

# Nextier Insights

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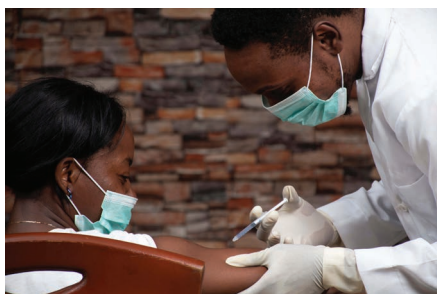


## A look at the mirror of self-discovery

BOOK REVIEW: Strangers  
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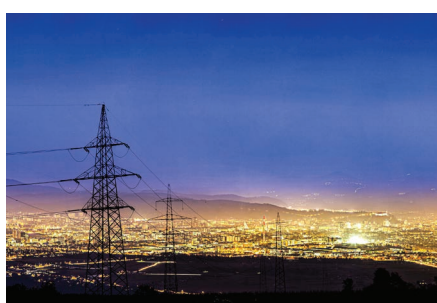
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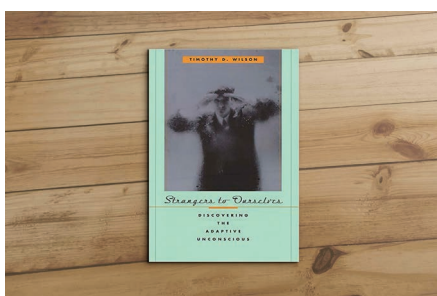
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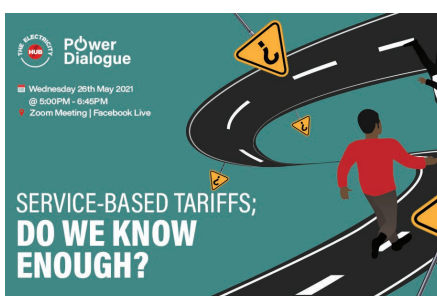
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## Ensuring equitable COVID-19 vaccine access in Nigeria

*Dealing with vaccine apathy to get the Covid-19 vaccine to those who need it.*

*Moji Obasa*

***As Nigeria makes efforts to recover from the effects of the COVID-19 pandemic, there remains the challenge of dealing with indifference towards the vaccine by a large number of Nigerians.***

### Introduction

The COVID-19 outbreak disrupted the world's socio-political and economic order in a way that has never been witnessed since the 1918 Spanish Flu. Governments imposed measures such as total lockdowns, stringent border controls, travel bans, and masks mandates to curtail and contain the unfettered spread of the virus while easing the unprecedented burdens on healthcare systems. Therefore, it is not surprising that governments and citizens alike are eager to put the COVID-19 pandemic behind them and return to normalcy. The partnership of governments like the U.K. government, development partners, and pharmaceutical companies brought hope to the world as the announcement of an approved vaccine filled the air by November of 2020.

The announcements ushered a scramble by wealthy nations to secure doses. It became apparent that without deliberate effort at price-fixing and heavy subsidising, under-developed countries might not be able to access these vaccines.

### The question of Covid-19 roll-out strategy

With the allocation of 16 million doses of the vaccine from the COVAX initiative in March 2021, the country received the first batch of 4 million

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## The announcements ushered a scramble by wealthy nations to secure doses

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This situation led a coalition of humanitarian organisations and manufacturers to create the COVID-19 Vaccines Global Access (COVAX) initiative to accelerate the development, production, and equitable access to COVID-19 tests, treatments, and vaccines.

### Nigeria's History with Vaccines

In 1996 the Pfizer Trovan (a meningitis vaccine) clinical trials in Kano resulted in the death of some of the participants as it was carried out without following acceptable procedures (McNeil, 2013). This sad event frayed the confidence in vaccines, especially in Northern Nigeria, even after two decades (Jegade, 2003). The result of this can be seen in the delay in eradicating polio in Nigeria as the populace boycotted the vaccine (Ghinai et al., 2013). It wasn't surprising that in Kano, there was a high level of apathy towards the COVID-19 vaccines (Ihyongo, 2021). The situation has been made worse

doses of Oxford's Astra Zeneca, making the her one of the first beneficiaries of the initiative. Upon receiving this vaccine, the Minister of Health stated that there "is a very intricate distribution plan that has been set up by the federal ministry of health and organised by the National Primary Health Care Development Agency. I am satisfied that the National vaccine deployment plan (NDVP) will be properly executed and the advisory of starting with frontline health workers, the elderly and the vulnerable population will be adhered to" (WHO Press Release, March 2021). Like the minister, several relevant government officials consistently assured of a plan to roll out the vaccine even though this plan is yet to be made public.

