



EVALUATING THE EFFECTIVENESS OF THE AMNESTY PROGRAMME ON ARMS CONTROL IN KATSINA STATE, NIGERIA

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Abstract

The paper assessed the effects of amnesty programme on arms control in Katsina state located in Nigeria's North-West region from the perspective of Human Security Theory (HST). The study relied on data generated from both primary and secondary sources. Primary data were from fifteen (15) key informants purposively selected from critical stakeholders including representatives of the Katsina state Government, former members of armed bandit groups, the Nigeria Army (NA), Nigeria Police Force (NPF), Nigerian Security and Civil Defence Corps (NSCDC), Department of State Security (DSS), vigilantes, traditional rulers, security experts/academics, and religious leaders within the study area. Secondary data were sourced from books, journals, newspapers, and relevant online materials among others. Data generated from primary sources were analysed using thematic content analysis. Findings from the study revealed that the amnesty programme facilitated the recovery of significant numbers of arms and ammunition including AK-47 assault rifles, thereby contributing to a reduction in proliferation of illegal arms in the state. Based on these findings, the study recommended among others measures that Katsina state government should collaborate with the Federal Government of Nigeria to ensure the deployment of more adequately armed security personnel to flashpoints of criminal activities the state. This would further reduce the number of illegal arms in the possession of unauthorized individuals and groups.

Keywords: Arms, Amnesty Programme, Arms Control, Arms Proliferation & Armed Banditry

1.0 Introduction

Globally, amnesty is a programme designed to grant pardon to individuals who have committed certain crimes or offences against the state. The idea of amnesty comes from the Greek word amnesia, which means to be sent into forgetting or oblivion. The term amnesty shares same linguistic root as the medical term amnesia, which denotes memory loss. (Chigara 2002). A strategic state policy known as amnesty can be characterized as presidential or parliamentary clemency in which offenders

or those engaged in illegal activities are formally pardoned. It can be viewed as a release from responsibility and a pardon for specific criminal, insurgent, and criminal acts that were typically perpetrated against the government and society. Amnesty is always supported by law and comes with a set amount of time for alleged offenders to confess and accept the pardon. Amnesty ensures a period of calm, an end to hostilities, and a state of uneasy quiet that calls for a post-conflict setting for peace building.



Amnesty is often introduced during periods conflicts or political unrest as mechanism for restoring peace and stability. It has been employed in various countries to resolve hostilities, promote reconciliation, and facilitate post conflict recovery, yielding significant political, social and security benefits. It has been used in various ways by many nations as a conflict settlement tool (Reiter, 2011). It is also establishing a reputation for being a favored method of resolving conflicts, including civil wars (Adejumobi, 2009). In conflict situations, amnesty has been effectively used to achieve the cessation of hostility between the different parties engaged in a conflict (Schabas, 2004). Amnesty is often extended by the state as a concession to induce insurgent or armed groups to the negotiating table. Amnesty is associated with the preparedness of the state to suspend its powers to prosecute and punish individuals and groups who have contravened fundamental provisions of the laws which includes the proliferation of Small Arms and Light Weapons (SALWs) (Akinwale, 2010; Olatoke & Olokooba, 2012).

As a mechanism for conflict resolution, amnesty has been applied differently across countries to resolve conflicts. Some of these countries include Haiti, Liberia, Libya, South Africa, Sierra Leone, and Liberia among others (Reiter, 2011). Amnesty has also been used as a tool for nation-building when a country is in a process of democratic transition from a military authoritarian regime to democratic rule. Amnesty has been the preferred conflict resolution mechanism in Nigeria since its implementation on the Niger-Delta militants by the Yar'Adua administration. Though its implementation yielded considerable outcomes, it has since been a subject of contention creating mixed feelings as to

whether or not it is the right approach to ensuring the security of the lives and property of Nigerians. As a result, amnesty is used as a government policy to restrain centrifugal forces and preserve the corporate unity of the state in the face of threats that seem insurmountable. The effectiveness of amnesty as a state tactic depends on two things: first, an unquestionable demonstration of the state's superior firepower; and second, the willingness of the intended beneficiaries to stop the criminal activities for which amnesty is intended. The goal of amnesty is not to punish, but to pick a path that will result in the best situation for the victory of peace (Olatoke & Olokooba, 2012).

