

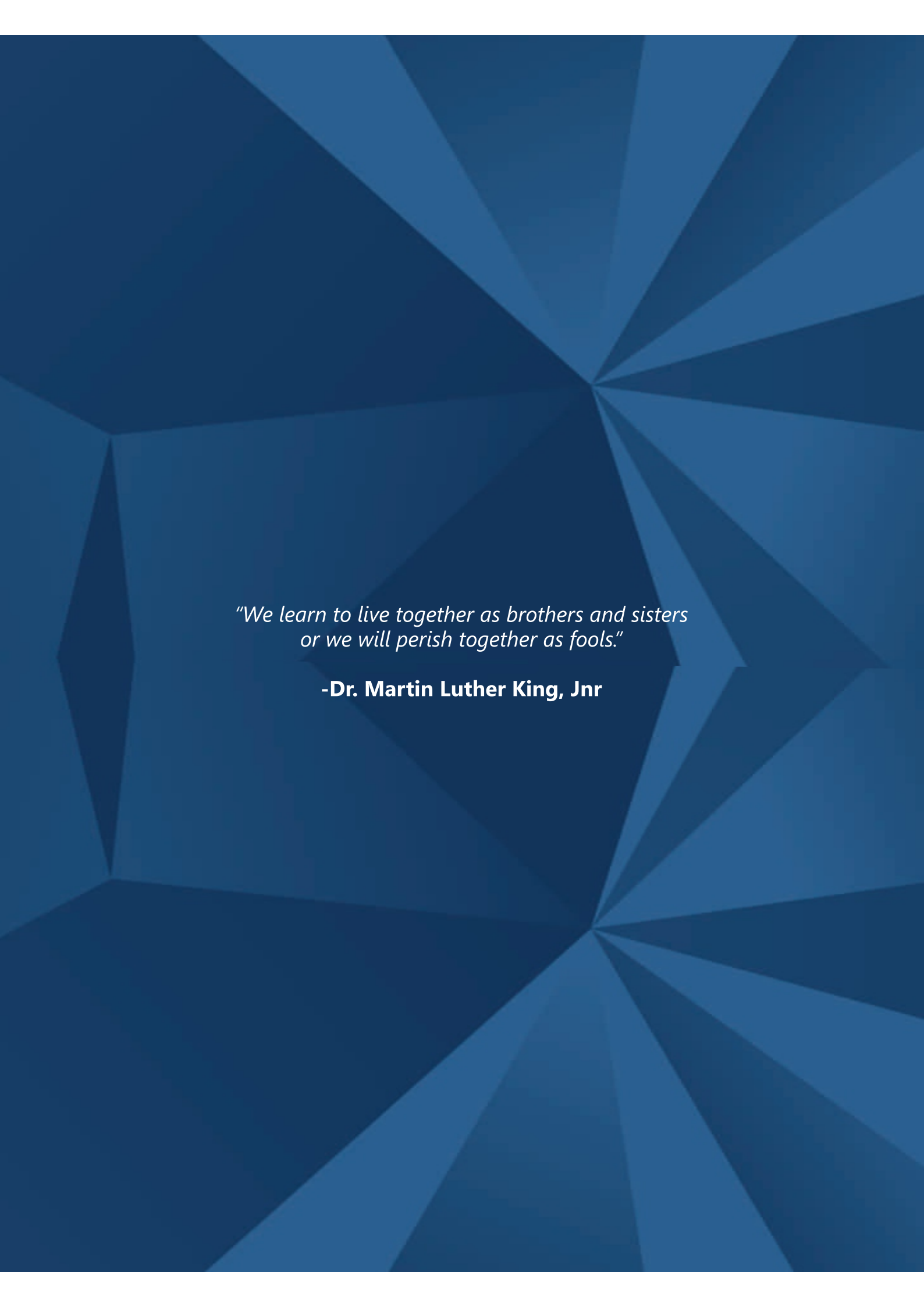


TWENTY ONE

1 9 9 6 - 2 0 1 7



NEGOTIATION AND CONFLICT MANAGEMENT GROUP INTERNATIONAL



*"We learn to live together as brothers and sisters
or we will perish together as fools."*

-Dr. Martin Luther King, Jnr



Litigation Group | Corporate Commercial Group
Mediation & Arbitration Group | Corporate Services & Tax Group
Power & Energy Group | Entertainment & Creative Group

Aina Blankson LLP is a leading international law firm continually representing multinational corporations, financial institutions and government entities across the globe. Our industry reputation ensures we remain highly recommended and sought after while also attracting the most talented people to the Firm. The foundation of our heritage remains client-focused service delivery as we have evolved into a leading global law firm in Africa. Our Imaginative Thinking credo is built into the fabric of the Firm and drives our service delivery as we constantly challenge ourselves to provide innovative ways of addressing complex legal challenges.

Discover more about us at ainablankson.com



ainablankson



Founder's Review

MAKING A DIFFERENCE



Nearly everyone would want to be part of a winning team. No titles; no bank balances; no acquisition or wealth and no investment compare to making a difference. Nothing outlives you better and no fulfillment can compare to making a difference; a real difference. As Steve Jobs said, “...Don't educate your children to be rich. Educate them to be happy...”. A real difference is only possible through selfless sacrifice which becomes visible when lives are positively touched; society improves and a (country's legal) system evolves, in part, at your behest. The law firm of Aina Blankson, LP has truly made an enduring difference.

The Backend Story of NCMG

In the early 1990s, I was a rookie with Aina Blankson. Thrown in the middle of this \$950Million 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 the 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... ”. Truthfully, that was Greek to us all. Not one of us knew what mediation was as a legal parlance and no one we consulted provided much assistance as most people confused mediation and arbitration as being the same. As it was impossible to “google it” at the time, the ignorance was as surreal as it was instructive. I went back into my law school notes but nothing was found until Harry Blankson brought me a book called “Getting to Yes”, which turned out to be the best Law School ever attended.

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, the partners of the Firm resolved to champion the cause of ADR in Nigeria by ensuring that their experience and exposure came to the consciousness of judges, lawyers and most especially the Nigerian Law School. 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. Towards the attainment of these objectives it was decided that an independent body and not the law firm was best as midwife, hence the birth of

Negotiation & Conflict Management Group (NCMG) in 1996 as a non-profit organization.

The very first meeting which led to the eventual incorporation of NCMG was held in the conference room of Aina Blankson on August 26, 1995 with monthly board meetings thereafter. The foundation and building blocks of what today has become an international and respectable brand were laid by the eminent and incredibly decent Nigerians that joined Justice Kayode Eso on the NCMG board. 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 thinking minds is remarkable, profound and truly priceless.

The birth of The Lagos Multi-Door Courthouse

At the inaugural meeting of the NCMG Board of Governors, the establishment of The Lagos Multi-Door Courthouse was the most central debate. I recall the founding Chairman, Justice Kayode Eso with a wry smile advising that my optimism be tamed as the "Nigerian judiciary tends to take its time in embracing change". In my naiveté I

thought a delay of three months for an initiative so noble was surely worth the wait. How wrong I was, as securing the eventual nod of Lagos State judiciary to have NCMG establish The Lagos Multi-Door Courthouse within the premises of the High Court of Lagos was tough 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 ADR workshops. Special thanks to Justice I. A Sotuminu; when she assumed office as the Chief Judge of Lagos State, her only caveat was "*I will provide you space but no money*". Without hesitation, we accepted her terms even though the initially allocated space had just about enough room for offices without a room for mediation. Impressed with the renovations and utilization of the office provided, she gladly had the accounts section of the courts vacated for use as mediation rooms. And like Oliver Twist, we went back to her for additional spaces on four different occasions and this resulted in having the then Criminal Court and subsequently Courts 9, 10 including a storage space vacated for The Lagos Multi-Door Courthouse. It is quite an interesting tale.

In effect, the sprawling near empire which today houses The Lagos Multi-Door Court-house did not start out that way but gradually grew to become the present. Funded in its entirety by NCMG and Aina Blankson including staff salaries, renovations and general awareness campaign, it is truly a dream come true.

Invaluable Lessons Learned

Quite a number of invaluable lessons have been picked up on the journey and here are some:

Innovation & Perseverance

Trump Capital: I have come to find that poverty of the mind is much more tragic than poverty of the pocket. The need for capital is overrated. Most initiatives and projects do not need capital, be they called “seed Capital” or “Angel investor” for them to thrive. A good idea backed with passion, commitment and creativity, will eventually attract capital. It is not money that has built NCMG and money never founded The Lagos Multi-Door Courthouse; rather passion, commitment and determination did. Money follows passion and creativity.

To Let It Grow You Must Let it Go:

There is a lot to learn from Eagles especially their penchant for risks. A few days after the birth of their offspring, they throw them off from a feared height with nothing but hope that the new eagle will fly, else it dies. But then, in that dangerous and risky experiment, they learn to fly. Had NCMG chosen to hang on to the reins of The Lagos Multi-Door Courthouse and deprived the judiciary the pride of ownership, I am uncertain the success we celebrate today would have been possible. Special thanks to Justice Kayode Eso and Justice Muhammad Uwais for the crucial closed door meeting at The Lagos Multi-Door Courthouse with Justice Ade Alabi who took over from Justice I. Sotuminu as the Chief Judge of Lagos State.

Positive Energy & Great Minds

Matter: Nothing compares to being surrounded by the right minds and thinkers; negative energy truncates the best of dreams. Without seeking the approval of the NCMG Board, I once followed my convictions by making a refund to a Western Embassy of their total grant as against the partial refund requested. After a detailed explanation of my reasoning, the radio silence in the boardroom was broken by one of my mentors who said, *“Mr Chairman, I believe we should be proud of what Kehinde has done as I would have done precisely the same in similar circumstances”*. Not a single board member disagreed with him.

Doing Good Is Good Business

Strategy: What is becoming increasingly clear is that doing business differently is not just a nice-to-have feature for companies anymore; it's actually becoming a competitive edge. With a good number of companies discovering that making a profit doesn't have to come at the expense of making contribution to society, there exists a growing number of companies seeking certification to become what is known as “B Corp” or “Benefits Corporation”. The reputation of Aina Blankson and all that the law firm represents have been greatly enhanced by doing business differently and making a remarkable difference.

We have every reason to be proud of the success of NCMG International, 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

“In effect, the sprawling near empire which today houses The Lagos Multi-Door Court-house did not start out that way but gradually grew to become the present. Funded in its entirety by NCMG and Aina Blankson including staff salaries, renovations and general awareness campaign, it is truly a dream come true.”

Founding Chairman

CONFLICT LIKE RAINFALL



Today, we are all gathered to attend this all important workshop on “Conflict and the Mediator's Role in Conflict Management”: which is co-sponsored by the United States Information Service (USIS) and the Negotiation and Conflict Management Group (NCMG).

