



Negotiation  
& Conflict  
Management  
Group

*TalkitOut*

## WELCOME



For over two decades, NCMG has been at the forefront of peace building and access to justice in Africa through judicial reform, cultural orientation and sustained proliferation of ADR practices. Access to justice in a modern civil justice system should offer a variety of approaches and options to dispute resolution. Citizens should be empowered to find satisfactory solution to their disputes beyond litigation which includes a wider menu of choices. The concept of such a menu of choices emphasizes the importance of taking into account the preferences of those in dispute and increasing avenues for access to justice.



Today, the institutionalization of ADR mechanisms in the judicial systems of many African countries is a direct result of the pioneering work of NCMG. In June 2002, through a multi-stakeholder engagement which includes local communities, the judiciary and corporate organizations, we established The Lagos Multi Door Courthouse; in Lagos, Nigeria (the first court connected ADR Centre in Africa). In November 2003, it was replicated by the judiciary of the Federal Capital Territory, Abuja. In 2006, The Kano Multi-Door Courthouse followed. In 2008, in recognition of its competence, NCMG executed an 18 month World Bank sponsored "Expanding ADR Institutions & Mechanisms in Nigeria. This culminated in the establishment of Multi Door Courthouses in Aba and Kaduna states in Nigeria with over seventeen states judiciaries already following the trend.

In 2011, in collaboration with the University of Lagos, we established the "Unilag - NCMG College of Negotiation". It offers courses in dispute resolution, conflict Management, negotiation and masters in legal studies. With a clarity of purpose and dogged commitment, NCMG remain the leading voice of Justice reform, access to justice and peacebuilding in Africa. It is my hope that all well meaning individuals and organisations will find our unfettered commitment to meaningful change in Africa worthy of support.

*Muhammadu L. Uwais*

Justice Muhammadu L. Uwais, GCON  
Global Chairman, NCMG



## WHO WE ARE



Founded in 1996, NCMG is an independent, non-profit and non - governmental membership-based organization committed to access to justice and peace building in Africa

Our primary focus is to make a significant and positive impact on access to justice and peace building through the re-engineering and advancement of justice system in Africa. The fundamental principles guiding our work are universally recognised human rights and basic principles like human dignity, solidarity and social justice.

Over the past two decades, we have been at the forefront of capacity development and innovation in Africa through constructive engagements, judicial reform, cultural orientation and sustained proliferation of ADR practices. We leverage our competence with the collective intelligence of our partners and relevant institutions across the world through collaboration and partnership to develop bespoke solutions to entrenched challenges within governments, MDAs and corporations among others and participate in the development of local and international strategies for change.

NCMG's approach to access to justice and peace building is to link our knowledge and expertise with those of our partners to support and participate in the development of local and international strategies for change. NCMG is involved in the promotion of access to justice and peace building in Nigeria and replication of the multi-door courthouse concept across the continent.



## HOW WE OPERATE



### TRACK 1: ACCESS TO JUSTICE

Every person has a right to a dignified life, irrespective of religion, belief, political opinion, race, gender, sexual orientation or marital status. Justice and Peace seek a just and sustainable world where people are protected by universal human rights, while the fairer distribution of wealth and equality of opportunity is ensured. Equal justice under the law is not merely a caption on the front of a court building, it is perhaps the most inspiring ideal of our society. It is one of the ends for which our entire legal system exists. It is fundamental that justice should be the same, in substance and availability, without regard to economic status. Our legal system provides us with the opportunity to seek and obtain justice when our rights have been violated and a forum for redress when we have been wronged.

Access to Justice describes the ability of any person, regardless of income, to use the legal system to advocate for themselves and their interests. We rely on the civil legal system to address important problems like wrongful foreclosure, domestic violence, divorce, discrimination, bankruptcy, and many other critical legal issues. Our justice system is only as strong as the weakest person it protects.



NCMG has actively promoted respect for human rights and social justice. The fundamental principles guiding our work are universally recognized human rights and basic principles like human dignity, solidarity and social justice. We are active in the creation of frameworks for equitable access to justice by promoting policies, procedures, court rules, and legislation that remove barriers to our judicial system.

