, imposed many socio-economic policies on countries in the continent. Many of these policies were dictated and imposed without making adequate and appropriate peace and conflict impact assessment on the African people. It was only recently that it was realised that the prescription of the multi-lateral organisations for economic growth of Third World countries could not effectively address their economic problems. Many of the tensions generated by such hostile economic policies accounted for several violent conflicts that were experienced across Africa, which scholars adduced to frustration-aggression linkage. The resulting frustrations manifested in form of workers' demonstration for wage increases, violent demonstrations against removal of subsidies on fuel, protests against profligacy and corruption among the ruling class, etc. Sometimes,

such protests are started peacefully but ended up in violence due to intransigence of governments.

In Ghana, Liberia, Sierra Leone and several other African countries, such hostile economic policies accounted for violent overthrow of several regimes and precipitated civil wars which accounted for loss of many lives. In Nigeria, new banking policies which sought to free credit for production purposes effectively marginalised the poor and frustrated the efforts of small-scale entrepreneurs because the banks would rather grant credits to big businesses that would yield quick returns. The country's poverty index is still on the increase despite her enormous oil wealth, while the standard of living is on steady decline (*World Bank Country Report, 2008*). The gap between the rich and the poor keeps expanding. These trends account for occasional sporadic mass protests and riots in urban areas with attendant insecurity, loss of lives and properties.

The African co-operative movement, which used to be one of the strongest on the globe, was effectively driven underground by hostile economic and financial policies. In the developed world, new economic policies recognised the importance of micro-finance services rendered to the poor by cooperatives. That accounted for the reason why co-operative banks and co-operative business enterprises which cater for the poor had survived in many of the western countries for more than a century. Today, hostile banking policies in African countries have led to the acquisition of the various co-operative owned banks and business interests across the continent by commercial interests because they could not meet up with the capital requirements to operate in the competitive business environment.

Rather, grants are now awarded based on political patronage. The resulting structural distortions have aggravated poverty at the

grassroots, leading to increased violent conflict at the domestic and communal level. This has become a major threat to democracy in many African countries.

Government housing policies have created more ghetto areas and violent neighbourhoods across the continent. Such policies often favour housing programmes for the elite and ignore the poor. In most cases, populations of lower class neighbourhoods are shifted to make way for housing estates without adequate arrangement to resettle the original occupants of the land. When governments establish low-cost housing programmes, they are never affordable by the poor and such accommodation reverts back to civil servants or business people who in turn hire them out at exorbitant rents. Consequently, poor families are forced to live in makeshift accommodations in slums in cities and towns where their offspring grow up to become abnormal adults. Many social problems result from this trend. Such young adults and people of adolescent ages engage in criminal activities, protesting and revolting against a society which never cared for them.

Challenges of Public Policy Formulation in Africa

Apparently, the problems encountered in the process of policy formulation and implementation in African countries are multi-faceted. The very process involved in initiating policies are questionable and the resultant effects most of the time are not unexpected. Consequently, many African countries lack comprehensive social policies. Rather than initiating them comprehensively, policies are made on sectoral basis to address specific issues that have been identified as constraints to national development. Tungalaza (2004), describes ideal social policy as

“series of systematic and comprehensive guides to future decisions and actions designed to influence the overall quality of life, particularly of those who are economically and socially disadvantaged due to social, institutional and technological changes and are suffering because of market failures and a skewed distribution of productive assets.”

The absence of such comprehensive policies as described, which could provide direction to take care of the majority of the suffering masses implies that sectoral policies are formulated without adequate harmonisation among different sectors, leading to unforeseen outcome which causes fresh, sometimes unanticipated problems.

In many instances, public policies are formulated without a clear course of action. For example, the free higher education policies adopted in many African countries have led to massive unemployment and shortage of technicians, including appropriate manpower in some critical sectors of economies. Countries' educational systems witnessed the influx of more students into non-technical courses while technical programme applicants are scanty. This situation arose because there was no harmonisation of the manpower requirements and training in many of African countries while the free higher education policy was being implemented.