First, let me thank the USIS for their unfettered support and assistance in making this debut appearance of the Negotiation and Conflict Management Group possible. Indeed, this most impressive turn out is a source of immense delight not only to me but the entire Board of Governors of NCMG. From the bottom of my heart, I welcome you all.

This Workshop is important for many reasons:

Conflict like rainfall, is inevitable. Properly controlled, it can be a boon; too much in the wrong place, then, a likely source of doom. Thus, conflict must be studied and managed in constructive ways. Experience shows that societies which are stable are not those with an absence of conflict, but rather those which are able to manage political, social and economic conflict in stable ways. The aim of this workshop is to provide everyone with the requisite tools which we all as potential mediators must possess for

this all important part of conflict management, be it personal, communal, organizational or international. Day 2 of this Workshop will deal with alternative methods of resolving disputes, otherwise called “ADR”, which is an essential part of the mission of NCMG.

Indeed, this is the era of negotiation and ADR - a legal solution begging to be used. The children of tomorrow must be good negotiators. Tomorrow's lawyers must be well equipped to use ADR effectively for better service. Indeed, today's Chief Executive, be he a community leader, diplomat, accountant, lawyer or manager must possess requisite tools and understanding of negotiation and ADR. It is an approach to dispute management whose time has come.

It is the hope of NCMG that at the end of this workshop, all of us present would have acquired some of these basic tools and techniques and bring them to bear in our respective callings.

Once again, I welcome you all and wish you a most beneficial participation in this Workshop.

Thank you.

Hon. Justice Kayode Eso, CON

Address delivered at a Mediation Workshop in Year 1997 at the United State Information Service (USIS) Lagos, Nigeria




“Conflict like rainfall, is inevitable. Properly controlled, it can be a boon; too much in the wrong place, then, a likely source of doom. Thus, conflict must be studied and managed in constructive ways. Experience shows that societies which are stable are not those with an absence of conflict, but rather those which are able to manage political, social and economic conflict in stable ways”.

Hon. Justice Kayode Eso, CON

Founding Patron

THINKING ALOUD



It is my great pleasure as the Patron of the NCMG to join the Honourable Mr. Justice Kayode Eso in welcoming all the distinguished Ladies and Gentlemen to the ADR 2000 Seminar which we are launching today.

ADR (Alternative Dispute Resolution) has been recognised in our system of administration of justice in Nigeria for very many years. However, most unfortunately, there has been hardly any organised arrangement to provide facilities for it. So far as I know, the NCMG is the first attempt to take off from mere recognition of the concept of ADR as an idea and to make positive and determined endeavour to put the idea into reality and concrete terms. They deserve the moral and financial support of all right thinking citizens of our Nation on the pursuit of their laudable aims and objectives.

From the time of the establishment of Court of law in this country, the Legislature has invariably enjoined our courts to promote reconciliation and amicable settlement of controversies before them. The provision now enacted in Section 24 of the *High Court Law*

of Lagos State has a very long history. That Section states as follows:-

“In any action in the High Court, the court may promote reconciliation among the parties thereto and encourage and facilitate the amicable settlement thereof”

It is necessary to remind ourselves of the existing statutory reinforcement of ADR in this country. This is because, as far as I can see, all judicial officers have a vital role to play in the practical realisation and operation of ADR as our system of administering justice.

Whilst it is true to say that ADR can operate before one of the parties seek redress in a Court of Law, it is equally true to say that resort to litigation does not necessarily preclude ADR. I have the impression that in the ordinary course of discharging their routine judicial duties, our judicial officers can more quickly identify causes and matters susceptible to ADR. It will be among the very important functions and duties of the NCMG to establish suitable channels of information and communication with our Courts of law and in general assist our judicial officers in their mission to promote reconciliation and mediation among parties before them.



I have mentioned what occurred to me whilst "thinking aloud" on the subject-matter of our Seminar. Let me stop here for now.

**CHIEF F. R. A. WILLIAMS, CFR,
CON, SAN**

*Address at the launch of ADR 2000
by NCMG International at the
Nigeria Law School, Victoria Island,
Lagos, Nigeria*

“ADR has been recognised in our system of administration of justice in Nigeria for very many years. However most unfortunately, there has been hardly any organised arrangement to provide facilities for it. So far as I know, the NCMG is the first attempt to take off from mere recognition of the concept of ADR as an idea and to make positive and determined endeavour to put the idea into reality and concrete terms. They deserve the moral and financial support of all right thinking citizens of our Nation on the pursuit of their laudable aims and objectives”

Incumbent Chairman

LMDC AS FORERUNNER

For sometime now attempts have been made to develop new ideas to upgrade our judicial system to keep pace with the ever-changing needs of litigants especially in the commercial sector.

The Lagos Multi-Door Courthouse project, the launch of which we are here witnessing, is designed to complement our judicial system and make it more proactive and relevant, especially in today's global village. I must at this juncture emphasise that this initiative is not in anyway an attempt to deprive lawyers of their means of livelihood, but rather to enlarge their opportunities.

Members of the Bar are therefore encouraged to take full advantage of this initiative and support it.

It is to be noted that the Lagos Multi-door Courthouse is a Court-connected Alternative Dispute Resolution (ADR) centre within the premises of the Lagos High Court, its central mission being the provision of "enhanced, timely, cost-effective and user friendly alternative to litigation in resolving disputes". To a discerning mind the events of today are a signpost and indeed a pointer to the fact that our judiciary is alive to its responsibilities and it is ready to bring justice to the populace thereby ensuring that the gains of our democracy are not lost.

I commend the efforts and the foresight of the initiators of this laudable project.

In this regard I salute the courage of the Negotiation and Conflict Management Group (NCMG), the United States Embassy (Democracy & Governance Program) and the Lagos State Judiciary for their Collaborative efforts, the success of which we are here to celebrate.

Permit me to say that the Lagos Multi-Door Courthouse should be a forerunner to others to be established in all the States of the Federation including Abuja, the Federal Capital. It is indeed worthy of emulation in all the States of the Federation.

Finally, I believe that our presence here this afternoon is an affirmation of our belief in justice. To this end, I commend you all to support the Lagos Multi-Door Courthouse project by ensuring its success. Please do not hesitate to contribute your quota when you are called upon to do so. We must ensure that we bequeath to generations yet unborn a judicial system that is accessible, efficient, and cost effective. This is our duty. We must not fail.

Thank You.

HON. JUSTICE MUHAMMADU UWAIS *At The Official Launch of The Lagos Multi-door Courthouse, Held at the Foyer of the Lagos High Court, Lagos on the 11th day of June 2002.*





“To a discerning mind the events of today are a signpost and indeed a pointer to the fact that our judiciary is alive to its responsibilities and it is ready to bring justice to the populace thereby ensuring that the gains of our democracy are not lost”.

HON. JUSTICE MUHAMMADU UWAIS





01 /
Owensboro John Galtrey
18 ARDRA STREET
BOMB 17 PATRIOT GARDEN
DUBLIN 10000 1/2

Welcome



All spectrums of our society continue to face conflicts, disagreements and lack of common ground. All across Africa, there is an increase in the incidence of electoral conflicts, community disagreements, commercial and organizational disputes. We continue to rely on a judiciary badly in

need of reform. This remains a challenge not only for the best and brightest minds but Africa as a whole. However, the imperative to build vibrant coalitions and harmonious adjustments through the use of negotiation and consensus building as pathways to effective conflict management systems in governance hold the promise for peace and access to justice in Africa and the global community.

These systems and mechanisms are not new to Africa. They are simply a repackaging of conflict resolution methodologies that Africa's ancestors have used successfully since the beginning of time. For the past 20 years, NCMG International 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 problem 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 International. 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 International 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.

In 2011, in collaboration with the University of Lagos, we established the "Unilag - NCMG College of Negotiation". Patterned after Harvard Program on Negotiation and Pepperdine University's Strauss Institute of Dispute Resolution, it offers post graduate programs and diplomas.

With a clarity of purpose and dogged commitment from our forefathers of yesterday to us who are the current holders of the key to a future cultivated within the soil of boundless possibilities, NCMG International is ready and fully engaged as we welcome a new era of access to justice and peaceful coexistence.

A handwritten signature in black ink that reads "Muhammad L. Uwais".

Justice Muhammadu L. Uwais, GCON
Global Chairman, NCMG International

About NCMG International

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

As a vibrant and active member of the global community, we are headquartered in Geneva, Switzerland. In recognition of our unwavering and passionate commitment to Africa, we have administrative and operational offices in Ghana, Kenya, Lagos and Abuja, Nigeria.

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

NCMG International'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. We leverage our competence with the collective intelligence of our partners to develop bespoke solutions to entrenched challenges in the Nigerian judicial system, within the government, MDAs and corporations among others. Through the establishment of multi-door courthouses, corporate focused programs and collegial partnerships, we have acquired leadership status in the planning, design and implementation of Alternative Dispute Resolution (ADR) projects in Africa.

The NCMG International Governing Board is composed of distinguished personalities and international citizens. The Global Board is chaired by a former Chief Justice of Nigeria; Justice Muhammadu L. Uwais, GCON; while Justice Ayotunde Phillips is the Regional Chair, West Africa and Justice James Ogoola is the Regional Chair of the East African Region. The organisation was founded by Kehinde Aina, a partner with the law firm of Aina Blankson.

OUR VISION

“ To be the leading Institution for Access to Justice & Peace Building in Africa”

NCMG Regional Chairs

NCMG International 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 International 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

From our Library



My Lords, distinguished guests, ladies and gentlemen, I feel truly honored to be the Chief Host at this very important occasion. Even though it is said to be the launch of the books: **"Commercial Mediation" and Dispute Resolution** by Mr. Kehinde Aina, the event today is much more than the launching of books. It is a celebration of industry, commitment and relentless service to the country. While a number of those here today are desirous of laying hands on the books, quite a number of us are here to celebrate and commend the great strides of Mr. Kehinde Aina. He has not just written a book, he has made history not only by writing on a subject that is fast becoming a global wave but much more importantly by redefining the role of the Judge, the place of lawyers and the very essence of the court system in Africa.

At one time or the other each and every person in this room has been in a dispute that required resolution in order to salvage relationships and ensure we as a society continue to live in harmonious adjustment to one another. Unfortunately, the skills and resources required to mitigate these situations are not readily available and resorting to the traditional legal apparatus could be expensive, time consuming and does not make for

an effective dispensation of justice. I am sure these are some of the factors that occasioned the writing and publication of these books by Mr. Kehinde Aina.