Nigeria has continued to experience various security challenges, including armed banditry, insurgency, kidnapping and cattle rustling, all of which pose a significant threat to national security, particularly in the northern region of the country. In recent years, North-western Nigeria has witnessed an unprecedented rise in armed banditry characterised by indiscriminate killings, mass displacement of populations, kidnapping for ransom, cattle rustling, and the disruption of socio-economic activities. States such as Borno, Zamfara, Kaduna, Katsina, Sokoto and Kebbi have been severely affected by these persistent security challenges.

Katsina is among states in the North-Western region of Nigeria that has been severely affected by the activities of armed bandits in recent years. The state has been grappling with insecurity resulting from armed banditry manifesting in the forms of cattle-rustling, kidnapping, market/farm/village raids, armed robbery and proliferation of arms. This was what informed the implementation of amnesty programme by the then Aminu Masari



administration in 2016 with a view to curtailing the security challenge in the state. Assessing the effects of amnesty programme on arms control in Katsina state, is the preoccupation of this paper

Theoretical Explanation of Human Security

This study is anchored on the Human Security Theory (HST). Even though the phrase has been used before, it is most usually associated with the 1994 Human Development Report on Human Security, which Mahbub ul Haq wrote and sponsored. "Freedom from fear" and "freedom from want" alluded to being liberated from the fear of both poverty and violence respectively. The idea was first put up by Mahbub ul Haq. He claims that the idea is a novel strategy for safety of human lives and property. According to him, the world is entering a new era in which the very concept of security will change-and change dramatically. Thus, protecting people as well as property is what is meant by security not just national security, but also personal security. Progress brings security, not the use of force. In their homes, workplaces, streets, communities, and environments, everybody should feel sense of safety (Haq, 1995, p. 15).

One of the main principles of the theory is the primacy of human life as the objective or reference object of security policy. This claim has huge implications for practically every approach to security that has been built for years around the idea of the state's supremacy. Human rights encompass the need to uphold fundamental standards as well as the needs of political and social freedom, including "freedom from fear" and "freedom from want," and the concept of human security broadens the field of study and policy in many ways. The security of the individual is now a key consideration in

security thought, which had previously only considered state security.

Along with this transition came the notion that states should not be the only or major provider of security. Individual interests or the interests of humanity at large should take precedence. As a result therefore, security is elevated to a level that encompasses all people and allows them to live in liberty, safety, and security while also fully participating in political activities. They have access to resources and the necessities of life such as health and education are protected by fundamental rights. They also live in an environment that is not damaging to their health and well-being. In order to ensure both the security of the state and the security of every individual, poverty must be eradicated (Leaning & Sam, 2000).

According to the UN (1994) report, human security is defined as defense against sudden and damaging changes in routines of daily life, whether at work, at home, or in communities, as well as protection against long-term hazards like famine, sickness, and repression. The seven facets of human security-personal, environmental, economic, political, community, health, and food-were the inspiration for the term.

The joint emphasis on freedom from fear and freedom from want, as well as the four emphases on universality, interdependence, prevention, and people-centeredness, are the two main tenets of the 1994 United Nations (UN) Report. The following statement was made by Kofi Annan at the UN (2010, p.15): "...human security in its broadest sense involves considerably more than the absence of violent conflicts. It involves making sure that each person has the chance and freedom to make the decisions needed to reach their full potential. Access to human rights, healthcare, and education are also included. Every move taken in this direction aids in



eradicating poverty, achieving economic advancement, and preventing violence. Freedom from hunger, freedom from fear, and the freedom for future generations to inherit a pristine environment are all interwoven elements that enable people to strive and lead meaningful lives.

Human security theory takes into account the human facets of security, rights, and development. As a result, it possesses the following attributes: person-centered, multi sectorial, context-specific, and prevention-focused. Because human security is a people-centered concept, the individual is the "centre of analysis" in it. As a result, it considers a variety of circumstances that put life, livelihood, and dignity in jeopardy and determines the threshold below which human life is inconceivably imperiled, proving that people should be the ultimate ends but not the means.