We ensure wise and efficient use of available resources including local, regional and national coordination systems. We also develop and implement other initiatives designed to expand civil access to justice



## TRACK 2: PEACE BUILDING

The history of humankind has been significantly shaped by both love and conflict that regulate human experiences in a cycle of compassion and bitterness. These competing values are present in any human community, in our homes, our workplaces, in groups or associations where people come together and in the society as a whole. Even though human beings were created by an act of love, conflict and misunderstanding unfortunately hold sway in many human encounters where two or more persons engage continually. Socio economic pressures sometimes build up tensions within an individual and everywhere we find people distressed, oppressed and challenged by the realities of misunderstanding, conflict and peace building.

A culture of peace will be achieved when citizens of the world understand global problems, have the skills to resolve conflicts and struggle for justice non-violently, live by international standards of human rights and equity, appreciate cultural diversity, and respect the Earth and each other. It might be helpful to look at building and maintaining peace as a 'culture of peace'. A culture of peace is like a river that is fed from diverse streams — from every tradition, culture, language, religion and political perspective. It consists of values, attitudes, behaviours and ways of life based on non violence and respect for the fundamental rights and freedoms of every person.



In a culture of peace, power grows not by force (e.g.: guns, inherited status) but from participation, dialogue and cooperation. It rejects violence in all of its forms, including war and the culture of war. In place of domination and exploitation by the strong over the weak, the culture of peace respects the rights of everyone, economic as well as political. It represents a caring society which protects the rights of those who are weak, such as children, the handicapped, the elderly and the socially disadvantaged.



### TRACK 3: TRAINING & CONFERENCING

At NCMG, we understand the ever-changing challenges organizations and professionals face today, such as: leadership development, improving productivity, enhancing performance, increasing sales, addressing generational changes and building teams.

We work with professionals and organizations across multiple industries and channels to develop and deliver relevant, effective and practical training solutions.

We serve as your strategic partners in order to understand your specific needs, challenges and requirements. Our consultative and collaborative approach allows our team to develop sound strategies with clear objectives and outcomes. The insight we gain through this constructive engagement will ensure you receive innovative, competency based and results driven training.

At the heart of NCMG training and capacity development is our commitment to ensuring that all training programs are practical, interactive, and action-oriented. Our interactive approach is a blend of case studies, role plays, simulations and behavior modeling. We have found this to be an effective method of fostering discussions, transferring knowledge and developing skills set. We always focus on what works in practice not just theory so that participants can apply what they have learned. Through our action oriented approach, participants identify, assess, and develop solutions to specific challenges they face. They benefit from input and guidance on their action plans from both their peers and training faculty.



Our faculty comprise of knowledgeable and respected practitioners, consultants and educators from academia and the private sector. They have many years of demonstrated experience and competence in practical, interactive and action oriented training.



## TRACK 4: DISPUTE RESOLUTION

In order to provide a meaningful and progressive platform for the resolution of dispute, NCMG spearheaded the establishment of International Mediation and Arbitration Centre (IMAC). IMAC is gradually being positioned as the major provider of mediation and arbitration services within the African continent. with a strong on-line dispute resolution platform, IMAC maintains a panel comprising the most acclaimed International Mediators and Arbitrators.

Our Service offerings:

Our services are geared towards resolving your commercial disputes, facilitating better business relationships and enhancing your investment opportunities. Our Dispute resolution services fall into the following categories;

1. **MEDIATION AND ARBITRATION SERVICE:** We partner reputable international organisations all around the world from Singapore, to USA, London, Geneva, Paris and New York to ensures quality service delivery
2. **PANEL OF MEDIATORS AND ARBITRATORS:** NCMG International maintains a database of highly trained, experienced and qualified Mediators, Arbitrators and prominent ADR professionals from around the world. This includes lawyers, accountants, quantity surveyors, engineers and doctors who adhered strictly to international best practice and the Spidr code of ethics.
3. **ADR ADMINISTRATION AND SECRETARIAT SERVICE:** Our administrative and Secretariat service ensure seamless dispute resolution among disputing parties. We provide services in Fundholding, Neutral Management and Tribunal Secretary Services, among others.
4. **ADVISORY AND CONSULTANCY SERVICE:** We seek to lead clients to arrangement that best suit their business trading and investment activities needs in an international context. We provide help through advice and, when required, by getting involved in the resolution of our client disputes.



