



# **INSTITUTE OF PROCUREMENT, ENVIRONMENTAL AND SOCIAL STANDARDS (IPESS)**

**FEDERAL UNIVERSITY OF AGRICULTURE, MAKURDI (FUAM)  
NOW KNOWN AS JOSEPH SARWUAN TARKA UNIVERSITY,  
MAKURDI (JOSTUM)**



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**BULLETIN**  
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**Dear Esteemed Reader,**

With the founding and accomplishments of the Institute of Procurement Environmental and Social Standards (IPESS) at Joseph Sarwuan Tarka University, Makurdi (JOSTUM), Nigeria has made a significant contribution to expanding global endeavour to integrate development with sustainability. IPESS is quickly becoming a national leader and a model for similar institutions throughout Nigeria and Africa, with a visionary mandate to develop sustainable human capacity in procurement, environmental, and social standards.

Over the past two months, the institute has not only demonstrated its commitment to this mandate but has also achieved several milestones that are worthy of commendation and public attention. At the heart of these achievements is the graduation of over 700 advanced certificate course participants (Track B), both online and in person, who have successfully completed rigorous training programs designed to equip them with the skills and knowledge necessary to shape procurement, environmental, and social practices in a way that is both responsible and sustainable. This feat alone signals significant progress in closing the skills gap that has long hampered Nigeria's quest for sustainable development.

The impact of these graduates cannot be overstated. As Nigeria continues to grapple with environmental challenges and the social implications of large-scale procurement projects, having a new cadre of professionals expertly trained in best practices is an invaluable asset. These graduates are now equipped to champion the integration of environmental and social considerations in procurement processes across the public and private sectors, potentially revolutionising the way projects are conceived, executed, and evaluated in Nigeria.

Furthermore, IPESS JOSTUM's commitment to institutional partnership and stakeholder engagement is evident in its recent signing of Memoranda of Understanding (MoUs) with the University of Kigali (UoK), Rwanda, and the National Environmental Standards and Regulations Enforcement Agency (NESREA). These partnerships are strategic moves that will strengthen a long-term institutional partnership for a postgraduate students exchange programme as well as enhance regulatory compliance, promote the enforcement of environmental standards, and foster a culture of collaboration between UoK and NESREA, respectively. The synergy between IPESS JOSTUM and NESREA is poised to bridge the gap between policy and practice, ensuring that national standards are not only upheld but also continuously improved upon.

In addition to its academic and collaborative achievements, the institute has also undergone a verification exercise for the social standards node conducted by the Nigerian Social Standards Professional Certification Programme (NSSPCP). This successful verification exercise is a testament to IPESS' commitment to quality assurance and professional excellence. By subjecting itself to such rigorous external evaluation, IPESS reinforces its credibility, inspires confidence in its

programmes, and assures stakeholders of its adherence to the highest standards of training and certification.

The broader implications of these achievements are significant. As nations worldwide strive to meet Sustainable Development Goals (SDGs), the role of institutions like IPESS JOSTUM becomes even more crucial. They serve as engines for capacity building, as think tanks for policy innovation, and as conduits for the dissemination of global best practices tailored to local realities. In a country like Nigeria, where the stakes are high and the opportunities for sustainable growth are immense, IPESS' success offers a blueprint for how targeted training and strategic partnerships can yield tangible societal benefits.

However, these milestones should not be seen as endpoints but as stepping stones towards even greater achievements. As IPESS continues to grow, it will expand its reach and deepen its impact. This requires sustained investment in faculty development, expanded curriculum offerings, and the continued cultivation of partnerships with both national and international organisations. Moreover, tracking the post-graduation outcomes of its alumni will be essential, ensuring that the knowledge and skills acquired translate into real-world change.

The journey towards sustainability is a collective endeavour. It requires not only the vision and commitment of institutions like IPESS JOSTUM but also the support of policymakers, the private sector, and the broader society. As we celebrate the institute's recent successes, it is imperative for all stakeholders to rally around its mission, champion its cause, and contribute to the ongoing evolution of environmental and social standards in procurement.

As you read further, it is my earnest desire that the April 2026 edition of IPESS JOSTUM's bulletin serves your informational and educational needs.

Read on.