### The need for a coherent and consistent national plan

There has to be a coherent nationwide strategy that would both be applied uniformly across the country. The disparity in strategy implementation is detrimental to

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## There has to be a coherent nationwide strategy that would both be applied uniformly across the country.

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by the level of illiteracy in the region, so for any meaningful vaccine roll-out to take place, there needs to be a robust strategy to tackle vaccine hesitancy in a way that will address the concerns of these communities.

public morale, public trust and widespread public confidence needed to ensure herd immunity. Transparency in the processes, from sourcing of the vaccines, countries of origin, numbers allocated, criteria for allocation to agencies handling the

vaccines at both local and national level is crucial.

The inconsistency in rolling out the vaccine can be seen in the roll-out by the Lagos state government. The state government announced that health care workers would be prioritised to receive the vaccine. However, on the day the state rolled out the vaccination, a septuagenarian received a vaccine on what appeared to be on the basis of his age. Right off the bat, Lagos's roll-out implementation prioritised the vaccination of older citizens. This reemphasised a concurrence in administering vaccines to identified groups rather than the staggered

both traditional and new media to address misinformation and myths surrounding specific vaccines. The urgency for improved communication about covid-19 vaccines becomes even more imperative in the wake of recent concerns raised about the Johnson and Johnson Covid-19 vaccines in recent weeks. The government must publicise the quality assurance processes for AstraZeneca and the Johnson and Johnson and any other vaccines administered in the nation. They must also put in place robust surveillance systems to monitor vaccine efficacy and safety and report any adverse events.

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approach announced. However, this lack of consistency across the nation, within states and the variation across centres further confuse the populace.

### **Effective Strategic communication**

Strategic and nuanced messaging sensitive to the peculiarities of different communities must be employed to encourage the public to partake in the vaccination exercise and overcome public scepticism. The roll-out of the AstraZeneca vaccines in Nigeria coincided with a temporary ban on the vaccines in the E.U. and some other countries (Yang, 2021). However, in the wake of the understandable scepticism that arose about the safety of the vaccine, there was a marked absence of concerted efforts at the national level to create an awareness campaign on the rationale behind the continued administration of the vaccines in Nigeria (Adepoju, 2021). Targeted messaging with easily accessible infographics in local languages should be disseminated

### **Technology as a tool for vaccine access and gatekeeping**

Recently, the NPHCDA announced an online registration portal to sign up for the vaccine. This system is expected to provide crucial demographic information for vaccine prioritisation, but it fails to recognise that a huge population of the country lack access to the internet. The inefficiency of this system is even made more evident as some report indicated that members of the public got the vaccine without registration on the portal, while a lot of those who registered are yet to be contacted for the next steps. Beyond the challenges with the online platform, there is no evidence of a plan to accommodate persons who lack formal identities as required by the online platform as a sizeable chunk of the population do not have government-issued identification. It is, therefore, important that demographic information regarding those vaccinated is thoroughly studied to find out the factors

that inform the likelihood of vaccination and, conversely, factors that underscore non-take-up of vaccines to inform policy decision-making better. To mitigate this challenge, especially in the absence of a more recent accurate census data, information from government agencies can provide an overview of the demographic composition of the population, which can help determine how the vaccines will be allocated and accessed by the public.

### **Creatively connecting with the grassroots**

It is laudable that high profile figure like the president, governors

discussions to sensitise their congregations that it is acceptable to partake in the vaccination for the coronavirus during the month (Fam,2021). A similar campaign on a massive scale in the Muslim dominated northern Nigeria would prove beneficial in encouraging higher vaccine uptake rates.

