

# Assessment of Broadcast Media Organisational Effectiveness Factors' Contribution to Communal Conflict Management in Oyo and Lagos States, Nigeria

Sanni Omolade O

**Abstract-** In any conflict situation, timely information dissemination with apt programme content is very influential in enhancing conflict management and the effectiveness of broadcast media is therefore very vital to communal conflicts management. The study is premised on Social responsibility theory and Reception theory. The study adopted descriptive design with survey method, 958 community representatives in Oyo and Lagos states were interviewed using self-administered questionnaire complemented with Focus Group Discussion (FGD). The study revealed that Timing of the Programmes, Programme Content and Audience Reach have significant relative contributions to management of communal conflict while Coverage Area, Reception, Language and Frequency of Programing have no significant contributions to management of communal conflict. The study revealed the joint contribution of the seven broadcast media organizational effectiveness factors which accounted for 26.8% of the variance which is shown to be significant ( $F_{(7, 950)} = 49.745$ ;  $P < 0.05$ ) to the management of communal conflict. It was therefore recommended that adequate steps should be taken by management of the broadcast stations to frequently air timely news and programmes that have appropriate contents in languages the community members understand in relation to crisis situation, that can help the community members to have better understanding of situation of things around them thereby promoting dialogue and peace among conflicting parties.

**Index Terms-** Broadcast media, Communal conflict, Conflict management, Organasational Effectiveness Factors

## I. INTRODUCTION

Nigeria is confronted by multiple security challenges, notably the resilient Boko Haram, long-running discontent and militancy in the Niger Delta, increasing violence between herders and farming communities spreading from the central belt southward. Factors contributing to the conflict include climate change (reducing pasture and pushing migration), institutional failure and cultural differences. A blend of resource accessibility and drought drives the conflict. Water and land are accessible but conserved for farmers' use. Pasture is unavailable for herders. So resources are not absolutely sparse but inadequate in relation to the needs of a particular group.

Nigeria's farmer-herder conflicts have given rise to material losses, injury and death, and are likely to increase food insecurity and abject poverty (Adeniyi, 2021).

The prevalent clashes between farmers and herders in many parts of Nigeria have been ascribed to the destruction of farmlands by the cattle which are mostly owned by the herdsmen. The herdsmen are mostly nomads who transit notably in dry season to look for greener grassland for their flocks. These movements are mostly triggered by the rate of deforestation and desertification (Udemezue & Kanu, 2019). The cattle are controlled by herders, but they may not be able to control the cattle in entirety. The movements have therefore been characterized by cattle going into the farmers' land and at times causing severe damage, which eventually leads to conflicts between herdsmen and farmers (Solomon & Chinwe, 2015). In Igaragan, and six other towns that form the Ibarapa zone, and Iwajowa local government area in Oyo State in Nigeria, farmers have for long faced the horror of having their farms trodden upon and crops consumed by wandering cattle (Christiana, 2021, Taiwo-Hassan, 2021). And many times, farmers say, herders wilfully hack away at branches of cashew or cocoa trees or wrench out roots of cassava for cattle to feed (Taiwo-Hassan, 2021).

The farmer-herder conflict has become Nigeria's menacing security challenge, now claiming significantly more lives than the Boko Haram insurgency. It has displaced hundreds of thousands and honed ethnic, regional and religious dissension (The Africa Report, 2021). As the herders migrate into the grassland and tropical forest of the central and southern states, they enter zones where astronomical population growth over the last four decades has increased pressure on land. Not surprisingly, disputes over crop damage, water pollution and cattle theft have become more frequent (Crisis group Report, 2018). With the decline of traditional mediation mechanisms and in the absence of mutually accepted alternatives, managing the conflict situation becomes arduous, and such conflicts increasingly turn violent.

