



Private Sector Landscape Analysis of Nigeria

*Empowering Women and Girls
Through Partnerships*

Contents

Acronyms.....ii

Acknowledgements.....iii

Foreword.....iv

Introduction.....1

Country Profile: Nigeria.....4

Executive Summary.....7

Methodology & Scope.....10

Landscape Analysis Map & Matrix.....13

Chevron.....15

The Coca-Cola Company.....18

ExxonMobil.....21

General Electric.....26

Intel.....29

MasterCard.....31

Microsoft.....34

Procter & Gamble.....36

Conclusions & Recommendations.....38

Notes.....42

Acronyms

CSR	Corporate Social Responsibility
DCGEP	Discovery Channel Global Education Partnership
DfID	United Kingdom Department for International Development
ENGINE	Educating Nigerian Girls in New Enterprises
GDP	Gross Domestic Product
GMOU	Global Memorandum of Understanding
GWIM	Global Women in Management Program
GWIN	Growing Women and Girls in Nigeria
ISEF	International Science and Engineering Fair
LGA	Local Government Area
MPN	Mobil Producing Nigeria
NGO	Non-governmental Organization
NNPC	Nigerian National Petroleum Corporation
PIN	Paradigm Initiative Nigeria
SME	Small and Medium-sized Enterprise
STEM	Science, Technology, Engineering & Math
TCCAF	The Coca-Cola Africa Foundation
TCCC	The Coca-Cola Company
UNESCO	United National Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children’s Emergency Fund
USAID	United States Agency for International Development
W.TEC	Women’s Technology Empowerment Centre
WHO	World Health Organization
WITIN	Women in Technology in Nigeria
YEDI	Youth Empowerment Development Initiative
YOUWIN	Youth Enterprise and Innovation in Nigeria
YTF	Youth for Technology Foundation

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Foreword

As Nigeria's economy overtook South Africa to become the largest in Africa (by GDP) in 2014,¹ the country's population continues to face a range of challenges including crime, terrorism, unemployment, and corruption, which hinder social and economic wellbeing. Women and girls, with limited access to education and health services, struggle to gain economic opportunities. Patriarchal norms and mounting violence by extremist groups further amplify their difficult conditions. The 2014 abduction of 276 girls in Northern Nigeria, by the militant group Boko Haram, has brought the impact of these realities to international attention in an unprecedented way.

The Safe Schools Initiative, focused on protecting education in light of the attacks aimed at schools, was launched at the World Economic Forum regional meeting, held in Abuja just days after the attack on the Chibok schoolgirls. The Initiative focuses on securing the approximately 5,362 public and primary schools in the most at-risk states through school- and community-based interventions.² Led by a coalition of Nigerian business leaders, the United Nations Special Envoy for Global Education, Gordon Brown, the Global Business Coalition for Education, and A World at School, this Initiative brought together public and private sectors as the Nigerian business community pledged \$10 million (USD),³ which was then matched by the Nigerian government. Additionally, Nigeria's rapidly growing economy has produced a heightened presence of global multinational corporations focused on both commercial and philanthropic activities. The Corporate Social Responsibility (CSR) and Shared Value efforts by multinationals make it imperative that a landscape analysis be conducted for the following reasons:

- ✓ to minimize the duplication of programs and services
- ✓ to increase overall program effectiveness
- ✓ to highlight opportunities for public-private sector collaboration
- ✓ to better scale business-driven social solutions

In response to these needs, the Georgetown Institute for Women, Peace and Security and Accenture partnered to provide stakeholders with a more precise understanding of the investments and capabilities of the private sector in Nigeria. This report documents the existing initiatives of eight large multinational companies involved in CSR efforts throughout the country. Understanding the companies' diverse in-country experiences is critical to reducing redundancies and identifying potential synergies that can be leveraged to support progress for women and girls in Nigeria – progress that is so vital to both their future and that of Nigeria.

This report would not have been possible without the generosity of Accenture and the collaboration of the former Nigerian Minister of Finance, Ngozi Okonjo-Iweala, Chevron, The Coca-Cola Company, ExxonMobil, General Electric, Intel, MasterCard, Microsoft, and Procter & Gamble. These companies have been engaged in improving the lives of the Nigerian people through a number of development-related investments.

Sincerely,



Ambassador Melanne Verwee
Executive Director
Georgetown Institute for Women, Peace & Security



Marty Rodgers
Managing Director
Accenture

Introduction

Women and girls in Nigeria face enormous challenges to achieving full participation in their society. A highly conservative, patriarchal culture exists in much of Nigeria, where many women believe their place is solely in the home. Sons are typically valued above daughters, and many married women feel they have failed and are more vulnerable if they have not produced a son.⁴ In Nigeria's North, the practice of child marriage is prevalent,⁵ girls' potential for educational and economic advancement is often restricted, and maternal mortality, pregnancy complications, and domestic violence are not uncommon.⁶ The practice of *Purdah*, which is also common in the North, can limit women's ability to continue their education, work, or even socialize outside of the home, and oftentimes restricts their ability to seek medical attention.⁷ Additionally, women's economic participation is often inhibited by lack of land ownership⁸ and difficulty accessing capital for starting and growing entrepreneurial ventures.⁹

There are many programs on the ground that work to address the issues faced by women and girls. Numerous multinational corporations, Nigerian businesses, NGOs, government agencies, and international organizations are sponsoring such initiatives. They are aware of the plethora of studies and data that show that investing in women and girls benefits families, communities, and societies. For example, "when 10% more girls go to school, a country's GDP increases on average by 3%."¹⁰

As the largest economy in Africa, Nigeria continues to experience robust growth in non-oil sectors such as services, industry (other than oil), and agriculture. Yet even in the face of this economic growth, there is still much to be done. As the World Bank writes, "Despite a strong economic track record, poverty is significant, and reducing it will require strong non-oil growth and a focus on human development."¹¹ Several multinational corporations are active in Nigeria, and, in addition to their primary business, they have prioritized improving human development in the country. For the corporations that operate in Nigeria, investing in the health, education, and business training of their local communities, particularly for women and girls, not only benefits the people targeted directly by these initiatives, but also benefits the businesses themselves – it produces a healthier and more educated workforce, creates richer economies, develops infrastructure, and enhances security. The specific programs and efforts of eight of these corporations are the focus of this report.

Background

In April 2014, the Islamist militant organization Boko Haram abducted 276 girls from their school dormitories in Chibok, Nigeria. In an immediate response to the attacks, a global campaign was launched by Nigerian women to #BringBackOurGirls.¹² At the World Economic Forum Regional Meeting held in Abuja, Nigeria soon after the attack, A World at School and the Global Business Coalition for Education launched the first Safe Schools Initiative in partnership with UN Special Envoy for Global Education Gordon Brown to protect at-risk schools in Northern Nigeria.¹³ At the meeting, the Nigerian business community pledged \$10 million to help secure at-risk schools, and the government of Nigeria matched that pledge. Since the kidnappings, the Chibok schoolgirls have captured the world's attention, and 219 girls remain in captivity.

Since 2009, Boko Haram has kidnapped at least 2,000 people, raped and tortured girls, used girls as suicide bombers in their attacks, and killed at least 17,000 people, mostly civilians, in its efforts to build an Islamic state in Africa.¹⁴ The government of Nigeria has been largely ineffective in combatting their insurgency. Boko Haram's violence has had a significant impact on the state of education in Northern Nigeria. In Borno state, in the Northeast, conflict has destroyed 28% of schools, and 15,000 children have stopped attending school due to violence.¹⁵ Students, particularly girls, are faced with the impossible choice of either going to school, knowing that they could be kidnapped or killed, or stop going to school, knowing that their future opportunities will be limited. In addition to Boko Haram's violence, girls in Northern rural areas face other social and religious barriers to obtaining their education, and 35% of girls are currently out of school.¹⁶

In the wake of the shocking kidnappings, Georgetown University - through the leadership of the Institute for Women, Peace and Security - convened a meeting in Washington, D.C. in August 2014 with representatives of large multinational corporations that are doing business in Nigeria to bring attention to the need for safe schools and to encourage collaboration and collective actions. As participants discussed their development and corporate social responsibility programs in Nigeria, it became readily apparent that although there were many innovative initiatives taking place, companies were siloed in their activities and potential synergies were not being developed.

In September 2014, the Institute hosted a symposium on "Advancing Safe Access to Education for Girls in Nigeria and Beyond" featuring then-Administrator of the United States Agency for International Development, Rajiv Shah, and then-Minister of Finance of Nigeria, Ngozi Okonjo-Iweala. In her remarks, Minister Okonjo-Iweala emphasized the importance of public-private partnerships, with government and business working together to advance safe schools. She strongly supported an effort to identify and analyze existing initiatives. Accenture generously offered to partner with the Institute to produce a landscape analysis of existing programs to identify how companies could more effectively collaborate by leveraging their competencies and resources, and sharing experiences and best practices.

A Framework for Collaboration

In 2005, an *MIT Sloan Management Review* study found that the collaborative approach consistently outperforms others.¹⁷ With this knowledge, the study proposes principles of successful collaborative social initiatives:

- 1) *Contribute "What We Do"* – "Companies maximize the benefits of their corporate contributions when they leverage core capabilities and contribute products and services that are based on expertise used in, or generated by, their normal operations."¹⁸
- 2) *Contribute Specialized Services to a Large-Scale Undertaking* – "Companies have the greatest social impact when they make specialized contributions to large-scale cooperative efforts."¹⁹
- 3) *Weigh Government's Influence* – "Government support for corporate participation in [Corporate Social Initiatives] – or at least its willingness to remove barriers – can have an important positive influence."²⁰

These principles serve as a trusted framework in which to understand the motivations behind, and the recommendations of, this report.

The research team from Accenture and the Institute interviewed representatives from the following eight multinational corporations: Chevron, The Coca-Cola Company, ExxonMobil, General Electric, Intel, MasterCard,

Microsoft, and Procter & Gamble (P&G). Each of these eight companies has business activities and/or interests in Nigeria, as well as active business and CSR investments and commitments. The following report, based on these interviews, examines the development investments and CSR activities of these corporations in Nigeria in the health, education, and women’s empowerment spheres. It recommends potential collaborations among the corporations, and highlights areas where redundancies can be reduced so that these companies can create more efficient and effective programming.

Country Profile: Nigeria

Demographics

Nigeria (Figure 1) located in sub-Saharan West Africa, is the largest country in Africa and the eighth largest country in the world, with an estimated population of 173.6 million. Nigeria's rapid population growth rate of 2.76% is projected to make Nigeria the third most populous country in the world by 2050. Over 60% of the population is under 24 years old.²¹

There are more than 250 ethnic groups in Nigeria, with the largest and most influential being the Hausa and Fulani (29%), Yoruba (21%), Igbo (18%), Ijaw (10%), Kanuri (4%), Ibibio (3.5%), and Tiv (2.5%). Additionally 50% of the population is Muslim, 40% is Christian, and 10% hold indigenous beliefs.²² Northern Nigeria is predominantly Muslim, while the south of the country is majority Christian.