The author is not a stranger or new comer to mediation, arbitration and dispute resolution. Having founded the Negotiation and Conflict Management Group International ("NCMG International") and thereafter established The Lagos Multi-Door Courthouse, the first court connected Alternative Dispute Resolution Center in Africa, there cannot be a better authority to write and speak on the subject. However, what is truly noteworthy is not that Kehinde established these two successful institutions but that he did so not on the basis of financial gain but on service and contribution to society. While he is often commended for being the brains behind the Multi-Door Courthouse concept in most judiciaries in Nigeria, it is hardly remembered that Mr. Kehinde Aina financed the establishment of the Lagos Multi-Door Courthouse, spent time away from his lucrative law practice to build, grow and entrench the new project and at the appropriate time handed over the project to the judiciary. He never earned a kobo. This in my view is commendable. I believe his example is worthy of emulation.

These books are a by product of the pivotal and important work that Kehinde has been doing in the field of Dispute Resolution,

Mediation and Arbitration over the years. Having had the privilege of reading through the books, I suggest you all pick up an autographed copy of each of these books before you depart this event today. In closing, I congratulate the partners of Aina Blankson, LP and the team at NCMG International for being part of this laudable initiative.

Thank you for listening! And Welcome!

**Justice Muhammadu Uwais. GCON
Global Chairman. NCMG International**
Speech Delivered on Thursday,
November 7, 2013; at the
Book Presentation by
Kehinde Aina



“At one time or the other each and every person in this room has been in a dispute that requires resolution in order to salvage relationships and ensure we as a society continue to live in harmonious adjustment to one another. Unfortunately, the skills and resources required to mitigate these situations are not readily available and resorting to the traditional legal apparatus could be expensive, time consuming and does not make for an effective dispensation of justice”.

From our Library



I feel greatly honored, humbled and privileged to be invited to chair this special event. I therefore thank Mr. Kehinde for this singular honor.

In his letter of invitation to me for this book presentation, Mr. Kehinde Aina said and I quote him,

"Having had the opportunity of promoting the promise of Alternative Disputes Resolution in Nigeria since 1994; established the Negotiation and Conflict Management Group International in 1996; founded the Lagos Multi-Door Courthouse in 2002 and Led the initiatives that resulted in the inclusion of ADR in the 2011 Court of Appeal Rules, it is a pleasure to finally be in a position to author two books on a fast growing industry."

What is significant is that he has been able to achieve all these in less than 20 years. This by any measure is a giant step which must be applauded particularly when it is realized that he has done this alongside his law practice.

Kehinde we are proud of you. For those of us who have walked beside you all these years, it is given. It is given because we know how committed you are to this cause. "Ideas do matter" they say, but putting them into concrete matter, must matter even more. The Book of Proverbs said:

"By wisdom a house is built, and through understanding it is established, through knowledge its rooms are filled with rare and beautiful

treasures."

Man prays for wisdom, understanding and knowledge; you have far demonstrated abundantly that God has endowed you sufficiently with all these and perhaps more.

Congratulations!!!

It is not my intention to discuss these books because someone better qualified has been appointed to do so. What I wish to do, is to appeal to all of us in whatever work of life we may be, to spare some time like Kehinde to breathe real life into whatever ideas we may have for the development of our citizens through sharing knowledge. Indulging in complaints alone, however constructive, is not and cannot be the answer to our myriad problems. We must like Kehinde be willing to give back to society, however small. And honestly there is so much room out there for us to make a difference. Surely your country and the world cannot forget a good deed!

It is not my intention to preach here because I am not competent to engage in such pass-time. Let me therefore quickly join our host in welcoming all of us to this event and please do not leave this hall eventually without copies of these books. I have read them and I am sure you will enjoy and learn as much from them as I have done.

But before I go, let me say that there was someone who had looked forward

to this event and this day but is no longer with us. He, however, did write the foreword to one of the books. He is no other than the late Justice Kayode Eso of blessed memory. Please join me in observing a minute's silence in his honor.

Thank you for your attention.

Chief Arthur Mbanefo. CON

*@ Kehinde Aina's Book Presentation
on 7th November 2013 at the
Wheatbaker Hotel, Lagos At 11am*



"What I wish to do, is to appeal to all of us in whatever work of life we may be, to spare some time like Kehinde to breathe real life into whatever ideas we may have for the development of our citizens through sharing knowledge. Indulging in complaints alone, however constructive, is not and cannot be the answer to our myriad problems. We must like Kehinde be willing to give back to society, however small. And honestly there is so much room out there for us to make a difference. Surely your country and the world cannot forget a good deed!"



Welcome Address



On behalf of the Award Committee, NCMG Peace Award, I welcome you to the first in a series of annual awards which recognise change agents and innovative thought leaders championing justice and peace in Africa. A corrosive and pervasive, self-serving attitude has come to govern human relations. We have wrongly confused progress in economics, wealth creation, technology and science with the far more elusive and much more vital ethical progress that is needed for us to live in an environment of peaceful coexistence, sustainability and harmony beyond traditional boundaries of religion, race, ethnicity and nationality. These are unattainable if those attitudes do not change. They will not come about merely by the signing of agreements and treaties without more for as Dr. Martin Luther King, Jnr once said, “we must learn to live together as brothers and sisters on this planet, or we will perish together as fools”.

The NCMG Peace Award constitute an exciting next step in NCMG International's belief in and commitment to a just and conflict free 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 the well-being of their communities.

The award recognize and honour the individuals and organizations who continue to make exemplary commitments and outstanding contributions to the pursuit of peace, justice building, corporate citizenship and youth innovation while championing the ability of humanity to live in harmony with one another.

We invite your participation and most heartily welcome the continued support of everyone as peacebuilding is the business of us all.

A handwritten signature in black ink that reads "Isabella Okagbue".

Prof. Isabella Okagbue
Chairman, Award Committee
NCMG Peace Award



Picking Up Pieces Of Peace

Nigeria's severe fractures have shown no sign of healing despite great efforts at medication. We are unsure whether the problem is the poor diagnosis or the quality of the caregivers. Either way, like the great fall of humpty dumpty, fixing our dreams back is proving an insurmountable challenge. There is no clear vision and no statesmen and scholars with enough penetrating and insightful perspective about how to design architecture for governance. Holding together the dreams, ambitions, talents and hopes of so diverse and gifted people and channeling them to a common purpose remains an illusion. The result is that our nation has remained caught up in a web of debilitating volatility and remains in a state of anomie.

Indeed, this is the story of Africa. We are forced to continue to pose the question, why has peace eluded this great continent, the first human habitat? How and why is it that a people who fought so hard for freedom has ended up unable to retain a semblance of what its founding fathers dreamt of? Why are our dreams of a good society being frittered away?

Everywhere we turn, the blood of war, death and devastation are the daily menu with which our people are fed. We continue to produce generations of stunted children, thus endangering our future as a people. Who would have imagined that after years of the struggle against apartheid, a struggle which had come to define the hopes and the aspirations of human civilisation that the successors would be unable to carry on the dream? Who would have thought that wars of liberation in such places as Zimbabwe, Uganda, Burundi or Rwanda would merely produce tin gods who wish to cling to power till they enter their graves? How have Nelson Mandela's dreams evaporated so quickly? Who would have imagined that after all the struggles for the independence of South Sudan, that entire communities and

huge populations in the new nation will lie in ruins?

This is where the NCMG Peace Award comes in. Although we often say that peacekeeping forces have really no peace to keep in Africa, there are pieces of peace scattered around the landscape. It is a matter of looking in the right place. For, amidst all the chaos, there are many gallant men, women, young people who are doing great things and need to be recognized. With the notion of Awards becoming a strategy for survival by individual petty criminals and faltering businesses, most decent people are unwilling to step forward to receive any of these largely unsolicited awards. But here, NCMG is different.

Its idea of a Peace Award to different categories of citizens is a welcome idea and it stands above the fray because it has allowed ordinary people to make their own choices. In its concept note, NCMG noted that: *The Awards honour individuals and organizations that continually make exemplary commitment and outstanding contribution to the pursuit of peace, justice building, corporate citizenship, and youth innovation while championing the capacity of humanity to live in harmonious adjustment with one other.*

It was a great honour to have been asked to Chair the first Panel of Judges selection process with a distinguished array of very respected individuals in the society. I congratulate the Awardees and commend NCMG for this innovation. By putting these pieces together, we hope that we can build a big peace to shelter all our people from the hurricanes of violence, war and death.

Matthew Hassan KUKAH
Chairman, Panel of Judges

NCMG Peace Award

The NCMG Peace Award recognizes and honors individuals and organizations that exhibit exemplary leadership, as well as make outstanding contributions to the pursuit of peace and justice building, which strongly enhance the capacity of people to live in peace and harmony. The Award Categories include:

PEACE BUILDER

This Award recognizes and honors an individual or organization that has made, or makes outstanding contributions in shaping the destiny of their communities, by dealing adequately with issues of conflict, justice, reconciliation as well as being highly instrumental in the peaceful transition to a more just and tolerant society. The depth of the Peace Builder's commitment and involvement demonstrates the triumph of truth, democracy and justice over lies, oppression and violence. Through inner strength, dogged focus and courageous honesty, the Peace Builder establishes order in some of Africa's most troubled areas.

JUSTICE BUILDER

This Award recognizes and honors an individual, organization or institution who demonstrates that access to justice should offer a variety of approaches and options for dispute resolution within the judicial system. These initiatives also shape new and humane approaches to equitable justice in Africa, while also defending and upholding the rights of those at the bottom rung of economic pyramid, in order to pull humanity out of the mud of violence, war and conflicts.

OUTSTANDING WOMAN IN PEACEBUILDING

With women and children bearing the greatest brunt of conflicts, history is replete with examples of the outstanding roles women continue to play towards peace in homes, communities and societies as a whole. The Outstanding Woman in Peacebuilding Award recognizes any woman whose consistent efforts, strides, projects, programs and activities focused on the attainment of sustainable peace, dialogue, non-violence and creative approaches towards peaceful coexistence in communities and the world at large.

INSTITUTIONAL PEACEBUILDER

An Institutional Peacebuilder is any corporation, agency or organization that develops strategies which promote peace and stability for a better and stronger harmonious society. This Award recognizes and honors an institution or entity that uses their core business and competitive advantages in contributing to peace and stability through the provision of humanitarian aids, advocacy, economic development, conflict prevention and reconciliation for a more peaceful society.

NCMG International: How we operate

NCMG International operates on 2 tracks:

Access to Justice

At NCMG International, we believe that every person has a right to a dignified life, irrespective of religion, belief, political opinion, race, gender, sexual orientation or marital status. Access to Justice describes the ability of any person, regardless of income, to use the legal system to advocate for themselves and their interests. Our justice system is only as strong as the weakest person it protects.