Human security theory calls for a broader understanding of threats and takes into account factors that contribute to insecurity, such as those that affect economic, food, health, environmental, personal, community, and political security. Human security is also based on a multi sectorial understanding of insecurities. Since it implies that addressing human worries in isolation is impossible and that they must instead be acknowledged in order to find solutions, this interconnection has important policy implications. Comprehensive tactics that highlight the need for multidisciplinary, cross-sectorial responses to security, development, and human rights issues are required for human security. With human security as the primary concern for communities and states across the nation as a whole, there is need to respond more forcefully and comprehensively.

Human security understands that levels of insecurity vary greatly across different

contexts and, as a result, suggests contextualized solutions that are sensitive to the particular issues they want to address. The human security theory, which is prevention-focused and assists in addressing threats and underlying causes of instabilities, includes a dual focus on citizen empowerment and protection. As the paradigm of security evolves from national to individual security, the main focus of the human security theory is on preserving and enhancing people's liberties. It includes defending individuals against dangers and giving them the tools they need to run their own lives. The institutions, rules, and practices that are necessary to protect people against harmful happenings.

Human security theory seeks to complement state security and not replace it. The state has the fundamental responsibility of providing security to the citizens, but it has almost failed in carrying out its obligation. Sometimes, they are the source of threat to the citizens. As violence, insecurities, kidnapping, banditry, and other security challenges permeate all spheres of our public life in recent times, especially in Nigeria and others of the world. The roles of the state in performing security functions appeared to have significantly failed in all ramifications. But people cannot be secured if there is the absence of strong, democratic, and responsible states to take up challenges facing the society like the challenges of insecurity being faced in the whole regions of Nigeria; without human security, state security cannot be attained.

The theory signifies the important dimension of developmental thinking which is seen as a process of expanding freedom that people enjoy. It stresses that people must be protected when facing hardship economically, which will increase conflicts and violence when left unattended. For



security to be provided, conflicts prevented, human rights respected and poverty eliminated as well; security must be given full attention. Human security gives impetus to all countries, whether developed or developing to review existing security, economic development, and social policies which pave the way for people's safety, livelihood, and dignity.

The acquisition of arms through illegal means became rampant following the deteriorating state's roles in providing security to human lives and property. National security today is fast becoming an old concept in security discourse following a paradigm shift in security issues across the globe. The human security theory which emphasizes among other things freedom from fear made non-state actors acquire arms through whatever means possible and the resultant effect of this carnage is the proliferation of Small Arms and Light Weapons (SALWs) across the state frontiers which made many scholars and security experts conclude that had accounted for the worsening security challenges across the globe. Therefore, the fear of unknown accounts for the smuggling of arms and ammunition across the Nigerian porous borders. By and large, gross violations of human rights especially by the armed forces and other sister law enforcement agencies also further compounded the worrying issue of arms trafficking resulting in violent communal conflicts, insurgencies and terrorism among others.

The relevance of this theory in explaining the relationship between amnesty programme and arms control in Katsina state cannot be overemphasized. The theory has provided more insights into the seven dimensions of human security, namely the personal security of human lives and property is of great importance in the state.

In the area of environmental security, the people of state are in dire need of environmental security for them to carry out their daily activities as citizens of the state. Economic security is another dimension of security that the people of the state need to provide for the survival of their needs. Political security is a dimension of human security needed by the people of the state to help develop the state for a better life. Community security: is another dimension of human security that encompasses the state in totality and its inhabitants. Health security is a dimension of human security that deals with the health of the people of the state. Food security is a dimension of human security that is also needed in the state to prevent hunger and starvation.

Literature Review

This section presents a review of relevant literature both conceptually and empirically. Also, the section presents identified gap in existing literature.

Conceptual Review

The word 'amnesty' originates from the Greek term *amnestia* or *amnesis*, which implies forgetfulness, oblivion, or to lose memory. It is an act of sovereign power intended to halt ongoing or upcoming processes, as well as judgments that have already been rendered, by applying the principle of *tabula rasa* to prior offenses, typically perpetrated against the state (Orentlicher, 1991). Generally speaking, political offenses such as treason, sedition, rebellion, and draft evasion all qualify as political crimes. Amnesty is a sovereign act of forgiveness of past actions, granted by a government to all individuals (or to specific classes of individuals), and is frequently contingent upon the individual's return to obedience and duty within a set period of time. Amnesty, which is synonymous with a full pardon in that it abrogates both the



offense and the punishment, is included in the idea of pardon (Ntoubandi, 2007).