The ideological framework for policy formulation is often absent in many African countries. During the Cold War, socialism and self-reliance provided the framework within which some countries formulated their development policies. The leadership in countries such as Tanzania, Mozambique, Angola and Burkina Faso were known to have attempted to evolve their developmental vision within the socialist ideological framework. However, with the recession of socialism there was no focused

and clear-cut ideological guide to stimulate the evolution of developmental policies in many African countries, including the former socialist inclined countries. Rather, government bureaucracies, technocrats and party political ideologies (or lack of it) influenced and dominated policy formulation and implementation. Policies were thus influenced by unclear political ideologies and directed by often corrupt bureaucratic system. This lack of clear ideological root for policies had prevented in-depth assessment and evaluation of the potential influence of policies on the social fabric and had stunted efforts to predict future upshot of policies on vulnerable groups.

Shortage of skilled manpower to formulate certain social policies is sometimes the bane of public policy formulation in Africa. While it is easier to formulate policies in some sectors such as the economy, education and housing, it is often extremely difficult to find experts in others, especially in the scientific and technological sectors. However, this problem is not much in the area of identifying relevant experts - who in any case could be contracted from outside - but it is more in the area of process and procedures taken in the formulation, implementation and in enriching the contents of policies.

The steps taken in the policy formulation process in most African countries are inherited from the colonial times. By then, the consideration was the ultimate benefit of policies to the colonialists rather than the subjects in the colonies. There have been no remarkable efforts to review these processes and procedures to reflect the current realities on the African continent and the benefits to Africans. The cultural peculiarities and interactions among diverse groups which ought to dictate the involvement of social policies in most cases are

lacking; frictions are thus precipitated, which works against the successes of social policies.

Another peculiar nature of policy evolution on the continent is that they are sometimes stimulated by international conferences and guided by donors and funding agencies. The International Conference on Women Empowerment in Beijing, China, the environmental conference held in Rio de Janeiro, Brazil, the international conference on youths development held in Pyong-Yang, Korea are some of the conferences which stimulated women, environmental and youths policies in many African countries. These conferences are good because they woke the consciousness of Africans to the benefits of the policies being advocated for. However, the formulation of these policies attracted donor supports and most of the specific works in the course of drafting such policies were guided by the demands of international donors, while neglecting the peculiar circumstances of the actual beneficiaries of such policies. Some of the resulting policies ignored the religious, social and cultural sensibilities of African communities in the quest to align with international expectations, thus sparking off fresh problems in many communities.

Proposal for Conflict-sensitive Policymaking Procedure in Africa

The wind of democracy which is currently blowing across the continent of Africa has offered an opportunity to engage in conflict-sensitive policymaking and implementation in African countries. The democratic trend has brought new opportunities to engage the myriads of problems facing the continent in constructive ways, in order to reduce violent conflicts and stimulate sustainable development on the continent. However, conflict-sensitive policymaking

process requires the determination and commitment of the ruling elite to undertake focused and strategic initiatives to improve the lives of Africans through participatory efforts with the grassroots. The advantages of this effort are enormous. Among others, it will engender the support and the commitment of the citizens towards evolving appropriate developmental policies and reduce social frictions, many of which are concluded violently. Participatory efforts will stimulate and encourage people to take initiatives to improve their well being in policy implementation process and reduce reliance solely on government for social infrastructures, which is the major bane of development on the continent.

A conflict-sensitive policymaking process occurs when deliberate attention is paid to conflict profiles and triggering factors in the social environment where policies are targeted (Fisher *et al*, 2000). The physical terrain and climatic conditions of Africa sometimes predispose its people to social conflicts. Issues such as health problems, low agricultural yields and famine are results of hostile environmental and physical condition of the continent. At the base of this effort is deliberate action to carry out adequate conflict analysis to detect proximate and triggering conflict factors that could result from physical conditions and identifying stakeholders associated with an intended policy before it is made. Such conflict analysis can be carried out at the national, state, and local levels where adequate understanding of the contexts of the targeted communities and the profiles of individual actors within such communities are known. In addition, knowledge of the conflict dynamics of the environment is extremely important and must be taken into consideration in the policy formulation and implementation

processes. It is equally important to clearly define and understand the objectives of the policy interventions in terms of the benefits it will bring to the majority of the people, not to a few segment of the elite.