Figure 1. Map of Nigeria

Political Climate

On May 29, 2015, President Muhammadu Buhari assumed power, marking the first peaceful and democratic transition in Nigeria's history. The major challenges of Buhari's presidency will be tackling the rampant corruption that plagues Nigeria's political and economic spheres, as well as combating the Boko Haram insurgency in the Northeast of the country.

Boko Haram is a militant Islamist group whose name roughly translates to "Western education is a sin."²³ Recently aligning itself with the Islamic State in Iraq and Syria (ISIS), Boko Haram is fighting to overthrow the Nigerian government to create an Islamic state and rid Nigeria of Western influences.²⁴ Since the start of 2014, Boko Haram has abducted an estimated 2,000 women and girls, many of whom are forced into sexual slavery or to carry out suicide missions. The group has killed an additional 5,500 people since the start of 2014.²⁵

Economy

Nigeria is Africa's largest economy, with a GDP of \$568.5 billion.²⁶ Its economy is heavily dependent on its oil exports, though agriculture, telecommunications, and services are also important industries. Despite the wealth from these industries and a growing economy (between 6% and 8% economic growth per year for the last five years), unemployment remains high at 23.9%, with youth unemployment as high as 50%. Additionally, 62% of the population lives in extreme poverty.²⁷ The labor force is made up of about 55 million people, with 70% working in agriculture, 10% in industry, and 20% in services.

Education

Nigeria has a primary school enrollment rate of 85%, but a secondary school enrollment rate of only 44%.²⁸ Currently, an estimated 10.5 million children are out of school, and 9 million children have never gone to school. Additionally, 40% of primary school teachers are not qualified, and 80% of students do not have textbooks for all of their subjects. Almost half of the students who have completed grade six cannot read, and, on average, there are 49 students per primary school teacher.²⁹ Nigeria's overall literacy rate for adults 15 and older is 59.6%.³⁰

Health

In 2012, lower respiratory infections were the leading cause of death in Nigeria, killing 290,200 people. This was followed closely by HIV/AIDS, which resulted in 217,400 deaths, and malaria, which caused 180,500 deaths.³¹ Nigeria accounts for more cases and deaths from malaria than any other country in the world, with an estimated 97% of the population at risk for contracting the disease.³² Since 2000, malaria-related deaths have decreased significantly, while HIV/AIDS-related deaths have increased. Malaria is still the leading cause of death in children under five years old.³³

Status of Women and Girls

According to the 2014 World Economic Forum (WEF) Gender Gap Index, Nigeria ranks 118 out of 142 countries included in the index, which measures economic participation and opportunity, educational attainment, health and survival, and political empowerment as a means of determining each country's score. According to the WEF's Global Gender Gap Report, "Though Nigeria performs above average on Economic Participation and Opportunity and Health and Survival indicators, it remains below average on Educational Attainment and Political Empowerment Scores."³⁴

Women's political participation in Nigeria is particularly low. As of the recent elections, women hold only 20 out of 360 seats in the House of Representatives, and seven out of 108 seats in the Senate, a total of 5.7% female representation.³⁵ Nigeria has never had a female head of state. Women face many barriers to entering the political sphere including harassment, threats, and violence.³⁶

The indicators on women's economic participation reveal that women are faring better in the economy than in other areas. Nigeria ranks 55 in the world out of the 142 countries on the Economic Participation and Opportunity scale included in the Gender Gap Index.³⁷ 48% of women over the age of 15 participate in the labor force, as compared with 64% of men.³⁸ The female-to-male ratio of labor force participation is 76% (for every 100 men participating in the work force, there are 76 women).³⁹

According to the Global Gender Gap Report, "Nigeria is one of the 10 lowest ranked countries in terms of primary and secondary education."⁴⁰ There is a significant gender gap in the literacy rate, with a male literacy rate of 69.2% and a female literacy rate of 49.7%.⁴¹ Levels of education for girls and boys differ drastically by region. For example, in the Northern rural areas, 34% of girls are out of school, as compared with 25% of boys. In Borno state, in the Northeast, conflict has destroyed 28% of schools, and 15,000 children have stopped attending school due to violence. By contrast, in Southern rural areas less than 4% of girls and 3% of boys are out of school, and in Southern urban areas, the disparity between girls and boys is less than 1%.⁴²

Women's overall healthy life expectancy is slightly higher than men's;⁴³ however, Nigeria must make progress on many health indicators. Women over the age of 15 represent 58% of the population living with HIV/AIDS. Since

2000, maternal mortality has been cut almost in half, now at a rate of 560 per 100,000 live births.⁴⁴ Yet, while 61% of women receive prenatal care, only 38% of births are attended by skilled attendants. Pregnant women and children under five are the most at-risk populations for malaria and 11% of maternal mortality deaths are due to malaria.⁴⁵

A thorough understanding of both the challenges and opportunities that exist in Nigeria can shed light on the areas that companies can and should prioritize in CSR initiatives and collaborations.

Executive Summary

Women and girls in Nigeria suffer from limited access to education and health services, which undermines their access to economic opportunities later in life. Safe access to education remains a global challenge, with 58 million boys and girls currently out of school, ⁴⁶ 10.5 million, or 18%, of whom are in Nigeria.⁴⁷ Within the country, there is a significant educational disparity by region. For example, girls in Northern Nigeria are 30 times less likely to be enrolled in school than their counterparts in Southern Nigeria. The healthcare system similarly demonstrates gaps in service delivery, with substandard drugs, inadequate resources, and a doctor-to-patient ratio of 1:6,400 – well below the World Health Organization (WHO) standard of 1:600.⁴⁸ Unsurprisingly, these conditions have made it difficult for Nigerian women to enter the workforce and participate in the formal economy to the same degree as men.

In response to the devastating impact of Boko Haram's attacks on girls' schools, and cognizant of the myriad barriers that undermine access to education throughout the country, the Safe Schools Initiative was launched by A World at School and the Global Business Coalition for Education in partnership with UN Special Envoy for Global Education, Gordon Brown. As part of this effort, the Nigerian business community pledged \$10 million, an amount matched by the Nigerian government.⁴⁹ The Safe Schools Initiative has since mobilized \$30 million for protecting schools for 50,000 children in Northern Nigeria.⁵⁰

The business community in Nigeria, including a number of global multinational corporations, is committed to improving the health, education, and access to business training for girls and women through commercial and/or philanthropic activities. This report highlights the efforts of key private sector companies that have dedicated significant resources to furthering the status of girls and women throughout the country. The report also identifies ways in which companies can: 1) scale business driven social solutions, 2) minimize the duplication of programs and services, and 3) increase overall program effectiveness.

The report discusses the initiatives that most closely align with the Safe Schools Initiative, focusing on efforts that broadly address the ability of women and girls being able to attend school and enter the workforce in Nigeria, including access to health, education, and vocational capacity building.

Summary of Findings



Education & Mentorship

The companies interviewed for this report work to improve education through the provision of scholarships, trainings, and infrastructure improvements.

- Chevron, ExxonMobil, the GE Foundation, and the Intel Foundation provide scholarships at the secondary school, university, and graduate levels. In addition, the GE Foundation focuses on improving the quality and relevance of primary school education for children through both scholarships and mentoring.
- The Coca-Cola Company, ExxonMobil, Intel and the GE Foundation all have initiatives to improve education through various methods, including tutoring for students, teacher training focused on utilizing technology, and academic competitions.

- The Coca-Cola Company and Chevron have partnered to address inadequate educational infrastructure by establishing audio-visual learning centers in under-resourced public primary schools in collaboration with the Lagos State Ministry of Education.



Healthcare

Several of the multinational companies highlighted in this report are involved in improving both access to and quality of healthcare in Nigeria. While some companies focus on addressing specific diseases, others seek to improve overall infrastructure. With a broad range of healthcare focuses, a large number of critical healthcare needs are being addressed. Yet as CSR campaigns broaden and expand to new areas, corporations—along with national and local governments and relevant NGOs—need to work together to better achieve the objectives of their often-overlapping initiatives. The list below highlights the current partnerships and collaborations that key companies are involved in:

- Chevron and ExxonMobil have efforts in healthcare that focus on addressing the challenges posed by **specific diseases**, including HIV/AIDS, tuberculosis, malaria, and helminth parasites⁵¹ by investing in **service delivery improvements and infrastructure**. To this end, the companies have partnered with the Federal Ministry of Health, the National Primary Healthcare Development Agency, Roll Back Malaria, Malaria No More, and USAID.
- The GE Foundation, the Nigerian Federal Ministry of Health, the National Primary Healthcare Development Agency, and USAID have partnered to invest in **specialized hospitals** for women, and to improve healthcare systems in urban, peri-urban, and rural communities throughout Nigeria with up-to-date medical equipment, diagnostic tools, and point of care devices.
- Chevron and P&G both have initiatives to provide mobile health clinics to improve **access to healthcare** in rural areas.
- GE's midwives' training program, ExxonMobil's partnerships with Africare and the National Basketball Association, and P&G's adolescent health and hygiene education program, all seek to educate and train Nigerians on health topics.



Business Acumen & Training

As educational attainment for women and girls continues to improve, several companies have focused their efforts on building business skillsets and acumen to ensure that women are not only able to enter the workplace, but also to succeed.

- ExxonMobil, Coca-Cola, Intel, MasterCard, and P&G all have initiatives that focus on improving women's economic opportunities. Programs such as business skills and financial literacy workshops, technology trainings, and networking events aim to promote gender equality and better equip women to contribute to the overall economic growth and development of the country.

Moving Forward

The business community has made noteworthy strides in improving the lives of women and girls in Nigeria. To further scale the community's reach and impact, this report highlights areas of duplication and stresses the need to move toward actionable collaboration. This report recommends that relevant leaders from the various companies mapped convene with their counterparts to explore potential areas of synergy in design, implementation, and management of respective programs. Best practices around delivering services in Nigeria must also be shared to achieve maximum impact.

Methodology & Scope

To achieve a sampling of the CSR initiatives in Nigeria, the research team selected and conducted interviews with representatives from eight large, private sector organizations. The selected organizations had well-established and thoroughly documented initiatives. Through these interviews, the research team gained an understanding of the specific program goals, impacts, and geographic locations served.

Participating Companies

The below table identifies the companies chosen for this analysis, as well as general information on their industry, annual revenue, and their CSR objectives. The chart provides basic information for cross-company comparison.