**Prof. Lami A. Nnamonu, PMP, FICCON, FCSN, FSTAN, PMP**  
**Center Leader & Director,**  
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 DEPUTY DIRECTOR, IPSS

## Table of Contents

Headline	Page
➤ From the Centre Leader and Director's Desk -----	2
➤ Management Team -----	3
➤ IPSS JOSTUM Center Leader Commends Track B Graduands: Sues for the Application of the Acquired Knowledge -----	4
➤ IPSS JOSTUM Advances Regional Academic Collaboration with University of Kigali -----	5
➤ SPESSE: NSSPCP Verifies IPSS JOSTUM -----	6
➤ IPSS JOSTUM Partners NESREA: Signs MoU.--	6
➤ We Learned More than we Anticipated: IPSS Track A Graduands -----	7
➤ Our Story in Pictures-----	8-10
➤ Open And Distance Learning: IPSS JOSTUM Trains Staff -----	11
➤ IPSS JOSTUM Sustains Human Capacity Building: Graduates 400 Track B Trainees -----	12
➤ Leadership Structures and Conflict Dynamics in Community Development Projects: Strengthening Local Governance for Sustainable Outcomes in World Bank-Assisted Initiatives -----	13-14
➤ About IPSS JOSTUM -----	15

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## IPESSE JOSTUM CENTER LEADER COMMENDS TRACK B GRADUANDS: SUES FOR THE APPLICATION OF THE ACQUIRED KNOWLEDGE.

The Centre Leader and Director of the Institute of Procurement Environmental, Environmental, and Social Standards (IPESSE) at Joseph Sarwuan Tarka University, Makurdi (JOSTUM), Prof. Lami A. Nnamonu has lauded the dedication, hard work, and resilience of recently graduated participants of the advanced certificate (Track B) programme.



**Dr Christopher O. Eche**  
Deputy Director, IPESSE

The Center Director, who was represented by the

contributors to the training. They described the training as a worthwhile experience that imparted not only technical knowledge but also a renewed sense of responsibility anchored in integrity and accountability. They affirmed that, as graduands, they have become dedicated change agents committed to strengthening public service delivery in Nigeria. Ogundipe Felicia pledged to uphold the values she has gained during the programme and to contribute to building a public service system that serves all citizens, particularly the most vulnerable.

Earlier, Professor Adolphus A. Naswem, Deputy Center Leader of Social Standards, while conveying the welcome address, congratulated the graduands for the feat and stated that by the virtue of the training, participants have become the ambassadors of the Institute and their actions henceforth must reflect the core values of the training and urged them to utilize the skills and knowledge acquired to better their workplaces and humanity

Deputy Director of the Institute, Dr Christopher Eche, made the commendation on 24th April 2026 during a valedictory event to mark the end of the three-week intensive Track B training programme which held at the National Open University of Nigeria (NOUN), Abuja.

Delivering the opening remarks, Prof. Nnamonu reiterated the Institute's relentless quest to build human capacity in a bid to fill the knowledge gap in the areas of procurement and environmental and social standards. She appreciated the participants for choosing to be part of the life-changing experience, stating that the exercise did not only present an opportunity for the award of certificates but also equipped them with the necessary skills and tools needed to effect positive changes in their workplaces and society.

The Assistant Monitoring and Evaluation Officer, Patricia Kuma Tabe, in a presentation titled "Drivers of Change," asserted that graduands are regarded as agents of positive change and are anticipated to aid in diminishing the occurrences of corruption and the mishandling of public resources. Kuma Patricia observed that, although fostering positive change in an adverse environment is challenging, the dedication and perseverance of the designated agents of change will significantly contribute to achieving the societal transformation required. She encouraged the trainees to pass down the acquired knowledge among colleagues and urged the graduands to commit to professionalism in their various disciplines, asserting that this would provide new career chances for them.

Speaking on behalf of the graduates, Ogundipe and Felicia (Social Standards). Zakari Alhassan (Procurement Standards) and Awosika Oluwasegun (Environmental Standards) expressed deep gratitude to the programme's facilitators, management, and all



Some IPESS JOSTUM Track B Graduates  
during Valedictory Event in Abuja

In a vote of thanks, the Deputy Center Leader of Environmental Standards, Prof. Rufus Sha'Ato congratulated the graduands and expressed gratitude to the Federal Government of Nigeria, the National Universities Commission, and the World Bank for establishing and implementing the Sustainable Procurement, Environmental, and Social Standards Enhancement (SPESSE) project. Prof. Sha'Ato praised the management team, facilitators, management of National NOUN and support personnel of the Institute for their contributions to the programme's success. He urged the graduands to pursue additional learning possibilities at the Institute in their search for professionalism.

The high point of the event was the presentation of certificate of participation no fewer than 315 Track B graduands in the areas of procurement, environmental and social standards.