### **The need for collaboration**

Tackling COVID-19 ignited unprecedented public-private collaboration across organisations, industries, academia, and governments and irrefutably demonstrated the value of partnering to deliver new solutions and

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Telecommunications providers can also provide data or shortcodes to register interest in getting vaccinated, report adverse effects where applicable, etc.

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and senior public officials got vaccinated publicly. It is yet to be seen how such public gestures will translate to wide acceptance. For example, while the governor and cabinet members publicised their vaccination in Kano state, it did not translate to high vaccine uptake numbers in the grassroots. More work is required to allay the fears within the communities. One way to tackle this would be to engage religious leaders within the state to help raise awareness and allay fears. Religious and traditional leaders in these areas provide a way out as they wield influence among the populace that can be leveraged to vaccinate the public against COVID. An excellent example of this has been demonstrated by how public health officials worldwide have been working closely with religious leaders to ramp up support for the vaccination plan and debunk widespread misconceptions about vaccines and the virus itself. In the wake of the holy month of Ramadan, Islamic leaders in the U.K. and the U.S. have been using social media, virtual town halls and face-to-face

improved outcomes. The government of Nigeria should aim to work in tandem with non-governmental organisations to solve the challenge with vaccine roll-out. For example, during the lockdown in Nigeria, the government worked together with a private-sector task force, the Coalition Against Covid-19, CACOVID, to procure relief materials, protective gears, isolation centres, testing kits etc. Such collaborations should continue as the pandemic enters into the vaccination phase. Telecommunications providers can also provide data or shortcodes to register interest in getting vaccinated, report adverse effects where applicable, etc.

There is also a need to use these relationships to register people in the local communities without access to the internet, phones and other technologies required for the online registration. Given the limited resources available and the less optimal state of health care systems in the country, to embark on such a huge project of vaccinating 40 per cent of the

population by the end of the year as targeted by the government, all hands must be on deck.

**Conclusion**

Although Nigeria is currently grappling with various financial challenges occasioned by the pandemic, the health of its citizens should remain a priority. As the world begins to recover and return to some form of normalcy, Nigeria, along with other resource-poor countries, must ensure that she is not left behind in

the fight against the COVID-19 virus.

To learn more about how Nextier has worked with government agencies and international organisations to create solutions to difficult development challenges, kindly contact us at [info@theNextierGroup.com](mailto:info@theNextierGroup.com)

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# Realising Nigeria's retail electricity market

Improving electricity supply in Nigeria

*Onyi Iyizoba*

***The introduction of a retail electricity market will enable consumers to independently assess and compare electricity costs, quality of services, different alternatives and choose options that best suit their needs.***

## Introduction

The Nigerian government's incessant interventions have made the electricity market in Nigeria uncompetitive and heavily dependent on subsidy funding. Current efforts to standardise the market and create an independent market system free from government subsidy has hiked electricity tariffs making electricity unaffordable and inaccessible to many Nigerians.

Accessible and affordable electricity can be realised by the function of a liberalised retail electricity market system. The Nigerian electricity market offers little or no opportunity for reduced independent market prices with its existing framework.

## Context

Nigeria embraced electricity market reforms in a bid to address its chronic energy crisis. It unbundled and privatised previous state-owned national power company into eighteen (18) successor companies comprising of eleven

(11) distribution companies, six (6) electricity generation companies and one (1) national transmission company.

The privatisation of the electric power sector in Nigeria created a

mandated member states to open the retail market to all customers excluding residential use and achieve complete liberalisation by July 1, 2007.

Nigeria is and has been at the

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## The privatisation of the electric power sector in Nigeria created a wholesale electricity market.

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wholesale electricity market. The current end value chain comprises distribution utilities mandated to serve allotted franchised areas. The distribution companies are responsible for directly supplying electricity to power consumers in their residences and workplaces. The companies, in most instances, exercise exclusive rights of operation over their franchised areas. Consumers are constrained to regional electricity suppliers as a result. The reform created a wholesale market system that offers limited opportunities for interested market entrants and stifles consumer choice.