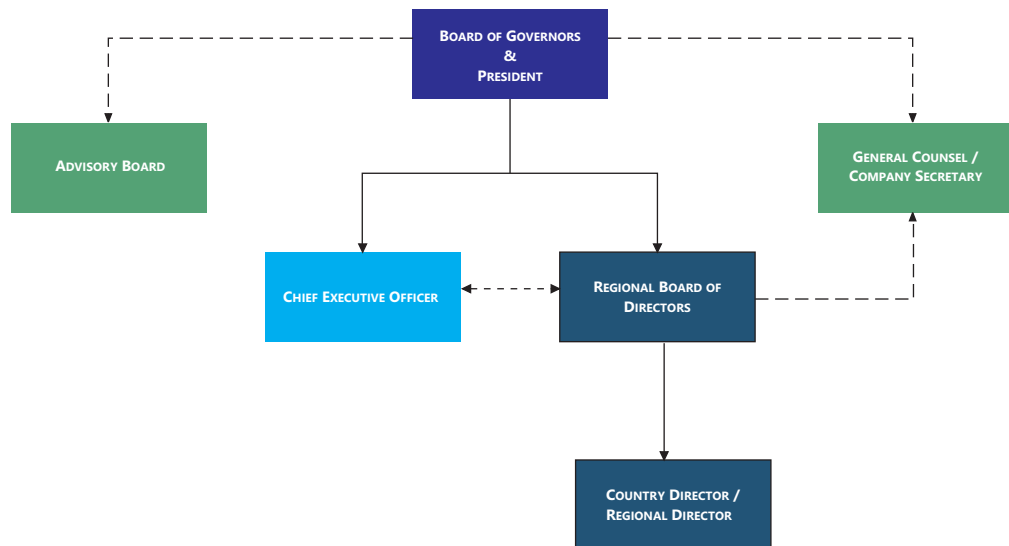
Peace Building

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. 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.

For the past 20 years, NCMG International 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. The NCMG International has spearheaded a number of key programs and activities as well as private initiatives to its credit. Of note are namely:

- o **2002** Lagos Multi-Door Courthouse (LMDC)
- o **2003** Abuja Multi-Door Courthouse
- o **2008** Abia & Kaduna States Multi-Door Courthouse
- o **2011** Unilag-NCMG College of Negotiation
- o **2011** Court of Appeal Mediation Program
- o **2016/2017** Supreme Court Mediation Centre (SCMC)
- o **2006 to Date** Annual Conference on ADR

NCMG International: Board Structure



The NCMG International is governed by a global board called Board of Governors (“BOG”). The BOG is the highest decision making body of the organization. At the country level, the board is governed by a Board of Directors (“BOD”). The BOD reports to the BOG. The Global Board consists of the Chairman, President, Secretary and other members. The BOG is supported by an Advisory Board and the General Counsel is Aina Blankson, LP.

The President of the Board is answerable to the Global Board of Governors and has oversight authority over the CEO, Country Board of Directors, Regional and Country Directors. The CEO reports to the BOG either directly or through the President. He manages the day-to-day operations of the international office with the support of the President.

The Board of Directors (“BOD”) at the Country level is the highest decision making body for that Country subject to the Board of Governors' policy and direction. The BOD has a Chairman, Secretary and other members. The Country Director who is the Chief Operating Officer (COO) of the organization in the Country and manages daily operations. He/she reports to the President, CEO and the Country Board of Directors

NCMG International operates under four divisions; **Training & Conferences**, **Consultancy & Projects**, **Advocacy & Membership** and **Mediation & Arbitration Services**.

Notable Projects



NCMG African
ADR Summit



SOCIETY FOR
PROFESSIONALS
IN DISPUTE RESOLUTION



Unilag-NCMG
College of Negotiation



African Mediation Association



The creation of the **Lagos Multi Door Courthouse**, a first Court connected ADR Centre in Africa in June 2002, followed by its replication in other states of the federation;

The NCMG International, in 2011, through collaboration with the University of Lagos established the Unilag-NCMG College of Negotiation, a “state-of-the-art” training facility.

The creation of a specialist institution, the **NCMG Research & Training Institute** mainly for training and research in the fields of Negotiation, Dispute Resolution and Conflict Management in 2008.

In 2010, the NCMG International introduced ADR into the appellate courts with the introduction of the **Court of Appeal Mediation Program (CAMP)**

Initiation of the NCMG Peace Awards in 2006. The **NCMG Peace Award** recognizes and honors individuals and organizations that exhibit exemplary leadership, as well as make outstanding contributions to the pursuit of peace and justice building, which strongly enhance the capacity of people to live in peace and harmony.

Initiated the **African-ADR Summit**; a platform to advocate leading edge thinking on ADR practice and proffer solutions to on-going issues in Africa.

NCMG International is currently working with the Supreme Court of Nigeria towards the establishment of the **Supreme Court Mediation Centre (SCMC)** which seeks to reduce the length of dispute resolution in the apex court while creating confidence in a vibrant, effective and proactive judiciary in Nigeria.

The above achievements reflect our resolve to create waves through innovations, maintaining high standards with deeper commitments in the promotion and encouragement of the use of Alternative Dispute Resolution.



N O T A B L E P R O J E C T (1)

Chasing My Dreams...



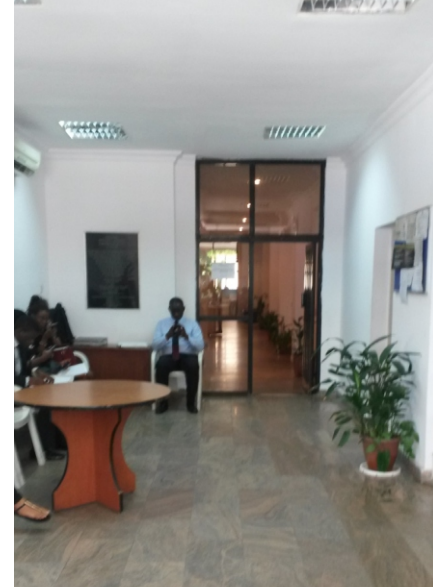
The Lagos Multi-Door Courthouse

The Lagos Multi-Door Courthouse (LMDC) was initiated and founded by Kehinde Aina, a partner in the law firm of Aina Blankson LP. Inspired by the “multi-door” concept enunciated by Harvard Law Professor, Frank Sander at the Pound Conference, Kehinde Aina established the Negotiation & Conflict Management Group (NCMG) in 1996 as the non-profit, non-governmental organisation to midwife the promotion of ADR in Nigeria and the introduction of the Multi-Door concept into the Nigerian Judicial System. With unrelenting commitment and a spirited campaign, his dream was finally realized six years after with the establishment of The Lagos Multi-Door Courthouse as the first court-connected ADR Centre in Africa.

In his speech at the official launch of The LMDC on Tuesday, June 11, 2002, a succinct background to the historic event was presented when he said;

“The road to the events of today began in 1995. Having spent most of my early practice years in courtrooms, it became crystal clear to me that the justice system was in desperate need of an overhaul. I envisioned a comprehensive justice centre where both the consumers and providers will be collaborators and co-creators of a streamlined and agile process. I dreamt of a faster case flow management system where parties are not left impoverished and embittered; I fantasized about a legal regime where an apology would be seen as a useful tool rather than an admission of guilt; a system where disputants could problem-solve and search for common ground within the backdrop of integrity, understanding and human decency. My dream was to create a nexus for peace, fairness and an effective administration of justice in our dear country, Nigeria.”

The Negotiation and Conflict Management Group International (NCMG International), pioneers of the Multi-Door Courthouse Concept in Nigeria, replicated the Multi-Door Courthouse in Abuja-The Abuja Multi-Door Courthouse (AMDC) in October 2003. Thereafter, the Kano, Kaduna, Abia, Multi-Door Courthouse while other States of the Federation are at various stages of replication.



N O T A B L E P R O J E C T (2)



Abuja Multi-Door Courthouse & 13 others

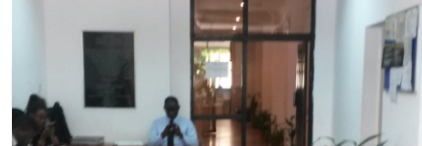
After the establishment of the Lagos Multi-Door Courthouse in June 2002, it was replicated by the judiciary of the Federal Capital Territory, Abuja in November 2003. In 2006, The Kano Multi-Door Courthouse followed.

In 2008, in recognition of NCMG International's competence, NCMG International was invited to collaborate in an 18 month World Bank sponsored "Expanding ADR Institutions & Mechanisms in Nigeria" which culminated in the establishment of Multi Door Courthouses in Abia and Kaduna states in Nigeria. Currently, there are 13 Multi Door Courthouses in various jurisdictions in Nigeria while many state judiciaries are at different stages of replicating the multi-door model.

Hon. Justice M. L Uwais, GCON during the official launch of the Abuja Multi-Door Courthouse said:

"Alternative Dispute Resolution to a large extent is going to influence the practice of law in the future. It augurs well that we have been given the opportunity to be involved in it at its infancy in Africa. This is one endeavour for which Nigeria can claim to be the first in Africa. The Lagos Multi - Door Courthouse (LMDC) is the first court connected ADR Centre in Africa now, the Capital City also has one. Both are in Nigeria.... I am very happy that all this is happening at a time when the need to reform the judiciary is great. It is a source of pleasure that the judiciary itself is taking the lead in these reforms. I implore you brothers not to relent in your efforts. What we are doing today shall count for much in our favour when history judges us ... The concept is African ... This concept is ours; let us make it work."

The Multi-Door Courthouse is not just an institution, it is a philosophy. A way of life. It is a thinking that seeks to incorporate non-adversarial means of dispute resolution into everyday life and business. It is a way of legal practice for every practitioner intending to have relevance in today's international practice. To ignore ADR is to fail to imbibe a multi-door approach to thinking and repressing it will only threaten our relevance in the business world.



W
-WACE-S. MS
2015/10/27

N O T A B L E P R O J E C T (3)



The Unilag-NCMG College of Negotiation

The idea of a College of Negotiation was first mooted in 2004 when the Negotiation and Conflict Management Group International (NCMG International) approached the Faculty of Law, University of Lagos for the purpose of collaborating towards the establishment of the UNILAG-NCMG College of Negotiation. After years of extensive negotiation and campaign, history was finally made on Thursday, November 3, 2011, when the late Vice Chancellor, UNILAG -Prof. Adetokunbo Sofoluwe; Prof. Oluwarotimi Shodimu, the institution's Registrar; Prof. Oyelowo Oyewo, Dean, Faculty of Law, UNILAG and Kehinde Aina, Founder of the NCMG International jointly signed the Memorandum of Understanding (MoU) for the establishment of the UNIVERSITY OF LAGOS-NCMG College of Negotiation.

The UNIVERSITY OF LAGOS-NCMG College of Negotiation is a pioneering institution which will foster a mix of top-end academic and practical learning experience in the field of Negotiation, Mediation, Arbitration and other Alternative Dispute Resolution Mechanisms.