# NCMG TRAINING PROGRAMS



Advanced Commercial Negotiation  
Negotiation Skills for Mediators  
Negotiating Oil & Gas Contract  
Negotiation Fundamentals  
Negotiation Skills for Women  
Hostage Negotiation



International Mediation Accreditation Program (IMAP)  
Mediation for Lawyers  
Foundation in ADR and Dispute Systems Design  
Employment and Workplace Mediation Skills  
Online Mediation Skill Training



International Commercial Arbitration  
Introduction to Arbitrator  
Arbitrator Skills for lawyers



Workplace Conflict Resolution  
Fundamentals of Conflict Management  
Communal Conflict & Relationship Management





## NCMG PEACE AWARDS



**Prof. Isabella Okagbue**  
Chairman, Peace Awards Committee  
NCMG Peace Awards

NCMG is desirous of seeing a society that is devoid of devastating conflicts and this desire underlines its reverence for peacemakers who have expended so much towards creating lasting peace, either through post conflict humanitarian actions or activities geared towards preventing the society from degenerating into conflicts. The NCMG Peace Awards constitutes an exciting step in the belief and commitment of NCMG to a just and sustainable Africa where the inherent dignity of all members of the human family is acknowledged, human rights are respected, social justice is maintained, and all persons are free to develop themselves, lead meaningful lives and actively contribute to their own well-being as well as their communities.

The NCMG Peace Award honours individuals and organizations that continually make exemplary commitment and demonstrated outstanding contribution to the pursuit of peace, justice building, corporate citizenship and institutional development in Africa by championing the capacity of humanity to live in harmonious adjustment with one other. The NCMG Peace Awards are in two broad categories:

1. **Specialized Awards: Special Recognition Awards**  
The NCMG Special Recognition Award is a specialized award category which primarily honors individuals with a track record of exemplary leadership, selfless service and commitment to the overall improvement of humanity. Awardees in this category are carefully selected for the impact which their selflessness and passion has brought towards meaningful change in the larger society. The NCMG Special Recognition Award is not open to nominations but the result of thorough research and deliberations by the Peace Awards Committee who then present their selected candidates to the panel of Judges for consideration while the ultimate approval lies with the NCMG Global Board of Governors.
2. **Categorized Awards:**  
The Categorized Awards are open for nominations from the general public and the awards are in the following segments:
  - i. NCMG Peace Builder Award;
  - ii. NCMG Justice Builder Award;
  - iii. NCMG Community Peace Builder;
  - iv. NCMG Institutional Peace Builder;
  - v. NCMG Youth Innovation for Peace



# IMAGES FROM PAST NCMG PEACE AWARDS



Former Head of State, General Yakubu Gowon, presenting the NCMG Special Recognition Award to the family of late Justice Kayode Eso, founding Chairman, NCMG International



Kehinde Aina, Prof. Isabella Okagbue and Justice Ipaye



Chief Ernest Anyako, Justice Hassan Oshodi and Justice Babatade-Olu



Former Head of State, General Yakubu Gowon exchanges pleasantries with Elder Nathaniel Okoro as Pastor Shyngle Wigwe washes



General Yakubu Gowon, Amb. Audrey Ajose and Chief Emeka Anyaoku, Former Commonwealth Secretary General



Lady Maïden Ibru in a warm embrace with Yana Galang, winner of the Outstanding Woman in Peacebuilding



Chief Obafemi Olapade, Senator Dilly Darguma, Gen. T. Y. Darguma, Mr. & Mrs. Ladipo, and Dr. Mohammed Bakura



Amb. Ajose, Hon. Justice Babatunde Adesumo and Hon. Justice A.O. Obasiki-Adesun



Gen. Yakubu Gowon, Chief Emeka Anyaoku and Amb. Kunle Adesemi



## FOUNDER'S MESSAGE



Not only is it good to be part of a winning team, it is best when you make a difference. No titles; no bank balances; no acquisition, wealth or investment compares to making a difference. Nothing outlives you better and fulfils you more. As Steve Jobs said, "...Don't educate your children to be rich. Educate them to be happy...". I believe the best and most enduring happiness comes when lives are touched because of you. A real difference is only possible through selfless sacrifice which impacts society and a new environment evolves, in part, at your behest.