A conflict profile provides a brief characterisation of the context in which the policy intervention will take place. Such issues as the physical condition, political situation, economic conditions, socio-cultural lives of the people, relationship among the diverse ethnic groups, historical profile of issues that have caused tension in the community and other important matters concerning the targeted environment would be chronicled and adequately analysed. As such, each of the factors would be analysed by interrogating their interaction with the environment and the proposed development policy. Relevant questions that may be asked are: What is the physical terrain of the targeted environment in relation to the proposed policy? What is the political situation in terms of democratic governance? Are there positive traces of good governance in the environment which could aid the proposed policy? Are there negative political influences which could work against the success of the proposed policy? What is the economic condition of the people? Are there pervasive poverty? What is their income level? Are there traces of positive economic factors or economic advantages which could aid the success of the proposed policy? What socio-cultural idiosyncrasies of the people could aid or work against the proposed policy? What is the relationship among the diverse ethnic groups in the environment like? Is the proposed policy likely to consolidate the good relationships among the different people or is it likely to trigger off conflict among them? What is the condition of the social infrastructure of the environment?

What new structures must be put in place in order for the proposed policy to work well?

Another important component of the conflict analysis process is the understanding of the inherent causes of conflict in the environment of the proposed policy. As earlier mentioned, this could be perceived in terms of the structural causes, proximate causes and triggering causes of conflict. Structural causes are those pervasive conflict factors that have been built into the existing policies and structures of the targeted environment. Such factors could be social inequalities, poverty, lack of access to good health facilities, poor educational system, inadequate access to education by majority of the people, lack of appropriate skills to enhance economic advancement, among others. These embedded structural factors, even though may not be too obvious, are capable of aiding social conflict when new policies are introduced. Proximate causes are those factors that could contribute to further escalation of existing or already manifested conflicts. Such factors could be drought, leading to poor agricultural yields; hunger, slow economic growth, which could reduce the purchasing power of the people and prevent access to consumer goods; outbreak of epidemic diseases, and other such problems which could reduce the productive capacity of the people. These factors could make management of already manifested conflicts difficult and contribute to poor timing of development policies formulation and implementation. Some of the proximate factors could also be triggering factors which could cause immediate explosion of conflicts or further inflammation of existing conflicts. Adequate understanding of all these factors in the context analysis will make conflict sensitive policy making process easier.

Actors Analysis of the proposed policy environment is very crucial and central to conflict-sensitive policymaking process. Policies are targeted at people. Individuals, groups, associations and other institutions that contain bodies of men must be given important consideration in policymaking process. People have their interests, goals, positions, capacities and relationships. All of these could have both negative and positive impact on policy implementation after its formulation. Analysis of the interests of the people will seek to find out and to understand the underlying motivations of the residents of the proposed policy environment in terms of their hopes and fears. In order that the new policy will not further aggravate the existing conflicts, consideration of these factors and their integration into the policy formulation process will enhance the acceptability of the proposed policy because of its improved motivation and inclusive processes. Seeking to understand the goals of the people will involve unravelling the strategies that they use in pursuing their interests. Therefore, careful attention to these strategies will ensure that they do not clash with the core principles of the proposed policy. In understanding the key actors' positions, such individuals are offered the opportunity to suggest solution to problems the proposed policy is seeking to address through a participatory process. In the course of doing this, attention would be paid to other emerging issues which could have adverse effect on the police implementation within the context of the proposed police environment.

It is also important to understand the capacities and potentials of the actors to influence the proposed policy both positively and negatively in the proposed policy environment. This capacity can be understood by investigating the potentials of the key individuals and groups to access

resources; their social networks, their available supports and alliances, and the strength of their key social and political institutions. Their capacity to build consensus on key issues or their inability to do so could engender division among them. This could eventually resonate in the policy implementation process. Particular attention must be paid to spoilers - individuals or groups who have an interest in maintaining the status quo which the policy aims to address. This is because they are capable of sabotaging the implementation of the policy. Appropriate mechanism should therefore be built into the policy to curtail the activities of such individuals and groups. If they are ignored they could become obstacles to development and policy implementation.