“The Mission of the College is to increase the competence with which people, corporations and governments deal with disputes and decision-making, thus promoting social order and economic development in Nigeria and the African Continent”.

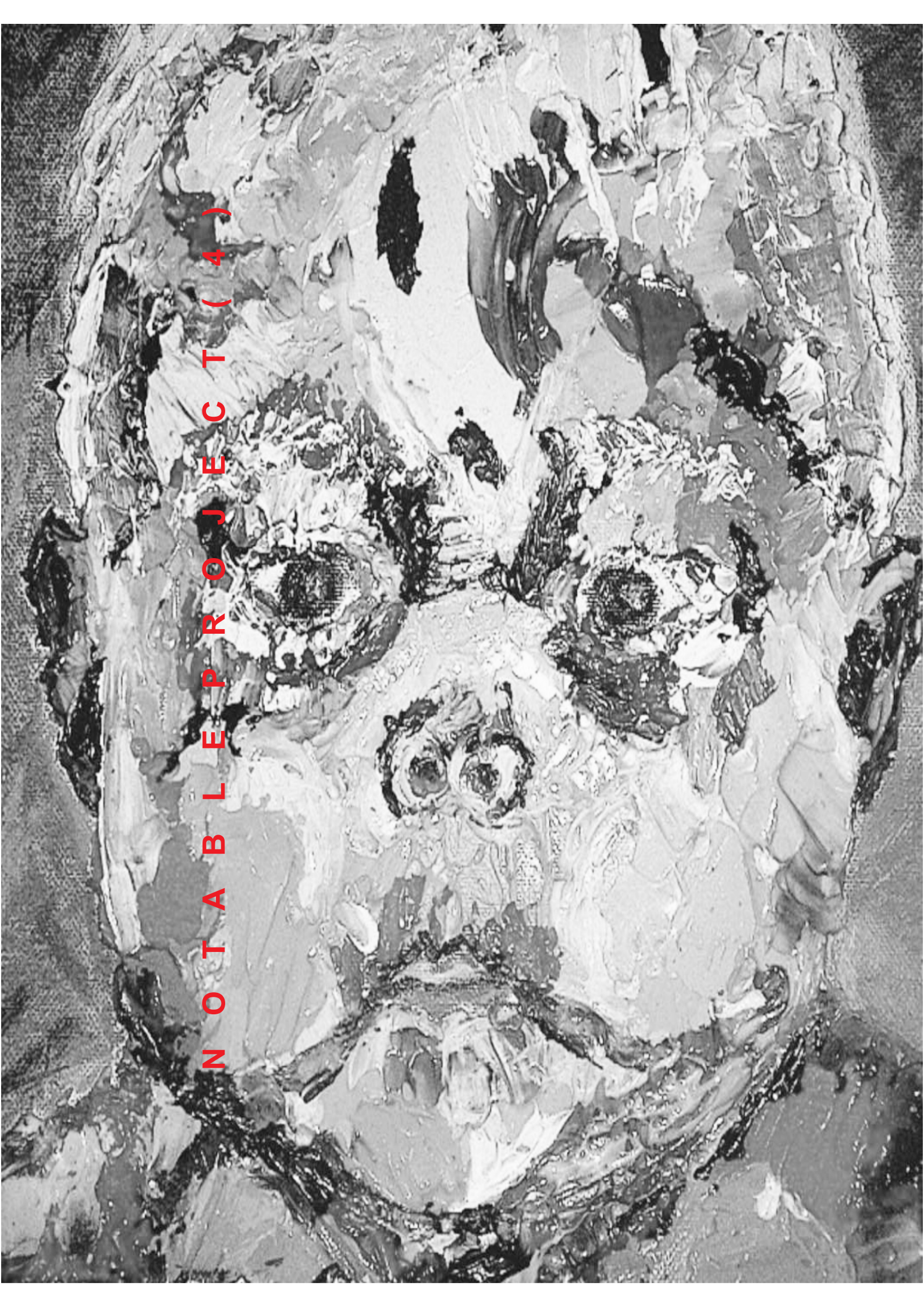
Many conflicts happen within the context of applicable law. The law, as a social structure, is intended to promote the fair and non-violent resolution of disputes. Legal recourse is one form of conflict resolution. As one option, it is an important right. As the only option, it is limiting and often inadequate. Modeled after the Harvard Program on Negotiation, the College of Negotiation was primarily established to develop the practice of negotiation as well as contribute to the efficiency in local and international trade and commerce in Nigeria by training proficient commercial negotiators.

The initial courses offered at the College of Negotiation include;

- Masters of Legal Studies
- Masters of Conflict Management and
- Masters of Dispute Resolution



NOT A BLE P R O J E C T (4)



Court of Appeal Mediation Centre

In 2010, the NCMG International introduced ADR into the appellate courts with the inclusion of the Court of Appeal Mediation Program (CAMP) in the Court of Appeal Rules of 2011 when Justice Ayo Salami was the President of the Court of Appeal. Upon assumption of office in 2012, Justice Zainab Adamu Bulkachuwa constituted a committee to review the Court of Appeal Rules and its alignment with international best practices. In this regard, NCMG International was invited to make a case with the committee for retention of the Court of Appeal Mediation Program.

NCMG International saw to the retention and expansion of the ADR provisions within the Court of Appeal Rules which is the first of such in the Appellate Court in Nigeria. NCMG International is currently working with the Court of Appeal to begin the process towards giving life to the Rules by establishing the Centre in three divisions – Lagos, Port Harcourt & Abuja. Order 16A of the Court of Appeal Rule states the objective of the Court of Appeal Mediation Program as follows:

“Promote mediation and such other alternative dispute resolution mechanisms towards enhancing the administration of justice and speedy resolution of disputes, assist the parties in reaching an expeditious resolution of their disputes in all good faith in a fair and efficient manner and encourage disputing parties and their counsel to strive towards reducing the cost of litigation and associated delays thereby facilitating a fair and just resolution of disputes with limited animosity amongst parties;

It is the intention of the Court of Appeal to have dedicated structures in place in the three pilot divisions for the Court of Appeal Mediation Centres. This will enhance access to justice, user confidence in the court system and afford the Justices ample time for such matters or issues that are best resolved through litigation.



N O T A B L E P R O J E C T (5)



Supreme Court Mediation Centre

As Nigeria needs to lead the pack in Africa with a more efficient judicial system and improved access to justice, the Supreme Court of Nigeria has commenced the introduction of the Supreme Court Mediation Centre (SCMC) which seeks to reduce the length of dispute resolution in the apex court while creating confidence in a vibrant, effective and proactive judiciary in Nigeria. The Court has engaged NCMG International as the consultant for the SCMC.

The focus of the Supreme Court Mediation Centre is to promote a just and speedy determination of every civil appeal proceeding before the Supreme Court of Nigeria and assist the parties in reaching an expeditious resolution of their disputes in all good faith in a fair and efficient manner.

The SCMC encourages disputing parties and their Counsel to strive towards reducing the cost of litigation, associated delays thereby facilitating a fair and just resolution of disputes with limited animosity amongst parties. As Justice Sundaresh Menon, the Chief Justice of Singapore stated at the launch of the Subordinate Courts in 2013:

“access to justice can and should be enhanced by both access to the courts as well as access to the mechanisms for reaching consensual outcomes outside the courts.”

He added that enhancing justice is “multi-faceted”; that courts need to work with stakeholders, communities and the public to develop and strengthen the avenues of justice that are available both within and outside the court system.





Judge Janine P. Geske, Justice Kayode Eso, Chief Arthur Mbanefo and delegates at the 2010 ADR Conference and dinner

One Judge's Journey - Janine P. Geske



After twelve years as a Milwaukee County Circuit Court Judge and five years as a Wisconsin Supreme Court Justice, I made the difficult decision to leave the judiciary in the middle of a ten-year term. Although I loved being a judge, I felt that I was being pulled in a new direction. The decision to leave the Court at the age of 49 was difficult and painful, but as this essay shows, leaving was clearly the right choice for me.

BUILDING A LIFE IN THE LAW

After graduating from Marquette Law School in 1975, I started my legal career by serving as a staff attorney for the Legal Aid Society of Milwaukee. During my three years as a lawyer for the poor, those without a powerful voice in our community showed me their critical need for a just forum in which to work through their disputes. Just as importantly, I also saw how our formal system frequently failed to provide an environment in which the disadvantaged were treated respectfully.

At 32 I was appointed a Milwaukee County Circuit Court Judge, a position I held for twelve years. As a trial court judge, I attempted to provide a meaningful and considerate judicial process to all who entered my courtroom. Within the limits of what can be accomplished in our formal legal system, I believed I succeeded in

creating an environment in which all who came to my court felt that they were heard and treated fairly. However, I always knew that there was only so much that the structured legal process could provide to those who truly needed to be listened to and who needed to find solutions for the difficult problems that they faced.

I was appointed to the Wisconsin Supreme Court in 1993, and was elected to serve a full ten-year term in 1994. Although I did not complete that term, I am honored to have had the opportunity to serve as a member of the Court, and despite my decision to leave, I remain mindful of the importance of the Court's work to the development of the rule of law and to our democracy. I knew when I was on the Court that my experiences as a legal-aid lawyer, trial court judge, community leader, judicial educator, law professor, prison teacher, victims' advocate, mother, and wife all contributed to my effectiveness as an appellate judge. I liked bringing my unique experiences to the conference room when we discussed our cases. Those feelings, however, did not diminish my sense of loss in not directly working with individual people, particularly the poor.

LISTENING TO THE CALL

During my time on the Court, one of my law professors and dear friends, Charles Clausen, and I would talk for hours about how lawyers find it so

difficult to speak to each other about issues of faith and spirituality. Whatever their beliefs, lawyers, like everyone else, face inner struggles with the meaning of their lives and their roles in creating a better world. So in 1997, Chuck and I organized a spiritual retreat; we invited thirteen prominent judges and lawyers to go to the Dominican Republic to reflect on our own vocations while working and living with the rural poor for ten days. The members of our group, which included E. Michael McCann, the Milwaukee District Attorney; Howard Eisenberg, then dean of the Marquette Law School; and Diane Sykes, now a judge on the Seventh Circuit, removed ourselves from our high-profile legal lives and spent time immersing ourselves in a culture of poverty and spirituality. We all were deeply affected by our experiences. I returned a changed woman, knowing that I was being called to do something different in my life.

Upon my return, my spiritual advisor and I decided that I needed to take some reflective time to look at my life, my talents, and my professional aspirations. I began to ask some key questions: Am I doing the work that I will be proud of when I am lying on my death bed looking back at my life? Am I using my experience and my gifts in the most meaningful way possible? How am I impacting the lives of people around me? Am I being true to my beliefs, my values, and my personal integrity? Am I truly happy doing the work I am doing? What else could I be doing?