**J**oseph Sarwuan Tarka University, Makurdi (JOSTUM), through its Institute of Procurement, Environmental and



JOSTUM Vice Chancellor, Engr Professor Isaac N. Itodo (m) Signing Memorandum of Understanding during a Strategic Visit to University of Kigali

Social Standards (IPES), has achieved a significant milestone in its commitment to global relevance and academic excellence.

This was achieved when a high-level delegation led by the Vice Chancellor, Engr. Prof. Isaac Nathaniel Itodo, undertook a strategic visit to the University of Kigali (UoK), Rwanda, resulting in the formalization of a long-term institutional partnership and the launch of an innovative MSc Exchange Programme.

A highlight of the visit was the signing of a Memorandum of Understanding (MoU) on March 23, 2026, by Prof. Itodo and his UoK counterpart, Prof. George Kimathi. This agreement marks a new

era of collaboration centered on joint programme delivery, knowledge exchange, and cross-institutional research - further positioning JOSTUM as a regional leader in interdisciplinary postgraduate training.

At the heart of the partnership is the IPES MSc Exchange Programme. This flagship initiative will equip students with practical, globally relevant expertise in Procurement Management, Environmental Sustainability, and Sustainable Social Standards. During the

visit, both universities carried out an in-depth readiness assessment, aligning curricula, reviewing academic structures, and inspecting facilities - including lecture halls and student accommodationsto ensure a seamless rollout of the programme.

The JOSTUM delegation, which included the Deputy Director, IPES, Dr. Christopher Eche, Project Management Officer, Dr. John Ona, and Director Legal Services JOSTUM, Barr. Mary Agogo-Amara also visited key innovation and environmental sites such as Nyandungu Eco-Park and Green Park. These excursions underscore the programme's commitment to blending rigorous academics with real-world, hands-on experiences.

With a proposed start date in April 2026, the IPES MSc Exchange Programme is set to foster inclusivity, academic excellence, and global competitiveness. The student intake will be evenly distributed across the three programme tracks, ensuring gender diversity and interdisciplinary representation.



JOSTUM Delegation, Professor George Kimathi of University of Kigali (4th right) and his Team during the Signing of MoU with JOSTUM

The JOSTUM - UoK partnership is set to deliver a host of benefits: producing graduates equipped for global challenges, strengthening academic collaboration across Africa, and driving innovation in procurement, environmental, and social governance.

IPES JOSTUM continues to demonstrate leadership at the intersection of academia, policy, and practice. This groundbreaking partnership with the University of Kigali exemplifies what can be achieved when institutions align vision with strategic action - laying the foundation for high-impact, cost-effective international education and collaboration.

In line with the provisions of the Sustainable Procurement, Environmental and Social Standards Enhancement (SPESE) Project Appraisal Document (PAD), a team from the Nigerian Social Standards Professional Certification Programme (NSSPCP) has conducted a verification exercise at the Institute of Procurement, Environmental and Social Standards (IPESSE), Joseph Sarwuan Tarka University, Makurdi (JOSTUM)

The verification exercise which held on 13<sup>th</sup> April 2026 aimed to verify IPESSE JOSTUM's level of compliance with the harmonized curriculum for Tracks A&B, NSSPCP Certification Framework, identify gaps and recommend areas for improvement.



IPESSE JOSTUM Team with NSSPCP Team During Social Standards programme Verification Exercise in JOSTUM

The verification exercise which applies to all SPESE Centers of Excellence (CEs) assessed specific areas to determine if IPESSE JOSTUM's training curriculum aligns with NSSPCP core technical areas, using the harmonized Social Standards Curriculum, and that implementation is uniform across all SPESE Centers of Excellence. The exercise was also aimed at ascertaining if the application of Social Standards Minimum Professional Competency Benchmark (MPCB) aligns with NSSPCP standards; ensure that capacity building programmes of CEs supports Social Standards certification Board's strategic planning and social standards needs assessment, as well as confirm CEs adherence to PAD and NSSPCP certification Framework and Quality Assurance Process.

As provided for in the Social Standards Node's Certification Framework, the NSSPCP stipulates that the certification Board will maintain a Quality Assurance process to ensure that the content and delivery of eligible CEs' courses are continuously adequate for admission into respective levels of NSSPCP.

The Nigerian Social Standards Professional

Certification Programme is a national initiative aimed at training and certifying professionals to manage social risks, uphold environmental standards, and ensure compliance in development projects in Nigeria.