Company	Industry	2014 Annual Revenue	Global CSR Objectives
Chevron	Resources	US\$200.5BN	<ul style="list-style-type: none"> • Managing operational risk • Protecting people • Protecting environment • Building local capacity • Social performance • Diverse, engaged, & capable workforce
The Coca-Cola Company	Products	US\$46.0BN	<ul style="list-style-type: none"> • Well-being • Women's economic empowerment • Human & workplace rights • Sustainable communities • Water stewardship • Sustainable packaging • Climate protection • Sustainable agriculture
ExxonMobil	Resources	US\$394.1BN	<ul style="list-style-type: none"> • Safety, health & workplace • Corporate governance • Local development & supply chain management • Environmental performance • Managing climate changing risks • Community and social impact
General Electric	Products	US\$148.6BN	<ul style="list-style-type: none"> • Workforce development & inclusiveness • Improving health • Human rights • Energy & climate • Resource productivity • Water • Integrity & compliance • Doing business in emerging markets
Intel	CMT – EHT*	US\$55.9BN	<ul style="list-style-type: none"> • Caring for our people

Company	Industry	2014 Annual Revenue	Global CSR Objectives
			<ul style="list-style-type: none"> • Caring for the planet • Inspiring the next generation • Supply chain responsibility • Respecting human rights
MasterCard	Financial Services	US\$9.5BN	<ul style="list-style-type: none"> • Entrepreneurship education • Economic empowerment initiatives
Microsoft	CMT – EHT	US\$93.6BN	<ul style="list-style-type: none"> • Ethical business governance & conduct • Workforce diversity & inclusion • Human rights • Responsible sourcing • Environmental sustainability
Procter & Gamble	Products	US\$83.0BN	<ul style="list-style-type: none"> • Comforts of home • Health & hygiene • Environmental sustainability

*CMT-EHT- Communications, Media & Entertainment, Electronics and High Technology

Thematic Areas

The initiatives of these eight companies cover the myriad challenges faced by women and girls in Nigeria. This report provides an overview of efforts aimed to improve the lives of women and girls in the areas of 1) education and mentorship, 2) healthcare, and 3) business training and acumen.

- **Education & Mentorship** includes efforts to improve access to education, improve educational quality through teacher trainings, provide scholarships, and improve access to mentors for young girls.
- **Healthcare** focuses on public health initiatives that address specific diseases by improving access to drugs, providing medical training for professionals, and improving the quantity and quality of health services.
- **Business Acumen & Training** covers programs focused on women’s business training and skill acquisition, and programs that assist with early-stage entrepreneurs.



Figure 2. Key Themes

Core Questions

During the corporate partner interviews, the research focused on answering three core questions:

- **What are your key initiatives focusing on women and girls in Nigeria?**
In asking this question, the team was able to identify and understand the specific CSR objective being addressed with each initiative. Although each company has several different initiatives with different foci across the country, this question guided the conversations and shed light on the gender focus and community outreach efforts of each company.
- **How and where were these initiatives implemented?**

By asking this question, the team was able to gain an understanding of the specific way in which the program is executed in-country. Partners (local NGOs, government, etc.) were identified and specific interventions and programs serving the beneficiaries were explored. In addition, information on geographic region, state, or city was discussed in order to better understand the geographic gaps in CSR initiatives.

- **What are the key challenges faced by the multinational corporation in implementing the identified programs?**

This question was designed to identify consistent challenges for companies across the country, highlight common experiences, and encourage the sharing of best practices for addressing these challenges. The challenges identified are documented at the end of each company's section.

Key Terms

For the purposes of this report, the following definitions will be used:

- **Capacity development** – the process through which individuals, organizations and societies obtain, strengthen, and maintain the capabilities to set and achieve their own development objectives over time.⁵²
- **Corporate Social Responsibility** – a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.
- **Funding** – the act of providing financial resources in the form of money, time, and effort to operate projects or initiatives.
- **Marginalization** – a form of acute and persistent disadvantage rooted in underlying social inequalities.⁵³
- **Public-Private Partnerships** – a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies.
- **Small and Medium- Sized Enterprise (SME)** – non-subsidary, independent companies that employ less than a certain number of employees. The EU sets the upper limit of medium enterprises at 250 employees, but numbers vary by country.⁵⁴

Landscape Analysis Map & Matrix

In order to best understand where these eight companies are currently involved in different initiatives, the below maps and matrix provide an overview and insight into high-level programmatic overlap of efforts.

Note: The following markers on the maps are only meant to indicate each company's presence in a particular area of the country and not necessarily the number of their program sites or their depth of impact.

LEGEND

CORPORATE PARTNERS

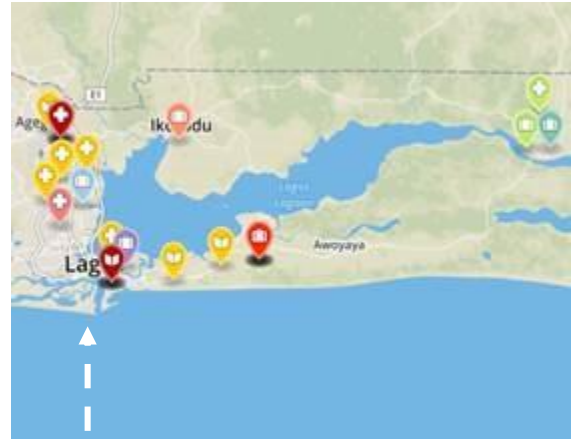
PLAN

- CHEVRON
- EXXONMOBIL
- GENERAL ELECTRIC
- INTEL

PL = Present Location
AN = Across Nigeria
(Multiple Locations)

PLAN

- MASTERCARD
- MICROSOFT
- PROCTER AND GAMBLE
- THE COCA-COLA COMPANY



THEMATIC AREAS

- BUSINESS
- EDUCATION
- HEALTHCARE

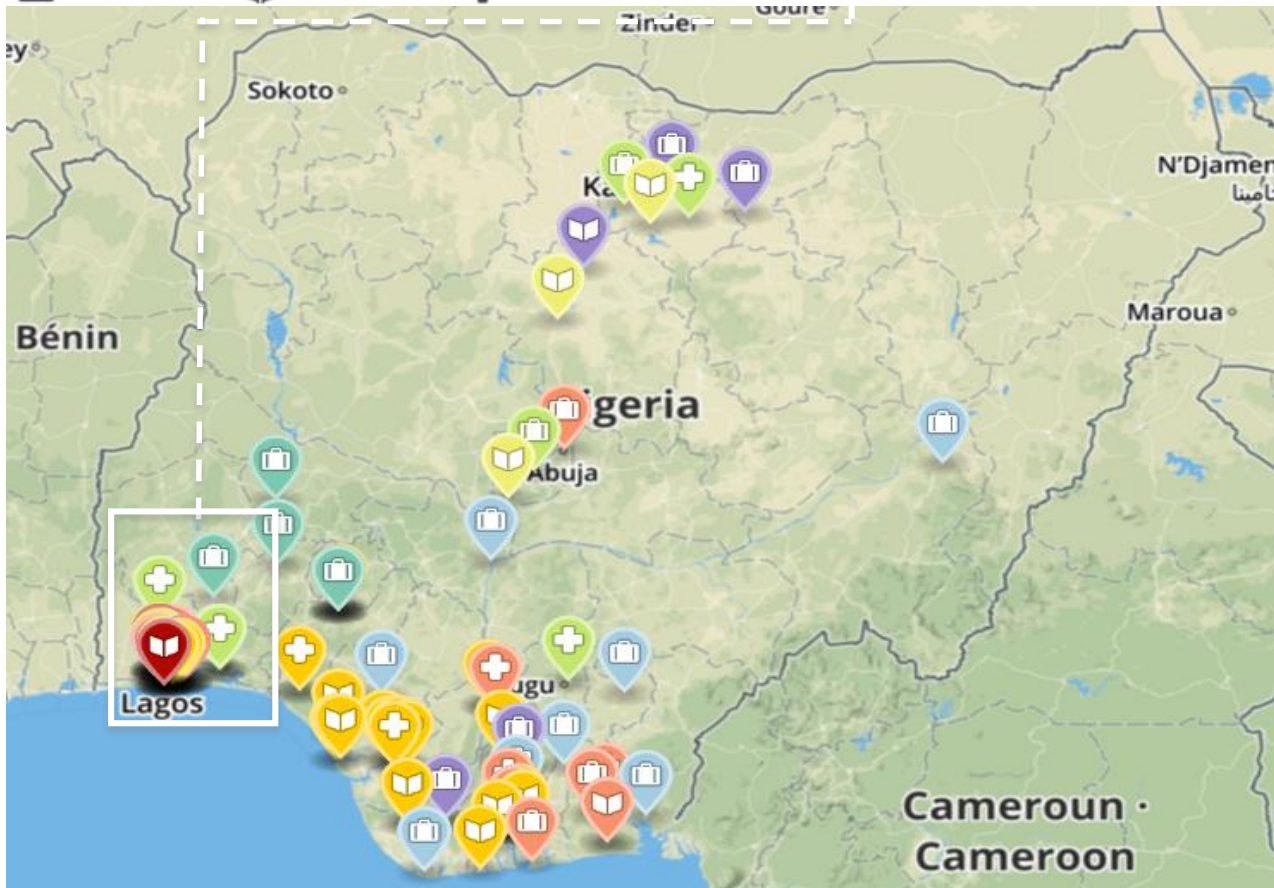


Table 1. Services Provided by each of the Six Geopolitical Zones of Nigeria⁵⁵

Company	Northcentral	Northeast	Northwest	Southeast	Southsouth	Southwest
Chevron						
Coca-Cola						
ExxonMobil						
General Electric						
Intel						
MasterCard						
Microsoft						
Procter & Gamble						
Total Services						

KEY: Education & Mentorship Healthcare Business Acumen & Training

Chevron

Chevron is an American multinational energy corporation engaged in the exploration, production, refinement, marketing, and transport of oil and natural gas. In Nigeria, Chevron is the third largest oil producer and one of the largest investors in the country. The company operates a joint-venture agreement with the Nigerian National Petroleum Corporation with assets in the Niger Delta Region and in the Deepwater Fields.

Chevron is committed to serving the communities in which it operates in Nigeria by focusing on education, economic development, and healthcare. Through these three thematic areas, the company addresses many of the challenges that Nigerian women and girls face by working to improve the roles of women in rural areas, where men traditionally hold much of the power. To achieve the change it is seeking, Chevron recognizes that no singular organization can do it alone. Therefore, Chevron signed the Global Memorandum of Understanding (GMOU)⁵⁶ with communities, evidence of their commitment to collaboration. The GMOU is a proven flagship model of community engagement that has enhanced the overall effectiveness of development projects and empowered communities.⁵⁷

CHEVRON'S INITIATIVES

Education & Mentorship

- Scholarships
- Capacity building

Healthcare

- Mother to child transmission of HIV/AIDS
- Improving access in underserved communities
- Tuberculosis
- Deworming

Business Acumen & Training

- Micro-credit financing
- Skill acquisition



Education & Mentorship

Scholarships

Chevron provides scholarships with a particular emphasis on improving girls' access to education, develops infrastructure for better learning environments, and builds the capacity of public education. Chevron provides scholarships to students in secondary and tertiary institutions through its scholarship programs: the National University Scholarship Program, the Agbami Medical Scholarship, the Engineering Professionals Scholarship (in collaboration with Agbami Co-venturers⁵⁸), the Community Scholarship Program, and the Scholarship for the Blind. The program has achieved the following to date: approximately 1,220 Nigerian students currently receive the National Scholarship, with three hundred new recipients each year; nine thousand undergraduates receive the Agbami Scholarship, 21% of whom are female; 880 children have benefitted from the Community Scholarship program; and an additional 100 blind students have been awarded scholarships.