Violent conflict is perceived as bad, counterproductive, disruptive and unnatural, and represents a form of deviant behavior that calls for control and change (Okediran & Oghenekhowo, 2003). Management of conflict relies on the ability of all levels of government and the private sector to communicate and cooperate effectively with one another (Muhren, Jaarva, Rintakoski & Sundqvist, 2008). The key problems of conflict management processes are obtaining up-to-date real time information and maintaining shared situation awareness, by including mass media approaches into conflict management practices, especially broadcast media. Broadcast media programmes can reach and

Sanni Omolade O. (Ph.D), School of Communication, Lagos State University, Nigeria.

potentially influence a far larger audience. Media content helps to shape an individual's view of the world and helps the individual to form the lens through which all issues are viewed (Frohardt&Termin, 2003). Broadcast media content is critical in conflict management because audience perception can be changed by access to broadcast media and free flow of credible, reliable, and timely information that analyses the contexts of conflicts and their background factors.

The Nigerian broadcast industry is divided into two major areas - public broadcasting and private broadcasting. The broadcasting services provided are more or less universal with free to air services available to anyone with a suitable receiver and more people consume them every day. The National Broadcasting Commission (NBC) as at September, 2021 has licenced a total of 625 functional *broadcast stations in Nigeria* (Tribune Online, 2021). According to NBC (2016), the cardinal responsibility of broadcasting to inform, educate and entertain shall not be at the expense of national interest, unity and cohesion of Nigeria's diverse

### **Broadcast Media Effectiveness factors and Conflict Management**

It is possible to identify the effectiveness of the use of broadcast media in conflict management using a series of indicators. These indicators are divided between those dealing with media structure (the way the media sector is set up) and those dealing with media content (the news and programming that media outlet produce). According to Frohardt and Temin, (2003) indicators concerning the media outlets themselves include reach, accessibility, and plurality.

**Reach:** The reach enjoyed by media outlets is critical for obvious reasons: if the reach of a particular outlet is minimal, then its capacity to influence a society will also be limited. Strength of radio and television signals are some of the factors that influence media reach.

**Accessibility:** Media accessibility is equally important. Even if media are generally available, people still need to have access in order for outlets to be effective. For radio and television this means possessing or having access to a radio or television and comprehending the language of the programming.

**Plurality:** The degree of media plurality is critical because with greater competition in the media, it is increasingly unlikely that one or a small number of media outlets will have the capacity to dominate. An important variable here relates to whether the media scene is controlled by either state-owned or private outlets, or if the mixture of the two is equalised. Another important variable is the receptivity of the public to various independent media.

**Content Indicators:** Content is critical to the general analysis because media content helps shape an individual's opinion of the world and helps form the lens through which all issues are viewed. Media content indicators are divided into two categories: those intended to instil confidence in a population, and those intended to

social, cultural, economic, political and religious configurations. The NBC code further reiterated that 'no broadcast shall encourage or incite to crime, lead to public disorder, be repugnant to public feeling or contain an offensive reference to any person, alive or dead, or generally, be disrespectful to human dignity' (NBC, 2016 pp 9).

The broadcast media are expected to 'exercise due caution, empathy and sensitivity in the coverage and presentation of emergencies, calamities, riots, and in drawing attention to crisis, timely basic information shall be provided to assist the public and to facilitate rescue and other forms of amelioration, and Broadcasters in using social media sources or any emerging technologies shall ensure due caution and professionalism in the coverage of disasters and emergencies' (NBC, 2016 pp 19). The role of broadcast media in conflict management is therefore to provide full, truthful, comprehensive and intelligent account of the situation in a context which have meaning without sensationalism, for the broadcast media to be effective (Mac Quail, 2005).

create a sense among the population that conflict can be managed.

### **Statement of the problem**

Nigeria has been experiencing conflicts between communities, ethnic groups and religious groups in the past four decades, and as the media is seen as integral to national development, its reporting of conflict is considered a critical issue. The problem of getting credible, reliable, timely information during crisis situation coupled with the magnitude of fake news and hate speeches on social media causes misconceptions on the crisis situation, incites the residents in the conflict areas and challenges the management of conflict. The role of the broadcast media according to Howard (2003), is to educate, correct misconceptions, provide emotional outlet, enable consensus building and build confidence, and because broadcasting news can help reach a larger audience with different languages, it is opined that the audience perception can be changed by access to the broadcast media, news coverage of conflicts and content of messages (Kuusik, 2010). This study therefore assess the broadcast media organizational effectiveness factors contribution to conflict management in Oyo and Lagos States, Nigeria, and the following research questions were raised.