NSSPCP team to IPESSE JOSTUM comprised Dr. Olarenwaju John (Team leader), Dr Abdullahi Zadawa, Henry Okogie, Kamal Yusuf Mohammed, Prof. Kemiki Olurotimi, Igbokwe Frank Chika, Osunwa Franca C., and Alkali Suleman all formed the secretariat team.

### IPESSE JOSTUM PARTNERS NESREA: SIGNS MoU.

In a strong quest to build human capacity to address environmental concerns, the Institute of Procurement Environmental and Social Standards (IPESSE) Joseph Sarwuan Tarka University Makurdi (JOSTUM) has signed a Memorandum of Understanding (MoU) with the National Environmental Standards and Regulations Enforcement Agency (NESREA).

The event was held on Thursday 23rd April 2026 at NESREA Headquarters, Abuja.

The Memorandum of Understanding between IPESSE JOSTUM and NESREA is essential to formalize intentions, align expectations, define roles and create a roadmap to foster trust and establish a framework for collaboration.



Deputy Center Leader of Environmental Standards, Prof. Rufus Sha'Ato (right) submitting Documents During the Signing of MoU with NESREA, Abuja.

The National Environmental Standards and Regulations Enforcement Agency (NESREA) has the primary mandate to protect and enhance Nigeria's environment, biodiversity, and natural resources through the enforcement of environmental laws, regulations, standards, and policies, excluding the oil and gas sector. Its key focus includes pollution control, environmental sanitation, compliance monitoring, and ensuring adherence to international pacts.

## WE LEARNED MORE THAN WE ANTICIPATED: IPESS TRACK A GRADUANDS

Graduands of the short executive course (Track A) programme at the Institute of Procurement Environmental and Social Standards (IPESS), Joseph Sarwuan Tarka University Makurdi (JOSTUM), have stated that the experience and knowledge they acquired during the programme surpassed their expectations.

The graduands made this known during an online valedictory event organized by the Institute, which was held on Tuesday, 17th March 2026, to mark the end of the three-week online training programme.

In separate valedictory speeches, David Serah, Annord Burbwa, and Toluwanimi Oyinlana of

the Procurement, Environmental, and Social Standards nodes, respectively, maintained that the programme has deepened their understanding of social, ethical, inclusive, and sustainability principles that are essential in

shaping their professions and society. The graduands asserted that in the beginning, the programme seemed like just another short course, but at completion, it proved to be much more than that, as the online nature of the programme brought valuable insights and opportunities.

The graduands, while commending the facilitators and organizers for their commitment and expertise in delivering the courses virtually, further called on their fellow graduands to carry forward the values of professionalism and integrity to contribute to projects that are not only economically viable but also socially responsible and environmentally sustainable. "Let us go forward as ambassadors of positive change, committed to upholding strong social standards wherever we find ourselves. The knowledge we have gained must be reflected in

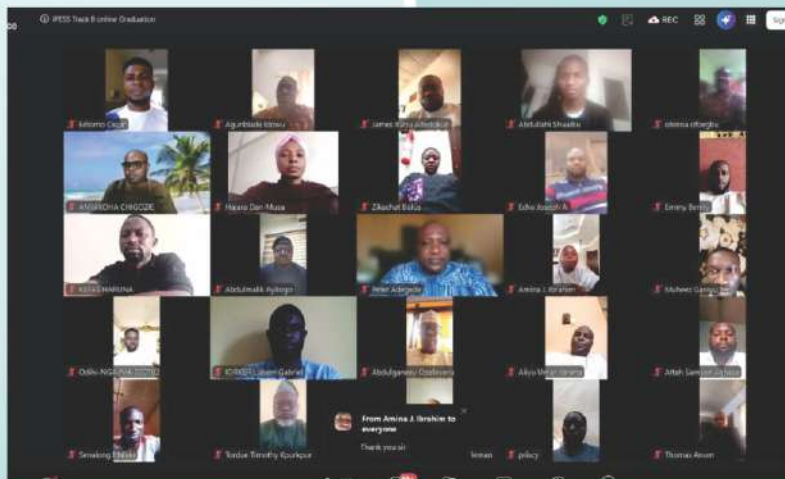
our actions in how we lead, how we interact, and how we contribute to our communities." "David," Sarah said.