Capacity Building

In addition to scholarships and incentive programs, Chevron's infrastructure development initiatives include expanding the capacity of the education sector through a collaborative effort with Agbami Co-venturers. The initiative has built 24 fully equipped, modern science laboratory complexes, as well as trained laboratory

technologists and science teachers to run these facilities. The corporation has also built and donated 14 libraries with both electronic and physical books in different parts of the country. Chevron's partnership with the Coca-Cola Africa Foundation (TCCAF)⁵⁹ and Discovery Learning Alliance⁶⁰ (formerly known as Discovery Alliance Education Partnership) led to the establishment of learning centers to improve access to technology and information opportunities in four under-resourced schools in Lagos State: Ikota Primary School, Ikota, Ajiran Primary School, Ajiran; Community Primary School, Badore; and SEED Educational Centre in 2008. Beginning in 2012, Chevron extended the project to the Niger Delta region, launching learning centers in 10 schools in Warri Metropolis in Delta State. To date, 15,000 students now have access to educational materials and TV channels in such schools. School enrollment has increased by over 50% and student performance has improved in external examinations and competitions at both the State and Federal levels.

Chevron continues to build a number of classroom blocks, water boreholes, and toilet facilities for selected schools in virtually all the states in its areas of operations, namely: Asaba, Ubeji, Ugborodo, Ebrohimi, Ajudaibo, and Omadino in Delta State; Owerri and Izombe in Imo State; Elekahia, Abuloma, Kula, Amadi-ama, and Idama in Rivers State; Ezetu and Sangana in Bayelsa State; Igbokoda in Ondo State; and Ajiran, Ilasan, and Ikota in Lagos State.



Healthcare

Chevron works to improve healthcare access within its local communities by investing in infrastructure, combating diseases, and increasing the overall capacity of the public health sector. Chevron addresses the lack of healthcare access by supporting communities through partnerships at both the local and global levels. The company's health infrastructure investments focus primarily on HIV/AIDS, tuberculosis, and malaria.

Combatting Mother-to-Child Transmission of HIV

Chevron has partnered with Pact⁶¹ in Nigeria to amplify efforts to eliminate mother-to-child transmission of HIV. The program strengthens the organizational and technical capacity of community-based organizations and government agencies to improve the delivery of Prevention of Mother-to-Child Transmission (PMTCT) services by raising community awareness of PMTCT and supporting HIV-positive pregnant women. In its first 36 months, the project invested \$5.3 million in the eight local government areas of Bayelsa State. Thus far, 294,480 people have been reached with HIV-prevention messages, and 670 individuals have been trained on the latest, state-of-the-art PMTCT approaches and techniques. This has allowed for the testing of 53,686 pregnant women, the starting of antiretroviral (ARV) prophylaxis treatment for 693 HIV-positive pregnant women, and the testing of 305 HIV-exposed infants.

River Boat Clinics

In the Delta State, Chevron has partnered with the state government to provide a River Boat Clinic that offers a variety of free medical services including consultation, counseling, pharmaceutical prescriptions, and referrals. Through this initiative, Chevron serves as the only provider of medical services in 15 underserved river communities. In 2014 alone, 32,858 people benefited directly from the River Boat Clinics, 25% of whom were adult males, 32% adult females, 14% children ages six – 18, and 29% children under five. In addition, 10,658 people received preventive health education, and 1,608 children under five were either vaccinated or immunized.

Roll Back Malaria

In partnership with Africare,⁶² Chevron launched the Roll Back Malaria campaign in 2013 to demonstrate significant commitment to reducing the high burden of illness, suffering, and deaths from malaria. The program provides training and distribution of long-lasting insecticide-treated bed nets and Artemisin-Combination Therapy (ACT) to pregnant women and children. The program was launched in 10 states, with 9,508 beneficiaries, 59% of whom were pregnant women and 6% of whom were children under five. In total, 6,200 have been treated for malaria and 3,200 received education on preventive health care. In addition, 40 local health workers have been trained on malaria management.

Tuberculosis & Deworming

Chevron has made strides in tackling tuberculosis and deworming in two separate programs. Star Deep Water Petroleum Ltd., a Nigerian affiliate of Chevron and operator of the Agbami Field, constructed 23 chest clinics for the treatment and management of tuberculosis in existing hospitals across Nigeria. In partnership with the government, they also worked to provide a deworming program that reaches 80,000 school children each year. This program was launched in the Delta (Asaba Metropolis, Warri Metropolis and Uvwie LGA), Lagos (Mainland, Oshodi/Isolo, Kosofe LGAs), and Ondo (Akure North, Akure South and Igbokoda LGAs) States.

Challenges

Chevron identified the security situation as its primary challenge. As a result of the Boko Haram insurgency, Chevron suspended construction of clinics in the Northeast.

The Coca-Cola Company

The Coca-Cola Company (TCCC) is the world's largest non-alcoholic ready-to-drink beverage company with a global portfolio of more than 3,600 beverage products in various categories, including sparkling soft drinks, juices, water, sports drinks, coffees and dairy. TCCC's local subsidiary, Coca-Cola Nigeria Limited, provides technical, marketing, and brand development support to the local franchise bottler, Nigerian Bottling Company Limited (NBC), which was established in 1951 and has significant reach through its multiple bottling and distribution facilities across the country.

COCA-COLA'S INITIATIVES

Education & Mentorship

- Educating Nigerian Girls in New Enterprises (ENGINE)

Business Acumen & Training

- Vocational training program
- 5by20 initiative

Coca-Cola Nigeria prioritizes issues related to: the environment (with particular focus on water stewardship through providing communities with clean water access, and sustainable packaging/recycling), women's economic empowerment through the 5by20 initiative, active healthy living/wellbeing, and youth development. Coca-Cola Nigeria has several ongoing partnerships that assist in scaling the reach and impact of many of their programs. The company welcomes opportunities for further collaboration with other companies.



Education & Mentorship

Educating Nigerian Girls in New Enterprises (ENGINE)

Coca-Cola Nigeria recognizes that certain economic and/or cultural factors constrain access to education for girls in many parts of the country. The ENGINE program, a partnership between The Coca-Cola Company, the United Kingdom Department for International Development (DfID), and other partners, is a response to this need. The ENGINE program overlaps with goals and targets of the Company's sustainability initiatives. ENGINE is being implemented in three states (Lagos, Kano, and Kaduna), as well as in Abuja. Some of these locations have been affected by the insecurity arising from the activities of the terrorist group Boko Haram. The program is being implemented by Mercy Corps⁶³ with support from the Nike Foundation,⁶⁴ Girl Hub Nigeria,⁶⁵ the global solar energy social enterprise d.light,⁶⁶ and three Nigerian civil society organizations.

ENGINE was launched in 2013 as part of the DfID Girls' Education Challenge⁶⁷ and is part of The Coca-Cola Company's 5by20 initiative to economically empower five million women in its global value chain by 2020. ENGINE seeks to improve learning outcomes and the economic status of 18,000 marginalized adolescent girls aged 16-19. The program is implemented simultaneously in two tracks: an In-School track targeting 5,700 girls at risk of not completing their secondary education for either economic or cultural reasons, and an Out-of-School track providing vocational and life skills training for 13,024 girls who, also due to economic or cultural reasons, are unable to acquire an education or occupational skills.

ENGINE's theory of change states that when marginalized Nigerian girls complete education and training cycles and are supported by gatekeepers, they will be more skilled employees with increased earning power and

decision-making abilities within the household.⁶⁸ These improvements to their lives are intended to contribute to economic growth, reduce poverty, and be responsible for a range of other social and environmental benefits.

ENGINE activities support the following primary objectives:

1. Ensure marginalized in-school girls improve their learning outcomes in a supportive environment through participation in weekly Learning Space activities. These include academic tutoring, as well as training in employment readiness, financial education, and leadership skills.
2. Increase women's economic assets and their influence on household decision-making by enrolling them in a nine-month vocational training set to develop their business and entrepreneurial skills. After completing these courses, the girls can choose to enter the Coca-Cola value chain as micro-retailers, or explore other business or employment avenues. Coca-Cola plans to integrate more than 6,500 of the girls into its value chain and provide them with Coca-Cola trade assets such as ice boxes, tables, and beach umbrellas, as well as specialized training and ongoing mentorship and support to enable them benefit from increased incomes.

ENGINE is being implemented in 113 schools in 209 communities across 18 Local Government Areas in three States and Abuja. Progress to date includes the development of the training curriculum in the Hausa language (the main language in the northern region), the development of a monitoring and evaluation framework, the recruitment of program participants, and a comprehensive baseline study. A total of 12,770 girls, comprising 4,305 and 8,465 girls in the In-School and Out-of-School tracks respectively, have graduated under the first Cycle. Of this number, 2,754 girls received further training to join the Coca-Cola value chain with most of them already set up in business as Coca-Cola retailers.

Audio-Visual Learning Centers

The Coca-Cola Company funded the establishment of audio-visual learning centers in four under-resourced public primary schools in Ikoyi, Lagos: Hope Primary, St. Georges Girls, Girls Modern Academy, and Ireti Girls. The three-year program (2008-2011) was funded by The Coca-Cola Africa Foundation (TCCAF) and implemented by the Discovery Channel Global Education Partnership (DCGEP)⁶⁹ in collaboration with the Lagos State Ministry of Education. Its mission was to motivate students to learn and improve learning outcomes among pupils, to improve teaching capacity by equipping teachers with the skills to utilize technology for interactive learning in the classroom, and to increase community involvement in schools. The program in each school included: the refurbishment of a classroom (including furnishings in some cases) designated as the "Learning Centre," the installation of large screen television sets with a DVD player, provision of a power-generating set to augment public electricity supply, three years of teacher training based on teachers' professional development needs, and a library of DCGEP's video programming produced in collaboration with local educators and mapped to the school curriculum.

In the three-year period, more than 2,000 pupils in six public primary schools benefitted from these learning centers, and 100 teachers were trained on technology-aided interactive teaching techniques. Over this time period, regular school attendance increased by over 60% and new student enrollment increased between 40-70%. As a result of the increases in attendance and enrollment, both parents and community members have shown increased interest and sense of ownership over the participating schools, leading to more effective parent-teacher associations and some parents volunteering funds to maintain the equipment and promote the sustainability of the program. A private library organization (The Dibiazue Foundation) also extended its services to the

participating schools, and now collaborates with The Coca-Cola Company local teams in monitoring facility usage and teacher effectiveness. Chevron Nigeria was a parallel funding partner in the program focused on four other primary schools in the Lekki/Ajah axis of Lagos.



Business Acumen & Training

5by20 Initiative

As mentioned previously, The Coca-Cola Company's 5by20 initiative aims to expand economic opportunity for five million women entrepreneurs throughout the Company's global value chain by the year 2020 through a combination of core business operations, cross-sector partnership, and strategic social investment. Launched in 2010, the initiative focuses on women producers, suppliers, distributors, retailers, recyclers and artisans across the world. At the end of 2014, more than 865,000 women in total had been impacted in more than 50 countries.