The Count of Peyronnet, Minister to Charles X, King of France, provides a more thorough explanation of the difference between amnesty and pardon. Amnesty is abolition and forgiveness, he once said. Excuse is indulgence and piety. The Athenians gave the ordinance that Thrasybulus instituted when he overthrew the thirty tyrants the name "amnesty," which signifies forgiveness (O'Shea, 2002). According to Binningsbo *et al.* (2012), amnesty as a promise (or in some cases formal legislation) on the part of the reigning party not to prosecute or punish past violators".

Unless otherwise qualified, pointing to the word 'amnesty' to refer to legal procedures that have the effect of:

(a) Barring criminal prosecution and, in some instances, civil actions against certain individuals or categories of individuals in respect of specified criminal conduct committed before the amnesty's acceptance; or

(b) Nullifying legal liability previously established. Amnesty does not prevent legal liability for conduct that has not yet taken place, which would be a call to violate the law. Amnesty is hereby declared in favor of all people who have violated the provisions and have either been arrested and/or charged with doing so or, even if they have not; may have done so by their actions (Lawphil project, 2023).

Since state practices on defining and employing amnesty vary greatly, there is no universally accepted definition of amnesty in International Law. Amnesty refers to those policies that states adopt to exempt certain groups of people or offenses from the criminal justice system of that country. Depending on the situation, states enact

amnesty for various reasons (Marllinder, 2023). Amnesty is the act of a sovereign power formally forgiving specific classes of people who are under investigation but have not yet been found guilty of the offenses they committed (Mark, 2009). It is a pardon given by the government to a group or class of people usually for political offenses. It is the action of a government of a state by which all persons or certain groups of persons who have committed a criminal offence usually of a political nature that threatens the sovereignty of the government are granted immunity from prosecution. Examples of such offences are treason and sedition among others.

Amnesty gives the government of a nation the powers to pardon criminal acts, usually before prosecution takes place. Amnesty has traditionally been used as a political instrument of conciliation and reunion following a war. Amnesty is generally granted to a group of people who have committed crimes against the state, such as treason, rebellion, or desertion from the military (Epiphany, 2013).

Empirical Review

Ajibola (2015) carried out a study titled "The role of empowerment in achieving peace and development in post-conflict Nigeria's amnesty programme," The study employed mixed methods approach in data collection and analysis. Data were collected using in-depth interviews and questionnaire. Findings revealed that the involvement of youths in militancy and violence in the Niger Delta region is traceable to the activities of political elite who hide under the guise of the struggle for resource control to brainwash young and unemployed youths in the region to fight for what they regard as genuine grievances by the youths for self-enrichment of their leaders.



Raimi, Nwoke and Kidi (2017) in their study titled “In search of lasting calmness: How sustainable is the Federal Government’s amnesty programme as a peace strategy in the Niger Delta Region of Nigeria”, argued that the prevalence of conflict over resource control in the Niger-Delta region, mostly involves youth militia groups and this has caused a lot of destruction of human lives and property in the region. The following research hypotheses were tested: a.. the more the Niger Delta people are marginalized from the gains derived from the exploitation of their natural resources, the more there will be agitation for resource control; b. the more the amnesty programme does not address the key issues leading to pre-amnesty agitations, the more its sustainability as a peace strategy will be undermined. The study adopted a descriptive research design and employed a multi-stage sampling procedure to draw the sample. The first stage was the use of purposive sampling while the second stage involved the use of simple random sampling technique. Questionnaire was the research instrument used for data collection. Findings of the study revealed that, amnesty brought about relative peace in the region. This notwithstanding, there were some incidences of violence manifesting in the forms of kidnapping, destruction of oil pipelines and other installations as well as other illicit economic operations that are akin to sabotage. The study concluded that, despite the beauty of the amnesty programme it was plagued by inherent contradictions which threatened sustainable peace in the region. In a related study, titled “Amnesty programme and the challenge of poverty and insecurity in the Niger-Delta of Nigeria”, Kingsley and Jude (2015) argued that the rationale behind the implementation of amnesty was to restore peace and lay a solid

foundation for prosperity in the area. The programme provided the basis for security and reduced the incentives for the renewal of rebellious acts in the region. Despite the fact that the amnesty halted violence in the region; it was very costly to reintegrate the ex-militants without a corresponding infrastructural development, poverty reduction and physical environmental transformation. The study used content analysis and adopted the Marxian political economy approach as a theoretical guide. The study found that there was oil theft and persistent criminality following the unrest in the region leading to the loss of human lives and destruction of property, which slowed down the pace of development in the region. There was reasonable level of sincerity in the disbursement of funds by the government not attributed to the zealotry for success, but the hostile character of the ex-militants on issues concerning their welfare and money that was rightfully due to them. Based on these findings the study recommended, among others that, the government should exert more efforts at building human capacity and infrastructural development in the region to avert future slide back to crisis.