### **Research questions**

- i. How do the organisational effectiveness factors contribute to conflict management?
- ii. Which of the seven factors of organisational effectiveness of broadcast media organisations (audience reach, coverage area, language, content, and reception, frequency of programming and timing of programming) has a significant contribution to conflict management?
- iii. What is the composite contributions of the seven factors of organisational effectiveness on conflict management?

## II. LITERATURE REVIEW

In the study of Spurk (2002), it was opined that the role of the media is twofold: providing non-partisan news, and media content, which is critical in conflict management because media content helps to shape an individual's view of the world and helps the individual to form the lens through which all issues are viewed. In the study of Frohardt and Termin (2003), it was opined that entertainment-oriented programming can have a direct effect on audiences and offers way to use media as positive tools for preventing and resolving conflict. The creation of soap operas of as reported in the study of Junne, (2013) with the combination of grassroots activities provided citizens with knowledge on how to identify and resist manipulation to violence. Soap operas are designed to encourage dialogue and discourage violence. It is easy to discount the effects of such programming due to its soft nature, but these programmes can be quite effective, as many people use media not for news gathering but for entertainment. In the study of Bratic and Schirch (2007), it was asserted that journalists efficiently supplies information to wide audiences, and they alluded to how the film titled 'Operation Fine Girl: Rape Used as a Weapon of War in Sierra', with the international non-governmental organization 'WITNESS' productions played an important complementary role alongside other post conflict reconciliation processes to kindle awareness of crucial social issues and bring them into the public view so they can be tackled. In the study of Bajraktari and Hsu (2007), it was asserted that an effective broadcast media strategy can abate post-war tensions by promoting temperate voices and quelling extremist ones. Furthermore the authors opined that broadcast media strategy enhanced the knowledge of the people about possible conflict situations, causes of conflict, inter-ethnic understanding, discrimination, truth commissions and war crimes, providing incentives for changing behaviour or attitudes, and refuting false images or propaganda from biased media. Broadcast media can create peaceful channels through which differences can be resolved without resort to violence. In Nigeria, radio programmes on governance matters effected by BBC Media action led citizens to better able to confront officials, settle conflicts and take part in civic life (Idris, 2020). Furthermore, in the study of Sanni, (2021), it was opined that there were public service announcement and enlightenment programmes which were frequently aired in languages understood by the audience. The study also revealed that content of the messages emphasized the theme of conflict management which helped to encourage dialogue and discourage violence.

## III. METHODOLOGY

### Methodology

Descriptive design with survey research method with questionnaire as the instrument complimented with focus group discussion was adopted for the study. The population consisted of adult inhabitants from Oyo and Lagos States.

**Sampling technique and Sample size:** Two local government areas (LGAs) steeped in communal conflicts were selected from each state using the purposive sampling technique, Akinyele and Iseyin LGAs from Oyo

### Social Responsibility Media Theory

This theory has the principles of accepting and fulfilling certain obligations to the society, which are to be upheld by setting high or professional standards of informativeness, truth, accuracy, objectivity, and balance. In accepting and applying these obligations, media should be self-regulating within the frame work of the law and established institutions, the media should avoid whatever might lead to crime, violence or civil disorder or give offence to minority group (McQuail, 2005). The theory is related to the study because the broadcast stations are expected to put up their responsibility in disseminating public enlightenment programmes that promote tolerance, equity, respect for human rights and peace related issues. Also, the broadcast media, in performing their obligation to the society are expected to be accurate and objective in their information messages, and in the packaging and presentation of programme production to the audience.