In the early 1990s, I was a rookie with Aina Blankson, LP. Thrown in the middle of this \$950 Million high profile litigation at the Federal High Court, nothing consumed the partners beyond securing an interim order of injunction to lift an imminent threat to a Canadian vessel within Nigerian waters. Walking out of the courtroom basking in the euphoria of the injunction just secured, nothing prepared me for the outburst that followed "...who cares about the injunction and the strength of our case.....that vessel must sail immediately as delivery deadlines must be met...." the Canadian representative exploded on the telephone. After his tirade and vituperation, we explained the legal steps intended and likely timelines. Truthfully, I doubt if he was listening as suddenly he said, "...Tell you what, call the lawyers while I call the Banks. Please suggest mediation and have us go into mediation immediately... ". Even though mediation as a legal parlance was Greek to me at the time, my erroneous assumption was that mediation is a variant of arbitration. How wrong I was and special thanks to Harry Blankson who gave me a book called "Getting to Yes", which turned out to be the best Law School ever attended. Getting to Yes got me to Today.

The combined effect of the mediation success and exposure which "Getting to Yes" brought about were three-fold: first, Aina Blankson established an Alternative Dispute Resolution department and purchased all the books, working paper series and tapes then available at the Harvard Program on Negotiation. Second, I resolved to champion the cause of ADR in Nigeria by ensuring that the experience and exposure garnered came to the consciousness of judges, lawyers, the Nigerian Law School and anyone in the business of advisory services. And the third most important decision of all was to ensure that the first court connected ADR Centre in Africa (The Lagos Multi-Door Courthouse) was established which decision led to the incorporation of Negotiation & Conflict Management Group (NCMG) as the non-profit organization to champion the cause.



The very first NCMG Board of Governors meeting was held in the conference room of Aina Blankson on August 26, 1995 with monthly board meetings thereafter. The building blocks of what today has become an international and respectable brand were laid by the incredibly decent and selfless Nigerians that joined Justice Kayode Eso and myself in birthing the organization. They include Justice Rosaline Omotosho, Mr Gamaliel Onosode, Chief Arthur Mbanefo, General Tunji Olurin, Professor Itse Sagay, SAN, Professor Isabella Okagbue, Alhaji Adamu Ciroma and Mrs Margaret Tilley Gyado. Thereafter, Dr Christopher Kolade, Professor Yemi Osinbajo, SAN, Mr Moshood Akanbi, Ambassador Audrey Ajose and Justice Dolapo Akinsanya joined the board while Justice Muhammadu Uwais later replaced Justice Kayode Eso as the NCMG Board Chairman. The privilege of working with these altruistic and wonderful thinkers is truly priceless.

Establishing The Lagos Multi-Door Courthouse within the premises of the High Court of Lagos was not just tough but extremely challenging and could be likened to pulling hens teeth. The judiciary simply balked at every attempt until after six years of relentless campaign, lobbying and endless push which eventually received the nod when Justice I. A Sotuminu assumed office as the Chief Judge of Lagos State. With the caveat "I will provide you space but no money"; without hesitation, I accepted her terms even though the initially allocated space had just about enough room for offices without any for mediation. Looking at the sprawling near empire which today houses The Lagos Multi-Door Court-house, it is difficult to explain to anyone that we did not start out that way but gradually grew to become the present. With nostalgia, I recall the early days when all we had were a couple of rooms turned offices without any for mediation. I do recall the repeated visits and appeals to the then Chief Judge, which eventually resulted in the criminal court closest being annexed for the LMDC. Subsequently Courts 9 and 10 including a storage space vacated for The Lagos Multi-Door Courthouse. It is quite an interesting tale with the most exciting being the weekend that the passage from the Court Library to the newly acquired courtrooms was blocked off without seeking any approval as I knew such was unlikely to be agreed. Funded in its entirety by NCMG, Aina Blankson and the meagre resources at my disposal at the time, the unfettered financial support and commitment of the DFID through the SJG Program of the British Government was Heaven sent, especially given the numerous challenges at the time. I remain indebted to the pioneer staff of NCMG, the members of the LMDC Working Committee and of course Ashoka for without their support during those trying days there might not have been today.