From the relevant literature reviewed in the foregoing, a lot has been done on amnesty programme in Niger-Delta region of the country. However, not much research has been conducted on amnesty programme in the northern region of Nigeria in general and Katsina state in particular. It is against this backdrop that the present study assesses the effects of amnesty programme on arms control in Katsina state of Nigeria’s north-west region between 2016 and 2020.

Overview of Amnesty Programme in Katsina State



Insecurity in Katsina arising from armed banditry became increasingly prominent around 2010 during the administration of Governor Ibrahim Shema. As at that time, it was not really noticeable, until 2016 during the administration of Governor Aminu Masari. Over 33,000 persons had been displaced and over 500 local communities destroyed as a result of attacks orchestrated by armed bandits in the state. To address this security challenge, the administration established a dialogue/amnesty committee in November 2016. The committee was chaired by the secretary to the state government. Each penitent armed bandit was offered amnesty after turning in their weapons and received the sum of 30 million. Early in 2018 the issue of armed banditry reappeared in the state (Folahanmi, 2023).

Following the resurgence of armed banditry activities, the state Governor convened a meeting with leaders of the armed bandit groups as part of the ongoing peace and reconciliation process. This action also prompted the governor to pay a visit to the heads of the armed bandit groups in each of the state's most affected Local Government Areas (LGAs), namely Jibia, Kankara, Dandume, Safana, Sabowa, and Dan-musa. These armed bandits demanded the release of their detained members as a condition for peace talk, and the governor agreed to do so (Francis, 2020). Over 400 kidnapped persons were freed by the armed bandits after a tripartite peace accord was negotiated between the Katsina state government, the armed bandits, and the Fulani. The state government agreed to the terms and conditions of the armed bandits, which included payment of an undisclosed sum of money, amnesty for the armed bandits if they upheld their end of the bargain, the development of three Ruga settlements in each of the state's senatorial zones, hectares

of land set aside for them, and provision of markets, health facilities, and schools for the Fulani to use as a deterrent to their movement. Although, there were no official statement about what was paid to the armed bandits as negotiation, the armed bandits requested the government to release some of their leaders in the custody of security agents. After the agreement, the governor ordered the release of the armed bandits arrested by security agents. The second peace deal only lasted a few days before September 4 and 9, 2019 (Abdulaaziz *et al*, 2020). As part of the initial amnesty process, 10 schools were built for the repentant armed bandits in the state.

According to Aina (2022), the failure of the amnesty programme for penitent armed bandits in Katsina state was due to the disjointed nature of efforts and the amnesty programme intended to address armed banditry in the state. The first is that each remorseful armed bandit was not given a separate risk assessment. The introduction of a blanket amnesty policy ignored the level of radicalization experienced by each armed bandit, making it challenging to distinguish between those who have sincerely repented and those who have not. An opportunity to identify each armed bandit's level of radicalization, as well as the appropriate stage in their de-radicalization process and the extent of their qualification for reintegration into the society, is provided by an individual risk assessment of each armed bandit. Their levels of influence should not be taken to be the same given that some armed bandits were the commanders of their numerous camps while others within these camps were merely foot soldiers following orders. Second, the local communities that had been impacted have been excluded from the peace process. Given that they were the most affected, the chances of any successful



amnesty programmes were largely dependent on the affected local communities being an integral part of efforts to bring an end to armed banditry in the state.