### Reception Theory

The Reception Theory was developed by theorists such as Hans Robert Jauss and Wolfgang Iser. Reception theorist emphasis on the roles that viewers and listeners (readers of texts, decoders of texts) play in the scheme of things, and not on texts themselves. Holub (1984) characterizes Reception Theory as "a general shift in concern from the author and the work to the text and the reader." The scholar opined that the Reception Theory's approach to textual analysis focuses on the scope for negotiation and opposition on the part of the audience. This means that a text is not simply inactively accepted by the audience, but that the reader / viewer decodes the meanings of the text based on their individual cultural background and life experiences. In essence, the meaning of a text is not innate within the text itself, but is formed within the relationship between the text and the reader. A fundamental acquiescence of the meaning of a specific text tends to occur when a group of readers have a common cultural background and decipher the text in similar ways. Most probably, the less common heritage a reader has with the artist, the less the reader will be able to comprehend the artist's intended meaning, and this means that if two readers have vastly different cultural and personal experiences, their reading of a text will vary greatly (Holub, 1984). This theory is related to this study because the way individuals receive and interpret a text, and how their individual circumstances (gender, class, age, and ethnicity) affect their reading and perception of a situation, will ultimately affect their reaction.

State; Agege and Mushin LGAs from Lagos state. The population size is represented by the population of the four local government areas. The sample size was selected using the stratified sampling technique to select the four wards each from the four local governments in Oyo and Lagos States. Proportionate sampling was used for the selected sample size of 1014 with 252 from the four wards from Akinyele LGA, 243 from the four wards from Iseyin LGA, 256 from the four wards from Agege LGA and 263 from the four wards from Mushin LGA. Convenience sampling technique was used to select

1014 respondents from the 16 wards from the four local governments.

**Method of Data Collection**

A total of nine hundred and fifty eight (958) copies of questionnaire were properly filled and used for data analysis out of the one thousand and twenty (1020) copies of questionnaire administered.

**Method of Data Analysis**

The data collected in respect of the research questions was analysed using the simple frequency counts and percentages. The relationship between the independent and the dependent variables was tested using multiple regression analysis at 0.05 alpha, while the qualitative data collected from Focus Group Discussion (FGD) sessions were content analysed to make inferences from them.

**IV. RESULT**

**Research Question One:** How do organisational effectiveness factors contribute to conflict management?

This is to determine if the audience have access to radio and television, and if broadcast stations have wide coverage area, audience reach with wide coverage area of news and public service announcement programmes. It is also to determine if the broadcast stations have timely news frequently aired in languages understood by the respondents during any crisis situation. Results revealed that all the respondents have access to radio and television, either both or one of radio or television. Majority of the respondents agreed that both the public and private stations provide adequate programmes related to conflict management.

**Table I: Contribution of Organisational Effectiveness Factors on Conflict management**

Statements	Strongly disagree	Disagree	Agree	Strongly agree	Mean	Standard Deviation
Public broadcast stations provides adequate programs related to conflict management	25 (2.6%)	105 (11.0%)	618 (64.5%)	210 (21.9%)	1.94	0.66
Private broadcast stations provides adequate programs related to conflict management	23 (2.4%)	64 (6.7%)	615 (64.2%)	256 (26.7%)	1.84	0.64
Wide coverage area of broadcast stations is effective in reaching large audience to keep them abreast of conflict issues that promotes management of conflict	24 (2.5%)	79 (8.2%)	485 (50.6%)	370 (38.6%)	1.74	0.71
Wide area coverage of broadcast stations help me to be aware of conflict situations in my state	16 (1.7%)	51 (5.3%)	602 (62.8%)	289 (30.2%)	1.79	0.61
Wide area coverage of broadcast stations help me to be aware of conflict situations in other states	19 (2.0%)	119 (12.4%)	565 (59.0%)	255 (26.6%)	1.90	0.69
Wide content coverage of news and public enlightenment programmes on communal conflicts is effective for promoting conflict management	10 (1.0%)	44 (4.6%)	538 (56.2%)	366 (38.2%)	1.68	0.61
Programme content with unbiased opinion of the conflict situation keeps me well informed and gives me confidence that conflict situations can be managed	30 (3.1%)	48 (5.0%)	612 (63.9%)	268 (28%)	1.83	0.65
The language of transmission is effective for conflict management	28 (2.9%)	80 (8.4%)	598 (62.4%)	252 (26.3%)	1.88	0.67
My reception of the content of programs on conflict issues enhance management of conflict	18 (1.9%)	52 (5.4%)	639 (66.7%)	249 (26.0%)	1.83	0.60
I am able to interpret the content of the programmes on conflict management to give me better understanding of the conflict situation	30 (3.1%)	70 (7.3%)	612 (63.9%)	246 (25.7%)	1.88	0.66
Time of transmission of public enlightenment programmes on communal conflict issues is adequate for conflict management	24 (2.5%)	69 (7.2%)	614 (64.1%)	251 (26.2%)	1.86	0.64
Time of transmission of programmes on communal conflict related issues is effective for conflict management	17 (1.8%)	66 (6.9%)	624 (65.1%)	251 (26.2%)	1.84	0.61
Time of transmission of breaking news on communal conflict situations is adequate for conflict management	19 (2.0%)	68 (7.1%)	561 (58.6%)	310 (32.4%)	1.78	0.65
Frequency of programmes on communal conflict related issues aired is effective for conflict management	20 (2.1%)	79 (8.2%)	538 (56.2%)	321 (33.5%)	1.78	0.68