In Nigeria, the 5by20 implementation is multifaceted and includes:

- **Coca-Cola Distribution & Retail Outlets:** Coca-Cola's extensive distribution and retail network provides low cost opportunity annually for more than 20,000 women to start their own businesses either as distributors or retailers with the company, providing them with startup assets such as fridges, ice boxes, beach umbrellas, and tables.
- **Business and Financial Skills Training:** Coca-Cola also provides business and financial skills training to enable women, most in its distribution and retail value chain, to run their businesses profitably and sustainably. In 2012, more than 25,000 women across several cities benefited from such training.
- **Access to Low Cost Financing:** In 2013, the company announced a \$100 million, three-year joint initiative with the International Finance Corporation (IFC) to provide additional business acumen trainings and financing to women entrepreneurs who run small- and medium-sized businesses across the Coca-Cola value chain throughout Eurasia and Africa. In Nigeria, the pilot market for this initiative, Coca-Cola is partnering with Access Bank as the implementing partner, and many women distributors of Coca-Cola products are already availing the fund to finance business assets, such as distribution trucks, and to increase their working capital.

Challenges

The Coca-Cola Company identified the following challenges:

1. **Partners:** Finding the right local partners with the required level of expertise and capabilities for effective program development and implementation remains a challenge. The Company believes that partners with the right capabilities will significantly improve the scale of the existing program and create impact opportunities for more women.
2. **Funding:** Coca-Cola's team discussed the need for additional sources of funding to scale impact and sustain existing program execution. The team hopes that raising awareness around existing initiatives will grow the number of multinationals who partner with or co-finance Coca-Cola's initiatives.
3. **Training Issues:** There is significant constraint in providing vocational training to out-of-school girls due to lack of an educational foundation.

ExxonMobil

The ExxonMobil Corporation is the world's leading publicly-owned energy company, with significant operations in Nigeria, where it works with three individual operating companies: Mobil Producing Nigeria Unlimited, Esso Exploration and Production Nigeria Limited, and Mobil Oil Nigeria. These three affiliate companies have been active in Nigeria for more than a century, focusing on achieving a high standard of technical excellence and business ethics, as well as safety, health, and environmental performance. In the past 12 years, ExxonMobil has contributed more than \$262 million to CSR activities in Nigeria through extensive partnerships with local institutions, international NGOs, and the government on a range of initiatives.

EXXONMOBIL'S INITIATIVES

Healthcare

- Malaria
- Building health capacity

Business Acumen & Training

- Partnerships around training & skills development



Education & Mentorship

ExxonMobil sponsors a number of scholarship programs that benefit a range of students throughout Nigeria. Through a joint venture between Mobil Producing Nigeria (MPN) and the Nigerian National Petroleum Corporation (NNPC), ExxonMobil awards 500 undergraduate scholarships annually to students in Nigerian universities. The scholarship awards are for one academic year, and are renewable to cover the duration of approved study, based on the recipients' academic performance and related reports from the institutions.

Science Quiz Competition

Additionally, the joint venture sponsors the Science Teachers Association of Nigeria National Quiz and Projects competition. Students from public schools across Nigeria converge at a pre-selected location for a week-long Science Quiz Competition among secondary public and private schools in Akwa Ibom State. The Competition aims to improve the students' performance in science examinations, as well as encourage the study and teaching of sciences in secondary schools across Akwa Ibom State.

ExxonMobil Scholars in Global Health Science

ExxonMobil supports outstanding students from Nigeria and other developing countries and emerging markets to pursue health-focused Master's degrees at the University of Oxford. Since 2011, the ExxonMobil Global Health Scholars program has provided young doctors, researchers, and health professionals from Nigeria, Papua New Guinea, China, and Russia the opportunity to learn about the global burden of disease, epidemiological principles, and how to apply classroom lessons to the real world. These scholarships invest in future health leaders who wish to go on to use their expertise to tackle critical health issues in their home countries.



Healthcare

ExxonMobil's affiliate companies have committed to working with both international and local partners to improve the state of healthcare in Nigeria, focusing on malaria and HIV, and building the health sector's capacity as a whole.

Malaria Prevention and Awareness

The company focuses on malaria control and treatment, and on improving the capacity of health institutions through the provision of medical equipment and other resources. To address malaria in Nigeria, ExxonMobil has donated more than \$26 million, distributed more than 85,000 mosquito nets, and organized malaria control workshops for more than 3,000 health workers, as well as malaria seminars for more than 120,000 community members. ExxonMobil has also treated 1,670 pregnant women, and used rapid diagnostic testing to diagnose and treat 27,310 people in rural communities.

To achieve their goal of improving malaria prevention efforts and awareness for Mobil Producing Nigeria's vendors and suppliers, ExxonMobil partners with Africare. In 2014, the program reached more than 50,000 people, including family members of those employed in ExxonMobil's supply chain, with a package of prevention, treatment, and vector control services. Previously, malaria was treated presumptively with inconsistent record keeping, reflecting a gap in the knowledge of National Malaria Treatment guidelines. At the project's outset, only 25% of target health facilities and their surrounding communities had access to malaria diagnostic testing. Now, 100% of these communities have access to diagnostic testing.

Malaria No More

Malaria No More's innovative NightWatch program is a proven and comprehensive malaria awareness campaign that uses various media platforms to encourage the proper use of bed nets and timely diagnosis and treatment. With ExxonMobil's support, Malaria No More's initiative engages African leaders, from international music icons to local sports heroes and African presidents, to deliver lifesaving health education and ensure people protect themselves from malaria.

In line with this focus on Malaria, ExxonMobil partners with the Corporate Alliance on Malaria in Africa, a network of private and public organizations that have business interests in Africa and are addressing malaria throughout Nigeria. The network aims to find synergies among organizations and disseminate best practices to ensure that Nigeria meets global goals for malarial incidence reduction.

Power Forward

ExxonMobil, in partnership with Africare and the National Basketball Association (NBA), launched the Power Forward Initiative throughout Abuja in 2013. The initiative leverages a growing interest in basketball to increase leadership and life skills, and to improve public health awareness among Nigerian youth in an effort to prepare these young children to become future leaders in their communities. The initiative was introduced in 10 public and private high schools in Abuja, and engages 300 students, with equal representation of boys and girls. The curriculum was developed in partnership with local schools and education officials along with the Youth Empowerment and Development Initiative (YEDI).⁷⁰ The program uses lessons learned on the basketball court, including the importance of teamwork and communication, to teach about social skills, literacy, and health.

Grassroot Soccer

Since 2012, ExxonMobil has supported Grassroot Soccer, an initiative that uses the convening power of soccer to increase awareness and prevention of malaria, HIV, and other infectious diseases among young people through soccer-based games and activities. To date, 30,000 girls and boys have participated in the program. In 2014, the program added additional courses to address the growing needs of young girls, focusing on leadership and employment opportunities. ExxonMobil has invested nearly \$1.8 million to expand this effort to reach 30,000 youth in Nigeria, Equatorial Guinea, and Tanzania.

Ofu-Obi Health Center

In addition to these health programs, ExxonMobil has worked to improve local capacity in healthcare in a number of ways. In 2012, Esso Exploration and Production Nigeria Limited reconstructed the Ofu-Obi health center in Anambra state. This facility focuses on providing general health services and on improving maternity care for immediate and neighboring communities. Esso rebuilt the facility and equipped it with an ambulance and other medical equipment required to ensure the long-term sustainability of its services.

In 2014, ExxonMobil provided free weekly mobile medical services to over 500 patients in each Local Government Area (LGA) of Akwa Ibom State, and expanded to 19 LGAs with high patient population between November 2014 and March 2015. In the same state, ExxonMobil provided a one-week intensive training program in emergency medical services for more than 300 doctors and nurses.

The company has also supplemented the income of Riverine health care workers in Uyo, Akwa Ibom State for almost two decades, provided free medical care to over 1,300 patients in Onne and 3,000 in Omagwa, Rivers State, and donated Automatic External Defibrillators to key health facilities in Ibeno, Eket, Esit Eket, and Onna LGAs to further enhance emergency response capability.

Looking Ahead

ExxonMobil plans to continue investing in their existing programs, as well as to add new ones. Their hope is to encourage greater surveillance and additional research to address drug and insecticide resistance. Focus will therefore shift to prioritize direct service delivery of bed nets and other health care commodities in Nigeria by ensuring a pipeline of new antimalarial drugs.



Business Acumen & Training

ExxonMobil has partnered with a number of organizations that focus on advancing women's economic opportunities in society. Partners are identified based on the effectiveness of the organization, as well as their strategies for addressing the key areas of focus for ExxonMobil.

WEConnect

WEConnect International supports the education, self-registration, and certification of growth-oriented businesses that are at least 51% owned, managed, and controlled by women. Through this initiative, ExxonMobil focuses on supplier development and training, hosting more than 300 female business owners during four workshops held in Abuja, Akwa Ibom, Lagos, and Port Harcourt in 2014. The workshops provided participants with training on how to interact with multinational companies on procurement, total system cost-reduction strategies in order to become competitive suppliers, and methods to navigate the barriers that exist for women in accessing

corporate business opportunities. The workshops allowed participants to interact with a number of ExxonMobil Foundation-supported partners and programs, including Vital Voices Global Partnership,⁷¹ Solar Sister,⁷² and Plan International's Global Women in Management Workshop (see below). It also linked women with government agencies focused on ensuring that women are able to access the resources needed to grow and sustain their businesses.

Vital Voices Grow

Through Vital Voices Global Partnership, an organization aimed at developing the leadership and business potential of women, ExxonMobil supports Vital Voices GROW, a yearlong fellowship designed for women who run small and medium-sized enterprises. The fellowship provides them with advisory services to address women-specific needs, technical and managerial assistance, and access to the networks necessary to grow their businesses. To date, 150 women have taken part in this global program, 20 of whom are from Nigeria.

Additionally, ExxonMobil and Vital Voices Global Partnership launched the Africa Businesswomen Network during the World Economic Forum in Africa. The Network aims to expand the number of women succeeding as entrepreneurs and leaders in the corporate world, raise the profile and credibility of women in business, foster global networking opportunities among businesswomen, and advocate for policies that expand their economic opportunities.

Business Women Mobile Phone Application

In 2012 and 2013, ExxonMobil partnered with Nokia and the Cherie Blair Foundation for Women, which works globally to provide women entrepreneurs with access to business development support, networks, finance, and technology. Through this partnership, the three entities developed the award-winning Business Women Mobile Phone Application, which reached more than 80,000 women in Nigeria. The application provides more than 250 targeted tips and practical advice for how to start and run a successful business. To augment the Business Women messages, both the Cherie Blair Foundation for Women and the ExxonMobil Foundation have worked with local NGO partners to provide business skills training to more than 4,000 female entrepreneurs worldwide. The program was successful in raising women's self-confidence and entrepreneurial optimism: 90% of subscribers found the tips to be an inexpensive way to become better informed, 80% benefitted from finding new customers, and around 67% benefitted from advice on how to find affordable and easily accessible credit.⁷³

Global Women in Management Program

In partnership with Plan International USA, ExxonMobil supports the Global Women in Management (GWIM) Program. The program provides intensive training and skill development to female community leaders in Nigeria and around the world. It aims to improve women's management, leadership, and technical skills in an effort to foster programs that advance women's economic opportunities and build the next generation of women business leaders. Leveraging the Centre for Development and Population Activities' ⁷⁴ 30-year history of women's leadership initiatives, the Program gives women greater control over economic resources to impact the health and development of their families, communities, and nations. ExxonMobil has supported the GWIM program since 2005, providing training workshops to more than 650 women globally, including 50 from Nigeria.