In contrast, electricity reforms globally are targeted at stabilising electricity supply, improving investments in the sector and ultimately engendering a decrease in consumer electricity costs through market competition. Electricity liberalisation, in most instances, culminates into the establishment of retail electricity markets. For example, in 1996, the European Union following in the heels of the 1980's UK and Norwegian reforms, issued a directive to all member countries to open their retail electricity

wholesale electricity market stage since the reform inception and privatisation. A complete unbundling of the electricity market to retailing is crucial to building a consumer-based affordable electricity reform in Nigeria. The pre-requisites for a fully unbundled market in Nigeria is still far from being met.

### Why Retail Markets?

Retail electricity markets create flexible electricity supply options for consumers in terms of the contract, price structures, market risk exposure and efficiency solutions. A retail market is needed to create a competitive electricity end-user market and offer consumers the right to choose their electricity suppliers. With the introduction of a retail electricity market and competition, consumers can independently assess and compare electricity costs, quality of services, different alternatives and choose options that best suit their needs.

Improving access to affordable electricity can be effectively achieved by maximising consumer choice and competition in a retail market. Choice and competition drive

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## The reform created a wholesale market system that offers limited opportunities for interested market entrants and stifles consumer choice.

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markets to establish a competitive retail market that gives consumers' freedom of choice. By 2000, except Greece, 14 EU states had opened their retail electricity markets, with more consumer choice expansions by 2003<sup>1</sup>. Another EU directive of 2003

innovation, as electricity producers aim to deliver better quality at lower prices. Consumers are also offered a wider variety of customised, flexible offerings, which may be unavailable to consumers served by monopolised utilities.

Inadequately unbundled wholesale electricity markets lack competition. It is also incapable of achieving affordable electricity targets, owing to its monopolistic nature. Hattori and Tsutsui (2004)<sup>2</sup> argued that wholesale market reforms in the

market. The existing framework for implementing the power sector reform model requires an overhaul in favour of the conceptual policy framework, which is similar to a standard reform model. A standard reform model of electricity, an

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## Improving access to affordable electricity can be effectively achieved by maximising consumer choice and competition in a retail market.

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electric power sector, in most cases, do not reduce the consumer cost of electricity. The research statistics indicated that launching wholesale power market reforms occasioned significantly higher prices. It also slightly hiked the ratio of industrial electricity cost to household electricity cost.

example of the liberalised British electricity reform model, comprises different restructuring stages, privatisation, regulation, and competition. This model has reduced electricity prices in the United Kingdom by about 25 per cent, and high system reliability has been maintained (Thomas, 2004)<sup>5</sup>.

Global experiences indicate more success with fully unbundled electricity reforms. Lessons from the Chilean power sector reform also show insufficient unbundling and limitations on competition in the sector can negatively impact reforms.<sup>3</sup> Argentina structured its power sector reforms in 1992, with lessons from the imperfections of the Chilean model. It established full retail electricity models, and until the Argentinean macroeconomic crisis of 2002, there was a considerable decrease in electricity tariffs and improved investments in the sector.<sup>4</sup>

A new framework is desirable to restructure the post-reform institutional structure of the electricity market. Further legal and regulatory modifications are needed to create a competitive retail electricity retail market and give the consumers the right of choice. Most importantly, consumers should have electricity service options to choose from.

### Fixing the Market.

Resolving the Nigerian electricity market requires a return to the fundamentals of the pioneer Nigerian electric power reform

For an effective electricity market structure, the new holistic framework must embody certain fundamentals of an efficient retail market system. A critical element of this framework is the reorganisation of obligations within the energy value chain to include electricity retailers in the market system. The framework must detail accessible structural requirements for market entry in

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## Retail electricity markets create flexible electricity supply options for consumers in terms of the contract, price structures, market risk exposure and efficiency solutions.

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policy. The foundational electricity reform policy was designed to be implemented in phases culminating into a competitive retail electricity

the electric power sector, including licensing and regulation of electricity retailers.