In a presentation titled "Drivers of Change," the Monitoring and Evaluation Officer, Prof. Simon Shomkegh, advised the graduates to apply the knowledge and skills they acquired during the training to improve their workplaces and society. Prof. Simon Shomkegh asserted that, despite the potential challenges of implementing positive change in an unfavourable environment, it requires individuals who are courageous and have a strong conviction in human dignity and prosperity to make a significant impact. He

urged the graduands to maintain integrity, professionalism, and patriotism and to contribute to the reduction of corruption and mismanagement of public resources. The Monitoring and Evaluation Officer further urged the graduands to remain

committed to their pursuit of professionalisation and to maintain the existing relationship and pursue additional learning opportunities at the institute.

Earlier the center Leader and Director, Prof. Lami A. Nnamonu, represented by the Monitoring and Evaluation Officer, Prof. Simon Shomkegh, congratulated the graduands on the feat and stated that the Sustainable Procurement, Environmental and Social Standards Enhancement (SPEESE) project is an initiative of the Federal Government of Nigeria and the World Bank designed to build sustainable human capacity in the areas of procurement, environmental and social standards. The Center Director charged the participants not to relinquish their quest of becoming professional in their chosen fields.



A Snapshot of IPESS JOSTUM Track A Graduands during Online Graduation Event



# OUR STORY IN PICTURES



Dr Christopher Eche, IPES Deputy Director delivering Certificate of Participation to a Graduand During IPES JOSTUM Track B Graduation Event in Abuja.



Prof. Adolphus Naswem deliver an Address During IPES JOSTUM Track B Graduation Event in Abuja.



Environmental Standards Graduands During IPES JOSTUM Track B Graduation Event in Abuja



IPES JOSTUM Management Team and Graduands During Track Valedictory Event in Abuja.



# OUR STORY IN PICTURES



JOSTUM Vice Chancellor, Engr Prof. I.N. Itodo (right) and Members of IPES Management Team seated during a strategic visit to the University of Kigali Rwanda.



JOSTUM VC, Engr Prof. I.N. Itodo (left) and UoK VC, Professor George Kimathi Holding Signed Copies of MOU during a strategic visit to the University of Kigali Rwanda



VC UoK, Professor George Kimathi (2<sup>nd</sup> right) Presenting Souvenir to JOSTUM VC, Engr Prof. I.N. Itodo (2<sup>nd</sup> left) as DVC Prof Ogechi Adeola (right) and Director of International Student Services and Partnerships, Miss Dorcas Kamau Look on.



Prof. Rufus Sha'Ato (2<sup>nd</sup> right) and Prof. Ebenezer Ekefan (3<sup>rd</sup> left) Looks on as NESREA Official signs Documents for a Memorandum of Understanding between NESREA and IPES JOSTUM





IPES JOSTUM Team and NESREA Officials during the Signing of Memorandum of Understanding between NESREA and IPES JOSTUM.



Prof. Simon Shomkegh, IPES JOSTUM Monitoring and Evaluation Officer (right) and NSSPCP Team During Social Standards programme verification Exercise in JOSTUM



Prof. Adolphus Naswem (left) and NSSPCP Delegation During Social Standards Programme Verification Exercise in JOSTUM



## OPEN AND DISTANCE LEARNING: IPESS JOSTUM TRAINS STAFF.

The Institute of Procurement, Environmental and Social Standards (IPESS), Joseph Sarwuan Tarka University Makurdi (JOSTUM), in collaboration with the Open and Distance Learning Centre (ODLC) at the National Open University of Nigeria (NOUN), Abuja, has organised a 3-day hands-on workshop on open learning course content development for print and digital spaces.



Prof. Rufus Sha'Ato  
Director, Open and Distance  
Learning Center, JOSTUM

The 3-day workshop, which was resourced by the Regional Training and Research Institute for Distance and Open Learning (RETRIDOL) held at the IPESS complex from 24th to 26th March 2026.

Delivering the opening remarks, the Centre Leader and Director, Prof. Lami A. Nnamonu, expressed gratitude to the RETRIDOL team and the Director, Open and Distance Learning Centre, JOSTUM, Prof. Rufus Sha'Ato for their coordination and stated that ODL is an enviable height the Institute aspires to reach in her quest to build sustainable capacity in the areas of procurement and environmental and social standards. The Centre Leader and Director, who was represented by the Monitoring and Evaluation Officer, Prof. Simon Shomkegh, noted that the workshop was beneficial not just to staff of the Institute but also to the University. She urged the participants to participate actively to gain valuable knowledge for the task ahead.

The Director, Open and Distance Learning Centre, JOSTUM, Prof. Rufus Sha'Ato thanked IPESS management for supporting the programme and further stated that the

University is poised to commence the Open and Distance Learning Centre. Prof. Sha'Ato reiterated that the training was designed to build individual capacities to enable the development of materials that are fit for delivery on the digital and print spaces.