transmission, frequency of programmes, audience reception and language of transmission promoted conflict management.

Table I implied that majority of the respondents agreed that wide area coverage of broadcast stations, time of



**Research Question Two:** Which of the seven factors of organisational effectiveness of broadcast media organisations (audience reach, coverage area, language, content, and reception, frequency of programming and timing of programming) has a significant contribution to conflict management?

This is to determine the contribution of each of the seven factors of organisational effectiveness of broadcast media on conflict management.

**Table II: Summary of Multiple Regression Analysis Showing Relative Contribution of Organisational Effectiveness Factors on Conflict management**

Model	Unstandardized Coefficient		Stand. Coefficient	T	Sig.	Remark
	B	Std. Error	Beta			
(Constant)	23.597	.580		40.689	.000	
Audience Reach	.420	.150	.354	2.794	.005	sig
Coverage Area	.260	.198	.231	1.316	.188	n.s
Language	-9.21E-02	.366	-.049	-.252	.801	n.s
Programme Content	-.412	.198	-.580	-2.075	.038	sig
Reception	-.400	.435	-.205	-.918	.359	n.s
Frequency of Programing	7.284E-02	.399	.044	.183	.855	n.s
Timing of the Programmes	1.016	.270	.708	3.767	.000	sig

a. Dependent variable: conflict management

Table II reveals the relative contribution of the seven organisational effectiveness factors to conflict management as follows: Timing of the Programmes had the highest significant relative contribution ( $\beta = .708$ ,  $P < .05$ ), followed by Programme Content ( $\beta = -.580$ ,  $P < .05$ ), followed by Audience Reach ( $\beta = .354$ ,  $P < .05$ ). Others had no significant relative contribution. These were Coverage Area ( $\beta = .231$ ,  $P > .05$ ), Reception ( $\beta = -.205$ ,  $P > .05$ ), Language ( $\beta = -.049$ ,  $P > .05$ ), and Frequency of Programing ( $\beta = .044$ ,  $P > .05$ ). This implies that Timing of the Programmes, Programme Content and Audience Reach have significant relative contributions to

management of crisis while Coverage Area, Reception, Language and Frequency of Programing have no significant contributions to management of conflict.

**Research Question III:** What is the composite contributions of the seven factors of organisational effectiveness on conflict management?

This is to determine the composite contribution of the seven factors of organisational effectiveness of broadcast media on conflict management.

**Table III: Summary of Multiple Regression Analysis Showing Composite Contribution of Organisational Effectiveness Factors on Conflict Management**

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Remark
Regression	9532.232	7	1361.747						
Residual	26005.919	950	27.375	49.745	.000	.518	.268	.263	Sig.
Total	35538.151	957							

Table III shows the joint contribution of the seven organisational effectiveness factors to the prediction of the Conflict Management. The table also shows that conflict management positively correlated with the seven predictor variables. The table shows a coefficient of multiple correlation ( $R = .518$  and a multiple  $R^2$  of .268).