Creating a transparent and reliable market system is another fundamental feature of an efficient retail market framework. Prices, qualities and costing information must be ascertainable and predictable. Consumers should

The new framework should include the establishment of effective redress mechanisms for consumer-supplier compliant receipts and dispute settlement. Clear and efficient pathways for complaints

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Similarly, the requirement of the right to energy choice is crucial in creating an efficient retail market system.

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understand their billing information, cost projections and the value of electric power supplied. Consumer competence and information on electricity plans and tariff payment systems are vital in fostering efficient, competitive practices. They can make informed choices on the range of electricity plans offered by retailers. Similarly, the requirement of the right to energy choice is crucial in creating an efficient retail market system. The framework must embody a consumer's right to choose service and decide between different suppliers without any restriction regarding geographical location or governmental franchise. The proposed framework should encourage competition by ascribing every electricity consumer the right to switch suppliers without charge. This right will encourage the best service provision on the part of most suppliers in order to attract and maintain electricity consumers.

Provisions for preserving fair competition among licensed retailers should be created and entrenched in the new legal and regulatory framework for an efficient retail electricity market. The state policing and regulation of industry players is

and feedbacks will aid in the effective regulation of retail market players, and consequently, an efficient retail market.

A retail electricity framework that fully inculcates an effective implementation of the above features will reduce electricity prices and induce economic growth. Access to reliable and affordable electricity will facilitate manufacturing and production and consequentially stimulate the Nigerian economy.

### Risks and Challenges

While electricity retail market reform has been generally regarded as the standard reform model, there are scepticisms (Thomas 2004) that retail competition has disadvantaged small consumers and made the protection of low-income consumers more challenging. Price controls in favour of low-income consumers may be hard to implement in a liberal retail market system. There are certain government targeted assistances for low-income consumers like the current NERC bandwidth tariff model, which compel lower electricity tariffs and charges in low-income areas,

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Creating a transparent and reliable market system is another fundamental feature of an efficient retail market framework.

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crucial. It must be active to prevent dominant position abuses, misuse of market power, fraudulent supplier behaviours and other forms of market misconduct.<sup>6</sup>

forcing electricity to be cheaper in those areas than in other areas of the country, which will no longer be operational. In a properly reformed electricity market, electricity

subsidies to low-income power consumers through the Power Consumer Assistance Fund (PCAF) initiative will be challenging to implement. Consumers, irrespective of their earning strength or residence choice, will be charged according to prevailing market rates. It is argued that where integrated generation and retail companies dominated the market, it makes price regulation regress into the old customary regulation.<sup>7</sup>

## Conclusion

Consumers are primarily seen as those who should benefit from deregulated competitive markets. Distortions of the market system which exclude electricity retailing

should be eliminated to enable consumers to benefit from the electricity reform. Transparency, competition and energy choice are fundamental essentials of a retail electricity market and should be imbibed in the Nigerian electricity market<sup>8</sup>. An efficient implementation of an independent competitive electricity market will be a balancing factor in electricity pricing in Nigeria.

To learn more about how Nextier has worked with government agencies and international organisations to create solutions to difficult development challenges, kindly contact us at **info@theNextierGroup.com**

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<sup>2</sup>Ekan, Ibid.

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# Data crisis and humanitarian intervention

## Improving humanitarian response in Nigeria

*Dr. Oarhe Osumah*

*The availability and accuracy of data have continuously determined the effectiveness of humanitarian intervention in Nigeria.*

### Introduction

The activities of the insurgent group and those of the counterinsurgency forces have resulted in massive displacement, insecurity, destruction of properties, and the collapse of essential services in several areas of the sprawling Northeast region of Nigeria. These humanitarian tragedies have elicited interventions from both government and non-government organisations. These organisations have provided life-saving assistance and helped to stabilize living conditions for millions of people. Although the humanitarian responses have been huge, they appear not to have been adequate (Nwakpu and Ogbodo, 2018). This edition of Nextier SPD Policy Weekly highlights the daunting challenges of data management for humanitarian interventions in the Boko Haram-ravaged North-East region of Nigeria.