Speaking during a courtesy visit to the Vice Chancellor of JOSTUM, the leader of the RETRIDOL team, Felix K. Olakulehin, said the team was deployed to build the capacity of staff in content development for Open and Distance Learning (ODL) resources for both print and digital spaces. He expressed gratitude for the warm hospitality the team received and promised to give the required support to help the university's Open and Distance Learning Centre to thrive.



Participants Seated During the 3-Day Workshop on Open Learning Course Content Development for Print and Digital Spaces

Reacting, the Vice Chancellor of JOSTUM, Engr Prof. Isaac N. Itodo, represented by the Deputy Vice Chancellor Administration, Prof. Elizabeth Kembe, commended the team for the visit and stated that ODL is a trending and useful innovation, and the University is anxious to institute and reap the benefits thereof. The Vice Chancellor thanked IPESS JOSTUM management for facilitating the 3-day workshop and expressed confidence in the Institute's capacity to host the programme seamlessly. He charged participants to make the most out of the training to enable them to take the University to greater heights.

# IPSS JOSTUM SUSTAINS HUMAN CAPACITY BUILDING: GRADUATES 400 TRACK B TRAINEES

**O**n April 17, 2026, the Institute of Procurement, Environmental and Social Standards (IPESS) at Joseph Sarwuan Tarka University, Makurdi (JOSTUM), graduated no fewer than 400 Advanced Certificate Course (Track B) online trainees, in a continuous effort to cultivate a pool of highly skilled and purpose-fit professionals in the fields of procurement and environmental and social standards.

Delivering a goodwill message, the centre leader and director, Prof. Lami A. Nnamonu, stated that the training

programme emphasized not only building participants' capacity but also shaping their character. The Center Director who was represented by the Deputy Center Leader of

Environmental Standards, Professor Rufus Sha'Ato, added that the training goes beyond knowledge and skills acquisition, stressing the importance of serving society by adhering to rules, standards, and passion-driven commitment. She also reminded the graduands of further educational opportunities, including postgraduate Diploma, Master of Science, bachelor's degrees and Doctor of Philosophy programmes available in their chosen fields.

The Center Director encouraged participants to uphold dignity, integrity,

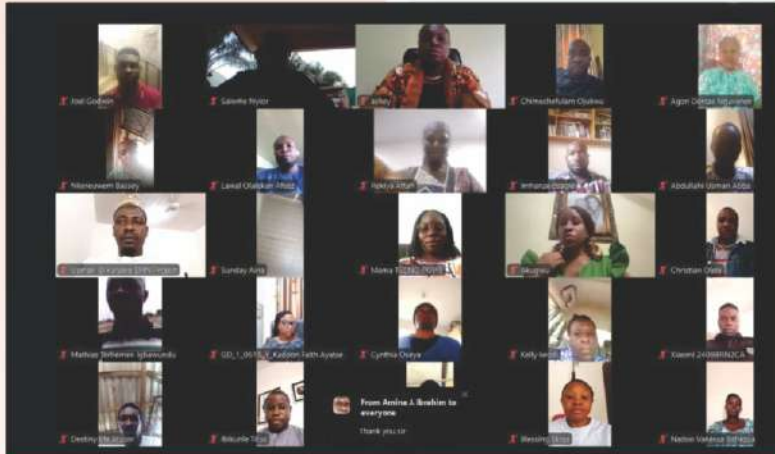
and global best practices and use their newfound skills to positively impact Nigerian society in their respective areas of work.

In separate valedictory speeches, representatives of the participants, Benjamin Yager, Osaweremen Sarah, and Ene Ameh, of social, environmental, and procurement standards, respectively, submitted that the training was a rigorous, enriching, and transformative learning experience which has reshaped their overall understanding of various concepts. The graduands commended the

organisers of the programme for the initiative and the facilitators for their dedication, expertise, and commitment to excellence in delivering the courses, saying they were not merely taught but

inspired and challenged to think critically.

The representatives called on their fellow graduands to apply the knowledge and skill gained for the betterment of their workplaces and Nigeria as a whole. "To my fellow graduands, I say this: Go out there and excel. We are now procurement professionals; let our practice reflect excellence. But more than that, let our everyday lives be examples for others to follow – let us start from our homes, workplaces, and every place we go and make IPESS JOSTUM proud. Ene Ameh said.