Attempts should also be made to understand the level at which the various key actors in the context are powerful. Some of the actors are extremely powerful at the top level of the society and they could actually be opinion leaders. As such, they could wedge enormous powers to the extent that they influence members of the community in terms of acceptance or rejection of the proposed policy. Some of them could be powerful at the middle level within the community, while some could be powerful at the grassroots. The extent of their powers at the various levels could determine how successful the proposed policy would be at each level of the policy environment and the ability of the proposed policy to achieve developmental goal in the society.

It is equally important to identify the existing institutional capacities for peacebuilding and development in the proposed policy environment and to factor such institutions into the policy formulation process. Such institutions as community development associations, youth bodies, local NGOs and such other organisations

could be very useful in monitoring and evaluating the contributions of the policy to the growth and development of the society during the implementation. They could suggest areas of amendments to the policy even in the implementation process. Such institutions could also be used to address conflicts which might arise in the implementation process and they could provide information on the activities of spoilers who might be out to sabotage the development process.

Scenario building is very crucial in conflict-sensitive policy formulation. This process basically provide the opportunity to predict and assess what may happen in the targeted environment according to a specific timeframe, based on the analysis of the conflict profile and actors. In this case, it is very useful to provide for three scenarios. The best case scenario will describe the optimal outcome of the policy intervention in the targeted environment or on the human elements in the context. The positive impact the policy would bring into the lives of the people would be envisaged in terms of how it will contribute to their wellbeing and quality of life, how it will lead to reduction of conflicts and frictions and how that success could be managed so that it could be sustainable and not bring other negative issues into the context. If all of these progresses are anticipated, it becomes easier to savour the successes of the proposed policy without any anxiety about the management of the outcome.

The middle case or status quo scenario will describe the continued existence of the current trend which the proposed policy is aimed at addressing. In this scenario, the policy would not bring any remarkable improvement into the lives of the people. The same amount of conflicts still remains among the people in spite of the efforts

of the policy to address them. Structural problems are still pervasive and probably, the productive capacities of the people are still stagnant. The reasons for this situation could be anticipated and all the key factors that would bring about the situation would be addressed even at the onset of the implementation. Sometimes, this outcome could be traced to the cultural disposition of the people. It could be due to their lethargy to some of the components or procedures of the policy. Sometimes the problem could be rooted in the implementation processes or in individuals who are saddled with the responsibility of implementation. These scenarios will assist in developing mechanisms to address such situations even at the policy formulation stage.

The worst case scenario describes the worst possible outcome of the policy on the targeted context. In this scenario, a picture of the policy causing even more problems than the ones it is meant to address is conjured without being pessimistic. It would be imagined that the new policy has caused more divisions among the people, led to more devastation of the environment or has even become a key factor among the causes of violent conflicts among the people. Building this scenario will give an insight into what interventions could be made to mitigate the negative effects of the proposed policy on the society, with the possibility of devising strategies to turn the negative outcome into positive outcome while striving to achieve the objectives of the policy. Outright withdrawal of the policy is also a possibility in this situation because it would have been seen to have done more damages to the context of the policy and the people who are meant to benefit from the policy.

At the outset of the policy formulation process, it is important to develop indicators which could be used to measure the impact of

the proposed policy on the level of conflicts among the targeted peoples and communities. These indicators, when developed, are used to monitor the efficiency, effectiveness, impact and sustainability of the policy and projects that are associated with the implementation of the policy. They are used to gauge the negative and positive impacts of the policy on the conflict situation in the context and on the key elements, including the qualities of lives of the intended beneficiaries if it is a development policy. This is in order that appropriate changes or intervention could be made to correct noticeable anomalies in the policy execution process.