With the multi-door courthouse already replicated in about twenty state courts in Nigeria including the Federal High Court, National Industrial Court and the Court of Appeal, the contribution of NCMG and Aina Blankson, LP to meaningful change is truly remarkable. While we remain proud of our achievements, the promise of tomorrow holds the most promise.

Kehinde Aina



# OUR HISTORY



**Some founding members of the NCMG Board of Governors**  
**Standing from left:** Prof. Isabella Okagbue; Kehinde Aina; Chief Arthur Mbanefo; Prof. Itse Sagay, SAN; Justice Dolapo Akinsanya  
**Seated from left:** Mr. Gamaliel Onosode, Mrs. Aina Eso; Justice Kayode Eso; Justice Muhammadu Uwais; Mrs. Mariam Uwais



**Standing from left:** Kehinde Aina; late Apostle Hayford Alile; Dr. Christopher Kolade, Mrs. Olakunrin and late Mr Moshood Akanbi



Prof. Yemi Osinbajo, Hon. Justice Kudirat Kekere Ekun and Hon. Dolapo Akinsanya at the presentation of Lagos Multi-Door Courthouse to the Governor of Lagos State



Justice Muhammadu Uwais, Kehinde Aina; Justice Kayode Eso and Mr. Gamaliel Onosode at a reception on honour of Justice Kayode Eso



Chief Arthur Mbanefo watch as Hon. Justice Kayode Eso hands over to Hon. Justice Muhammadu Uwais as Chair of the NCMG



## CLOSING REMARKS



NCMG is committed to the promotion of Alternative Dispute Resolution (ADR) Mechanisms as the default means of conflict management. The organization is focused on promoting and advocating for world peace and conflict management within the African continent. Since its establishment, the NCMG has been on the vanguard of ADR development in Africa, and continues to advance the frontiers of this relatively new industry through collaboration and partnership with relevant institutions across Europe, America and Africa. For the past 20 years, we have been at the forefront of capacity development and innovation in Africa through constructive engagements, judicial reform, cultural orientation and sustained proliferation of ADR practices. We link our knowledge and expertise with those of our partners to support and participate in the development of local and international strategies for change. We leverage our competence with the collective intelligence of these partners to develop bespoke solutions to entrenched challenges within governments, MDAs and corporations among others.

### **Hon. Justice Ayotunde Phillips**

Regional Chair, West Africa



The future of the Judiciaries of Africa is in ADR. The benefits of ADR – headed by expedition, efficiency, and cost-effectiveness – are all too self-evident. The unwieldy, expensive and inefficient traditional adversarial system of dispute resolution must be reviewed and overhauled in its profound proportions. A major challenge in this effort lies in no less than a fundamental change of legal and judicial culture. Accordingly, training and retraining will be of the essence. We will need an African collaboration on these matters of ADR and Conflict Resolution. My clarion call and challenge to this august Audience is this: Africa needs to come together on a systematic, institutionalized, long standing and concrete relationship of conflict resolution. One of the key things I have learnt from the reform process at the Commercial Court of Uganda has been the need to set ambitious but realistic targets and then work hard to achieve these targets, monitoring our progress through the setting and reporting on appropriate indicators and utilizing accurate data and statistical analyses to educate the process.

### **Hon. Justice James Ogoola**

Regional Chair, East Africa



We have every reason to be proud of the success of NCMG, which is the result of professionalism, hard work, dogged commitment and determination on the part of everyone, and I am extremely grateful and proud of every member of the organization for their contributions. The achievements of the then infant organization remain unique in the annals of administration of justice and I can say this with all modesty; such achievements would have been beyond the realms of possibility had it not been for those stalwarts who have stood with the organization with unflinching devotion. I thank them all.