## Data Troubles

Like the Taliban in Afghanistan, in 2012, suspected Boko Haram militants destroyed 150 telecom infrastructure/stations in communities in Northern Nigeria, leading to massive network outages and poor communication service delivery. This situation also impaired internet service used to facilitate action (Onuoha, 2013). These disruptive effects cascaded through the entire society affecting banking services and diluting the efficiency of specific humanitarian initiatives such as the unconditional cash transfer scheme.

Apart from the disruption of facilities for gaining data necessary for humanitarian interventions,

the official camps for other reasons. Many prefer to remain invisible as a self-surviving mechanism despite overwhelming needs and traumatic experiences. It means their needs are often forgotten or easily overlooked, even in the official camps.

The Displacement Tracking Matrix developed by the International Organization for Migration (IOM) estimated 389,281 displaced persons in 2013; 863,338 in 2014; 1,846,999 in 2015; 1,822,541 as at October 2016; and 1,884,331 in the North-East zone as of April 30, 2017. These diverse and mutating estimates can overwhelm and frustrate humanitarian aid workers. The fluidity of the number of IDPs and the lack of a comprehensive register of the people in need of assistance make

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## Bomb attacks in September 2016 killed at least 25 IDPs in two camps at Banki and Ngala.

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the fluidity of data on the number of Internally Displaced Persons (IDPs) and the patterns of their displacement are also a disturbing factor in humanitarian action. While there exist various records of the IDPs, these data aren't comprehensive. In the absence of a comprehensive register for all IDPs, several organizations have made various estimates. The National Emergency Management Agency (NEMA) and the Nigeria Police Force in April 2016 noted that 1,934,765 IDPs were living in formal camps, host communities, and satellite camps in the North-Eastern states of Borno Bauchi, Gombe, Adamawa, Taraba, and Yobe (Sambo, 2017). Some IDPs in the official camps refused to register for fear of stigma or believe it is futile. Added to this, some of the government-run camps have suffered attacks. These various attacks from both friendlies and foes have forced some IDPs to flee the official camps and take shelter with their relatives and friends in neighboring communities. Indeed, a more significant proportion of the IDPs put at 92% take refuge outside

it challenging for humanitarian agencies to make informed decisions to facilitate the provision of humanitarian aid where it is needed.

More disturbing for humanitarian intervention is the umbrella estimates of the displaced persons without disaggregation in terms of specific parameters such as those trapped in the communities, homed in IDP camps, sheltered by relatives, relocated to other places, returnees, etc. This makes it challenging to tailor humanitarian intervention programmes to local needs and focus on cross-cutting issues such as education, health, and protection.

Similarly, the politicization of figures by stakeholders such as the government, international bodies, and Boko Haram also impair humanitarian intervention. A recent report on the killing of rice farmers in Koshobe village of Borno State buttresses this point. While the Nigerian government put the casualty figures at 43 conceivably to justify its claim to have technically defeated the BH group, the



insurgents put the figure at 73 probably as a propaganda tactic. Simultaneously, the UN humanitarian coordinator in Nigeria, Edward Kallon, placed the figure at 110, possibly to attract global attention to the massacre.

**1. Reconstruction of telecommunication facilities:**

The Nigerian Communications Commission should assist telecommunication companies by providing interest-free loan facilities to reconstruct and upgrade

The Nigerian government put the casualty figures at 43 conceivably to justify its claim to have technically defeated the jihadist group.

Similarly, an allegation of corruption of data by IDP camp managers through inflation of the number of inmates to possibly attract substantial financial support or allocation also indicates a data crisis for humanitarian intervention. With conflicting and corrupt data, aid workers cannot be sure about the scope of the humanitarian concerns and the needs of the people affected, and how to prepare proper responses. Simultaneously, ascertaining the integrity of these data will not only demand so many energies and resources from humanitarian organizations, but it will also slow down action and stoke tension. The task of verification of data may overstretch them beyond their core mandate and engender fatigue. There is also the risk of being bias if a humanitarian organization relies on anyone stakeholder’s data. Such action negates the expected neutrality and independence stand of these organizations.

their telecommunication facilities damaged by suspected Boko Haram militants. It will help to facilitate access to the internet for more people in the region. Apart from promoting more effective humanitarian and emergency service delivery, this gesture can also enable the people to report security threats on time to avert wanton destruction of facilities and loss of lives.