In some quiet contemplative moments, I looked at where I experienced the

most joy. I have always believed that I best experience the holy in my relationships with others. I asked myself to focus on the occasions when I was most passionate about my work, and I recognized that it was when I was mindfully listening to and helping people in pain. It was when I looked into the eyes of the poor and others who are hurting and knew that I could walk that journey with them so they need not be alone. It was when I could provide a quiet presence to help them find some peace and comfort. This was not work that I could do as a Wisconsin Supreme Court Justice.

After a year of reflection, journaling, spiritual direction, and finally a ten day silent directed retreat on the campus of Boston College, I concluded that I was not where I was called to be. I needed to find a new way to use all of my professional experience as a lawyer, a judge, and a community leader, along with my personal gifts of empathy, an ability to deeply listen, and a capacity to simply be present to people in pain and to help them find a deeper sense of justice and peace.

LEAVING THE COURT

After I made the decision, I knew that I had to be delicate in the announcement of my resignation. I feared that the political reporters would try to portray my decision as evidence that something was wrong at the court or with me. I did not want to harm the judiciary or my colleagues by my decision. So I decided to go public with the true reasons. I quietly gave the story of my spiritual journey to a wonderful reporter who wrote an article that became the headline on the front page

of the Milwaukee Journal on a Sunday morning. Before that article was written, fewer than ten people knew that I was even thinking about leaving the court. The response was amazing. Not only did I accomplish my goal of ensuring that people understood that the reason for my leaving was my spiritual calling, but hundreds of people wrote me and thanked me for publicly telling the story. As time went on, I received honorary degrees and awards, and all of this publicity has over the last eight years led many politicians and professionals to come to talk to me privately about their own personal struggles with vocation. I feel truly privileged when I consider how many people have trusted me by sharing their own personal journeys into examination of the meaning of their lives.

I was also glad to learn that my former colleagues understood and supported my decision to leave the Court in the middle of a term. They even teased me about receiving the Wisconsin Newspaper Newsmaker of the Year Award for 1998. "That's what you get for quitting?" they asked. "Unbelievable!"

FOLLOWING MY HEART

So there I was, having announced my resignation, but with no job waiting. I knew I wanted to work in the community and be a peacemaker. I wanted to use my legal and judicial experience in a helpful way, I wanted to make a difference in people's lives, and I wanted to mentor law students and young lawyers on their own personal vocational journeys. All I had to do is to find that perfect job.

Shortly after my announcement, Marquette Law Dean Eisenberg asked me to return to teach at the law school where I had taught earlier in my career. I told him, "Sorry, but I have been there and done that. I love teaching, but I want to work one-on-one with others. I do not want to spend time in faculty meetings and committee meetings, and I do not want to worry about tenure." He graciously said, "Tell me what you need, and we will make it work." He truly was a great blessing in my life at that time. I agreed to return to the faculty to teach and to further involve the law school in the life of the community. And Dean Eisenberg was true to his word: He made sure that I would neither have to go to meetings nor be assigned to committee work.

In my view, I had landed the best law teaching position in the country. I could work with people in the community, and I could help transform future lawyers by exposing them to issues of poverty and violence and then teaching them how to become servant leaders in their legal careers.

Ironically, my first place of work as a retired Supreme Court justice turned out to be the Milwaukee Small Claims Court, where I set up a pro se mediation clinic. Each Monday morning, the clinic enabled eight law students to have the privilege of listening to pro se small claims litigants talk about their conflict, their difficult lives, and their anger and sadness.

The students learned to be good listeners, a skill too often ignored in law schools. They then provided a safe forum in which the parties could listen to each other and work towards

creatively solving their dispute. The students did not act as evaluative mediators, and they did not dispense legal advice. Instead, the cases required them to use their human skills, to listen deeply to the parties, and to draw on their creative problem solving abilities in order to help the parties find a way to settle their cases. I have now directed that clinic twenty-four times, with a diverse group of students each semester. Over the years, the students have successfully mediated close to seventy percent of the cases they have handled. I am proud to report that it is an extremely popular clinic, not only with our students concentrating on dispute resolution, but also with law students who are engineers, doctors, and real estate experts. They report that not only have they learned to be better lawyers and counselors, but that they have learned a great deal about themselves and about the lives of the poor.

In addition to developing the usual clinical skills that are honed in every legal clinic, the students in the pro se mediation clinic spend time reflecting on the spiritual nature of our lives: the desire both to make a difference in our life's work and to find deep joy in doing that work. These future lawyers are exposed to the true human nature underlying conflict, and they learn that an attorney's greatest service is to help people establish peace in their lives. They learn over and over again, on a weekly basis, what it means to set aside their preconceived ideas of justice and help parties solve their problems in their own way.

As part of a small private practice, I also mediate civil disputes. Although I

enjoy working on a variety of cases, I am most effective when the parties' emotions are running high. I particularly like working with parents who have lost a child, or a family that has been traumatized, a survivor of sexual or racial discrimination, or a CEO who believes that a former colleague has betrayed his trust. These conflicts allow me to use my skills as an experienced judge and lawyer, as well as my ability to be a good empathetic listener and counselor to people in pain. This work has brought me great joy. When I listen to those who simply need to be heard and then help them and those they have sued come to a mutually acceptable resolution, I feel a depth of professional satisfaction that I never experienced in any of my other roles.

ENCOUNTERING RESTORATIVE JUSTICE

For over twenty years, one of my pro bono activities has been to spend time in Wisconsin prisons teaching inmates about various aspects of the judicial system. By spending time in the prisons as a trial court judge, I learned about the places to which I was sentencing offenders. During that same time, I frequently attended victims' and neighborhood groups' gatherings so I could also hear about their perceptions of the courts. I have through these sessions learned so much from those who use our court system. While I was still on the Supreme Court, I had been exposed to the concept of restorative justice when I met Bruce Kittle, a wonderful lawyer who had previously worked at one of Wisconsin's silk stocking firms. As a United Church of Christ seminarian, he was conducting a

three-day restorative justice process in one of Wisconsin's maximum security prisons that included victims of violent crimes, members of the public, and inmates. I immediately was drawn to this incredibly transformational experience. When Bruce moved to another state in the early 1990s, I took over the prison program, and I still direct it today.

I have frequently asked myself what it is about sitting in this restorative circle with murderers, rapists, armed robbers, and drug dealers that helps family members of homicide victims and sexual assault survivors begin to heal and to find peace. What is it about the restorative circle that causes offenders to begin seeing their actions in new ways after hearing the intimate details of a crime victim's life before, during, and after their crimes? What is it about bringing in elected officials, clergy, law students, media, teachers, and other members of the public that gives such incredible strength to the process?

Although I have spent years reflecting on these questions, I have no short answers. I have concluded that what happens in that prison classroom is close to a mystical experience. For some it is religious and for others it is magical. Despite my discounting the notion of restorative justice back when I was a criminal court judge, I now see it as a means to help victims while truly holding offenders accountable—not just accountable because they spend years behind bars, but emotionally accountable—for the harm that they have caused. I have truly become passionate about this work.

FOLLOWING WHERE LIFE LED ME

From 1998 until 2002, I was happily teaching, speaking, doing restorative justice, and spending time with my family. But suddenly in the winter of 2002, a political uproar occurred when the media started reporting on a pension scandal in Milwaukee County government. The long-term Milwaukee County Executive was being recalled, and people were demanding his resignation. He decided to leave the post. On a Saturday night, I received a call from a member of the Milwaukee County Board asking me whether I would be willing to serve as interim Milwaukee County Executive until a new election could be held. She told me that morale among county workers was extremely low, the community's outrage at the actions of some county officials was enormous, and the county was facing difficult financial issues. I called Dean Eisenberg that night and told him about the call, asking him what he thought I should do. He said, "It's God's work, Janine. Go do it."

Within a couple of days I went from reading newspaper articles about what had happened to going through a confirmation hearing and being unanimously confirmed as the Milwaukee County Executive. My healing skills were badly needed: I was given the opportunity to listen to people, to showcase the good that county workers did, to build morale among the county's employees, and to set the stage for the reform that was inevitable with the upcoming election. It was an incredible experience to be running the executive branch of government on very short notice.

In this new interim role, I was given the opportunity to use both my conflict management skills and my many contacts in the community to bring about some level of healing. I held luncheon listening sessions in our executive conference room with each department in the county. I listened as custodial workers, mental health professionals, snow-plow drivers, and many others described the pride that they took in their county work. None of them were responsible for the scandal, and they did not deserve the public's disdain, and yet they experienced it. Park workers told me that people would display obscene gestures when they drove by in their government trucks. Some secretaries told me that their dentists, pharmacists, and friends would make fun of them and the supposedly great retirement payments they would collect. Some mental health workers wept in our meetings because they believed that the actions of some political leaders completely overshadowed all of their good work. I reassured them that the public would again recognize the incredible wonderful work of so many dedicated public servants.

I decided to take some of those front-line workers out with me on speaking tours of Rotary Clubs, neighborhood associations, business organizations, and other groups to describe all the great services that the county provided to its citizens. For the first time in history, I put the cabinet members and chairs of departments together with all the county board members for a day so that they could work collaboratively on some creative ideas to best address the deterioration of respect for county government.

It was an absolutely amazing opportunity to do some good for the community that I cared so much about, and the community did begin to heal. I completed my limited term as county executive, turning down many people's requests that I run for the position, and returned to my work at the law school. Within two months of my return, however, my very dear friend and good mentor, Dean Eisenberg, died of a heart attack at age 55. A few days later, Dr. Madeline Wake, provost of Marquette University, asked me to serve as interim dean of the law school for the following year. I agreed, and I spent the next year as I had the last: trying to steady the ship, but this time at the law school. I tried to reassure benefactors, students, and faculty that the Law School would survive and prosper, and I continued to be a listener and a creative problem solver. The irony, of course, was that although my contract with the law school had always provided that I did not have to attend meetings, I spent much of that year in meetings. Finally, after one year, Dean Joseph Kearney, another friend and mentor, was appointed the Marquette Law dean, and I was able at last to return to my life as teacher and mediator.

RETURNING TO RESTORATIVE JUSTICE

Within a year of Dean Kearney's appointment, I approached him about developing a restorative justice program, and he agreed. Marquette Law School is part of a Jesuit university where excellence, leadership, faith, and scholarship are a deep part of the mission. I wanted the law students who are already exposed to this tradition to

experience the incredible ability they have to promote healing in the law, no matter the work they will ultimately undertake. Dean Kearney and the Marquette law faculty have graciously supported me in my work with students and the community as we use complementary conflict resolution in our search for ways to heal the harm that people inflict on one another. Like those who advocate alternative treatments in the health-care world, we have moved from alternative dispute management to complementary dispute resolution. We have learned that deep listening skills, empathy, and a civil, facilitated dialogue often lead people to resolve their conflicts and then to experience a healing of their spirits.