Additionally, Katsina state government was meant to interact with and collaborate closely with these communities in order to assess the degree to which the so-called repentant armed bandits were eligible to be reintegrated into society; majority of which were accountable for destroying. Since some of these repentant armed bandits at one time belonged to these local communities before voluntarily joining or forcibly being recruited into various armed bandit groups, these communities were well acquainted with their background and personalities as community members. This was crucial for determining whether they would eventually be accepted or rejected by these communities, which could result in stigmatization and discrimination problems

Evaluating the Effectiveness of the Amnesty Programme on Arms Control in Katsina

One of the objectives of amnesty programme in Katsina state was arms control. A key informant revealed that the majority of arms and ammunition recovered were AK47 riffles, ammunitions, and other sophisticated weapons such as anti-aircrafts MGM, and RPGs in some cases, but the most common ones were the AK47 and RPGs. No exact number of arm recovered was recorded (Shuaibu, 2023). The amnesty programme was done in Katsina where all the arms that were recovered were displayed for everybody to see. The details and the amounts of recovered arms were not given. Similarly, another key informant said that when arms were recovered, the men and officers of the NSCDC under the military was the one handling it during the operations, and when these arms were

recovered, they were handed over to the military. There was a time when they called for destruction of some of the arms recovered while some were handed over to the military. This was done to control the number of arms in circulation (Jamilu, 2023).

For yet another key informant, the weapons recovered were highly sophisticated. According to him, the challenge today is whether government has the exact inventory of those arms that were recovered from these armed bandits, where they were kept, and why there was no protocol in the security architecture where security agencies could access these weapons if there is inventory for them. But there is no such inventory, especially across the states; that is why most of the security agents were still using old weapons that were less sophisticated than those of armed bandits and that explains why, sometimes the police, civil defense, soldiers are incapable of confronting the armed groups because of the power of their weapons and because of the nature of the sophisticated artilleries that they have in their possession. If the arms could be converted through some security protocols, so that the armed forces could access these weapons, it would be good as this would help in controlling illegal arms in circulation (Yar'Adua, 2023).

The first stage, the second stage, and the third stage. In the first stage, there were successes recorded in terms of arms control, some level of sanity, and people went back to their various homes, business places, markets, and farms at a later time the phase one to three collapsed due to the collapse of the programme and lack of communication between the states involved, namely Katsina, Zamfara, Kaduna, and Sokoto all of them took



different dimension as regards the issue of amnesty whether to accept or not to accept the amnesty programme. Therefore, to some extent the initial stage, success was recorded; but in the end, those successes could not be sustained due to other emerging challenges (Mahawiyya, 2023).

The government recovered so many arms and ammunition from armed bandits, and this led to the reduction in the activities of armed banditry, kidnapping, armed robbery, and farmers-herder conflicts among other security challenges.

Conclusion and Recommendations

The study established that armed banditry activities in Katsina state escalated to such an extent that the state government was compelled to introduce and implement an amnesty programme as part of efforts to restore peace and security. The aim was to reduce the activities of these armed bandits as well as control the number of illegal arms in circulation. This became imperative in order to reassure the citizens that their lives and property were secured. The state government under Masari in 2016 set up amnesty programme starting from Kankara to other front line LGAs in the state. The state government funded the security agencies in a bid to bring lasting solution to the insecurity that ravaged the state. The state government involved stakeholders such as security agents, traditional rulers, and religious leaders among others in the implementation process of the amnesty programme

The nature of the amnesty programme included negotiation with armed bandits, compensation, skills acquisition, and the signing of peace agreement among others. The state was relatively peaceful for a while due to some recovery of arms and ammunitions during the programme, and there was improvement in the security

situation of the state. However, this relative peace did not last long as attacks orchestrated by armed bandits soon escalated with debilitating repercussions. Consequently, the government had to revoke the programme since it did not fully achieve the objectives for which it was implemented.

5.3 Recommendations

Based on the findings of the study, the following recommendations were made:

- i. Government should address the problem of poverty decisively, as it remains one of the major drivers of armed banditry in Katsina.
- ii. The Government should provide skill acquisition and vocational training programmes for repentant bandits to enable them to become self reliant and economically productive.
- iii. The Katsina state government should collaborate with the federal government to deploy adequately equipped security personnel to identified hotspots of criminal activities across the state.
- iv. Members of rural communities should be trained and continuously sensitised on modern policing techniques, intelligence gathering, and effective information sharing with formal security agencies.
- v. Nigeria's land borders should be strengthened and effectively secured to prevent the influx of arms and ammunition into the country.
- vi. There is an urgent need to periodically motivate the various security agents who put their lives on the line to protect other citizens of the state in particular and the country in general. Such motivation will make them to be more committed to their duties.

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