**2. Need for Humanitarian partnership:**

Humanitarian partners need to strengthen their data management processes by developing better tools and carrying out more frequent monitoring and assessments in prioritized areas. Iraq adopted the humanitarian partnership approach to address the dynamic, complex, and shifting needs of the vulnerable population amid the transition from a rapid response to massive displacement to a protracted crisis in search of durable solutions. The joint initiative between NEMA and the UN on the Displacement

The joint initiative between NEMA and the UN on the Displacement Tracking Matrix has led to better data and displacement analysis and should be sustained.

**Guide to Addressing the Data Troubles**

In addressing the data crisis in conflict zones of Nigeria, these policy measures are imperative.

Tracking Matrix has led to better data and displacement analysis and should be sustained.

**3. Sharing of information:** The personnel (journalists, humanitarian officers, and security agents) who work in these conflict zones should

share information at their disposal. This will improve data management in these areas. One way to get around this is to create a semi-public central database populated by all relevant stakeholders.

**4. Monitoring of the humanitarian situation and needs:** It is imperative to create and maintain monitoring systems and mechanisms for continuous review and assessment of the situation in hard-to-reach areas adopted in countries such as Afghanistan and Iraq.

## Conclusion

In North-East Nigeria, the ongoing Boko Haram insurgency and counterinsurgency operations, which have lasted for more than a decade, have engendered humanitarian situations and data crises. The data crisis stems from damage to telecom infrastructure, corruption, and politicization by critical stakeholders. The data crisis has disruptive consequences for humanitarian interventions. It is imperative to undertake policy measures such as

the rebuilding of telecommunication facilities, the need for humanitarian partnership, and strengthening monitoring systems for tracking the humanitarian situation to address the data crisis.

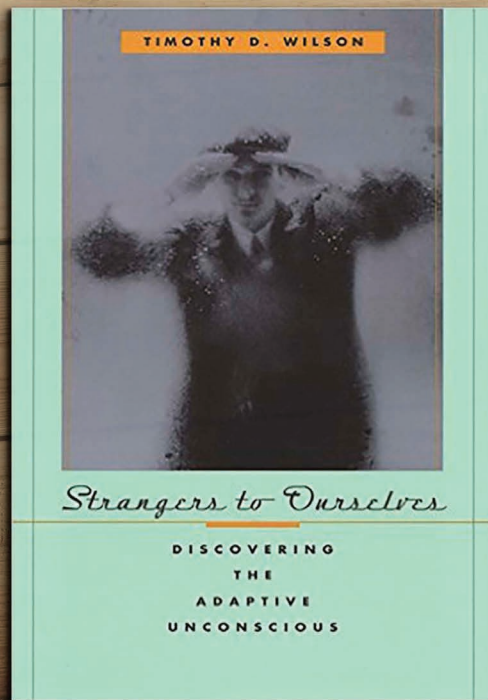
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**BOOK REVIEW: Strangers to Ourselves** (Discovering the adaptive unconscious) by **Timothy D. Wilson**. Belknap Press of Harvard University Press. 2002. Length: 273

## A look at the mirror of self-discovery

*Vivian Orizu*

Self-knowledge has been a central topic in psychology, starting from Sigmund Freud's time with the efforts to know oneself, the limits of this knowledge of self, and the consequences of failures of self-knowledge. During the classical period, the emphasis was on the definition of self with respect to the id, ego and superego, and the application of various tools of psychoanalysis towards the understanding of the self at both conscious and subconscious levels. However, while self-knowledge has been a central focus in academic psychology and publications, there is a significant shift on emphasis in contemporary psychology towards understanding the self from the subconscious and unconscious level.