Another key step in conflict-sensitive policymaking process is the ability to develop monitoring and evaluation indices for the proposed policy. There are about five steps in this process. The first step is the ability to determine when to monitor and to evaluate a particular policy. Monitoring and evaluation is normally organised around a pre-defined timeframe which would be decided at the policy formulation stage. This could take place quarterly, annually, over a decade and so on. However, this decision will depend on the nature of the policy, the context of its implementation, the actors in the context, the causes of conflicts and other indicators observed at the stage of conflict analysis. For example, monitoring and evaluation will not take place when the targeted environment is not conducive. Such period as when there are serious political activities like on-going election, a public holiday or the peak of the planting season when people will be too busy on the farm to respond to a survey will not be conducive for monitoring activities. In essence, the peculiarity of events in the context should determine the time to be fixed for monitoring and evaluation of the impact of a policy.

The second step is to determine the procedure for the monitoring and evaluation process. Conflict sensitive monitoring and evaluation should be designed around the knowledge of the changes in the context, the implementation of the policy, and the interaction between the two. The conflict indicators developed during the policy formulation process will assist in measuring the interaction between changes in the targeted context and policy implementation procedure. The knowledge of this interaction should assist the monitors to design an effective tool to measure the impact of the policy on the context. The outcome of this will assist the monitor to know what the original policy implementation plan is, what the actual outcome of the implementation process is and the differences between the two. This should give the evaluator an insight into the problems encountered in the implementation process, activities undertaken but not envisaged, the kind of adjustments that are necessary and other alterations necessary for a successful implementation of the policy.

Information collection is very crucial to monitoring and evaluation of policies. Two basic types of information are important at this level. These are perception based information and objective information or data. These information are collected from people directly and indirectly involved in the policy implementation project. The perception based data are collected from the beneficiaries of the public policy, the implementers of the policy, such as civil servants or staff directly involved in the projects spurred by the policy, observers of the policy, such as consultants, experts, researchers, academics, local leaders, politicians, and others connected to the community or policy implementers. Usually, feedbacks collected from such sources are triangulated with other information collected

from other sources such as focus group discussions, stakeholders meetings and quantitative surveys to have an accurate idea or true pictures of the outcome of the policy on the context.

Objective information is collected from the mass media and other secondary sources. Such data are usually more factual and less controversial because they are derived from sources that are detached from the policy environment. As such, the sources have a higher tendency to be more objective. In order to arrive at a more accurate result, it is good to also triangulate such data with perception based data even though perception based data could be more biased.

Information analyses are very crucial to conflict-sensitive policy monitoring and evaluation. In this process, attempt is made to establish a causal linkage among the variables in the information gathered. There is no established standard for doing this analysis other than to find the most effective way to structure the information in order to reduce the complexity of the data. This process will assist in understanding the key linkages between the policy and the context of the beneficiaries or people that are directly affected by the policy. These linkages could be further deepened by embarking on separate analysis of data collected from various sources and triangulating such data to establish their accuracy and relevance to the policy context.

Finally, a crucial step in conflict sensitive policy implementation process is the preparation of monitoring and evaluation report. This report should integrate the findings of the interaction between the context and the policy with the aim of making recommendations for the re-designing of the policy. It is particularly helpful to outline explicitly the impacts of the policy intervention

on the context in form of peacebuilding or conflict impact. It is equally necessary for the report to reflect the impact of the context on the policy as well. This will assist policy makers in learning from the policy intervention experience to redesign or make better policies in the future.

Conclusion

Conflict sensitive policy formulation and implementation requires enormous resources, commitment and devotion. The inherent benefits in peace building and in its capacity to reduce conflicts are equally immeasurable. Many of the protracted armed conflicts in Africa, from Sudan to Congo and countries around Manu river basins to the Great Lakes can be addressed if policy makers and political leaders in African countries can exhibit some commitment towards addressing the social and political problems at the root of conflicts with the procedures suggested in this paper. They however will also require the support and commitments of the international community to address the myriad of issues involved in the process of taking steps in conflict-sensitive policy direction in order to surmount the challenges on the way to achieving sustainable peace and development.

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