Solar Sister

With ExxonMobil's support, Solar Sister provides female entrepreneurs with the business training, skills, and tools to deliver solar technology solutions to their communities through a neighbor-to-neighbor distribution system. The program has grown into a thriving network of female entrepreneurs who bring the benefits of clean energy

to communities across Nigeria, as well as Uganda and Tanzania. In 2013, the year Solar Sister launched in Nigeria, 45 female entrepreneurs sold more than 500 solar lights and clean cookstoves. In 2014, impact was expanded to 184 entrepreneurs and sales of 2,500 products in 14 states.⁷⁵

Introduce a Girl to Engineering

ExxonMobil annually hosts “Introduce a Girl to Engineering” events at company sites across the country with activities designed to stimulate interests in science and engineering among secondary school girls. The program seeks to promote curiosity among middle school students, and to shrink the gender gap in science, technology, engineering, and math (STEM) fields.

Graduate Assistance Program

The Graduate Assistance Program helps improve the employability and entrepreneurial capacity of unemployed graduates within the neighboring communities by providing information, communications, and technology skills, as well as enterprise development training. Trainees are exposed to three months of instructor-led training in state-of-the-art facilities and three months on-the-job development through internship placements in reputable private and public sector organizations in Nigeria.

Arts & Skills Development Initiative

The Arts & Skills Development Initiative focuses on training women in the Bonny⁷⁶ community in the use of computers, entrepreneurial development, fashion design, catering and baking, and crafts. The program provides the beneficiaries with requisite entrepreneurial skills to help lift them out of poverty.

Challenges

ExxonMobil identified the following challenge:

1. **Cultural Barriers/Beliefs:** ExxonMobil has found that existing cultural barriers and beliefs pose a challenge in their efforts to promote behavioral change in Nigeria. One example is the religious barriers that prevent women from being able to fully participate in gender-specific programs.

General Electric

General Electric (GE) has been operating in Nigeria for over 40 years, with businesses ranging from aviation, power generation, oil and gas, healthcare, and transportation. In the past three years, GE has renewed its focus on Nigeria with an eye on new service facilities and employment of more local talent to expand the company's capabilities. GE's portfolio of technology solutions is well aligned with Nigeria's infrastructure needs, contributing to the economic development and quality of life in the region. Today, GE Nigeria has more than 450 employees and serves over 100 public and private sector customers from its offices in Lagos, Port Harcourt, Onne, and Abuja. In 2009, GE signed an agreement with the Federal Government of Nigeria to support the financing, design, and building of infrastructure and capacity across key sectors of the economy. This agreement was renewed for another five years at the White House-convened Africa Heads of State conference in Washington, D.C. in August 2014.

GE'S INITIATIVES

Education & Mentorship

- Scholarships
- Mentoring
- IT workshops

Healthcare

- Capacity building
- Pre-natal care
- Health systems strengthening

GE serves the communities in which it operates through a number of avenues, including GE's core business, the GE Foundation, GE Nigeria's CSR efforts, and GE volunteering. Through these avenues, General Electric focuses on job creation, health system strengthening, and girls' education.

The GE Foundation

The GE Foundation, the company's philanthropic arm, works to empower communities through improved access to education, technology, and healthcare.

The GE Foundation has donated \$95 million across Africa since 2003 through various programs, predominantly in the areas of healthcare, access to clean water, training, and education (focusing primarily on young girls). To date, there have been approximately 155 GE volunteers in Africa who provided a total of 1,600 volunteer hours on 14 volunteer projects.

The GE Foundation employs a partnership model that allows each partner to bring expertise, insight, and know-how to GE's programs. The Nigerian Ministry of Health, for example, works closely with GE to identify in-country partners, and requires potential partners to go through a rigorous screening process. The GE Foundation continues to seek other partners to scale programs and maximize impact, targeting support from funders, suppliers and manufacturers, and advocates and conveners, as well as implementers and academic institutions.



Education & Mentorship

Four Pillars PLUS

In targeted communities, the GE Foundation sponsors education programs to ensure girls and other vulnerable children have access to education. Since 2008, the GE Foundation has funded Four Pillars PLUS, a project run by the nonprofit human development organization FHI 360.⁷⁷ This project aims to improve both the quality and relevance of primary school education by providing scholarships and mentoring opportunities for girls, as well as professional development opportunities for teachers. Since its inception, Four Pillars PLUS has seen increases in community involvement, improved and expanded career guidance and counseling, and an increase in the participation of girls in national and international forums. In Nigeria and Kenya, the program has enabled 200 students to complete primary school and 20 to attend vocational training centers. In Nigeria, the program focuses on improving the local economy by supporting girls' education and training.

GE Women's Network Nigeria

GE also works to improve educational opportunities in Nigeria through staff volunteer hours, including the GE Women's Network Nigeria, an Information Technology (IT) program that has been provided to students for the past few years. In this program, GE volunteers hold a two-day boot camp where they teach girls about becoming leaders and developing their careers in IT. GE employee donations have also been used to provide computers to the girls with whom they have worked over the last two years.



Healthcare

Biomedical Center of Excellence

The GE Foundation and GE Healthcare have focused on improving the medical ecosystem in Nigeria through both capacity building and attaining access to much-needed medical equipment. To this end, the Foundation has built a Biomedical Center of Excellence at the Lagos University Teaching Hospital, providing training and development on internationally standardized biomedical engineering. These efforts are designed to increase the number of Nigerian biomedical engineers who will be hired by hospitals, and to have a positive impact on employment opportunities and the quality of service provided. Thus far, 1,000 clinicians have been trained on 16 GE courses in the past two years.

GE Healthcare Nigeria's core team partners with the Nigerian Federal Ministry of Health, the National Primary Healthcare Development Agency, USAID, and others in the creation of an innovative healthcare system to reduce preventable maternal and child deaths in Nigeria. GE invests in specialized hospitals for women, and is committed to modernizing the healthcare system in urban, peri-urban, and rural communities throughout the country with up-to-date medical equipment and an emphasis on diagnostic tools and point of care devices.

Midwifery Training

GE is developing a midwifery training program designed to improve and standardize antenatal screenings and increase access to ultrasound education in low-resource areas. The aim is to increase the identification of high-risk pregnancies in five key areas for which they screen, allowing pregnant women to address complications earlier in their pregnancies. In addition to this training program, GE assists new mothers through community-based

education programs that share with women and families the benefits of delivering with a skilled birth attendant. The goal is to increase pre-natal screenings and referrals through the early identification of high-risk pregnancies by the end of 2015. To this end, the company has built the case and curricula for Trauma and Maternal Health and trainings for paramedics in partnership with the Federal Ministry of Health.

Challenges

GE noted the following challenges in implements its initiatives:

1. **Security:** Interventions and program implementation take place across geo-political zones, as determined by the Ministry of Health. As a result, teams must adapt their security and deployment protocols to be most effective.
2. **Funding:** Funding is imperative to making these programs sustainable.
3. **Local Capacity:** Even with valuable partnerships with key stakeholders, it remains critical to simultaneously develop local capacity to ensure success.

Intel

Intel designs, manufactures, and sells computer components such as microprocessors, chipsets, motherboards, and wireless and wired connectivity products, and develops advanced integrated digital technology products for industries such as computing and communications.

Nigeria is one of Intel's three key regional hubs in Africa. Intel has operated in Nigeria since 2005 and has approximately 20 office staff members. Intel is looking to expand its market share, and recognizes the huge potential Nigeria offers.

Intel's CSR efforts include contributions through direct initiatives within the communities in which it operates, programs run by the Intel Foundation, and partnerships with ministries in the Nigerian Federal Government. In addition, the philanthropic arm of Intel, the Intel Foundation, focuses on grants and direct programs to support STEM education. The Foundation works closely with the Nigerian Federal Ministry of Education and the Federal Ministry of Communication Technology.

INTEL'S INITIATIVES

Education & Mentorship

- Digital curriculum
- Intel Teach Program
- Intel International Science and Engineering Fair

Business Acumen & Training

- Girls and women in STEM
- Digital literacy



Education & Mentorship

Intel offers education and mentorship programs and supports STEM programs for students in grades K-12. Through collaboration with schools and universities, Intel donates software and hardware to enable students to develop their technology skills, and provides children who cannot attend schools for security reasons or traditional cultural norms with digital literacy training, online peer networks, and gender-specific content.

Skool Nigeria

Intel prioritizes education and has a long history of supporting educational endeavors. In 2006, Nigeria was the first global pilot country to deploy Intel's education solution, starting with a government school in Abuja that utilized classmate PCs. Intel, in collaboration with other partners, launched Skool Nigeria's online content to promote STEM education for students in grades K-12. The program featured teacher training and improved learning methods. Given the program's initial success in the pilot, the government scaled the program to multiple schools and delivered a digital curriculum to nearly 3,000 schools across Nigeria.

Intel Teach Program

Another key effort is the Intel Teach Program—a teacher-focused professional development program that trains and educates teachers to integrate technology into the class environment and curriculum in order to transform students' learning experience. Intel has trained over 150,000 teachers through this program in collaboration with the government.

Intel International Science and Engineering Fair

Intel also sponsors the Intel International Science and Engineering Fair (ISEF), which is the largest pre-college level STEM competition based in the United States. The competition receives submissions from students across the globe. For the past eight years, Intel has supported the National Science Fair in Nigeria through which young students are selected to represent Nigeria at the annual competition in the United States.



Business Acumen & Training

She Will Connect

The Intel Global Girls and Women Initiative She Will Connect aims to close the digital gender gap and empower women and girls to have better economic opportunities through access to Internet and technology. The program was piloted in Nigeria, Kenya, and South Africa in 2014 with a goal to reach five million women ages 15-25. Intel plans to scale the program to other emerging markets by moving to a mobile platform that will increase reach.

Intel works with four major local partners in Nigeria on this program: the Women's Technology Empowerment Centre (W.TEC),⁷⁸ the Youth for Technology Foundation (YTF),⁷⁹ Women in Technology in Nigeria (WITIN),⁸⁰ and Junior Achievement Nigeria.⁸¹ Its international partners include USAID, UN Women, and World Pulse.⁸²

Challenges

The main challenges that Intel faces in its work in Nigeria include:

1. **Funding:** Intel's programs need additional funding to scale the programs' reach to a larger demographic. Intel could benefit from additional partners who are interested in their programs and could provide opportunities for funding and/or collaborations.
2. **Local Capacity and Additional Resources:** Intel finds it challenging to identify other partners, such as established NGOs, with a large local presence on the ground and the skillset to help sustain and increase the programs.

MasterCard

MasterCard is a multinational technology company operating in the payments sector. Dedicated to creating a ‘world beyond cash’, the company has helped to make the global economy safer, more efficient, financially inclusive, and transparent.