### **Kehinde Aina**

Founder, NCMG International



# PAST EVENTS

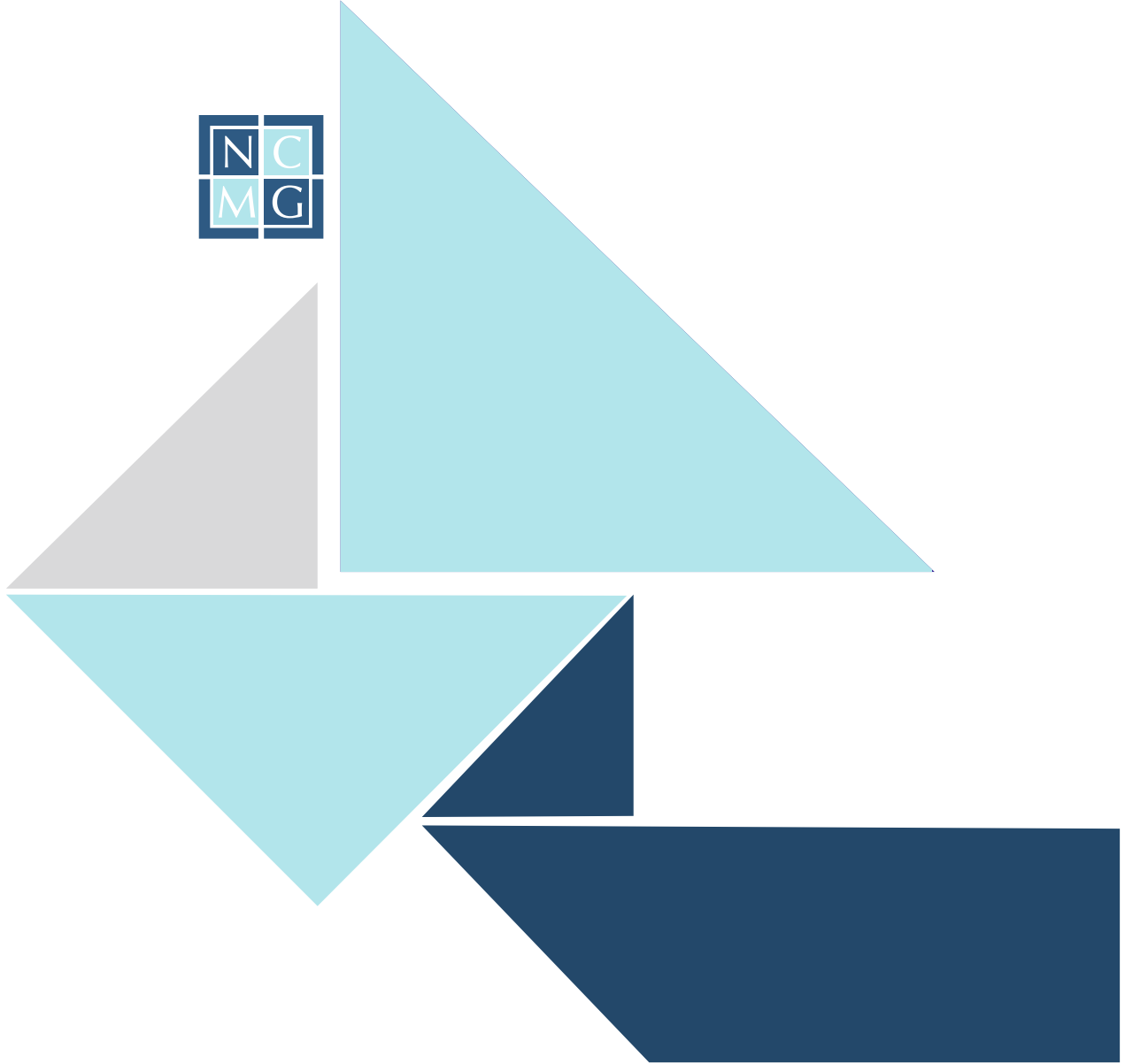


NCMG delegation lead by Justice Muhammadu Uwais, GCON and Judges in Dubai, United Arab Emirate (UAE)



DIGNITARIES AT NCMG EVENTS





[www.ncmginternational.org](http://www.ncmginternational.org)

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**Switzerland**

129, Route de Saint-Julien  
1288 Plan-les-Quates  
Geneva Switzerland  
Tel: +41 22 794 4838

**Abuja**

19 Kolda Street  
off Adetokunbo Ademola Crescent  
Wuse II, Abuja, Nigeria  
Tel: (+234) 809 703 3345  
(+234) 809 703 3343

**Lagos**

7 Ademola Street  
off Awolowo Road  
South West, Ikoyi, Lagos  
Tel: (+234) 1 454 3222  
(+234) 1 454 2333