A Snapshot of IPESS JOSTUM Track B Graduands During Online Graduation Event



By: **Dr Ijeoma Ladele: IPSS ALUMNUS**

Community development projects play a crucial role in fostering grassroots development, enhancing infrastructure, and elevating socioeconomic welfare among target populations. Often in developing countries, including Nigeria, external funding through projects initiated under the auspices of institutions such as the World Bank has provided considerable help to overcome development challenges. Nevertheless, apart from the intended benefits as conceived by the funders, these projects experience various dynamics during implementation, which often result in their failure to meet the targeted objectives. One of such dynamics has been conflict, whose impact goes beyond the implementation period and affects the socio-economic well-being of people within a community setting as well as projects' sustainability.



Dr Ijeoma Ladele  
Lecturer, Department of Peace  
Studies and Conflict Resolution,  
National Open University of Nigeria

When examined critically, conflict in the process of community development emerges as an issue that can be attributed mainly to issues associated with leadership in the process of initiating projects in a community setup. Leadership in community development should ideally be development-orientated, open, accountable, and free from corrupt practices to ensure accomplishments of the project goals. However, in practice, various challenges confront leadership in community development, leading to the emergence and escalation of conflicts.

Some inferences derivable from the focus group discussions about the implementation of community development projects clearly depict the complexities of conflicts within groups. Conflicts do not only entail administrative or procedural issues, but they can also involve physical attacks or confrontations among members. In certain scenarios, the source of such conflict can be spirituality, in that some conflicts might have to do with beliefs, such as differing religious practices or interpretations that can lead to misunderstandings and tensions among community members. The findings also point at the

deeply entrenched conflict within communities prior to such initiatives and the need for sensitive conflict resolution within specific settings. Further deductions from focus group discussions carried out in respect to the Arola/Sode/Onikoko Community Project. The Community Project Management Committee (CPMC) and executive members of the Community Development Association (CDA) faced confrontation and even attacks during the implementation of the project.

It is, however, worth noting that despite all challenges experienced during the implementation of the project, there were committee members who did not give up their commitment to see that the project was successfully completed. It clearly indicates that strong determination by leadership can overcome the difficulties and challenges. In fact, the presence of conflicts has led to negative attitudes among committee members, who fear further personal confrontation and have become reluctant to undertake similar projects in the future. Conflicts within such projects tend to be generated mainly by issues related to governance structures and power dynamics regarding them. The struggle for dominance is one of the common sources of conflicts because leadership positions in the project management committee are associated with high status and power as well as access to resources. Competitions among community members for occupying certain roles can provoke conflicts if the roles' responsibilities are not clearly defined from inception.

The issue of overlapping responsibilities can arise when traditional leaders' powers overlap with the mandates of the project management committee, which was the case of the studied community. Inequality is another major factor that significantly contributes to conflicts in community development projects. The feeling of exclusion from decision-making and the unjust distribution of resources can become causes for conflicts within a community. Such issues may appear if there are imbalances in terms of the unequal distribution of leadership roles or the unfairness of the process of distributing the project's resources among its members. Under such circumstances, mistrust evolves. The consequences of leadership-related conflicts for community development projects are numerous and include much more than just project-specific problems. The first of them relates to the drop in participation rates.



Cont'd. Next Page

Community members who face any kinds of conflicts during the project execution may feel discouraged and unwilling to join in other community development projects in the future.

The above findings imply that for the sustainability of development projects, members of the community's involvement and ownership of the project should be considered as key factors in ensuring its success. In other words, the project should adopt a bottom-up approach from its conception to its completion and post-completion maintenance.

Consequently, such conflicts negatively affect one of the key elements of successful community development projects, namely, the sense of ownership. In addition, another implication of conflicts is the formation of social rifts between the conflicting parties. Such rifts remain even when the project ends, preventing people from cooperation in future community development projects.

Moreover, leadership-related conflicts present a direct danger to the sustainability of a development project. Conflicts not only lead to delays in the implementation process but also add cost to the whole exercise while minimizing the effectiveness of the intervention efforts. In worst-case scenarios, the entire project can fall apart owing to leadership conflicts, resulting in resource waste and lost opportunities for development.

Nevertheless, the existence of resilient individuals who continue to work hard toward the success of their respective projects proves the need for good leadership for development purposes.

To respond to the aforementioned challenges, there is a need to improve the leadership system of operations within the development projects.

One important strategy that should be considered is that of promoting inclusive leadership whereby there will be diversity in terms of representation, inclusion of women, the youth, and other marginalized community groups within the decision-making process. This helps ensure equity and improves the perception of the leadership process within the community setting.