Since 2010, MasterCard has been working in collaboration with the Nigerian government, financial institutions, regulators, merchants, and other stakeholders to modernize the local payment industry and reduce the country’s dependency on cash through financial inclusion. Viewing financial inclusion as more than a goodwill gesture, MasterCard has made “doing well and doing good” central to its business model in Nigeria and across the continent.

The company places emphasis on developing strong local relationships with all stakeholders, and has been a firm supporter of the Nigerian Cashless Policy developed and implemented by the Central Bank. In addition to strong local partnerships, MasterCard also sees value in collaborating with other private sector organizations, such as the World Bank and the IFC, to help expand and reduce duplication of efforts.

MasterCard aligns its financial inclusion work with the broader goal of assisting in the inclusion of women as local entrepreneurs through entrepreneurial training for women and young girls in Nigeria. Their efforts impact more than financial inclusion and generate wealth for the national and local economies through the growth of Micro, Small and Medium Enterprises (MSMEs). This focus is critical to the Nigerian economy, as women engage in the private sector primarily through entrepreneurial businesses in the form of MSMEs. Yet, unsurprisingly, they remain markedly underrepresented: only 16.8% of small enterprises and 12.2% of medium enterprises are owned by women in Nigeria, compared to 35% and 29% respectively in sub-Saharan Africa. Only among micro-enterprises do women account for nearly half of the owners, with a 90.4% disparity between female-owned and male-owned MSMEs, demonstrating a significant opportunity for growth.

In order to address some of the challenges faced by women entrepreneurs, MasterCard has developed partnerships with three key organizations: Youth for Technology Foundation (YTF), Junior Achievement Nigeria, and Mercy Corps. Each partner shares the company’s vision of creating a more inclusive Nigeria, but tackles these challenges from different angles. Vitaly important is that these initiatives are sustainable and meet MasterCard’s criteria of creating long-term change by empowering people.

MASTERCARD’S INITIATIVES

Business Skills & Acumen

- Youth in technology
- Financial literacy and entrepreneurship



Business Skills & Acumen

Youth for Technology Foundation

Since 2013, with support from MasterCard, YTF has provided business skills and financial inclusion training to 3,100 Nigerian women entrepreneurs in the missing middle through the Nigerian Women Entrepreneurs and Mobile Value Added Services program. These women are entrepreneurs whose businesses are too big to qualify for microfinance loans, but too small to qualify for commercial credit. Working in partnership with civil society, the Ministry of Women Affairs, and market-based organizations, YTF recruits and trains these entrepreneurs across 12 states in Nigeria and in four industries (wholesale and retail, light manufacturing, social services, and hospitality).

Through the Nigerian Women Entrepreneurs program, YTF is targeting women business owners from the Niger Delta region, and providing them with business management and capacity building skills, while increasing their access to financial services. The program aims to recruit and train female entrepreneurs from across nine states in the Niger Delta region, including: Abia, Akwa Ibom, Bayelsa, Cross Rivers, Delta, Imo, Ondo, Rivers, and Edo. Participants undergo 10 hours of classroom and online training, as well as networking events designed to allow for exchange of experiences among fellow entrepreneurs. Additionally, participants receive SMS-based messages with information ranging from business basics, tools, leadership, money management, sales, and marketing, as well as banking and credit. The overall goal of the Nigerian Women Entrepreneurs program is to accelerate access to financial products for small and medium size business owners, through skills enhancement to boost business growth and development.

Junior Achievement Nigeria

MasterCard and Junior Achievement Nigeria (JAN), through its Girls' Enterprise Program (GEP), collaborate to provide experiential education and training on financial literacy and entrepreneurship to 455 secondary school students across 20 schools in Lagos, Port Harcourt, and Abuja. GEP is a part of JAN's Leadership Empowerment Achievement and Development (LEAD) camp, which recruits and trains Senior Secondary Level-2 students on different aspects of setting up and running a business, including writing business plans, selling shares to raise capital, electing officers, managing a business and financial records, and returning profits to shareholders as dividends. Through the camp, participants are assigned to one of 60 small businesses for a two-week period. They then are invited to a one-day interactive session with local microfinance institutions. At the end of the exercise, 100 "girlpreneurs" access resources and loans to start-up their businesses. All the end of the two-week period, all 455 participants then form peer-support groups based on their locations.

Through this effort, MasterCard aims to create economic opportunities for both large and small-scale employment, and to reduce the problem of unemployment in the country and improve the economic development of the nation.

Mercy Corps

MasterCard has partnered with Mercy Corps, a global development organization that empowers people to recover from crisis, build better lives, and transform their communities for good. Through this partnership, Mercy Corps and the MasterCard Center for Inclusive Growth have initiated training sessions on business, financial literacy, and

savings for girls in Lagos and the Federal Capital Territory of Nigeria, serving more than 3,800 adolescent girls to date.

One of the three key program objectives is to help girls to develop an understanding and appreciation of the importance of saving. This is especially critical given that the majority of young girls in Nigeria have previously not had access to formal financial services. To date, 149 savings groups, each made up of 15-20 girls, have been established. Each girl owns shares in a pool relative to her weekly contribution, and girls are able to borrow from the pool in order to develop their business ideas into local start-ups. The hope is that these kinds of informal financial tools will smooth a transition to a more inclusive financial market, in addition to financial products that can help women better manage and grow their assets.

The second objective provides girls with the life, financial, and entrepreneurship training they need for success. These skills pair well with their new access to financial services, allowing them to begin working on small enterprise start-up activities with mentoring support.

The third objective of the program moves one step further – helping the girls access apprenticeships, internships, and vocational training to increase their opportunities for employment or starting and running a successful small business. Girls who wish to start a small business are then provided with additional coaching, seed funding, or equipment in order to begin their enterprises.

An additional key component of the program is to address a Nigerian law requiring a birth certificate or passport to open a bank account or credit line, despite the fact that the majority of girls lack formal identification. To address this issue, MasterCard is partnering with Nigeria's National Identification Management Commission (NIMC) to issue MasterCard-branded identity cards with electronic payment functionality to 13 million Nigerians. The initiative is the largest rollout of a biometric-based verification card with an electronic payment solution in the country, and is the broadest financial inclusion program in Africa. It is deployed by NIMC as part of its mandate to create, maintain, and operate the country's first central National Identity Database, and provide proof of identity to Nigerians ages 16 years and older. As part of this initiative, 18,000 adolescent girls participating in Mercy Corps programs will gain access to both electronic payments and savings accounts.

Challenges

MasterCard highlighted a few challenges in delivering its services:

1. **Program Capacity:** MasterCard finds it difficult to provide the continuous and ongoing training that the program beneficiaries need and desire.
2. **Local Capacity:** MasterCard has found it difficult to achieve its desired impact due to the low capacity and educational levels of beneficiaries. Although a challenge, this simultaneously demonstrates the critical need for continued focus in identified communities.

Microsoft

Microsoft is a multinational technology company that develops, manufactures, licenses, supports, and sells computer software, consumer electronics, and personal computers and services. Microsoft has been operating in Nigeria since 2000, with locations in both Lagos and Abuja. Recognizing the growth potential of the Nigerian market, Microsoft Nigeria recently became a standalone subsidiary.

Microsoft has a unique CSR approach by which it utilizes and leverages its core skills and technology to help the communities in which it operates. It aligns its CSR initiatives with its strategic goals as an organization, focusing on three specific pillars: employability, developing world-class skills, and innovation.

Microsoft's efforts focus on women and girls in particular, as the company recognizes that this demographic is an integral part of the movement toward democratization, freedom, equality, and social justice. Microsoft promotes gender equality and girls' access to education and technology by partnering with local organizations, and implements several initiatives to achieve this end.

MICROSOFT'S INITIATIVES

Education & Mentorship

- Programming workshops

Business Acumen & Training

- Aspire Women
- Assisting entrepreneurs
- Secondary school workshops
- Entrepreneurship training



Education & Mentorship

Hour of Code Nigeria

Microsoft Nigeria drives Hour of Code Nigeria, a technology-based initiative that targets female students in primary and secondary school for a one-day free programming workshop. These one-day workshops are designed to encourage girls to consider careers as programmers and developers, and teach them the basics of coding. After a successful pilot program in 2014, Microsoft reached 48 primary and secondary schools in 2015 and extended the workshop to four days.

Campus Skills Roadshow

The Campus Skills Roadshow underscores Microsoft's commitment to tackling the unemployment situation in Nigeria through its Entrepreneurship and Employability program. The program provides participants with 21st century skills for employment and entrepreneurship. Activities include a series of trainings, workshops, and one-on-one mentoring sessions designed to bridge the skill gap between tertiary education and marketplace requirements. The content is built on Microsoft digital literacy curriculum, and also includes a focus on soft skills, such as communication skills and personal grooming. Eight tertiary institutions are part of the Campus Skills Roadshow, and more schools will be reached in the coming year. These include: University of Lagos, Yaba College of Technology Lagos, Federal University of Technology Akure, Obafemi Awolowo University Ile-Ife, Osun State University, Babcock University, and Institute of Management Technology Enugu. The online platforms used in delivering the trainings include the YouthWorks Platform (www.aiki.ng), and the entrepreneurship and

employment portal built for the Youth of Nigeria by Microsoft and its partners, the Future Project and Jobberman.com.



Business Acumen & Training

Aspire Women

The Aspire Women initiative aims to reduce the gender gap by supporting and empowering young women across the Arab world and Africa to realize their full potential through training, mentoring, and the creation of a women's network. In Nigeria, Microsoft partners with Women in Management and Business⁸³ on this initiative. Together, they have reached over 1,200 young women, and directly mentor 50 young girls annually. Their future target is to reach approximately 13,000 young girls across Nigerian universities with entrepreneurship training, vocational skills, and mentorship. No specific target location has been identified, but the program mainly focuses in the South West, South East, and North central regions of Nigeria.

Microsoft further empowers aspiring, tech-savvy women college students and women entrepreneurs through DigiGirlz. DigiGirlz is part of the Microsoft YouthSpark⁸⁴ initiative, and was created to empower young women through access to technology and a better education. The program primarily assists female students in finding a job and starting their own businesses. In 2014, the program piloted in Lagos state, reaching more than 250 girls in college, and is looking to expand to other states this year.

Girls-in-Tech

The Girls-in-Tech Program is a collaboration between Paradigm Initiative Nigeria⁸⁵ and Women in Technology and Entrepreneurship to grow and develop women entrepreneurs. The program has 18 participating entrepreneurs who own companies that are less than five years old, are privately held, and have less than \$1 million in annual earnings. Through this initiative, these women are given access to BizSpark, a Microsoft product designed to provide technology, support, visibility, and community to promising startups and entrepreneurs. It provides startups with three years of free products and services, including software, tech support, and cloud services.

Challenges

The key challenges that Microsoft identified include:

1. **Funding:** Despite efforts to scale up tremendously, Microsoft in Nigeria has limited resources to scale-up many of their programs to reach its targeted demographic.
2. **Partnerships:** Microsoft could benefit from working with additional partners to help in the facilitation and delivery of its programs.