As I train my law students to be servant leaders who will become the kind of ethical and caring community leaders that our culture so desperately needs, we are making a difference in a variety of settings. We work with victims of crimes of severe violence (family survivors of homicide victims, sexual assault survivors, armed-robbery victims) who desire to meet face-to-face with the offenders in the hope that such a meeting will help in their healing journey. We counsel the victims and the offenders for at least six months, and then we facilitate these incredibly healing dialogues. We work with domestic violence survivors who want to see good come out of their horrific experiences. They share their stories with batterers who are in court-ordered treatment, and treating professionals have seen such restorative justice circle dialogues result in amazing transformations among the batterers. I have students doing listening circles with middle school children on issues

involving bullying and racism. My students also help discrete communities, like that of the Hmong, design complementary dispute resolution systems to address tough cultural and family issues. And we are conducting a healing circle with survivors of the sex abuse scandal in the Catholic Church, priest offenders, members of parishes, church staff, and Milwaukee Archbishop Timothy Dolan.

LOOKING AHEAD

I truly miss working with my colleagues on the Wisconsin Supreme Court, and I continue to admire the courage that they show in their work. But I have never regretted my decision to leave the appellate bench and pursue my current work. And although I do not know where this professional journey will end, I have already learned a great deal.

I know that I am grateful for the time I spent on the bench because I could not do this high-profile work if I had not served as a judge. I know how fortunate I am to be at Marquette University Law School, whose leaders recognize that our legal system must address the needs of the whole person when he or she comes into our courts. And I know that I will continue to follow my heart and my passion, and that good things will follow as I do.

Judge Janine P. Geske delivered a lecture at the NCMG African ADR Summit in 2010 and provided this instructive piece



International Mediation Institute
PROFESSIONAL MEDIATION WORLDWIDE
Promoting Consensus & Access to Justice
www.IMImediation.org

October 27, 2017

The International Mediation Institute applauds the work of organizers and sponsors of “59 Years of Litigation in Nigeria: Business Demands & Future of Courts”.

The Conference is timely because it recognizes the societal need for Access to Justice and the value of embracing efficiencies and innovations in our court systems by way of attracting foreign direct investment and ensuring continued economic growth. The competence of litigation and transactional lawyers in all forms of conflict management and dispute resolution is at the heart of all these efforts. Conference attendees will learn how they can contribute to improving an evolving Nigerian Legal System and how they can incorporate ideas that are advancing effective conflict resolution and access to justice globally.

We also look forward to continuing our work with leaders of the mediation and dispute resolution communities in Africa to create the Lagos International Mediation Institute as an IMI hub supporting the professionalism of mediation in Africa.

Congratulations to NCMG International for making this Conference a reality!

Deborah Masucci, Co-Chair of the Board

Bertha von Suttner Building, Laan van Meerdervoort 70,
2517 AN The Hague, The Netherlands
IMIsupport@IMImediation.org

ADR practice takes off in Nigeria

Victoria Ishola, DAILY INDEPENDENT

It was a row call of dignitaries in the legal profession, Nigeria judiciary and the corporate world on Monday, February 18, 2002, at Metropolitan Club, Victoria Island, when the Negotiation and Conflict Management Group (NCMG) hosted the Bench, the Bar and Corporate Executives to the official presentation of the Lagos Multi-door Courthouse project. The event which witnessed the attendance of the Chief Judge of the State, Hon. Justice Ibitola Sotimunu, Hon. Justices Caroline Olayinka, Dolapo Akinsanya, Mr. Gamaliel Onosode, Apostle Hayford Aile, the Consul General of the U.S. Embassy, Robyn Hinson-Jones, Cadbury's Chief Executive Mr. Bunni Ori, and a host of other personalities, also had as one of its highlights, a reception in honour of the newly appointed Nigerian High Commissioner to Britain, Dr. Christopher Kolade.

In delivering the welcome address, the Chairman of the Negotiation and Conflict Management Group, Justice Kayode Eso, explained the relevance of the Lagos Multi-door Courthouse to the Nation's



Justice Kayode Eso (rtd.), Apostle Hayford Aile and Mr. Christopher Kolade at the official presentation of the Lagos Multi-door Courthouse project. Photo: Slim Akoh.

fulfilling methods of dispute resolution amongst others. The LMDC is basically premised on the notion that there are advantages and disadvantages in any specific case to using one or another dispute resolution process. Hence, instead of just one door-litigation, leading to courtroom, such a justice centre has three other doors (Early Neutral Evaluation, Mediation and Arbitration) through which individuals/

disputants can have access to the most appropriate door in resolving their disputes. The executive Director of Negotiation and Conflict Management Group, Mr. Kehinde Aina, a legal practitioner, at an earlier press conference, said the LMDC is a court-connected Alternative Dispute Resolution Project which provides a comprehensive approach to dispute resolution within the administrative

structure of the Court. It is expected that with reduction in the case dockets of the judges, speedy resolution of disputes, access to justice for all and reduction in the cost of resolving disputes. The centre which has Hon. Justice Dolapo Akinsanya as the chairperson of its steering committee, will commence sitting in March within the Lagos High Court premises.

ADR is an idea whose time has come

By Gbolahan Gbadamosi

IMPRESSIONED by the ultra modern Lagos High Court complex under construction during his official visit to Lagos State President Oluksan Obasejo among others advocated for the return to the African way of settling disputes i.e arbitration.

But unknown to the President there lie at the back of the complex a modest office within the high court premises named 'The Lagos Multi-door house of ADR'.

This is a joint initiative of the Lagos State Government and the Negotiation and Conflict Management Group (NCMG), a non-profit organisation in the field of Alternative Dispute Resolution (ADR) and Peace Building. The United States Embassy (D & G program) and NCMG under the chairmanship of Justice Kayode Eso provided the seed fund for the project.

That the LMDC which is the "first court connected ADR centre in Africa" was formally launched on June 11 2002 is no longer news. The news is the recent public presentation of the Practice Direction (PD) of the LMDC by Chief Justice Rotimi Williams.

The project under a Lagos lawyer Mr. Kehinde Aina as the Executive Director of NCMG has received the blessing of the United States Embassy in the land, Chief Justice Muhammadu Lawal Usman.

In his Ujwalan Keynote address at the official launch of the LMDC six months ago, Usman said "The Lagos Multi-door Court House is perhaps a forerunner to others to be established in the other states of the federation, including Abuja, the Federal Capital. Aina would not let an opportunity to slip by without explaining to whoever is ready to listen on how the idea of the shift in our justice system came about. In a paper he presented on December 9 during the 4th Monthly general meeting of the Nigerian Bar Association (NBA) Lagos branch titled, Objectives and usefulness of the Lagos multi door court house, Aina narrated the following story.

In September 1998, our law firm received instructions from a bank for the arrest of a vessel which was the collateral security for a N10 million loan extended to one of its customers. The firm's litigation department commenced an action at the Federal High Court Lagos and spent nearly a year to eventually obtain an order of the court to arrest the fishing trawler. Armed with the order, a trip was made to the Admiralty Marsh off in Calabar where the ship was then situated. Arrest order was duly executed, custody taken and security provided in protection of the vessel. Who paid for all these? The bank. For over a month, battled ragged, we're left with the debtor company, who wanted to have the arrest order discharged and the vessel released. The counsel succeeded and the vessel was released to the bank. Of course, of course, our law firm got the flak. With the ship back at sea, after losing about eight months in revenue, we got back to court, seeking yet another order for the arrest of the vessel, on fresh grounds of law. One year after, we secured another order of arrest and returned to Calabar hoping to effect the arrest. Unfortunately, the vessel was not in Calabar and it took the engagement of a search party to locate the vessel. When eventually located, the vessel was in a gross state of disrepair. We

stood the risk of being sunk. Of course, this request was opposed and "fought" vigorously by counsel representing the company. Eventually, the order of sale of this order, the bank, was served with a Notice of Appeal and a motion for a stay of execution of the order to sell the fishing trawler. As I write, we are before the Court of Appeal, after 52 appearances already made at the Federal High Court. (We trips to Calabar and the interest component of the N10 million loan now well over N40 million. As for the vessel, its present state is best imagined than specified.)

Recently ADR was drafted constitutionally in line with section 274 of the 1999 Constitution of the Federal Republic of Nigeria. While presenting the Practice Direction, Justice Sotimunu said that the "epoch making event" is clear demonstration of our determination and commitment to bring justice nearer to the people of Lagos State within a reasonable time and at affordable cost.

I encourage participants to the programme of the ADR in Lagos is taking shape since the project was formally presented by the steering committee late last year. For emphasis sake and for the purpose of allaying the fear being expressed among some lawyers out of sheer ignorance, let me reiterate once again that the Alternative Dispute Resolution is not to put lawyers out of job or deprive them of their daily bread. Rather, the central objective of the Lagos Multi-door Court House (LMDC) is to assist significantly in the decongestion of our courts of law, to provide increased access to justice at affordable price, to encourage amicable settlement between aggrieved parties by way of dialogue and to save precious time of all stakeholders in the process of adjudication from endless years of litigation.

The Revised High Court Civil Procedure Rules in its content provides for the ADR as a legitimate, necessary step, where the dispute could be resolved. Justice Sotimunu congratulated the officers of the LMDC "for taking this giant stride towards the commencement of the LMDC in Lagos State."

For this reason, the PD which is an article Aina said that Article 1 captures the overriding objective as follows:

"The overriding objective of the LMDC is to enlarge resources for justice by providing enhanced, timely, cost-effective and time efficient and debt-free litigation, its success will depend on the co-operation of all parties to a dispute and their counsel, and went on to spell out the role of courts, lawyers and parties in the process of justice."

Role of the Courts: "It explains the role of the court as furthering the overriding objective by active case management, which includes:

1. encouraging the parties to use an alternative dispute resolution procedure if the court considers that appropriate and facilitating the use of such procedures,
2. referral of cases to the LMDC, in appropriate cir-

3. inquiring from the parties efforts made at ADR if any, probe and keep records of the reasons stated for a failed attempt at ADR,
4. discouraging unwarranted adjournments and abuse of the litigation process where the court considers ADR worthwhile option,
5. Proactive and effective judicial control and taking such steps of making such orders which would facilitate the overriding objective."