Training for project management committee members would be critical to enhancing their capability to resolve any arising conflicts. Some of the trainings include conflict management, leadership, and finance management, which will allow the project managers to have the necessary

tools that will enable them to handle complicated social interactions and govern effectively. It would be vital to increase transparency and accountability measures to ensure that there is more trust among the leaders, hence reducing chances of any conflict.

The World Bank's project in the Arola/Sode/Onikoko communities indicates that conflicts from power struggles, perceived inequality, and distrust are inevitable in community participation. The following policy measures must be adopted to counteract the identified problems: First, the project design and implementation framework should incorporate conflict management and resolution strategies.

The inclusion of community-based mediation and conflict resolution programmes would assist development stakeholders to resolve disagreements before they get out of hand. Secondly, there should be strengthened decision-making procedures among the leadership in the community and the project management committee. It would foster coordination and cooperation through mutual decision-making and dispute resolution approaches.

Thirdly, there should be inclusive and accountable leadership systems that would address the problem of power imbalance and foster trust within the community, ensuring that all voices are heard and considered in the decision-making process.

In the end, the ability to successfully implement community development projects does not depend on funding and expertise alone but also on governance and effective leadership. Conflicts are inherent in all forms of collective activities, especially where diversity of interest and social intricacies are part of the equation. But through strong leadership, more transparency, and participative processes, effective conflict resolution leading to sustainable results becomes possible. In this context, the importance of institutions like the World Bank in building sound governance systems that prioritise project effectiveness and social cohesion cannot be underestimated; for the sustainability of development initiatives, the ability to implement projects must be complemented by strong leadership.



# INSTITUTE OF PROCUREMENT, ENVIRONMENTAL AND SOCIAL STANDARDS (IPESS)

JOSEPH SARWUAN TARKA UNIVERSITY, MAKURDI

(FORMERLY FEDERAL UNIVERSITY OF AGRICULTURE, MAKURDI)

## About Us

Institute of Procurement, Environmental and Social Standards (IPESS) is a World-Bank supported Center of Excellence established at Joseph Sarwuan Tarka University Makurdi (JOSTUM), Benue State, Nigeria under the Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) project.

### PROGRAMMES IN PROCUREMENT STANDARDS

**Track A:** Executive Short Course in Procurement Standards

**Track B:** Advanced Certificate Course in Sustainable Procurement Management

**Track C:** Postgraduate Diploma (PGD) in Procurement Management

**Track D:** Master of Science Degree (M.Sc.) in Procurement Management

**Track E:** Bachelor of Science (B.Sc.) Degree in Procurement Management

**Track F:** Doctor of Philosophy (PhD) in Procurement Management

### PROGRAMMES IN ENVIRONMENTAL STANDARDS

**Track A:** Executive Short Course in Environmental Standards

**Track B:** Advanced Certificate Course in Sustainable Environmental Sustainability

**Track C:** Postgraduate Diploma (PGD) in Environmental Sustainability

**Track D:** Master of Science Degree (M.Sc.) in Environmental Sustainability

**Track E:** Bachelor of Science (B.Sc.) Degree in Environmental Sustainability

**Track F:** Doctor of Philosophy (PhD) in Environmental Sustainability

### PROGRAMMES IN SOCIAL STANDARDS

**TRACK A:** Short Executive Course in Social Standards

**Track B:** Advanced Certificate course in Sustainable Social Standards

**Track C:** Postgraduate Diploma in Sustainable Social Development

**Track D:** Master of Science in Sustainable Social Development


**Track E:** Bachelor of Science in Sustainable Social Development

**Track F:** Doctor of Philosophy (PhD) in Sustainable Social Development

## Mode of delivery: Online and Face-to-face

**Register here:** <https://portal.cipessfuam.edu.ng>  
prospective applicants must be Tech Savvy and must have an internet enabled smart phone or computer

**Participation is strictly by invitation upon registration**

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Communications Officer



# SUSTAINABLE PROCUREMENT, ENVIRONMENTAL AND SOCIAL STANDARDS ENHANCEMENT (SPESSE) PROJECT



## SPESSE

### MISSION

To produce a critical mass of highly skilled and fit-for purpose professionals in the areas of Procurement, Environmental and Social Standards for sustainable development.

### VISION

To be a Dynamic Regional Hub for Expert Training and Research in Public Procurement, Environmental and Social Standards Based on Global Best Practices.

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