Procter & Gamble

Procter & Gamble (P&G) is a global manufacturer that sells various consumer goods, including personal care products, household cleaning agents, laundry detergents, healthcare products, feminine hygiene products, and baby products. It is now one of the leading consumer packaged goods companies in Nigeria, reaching an estimated 12 million households daily. P&G has been operating in Nigeria since 1992, with operations in Lagos, Oyo, and Ogun States. With the commissioning of a new consumer goods manufacturing plant in Ogun State, P&G has made Nigeria one of its key manufacturing hubs in Africa.

P&G has a long history of supporting CSR initiatives in Nigeria, focusing primarily on health, education, and hygiene. P&G also promotes the empowerment of women and girls through educational programs in the countries where they operate, including Nigeria. A number of these programs are run by P&G directly, while others are operated through partnerships with NGOs, the Nigerian government, global firms, and/or local partners.

P&G'S INITIATIVES

Healthcare

- Hygiene education program
- Immunization clinics
- Mobile health clinics
- Vaccinations

Business Acumen & Training

- Growing Girls and Women initiative



Healthcare

Always Puberty Hygiene Education Program

The Always Puberty Hygiene Education Program educates over 800,000⁸⁶ Nigerian girls annually on health and sanitation best practices and puberty education. Due to the sensitive nature of this subject, the program initially received resistance from culturally conservative areas in Northern Nigeria where, traditionally, many girls are not sent to school. However, through engagement with government and community leaders, P&G successfully established the program, and also provides approximately 50 to 250 educational grants for girls ages 11 to 13 annually. In addition, Always partnered with UNESCO to provide basic education and literacy skills to 60,000 women and girls in Nigeria over the next three years.

Safeguard on Wheels

Another related key hygiene program is “Safeguard on Wheels,” which promotes hand-washing education. This program operates primarily in schools and local communities, and reaches over 3,000 communities across Nigeria.

Pampers Brand Program

P&G has also established a number of social responsibility programs that tie directly to the brands produced and manufactured in the Nigeria. For example, P&G sponsors Pampers brand health and hygiene education programs in immunization clinics across the country, including Pampers mobile health clinics to improve health access in rural areas of Nigeria. At these clinics, qualified medical personnel provide health and hygiene education to new mothers focusing on child growth and development, as well as nutritional information and advice. Additionally,

the Pampers Immunization Program has operated for the last 15 years in Nigeria, with nine mobile health clinics traveling to 31 states, including rural areas.

With the Pampers program, P&G reaches over two million mothers and babies annually. P&G has worked closely with the Federal Ministry of Health and local companies in order to facilitate this program, and, through a partnership with UNICEF, has provided over 15 million vaccines in Nigeria in the past 10 years.



Business Acumen & Training

Growing Girls and Women in Nigeria

As part of its efforts to empower women and girls in Nigeria, P&G recently entered into a strategic partnership with the Nigerian government for the Growing Girls and Women in Nigeria (GWIN) initiative. The program offers structured trainings and skill acquisition to girls and women, targeting those from disadvantaged backgrounds. The goal is to promote gender equality and to equip participants to better contribute to the overall growth and development of the country. The initiative provides both the facilities and personnel to train program members. This program aims to train approximately 60,000 illiterate women and girls and 850 facilitators over the next two years.

P&G has also extended its capability training programs to the Youth Enterprise with Innovation in Nigeria (YOUWIN) and GWIN programs through the P&G SME Academy. This academy supports the development of SMEs in Nigeria by providing core business skills and training to over 200 SMEs in the program.

Challenges

The key challenges that P&G faces include:

1. **Funding:** Access to continuous funding is a challenge for P&G to maintain and scale up select programs. Opportunities exist for other companies to contribute funding for programs where there is an overlap of CSR goals.
2. **Security:** Operating in the Northern region, P&G has concerns about security and the safety of its workers and has limited the implementation of its programs in certain regions of the country.
3. **Local Capacity:** P&G would like to identify additional local partners, such as NGOs, to help ramp-up existing programs and increase overall reach and impact in order to address limited local capacity.

Conclusions & Recommendations

This report examines the development investments in education, health care, and women's empowerment in Nigeria of eight multinational corporations. Through this analysis, it is apparent that many of the companies interviewed have overlapping initiatives. The benefits of collaboration and partnerships with relevant public and private sector organizations would potentially foster more effective outcomes.

Our findings also show that inefficiencies and redundancies amongst these companies and their initiatives could be reduced through greater collaboration. Moreover, from this analysis it is abundantly clear that each company has unique strengths, whether it be existing partnerships with local non-profits or government entities, or extensive distribution networks, which could be utilized or leveraged to benefit other initiatives with similar goals.

Below are recommendations for areas where the eight companies in this report can reduce redundancies, pursue collaborative arrangements, and create more efficient and effective programming.



Education & Mentorship

- Chevron, ExxonMobil, GE, and Intel offer a range of scholarship and mentoring programs to students in a variety of academic fields. Given the staggering need for access to quality and safe education in Nigeria, these companies could benefit from coordinating their efforts to ensure that scholarship opportunities are spread more strategically throughout the country, and to students of all ages and academic fields.
- The Coca-Cola Company, Intel, and GE all have initiatives to improve education through methods such as tutoring for students, teacher training focused on technology, and vocational skills training. Given the similarities of the goals and efforts of these initiatives, Coca-Cola, Intel, and GE could engage in more collaborative efforts, allowing them to pool resources and knowledge to scale-up their initiatives and to reach even more citizens.
- The Coca-Cola Company and Chevron have partnered to address inadequate educational infrastructure by establishing audio-visual learning centers in under-resourced public primary schools in collaboration with the Lagos State Ministry of Education. Intel and MasterCard have initiatives aimed at improving access to and knowledge of technology for women and girls. Intel donates software and hardware to enable students to develop their technology skills and MasterCard teaches technology-specific entrepreneurial skills through YTF. Because developing both technology infrastructure and technology skills are necessary to unleash the power and potential of technology, these initiatives present an opportunity for partnership, collaboration, and greater impact.
- GE Women's Network Nigeria - an IT program that offers two-day boot camps to help girls develop their careers in IT - and Microsoft's Campus Skills Roadshow - a program that provides a series of trainings, workshops, and mentoring – could also leverage one another's programs to address existing skills gaps.



Healthcare

- Chevron and P&G both provide mobile health clinics to improve access to healthcare in rural areas of Nigeria. An opportunity exists to leverage their strategies and knowledge and broaden their collective reach to address other similarly underserved areas.
- Chevron and ExxonMobil both have initiatives that focus on malaria. Given ExxonMobil's Malaria No More partnership with CAMA, which focuses on finding synergies among different organizations, Chevron and its campaign could be an ideal partner.
- GE and P&G could partner in their efforts to provide training for midwives and adolescent health and hygiene, respectively, to share best practices for health education and reaching individuals in underserved areas.
- P&G's Always Puberty Hygiene Education Program, which educates young girls on health and sanitation best practices and puberty education, could collaborate with Chevron's effort to construct toilet facilities in schools. Their combination of interests in providing education and services for young and adolescent girls presents an opportunity to expand impact through both capacity and knowledge building.



Business Acumen & Training

- Coca-Cola's 5by20 initiative focuses on providing business acumen and microfinance loans for small-scale retailers, while ExxonMobil's Vital Voices GROW and Global Women in Management programs provide yearlong fellowships and skills development for female entrepreneurs, respectively. These initiatives use different avenues to address similar needs. The importance of improving the capacity of small-scale entrepreneurs is undisputed, but methods vary. An evaluation of the benefits and challenges of training a larger number in a broad skillset, as Coca-Cola does, versus training a few in a deep and distinct skillset, as ExxonMobil does, would provide a real-world analysis of methods and impact. This evaluation would also provide an opportunity for Coca-Cola and ExxonMobil to collaborate in order to achieve greater impact.
- ExxonMobil's Graduate Assistance Program is focused on improving the employability of graduates by equipping them with communications and technology skills. It may be worth exploring potential synergy with Intel's She Will Connect program, which aims to close the digital gender gap. Both initiatives aim to improve digital literacy, but do so using different methods: ExxonMobil offers a three-month training program that includes collaboration with private and public sector organizations, whereas Intel works with four local partners across a number of Nigerian states. There exists a unique opportunity for these companies to evaluate and compare their methods employed in achieving a similar goal. Collaborating and partnering would allow the companies to increase the impact of their programs.
- ExxonMobil's Business Women Mobile Phone Application - which provides targeted tips and practical advice for entrepreneurs via text message - could collaborate with Microsoft to reach the female entrepreneurs with whom they work through the Girls-in-Tech program. It provides access to software to be used by early stage entrepreneurs. By partnering, these two initiatives could provide a seamless

transition of technology support for female entrepreneurs: as the early stage entrepreneurs in the Girls-in-Tech program grow their businesses, the Business Women Mobile Phone Application could provide tips and practical advice to these more experienced entrepreneurs.

Other Recommendations

In addition to leveraging existing capabilities of both the business community and the Nigerian government to address the critical needs of women and girls in the country, companies should also explore ways to address the commonly felt challenges around security, limited resources, and limited local capacity.

- To address the challenge of security, these companies should come together to share best practices and work to create safe methods for service delivery, especially in the Northeast. As some companies have resorted to the use of armored vehicles, others have been forced to forfeit their efforts in that region. By sharing knowledge and resources, companies will be better able to provide uninterrupted services.
- With the advent of mobile technology and digital education platforms, there is an opportunity to augment education needs for children who cannot attend school through online strategies or digital education devices via portable devices or mobile phones. Using such platforms would allow the companies to reach a larger audience, as well as alleviate security concerns by reaching people remotely rather than on-the-ground.
- As companies struggle with limited financial and human resources to successfully deliver their services, they would benefit from increased collaboration and pooled resources that would enhance the effectiveness of program delivery, reduce overall duplication efforts, and potentially scale up the operations. With the common goal of addressing challenges in Nigeria, the efficient use of existing resources is paramount.
- Another challenge faced by these companies is that many children cannot access an education because of the socio-economic challenges faced by their families. Families, especially those with little money, place more emphasis on children helping out at home instead of attending school, particularly for young girls. Programs that provide business and skills training or provide direct economic opportunities for families could indirectly improve educational opportunities for children through increased household incomes.
- Lastly, limited sustainability and local capacity-building is a common challenge. Over the long-term, as efforts to improve local capacity building take hold, programs can increase local partners. Chevron's new GMOU model is an example of how to increase community engagement and empower communities, two steps that are vital to improving local capacity for the long-term.

Looking to the Future

The above recommendations are by no means comprehensive, nor are they appropriate to all; however, we hope this study will lead to greater exploration of ways to improve service delivery for the communities in need.

In order to address the recommendations in this report, we hope that companies involved in development programs in Nigeria will identify potential areas of synergy in design, implementation, and management of their programs.

The business community has made noteworthy strides in improving the lives of women and girls in Nigeria, yet greater communication and further calls to action are required if these initiatives are to achieve maximum impact. Further collaboration can enhance the corporate commitments and ensure that they have maximum impact in meeting the needs of the underserved and creating long-term sustainability.

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