It further describes the responsibility of counsel in regard to Alternative Dispute Resolution and The ADR Centre as both to the Court and the Legal Profession. As members of the noble profession, they have a duty to:

1. further the Overriding Objective by exploring in appropriate circumstances the use of ADR options in resolving claims or issues before resort to litigation,
2. Expose clients to and explore with clients Alternative Dispute Resolution options in the resolution of matters brought to them,
3. Give due consideration and support to suggestions, orders and directives from the courts for an ADR, or the referral of on-going matters to the LMDC,
4. Give regard and ensure clients accord respect to notices, invitations and directives from the LMDC,
5. Embrace a cultural change and accept an advisory role while parties take the lead role in ADR sessions," and

Parties are required to help the Court to further the Overriding Objective of the LMDC. In this regard, they have a duty to:

1. consider seriously the possibility of ADR processes being utilized for the purpose of resolving their claims or issues within it when encouraged by the court to do so.

While aligning himself with the observation of Obasejo, Aina noted that "indeed the time has come when we all in the legal profession must come to this realization by embracing the ADR movement. What we are doing today is only the beginning of a cultural reorientation. We have a long way to go. The initiative is laudable and deserves the support of us all."

As the NCMG chairman, Hon. Justice Kayode Eso said in his welcome address during the LMDC launch "We cannot do it alone." We need the consent of the "managerial judge in our judicial vocabulary. We need a Bar whose members see ADR as a promise rather than a threat, we need the Privileges Committee to review the criteria which stipulates specific number of appearances in the courtroom (Appellate Courts) before the conferment of the rank of a Senior Advocate of Nigeria. Such requirements negate the principle of ADR and the amicable resolution of disputes, which Nigeria needs now more than ever before."

One cannot but agree with Aina that "there is an urgent need for a paradigm shift in the justice system."

disputants can have access to the most appropriate door in resolving their disputes. The executive Director of Negotiation and Conflict Management Group, Mr. Kehinde Aina, a legal practitioner, at an earlier press conference, said the LMDC is a court-connected Alternative Dispute Resolution Project which provides a comprehensive approach to dispute resolution within the administrative structure of the Court.

It is expected that with reduction in the case dockets of the judges, speedy resolution of disputes, access to justice for all and reduction in the cost of resolving disputes. The centre which has Hon. Justice Dolapo Akinsanya as the chairperson of its steering committee, will commence sitting in March within the Lagos High Court premises.



From left: Justice Sotimunu and Aina at the public presentation of Practice Direction... recently.

US Embassy to begin court decongestion project in Lagos

WITH effect from February next year, the nation's judiciary may be relieved of one of its headaches, court congestion, as the pilot project on Alternative Dispute Resolution (ADR) entitled the Lagos Multi-door Courthouse (LMDC) takes off at the Lagos High Court.

The Guardian learnt at the weekend that the project is being floated by the United States Embassy. Under its Democracy and Governance Programme, the embassy has made available N6,093,350 to the Negotiation and Conflict Management Group (NCMG) under the chairmanship of the former Supreme Court Justice, Kayode Eso.

Confirming the development which will revolutionise the judiciary, the Executive Director of NCMG, Mr. Kehinde Aina, said: "The project will be the first of its kind in the country to provide disputants an opportunity of settlement other than through litigation."

He added: "The objectives of the LMDC are to provide enhanced, more timely, cost effective access to justice for parties in dispute, ensure faster resolution of cases and strengthen harmonious co-existence in the society."

The Chief Judge of the state, Justice Ibitola Sotimunu, *The Guardian* further learnt, has provided "ample space at the Lagos High Court premises for the project."

Asked further to comment on the innovation, Aina said that "the LMDC is premised on the fact that there are advantages and disadvantages of citing one dispute resolution process or the other. Hence, instead of just one door-litigation, leading to the courtroom, the LMDC has other doors, or options, by which disputants can resolve their disputes. These include Early Neutral Evaluation, Mediation, Med-Arb and Arbitration."

In addition to these advantages, foreign investors regard efficient and multi-tracked judicial system as a pre-requisite for a facilitated investment flow," he noted.

Kehinde who is a member of the 10-man LMDC Steering Committee chaired by Justice Dolapo Akinsanya of Lagos High Court added: "The magnitude of court decongestion that can follow as a result of these measures, is in itself a significant reform of our court system. The project will involve the training of retired judges as mediators."

According to Prof. Itse Sagay (SAN) "with the introduction of such reforms and

their firm implementation by judicial and other relevant authorities, the collapsed judicial system of Lagos can be resuscitated and we can all begin to take ourselves seriously, whenever we can put on our collars and bibs in the morning and head for courts with our sack containing a wig and gown. The judicial system in Lagos State will no longer be a sick joke and a travesty of justice and the rule of law."

NCMG parades personalities like Mr. Gamaliel Onosode, Prof. Itse Sagay (SAN), Chief Arthur Mbanefo, Dr. Liman Ciroma, Alhaji Shehu Musa and Prof. Isabella Okagbue, among others as members of the Board of Governors, while Chief Rotimi Williams (SAN) is the patron.

No reasons have been given for the development but Mr. Henry James Semenitari has been appointed by the bank's board as the acting managing director.

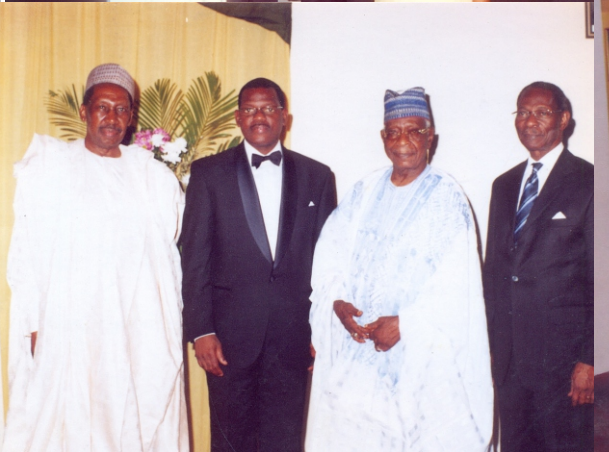
Semenitari before now was the General Manager, Credit and Marketing.

Ugoji, who has come to be known as a bank start-up and re-engineering expert, was at the helm of affairs in the re-suscitation of the New Nigerian Bank from where he came to ACB International Bank Plc.

He has held strategic positions in the re-engineering of United Bank for Africa Plc (UBA) and the start-up of Zenith International Bank Ltd as a pioneering member of executive management staff in addition to winning awards as Manager of the Year at the old International Merchant Bank (IMB), where he began his banking career about 20 years ago.

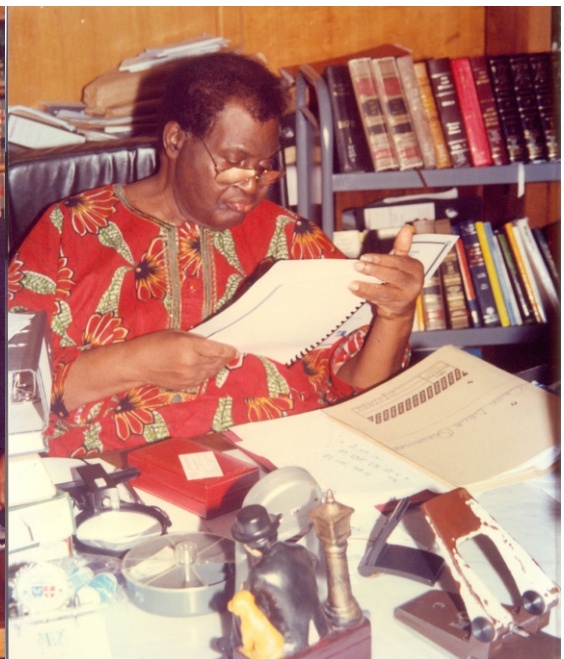


Some founding members of the NCMG Board of Governors
Standing from left: Prof. Isabella Okagbue; Kehinde Aina; Chief Arthur Mbanefo; Prof. Itse Sagay, SAN; Justice Dolapo Akinsanya
Seated from left: Mr. Gamaliel Onosode, Mrs. Aina Eso; Justice Kayode Eso; Justice Muhammadu Uwais; Mrs. Mariam Uwais





Courtesy visit and Official Presentation to the Founding Patron of NCMG International; Chief FRA Williams, SAN





NCMG International
Receptions, Cocktails
and Workshops





Founding Chair of NCMG International Justice Kayode Eso at the Official Launch of ADR 2000 Club



Presentation of the Multi-Door Concept to the former Governor of Oyo State, Chief Rashid Ladoja



Members of the ADR Club 2000



NCMG International delegation and Judges in Dubai, United Arab Emirate (UAE)



NCMG International delegation and Judges in Gambia



Courtesy visit and Official Presentation to the former Governor of Lagos State, Asiwaju Bola Tinubu

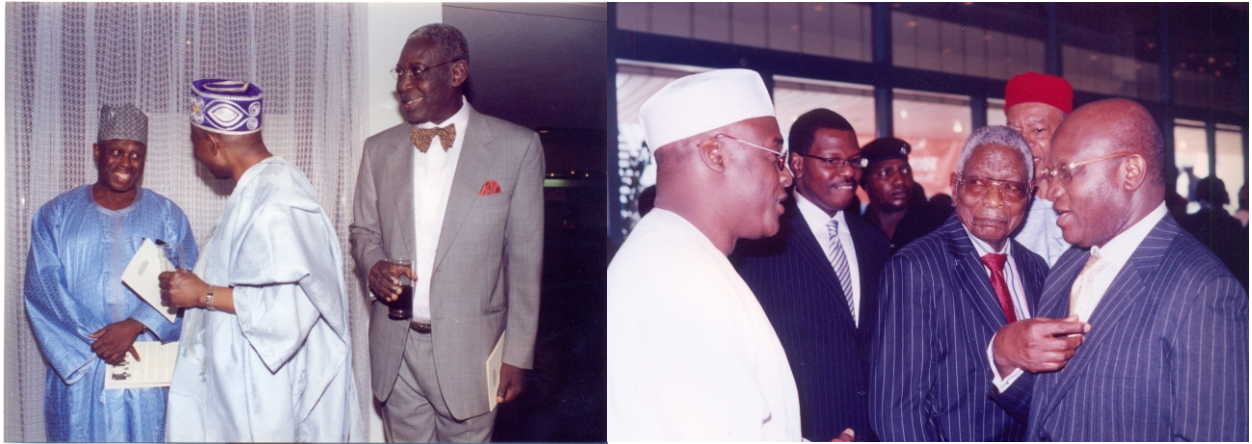




NCMG reception for Justice Belgore of the Federal High Court and Justice Sotumnu of the Lagos High Court







NCMG International Receptions and Cocktails



NCMG International African ADR Summit



NCMG International Reception



NCMG International at dinner with guests



NCMG International at reception with guests



NCMG International at workshop with delegates



Switzerland
Abuja
Lagos
ncmginternational.org

www.ncmginternational.org

Lagos
7 Ademola Street
off Awolowo Road
South West, Ikoyi, Lagos
Tel: (+234) 809 703 3343 . 3345