Timothy Wilson believes the contemporary explosion of scientific research on self-knowledge has started to paint a different picture from what has been obtainable in the past. He recognizes that individuals possess a powerful, sophisticated adaptive unconscious that is essential for survival in the world. This adaptive unconscious operates "efficiently out of our view and is largely inaccessible", and as a result, there is a price to pay in self-knowledge. He further postulates that there is a lot about ourselves that we don't know despite "painstaking introspection". For instance, how do we discover non-conscious traits such as goals, feelings and emotions? How can these be scientifically studied and investigated especially using tools of psychoanalysis developed by Freud?

To answer the questions about self-knowledge, the author introduced the concept of adaptive unconscious, which posits an unconscious aspect of the self that adapts to the challenges of the individual's environment. He drew substantially from cognitive and social psychology, Freud's topological model and structural theory on the knowledge of the self. Drawing contrast from Freud's theory of the ego, superego and Id, he concludes that the mind operates more efficiently by relegating a good level of sophisticated thinking to the unconscious. The unconscious exists by recognizing that consciousness has a limited capacity system. Research on adaptive unconscious suggests that "what we want to

conscious and the adaptive unconscious.

**In chapter 5**, the author seeks to posit a rational foundation for individual behaviour and the motives that inform them. He seeks to answer the question, "why do we behave the way we do". An understanding of motive provides a rational basis for people to understand themselves. It also shapes how information is processed and decisions made.

**Chapter 6**, explores another dimension of the adaptive unconscious that deals with the intangible aspects of emotions and feelings. He recognizes that feelings are very complex but constitute a significant dimension of

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## An understanding of motive provides a rational basis for people to understand themselves

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see is unseeable". However, we can interpret and evaluate and select information from our unconscious mind that suits our purpose.

**In chapter 3**, the author explains the extent to which the power of decision making is conceded to the unconscious. He suggests that the more we rely on and empower the subconscious to influence our decision-making processes, the more the power of the mind will be set free for its proper workings. Cultivating intuitive decision-making processes can reinforce the quality of decision making. He compared the conscious and unconscious and identified their strengths and weakness.

**In chapter 4**, he tried to examine the knowledge of who we are and concluded that it is an illusion to believe that we are what we think ourselves to be. On the other hand, individuals need a thorough understanding of the self through self-introspection, which the external environment or others elements validates. It recognizes the dual nature of individual personality-the

individual behaviour, irrespective of its unmeasurable nature.

While chapter 6 explains "why we feel" as central in the adaptive unconscious, the "how we feel is explored" in chapter 7. The how we feel seeks to highlight the process of feeling, the biases underlining feeling, the sequential nature of feeling, how feelings define individual resilience, our ability for empathy, our cognition of pains, and affections for others.

**In chapter 8**, the author recognizes that while individual introspection is essential, the outcomes are usually subjective and self-narrative by highlighting only those positive natures the individual seeks to identify with while receding to the background those negative nature the individual fears to confront. Flash lighting and archaeological digging into the past are exercises most individuals hardly seek to undertake.

**Chapter 9** focuses on hiking outward to know ourselves, and the author suggests that we arrive at the objective knowledge of ourselves by



looking outward. Outward response and how we adapt to them provide more rational insights into our knowledge of the self. Information from outside can reinforce preconception about ourselves. For instance, knowing ourselves by how we react to outside circumstances or situations.

**In chapter 10**, the author examines series of essential outlines on how we observe our behaviour and modify or change them. We know ourselves by taking inventory of our behaviour and self-revelations by drawing inferences, reaffirming good behavioural and critical self-evaluation.

**Conclusion**

In my opinion, the book provides a contemporary insight into the knowledge of

the self from a conceptual and theoretical perspective while proposing substantial practical guideline to encourage studies regarding the in-depth understanding of the self, particularly the concept of the adaptive unconscious. The adaptive unconscious provides a pragmatic foundation for understanding the self and applications that support how individual decisions are made within the context of the environment. I would recommend the book to any person responsible for human resource management and individuals responsible for making management decisions and a desire to understand the self. It also provides deep insights into shaping communication strategy to influence behaviour.

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# Events:



Power Dialogue

 Wednesday 26th May 2021

 @ 5:00PM - 6:45PM

 Zoom Meeting | Facebook Live



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ENOUGH?

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