This means that organisational effectiveness factors accounted for 26.8% of the variance in conflict management. This implies that the contribution is significant ( $F_{(7, 950)} = 49.745$ ;  $P < 0.05$ ), and that there is a combined contribution of the seven factors of organisational effectiveness to conflict management.

V. DISCUSSION OF FINDINGS

Content of media messages is very important especially during communal conflict, so as not to incite fear, misunderstanding and violence in the community, which can trigger communal conflict if the content is not appropriate. From the findings of the study, it was revealed that content of news and public enlightenment programmes on communal conflicts is effective for

promoting conflict management and it also have relative significant contribution to conflict management. The content of the messages helped to inform the people about the real situation of the crisis in the community, reassured the people and discouraged the escalation of violence thus promoting conflict management. Findings of the study revealed that the broadcast stations have high audience reach and there were adequate wide coverage

area of news and public service announcement programmes on crisis occurrences in the states that were frequently broadcasted in languages understood by the audience. The study revealed that Timing of the Programmes, Programme Content and Audience Reach have significant relative contributions to management of crisis while Coverage Area, Reception, Language and Frequency of Programming showed no significant contributions to conflict management.

The communities affirmed that the broadcast media organisations are effective in promoting conflict management in the communities because they have a high mean of audience reach and there were adequate wide coverage area of news and public service announcement programmes that were frequently aired in languages understood by them. To achieve resolute reconciliation in the communities after any communal crisis, the participants affirmed that the broadcast media played effective roles in conflict management in terms of providing the inhabitants reasons for amending their actions, through having well informed and unbiased opinions from the contents of media programmes, aiding people to take caution in their activities and resolve their own issues, having better awareness of community and conflicting issues and finally assisting people to deal with the past and build a collective future. The roles played by the broadcast media give credence to the social responsibility theory and the studies of Frohardt and Temin 2003; and Adam and Holguin 2008). To further ascertain the findings of the study, Focus Group Discussions (FGDs) were conducted in the selected states and one of the participants of the FGDs opined that:

Most of the broadcast stations have wide audience reach especially radio stations. I love listening to news, and I whenever I travel out of my state of residence, I still have the opportunity to listen to my preferred radio station.

Another FGD participant commented that:

I'm always interested in the ways and manner of reporting news especially during crisis situation. I get to hear of crisis situations both in my state and other states in the country, and the world at large. I can say that broadcast stations have wide news coverage area, and some the stations are very good at giving timely reports during crisis.

In the opinion of another FGD participant:

Broadcast media are really living up to expectation in giving timely news especially during crisis period. I'm always particular about the content of the messages, I try to look out for truthfulness and objectivity in the news report of the crisis situation. The programmes are mostly in languages I understand, and some stations broadcast news in different languages to cater for the diverse audience.

Another FGD participant commented that:

Broadcast media are try the best in their capabilities in reporting news during crisis, but there are times there will be conflicting reports of the real situation of the crisis. I watch and listen to different broadcast stations for breaking news to keep abreast of crisis situations.

A participant of the FGD remarked thus:

Broadcast stations give up-to-date news on crisis situation and contents of the news and public enlightenment programmes are most of the time effective in calming the situation. Though some broadcast stations aggravate the situation with the way the crisis situation is presented.

The aggregate views of the FGD participants affirm that the people are able to receive and comprehend the programmes of the broadcast stations during any crisis situation, this gives credence to the Reception Theory that explains the audience are able to create a meaning for the information received based on their individual circumstances, their cultural background and life experiences. Finally, the multiple regression analysis result revealed that broadcast media organisational effectiveness factors are significantly correlated with conflict management ( $F_{(7, 950)} = 49.745$ ;  $R = .518$ ); accounting for 26.8% of the variance in conflict management, implying that there is a joint contribution of broadcast media organisations effective factors to management of crisis situations in Oyo and Lagos states through the dissemination of information, which helped to alleviate conflicts in the states.

## VI. CONCLUSION

Broadcast media organisations played effective role in the communities by having adequate audience reach, providing wide news coverage area, appropriate news, entertainment and public enlightenment programmes, with content of the messages emphasizing the theme of conflict management in languages understood by the inhabitants of the states.

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