

## Chevron



## Supporting peace building as a cornerstone for economic growth

### Background

The Niger Delta is made up of nine of Nigeria's 36 states and its natural resources generate more than 75 percent of Nigeria's export earnings. Despite representing the economic engine of Nigeria, the region faces complex and inter-related development challenges. More inclusive and sustained human development has been undermined by persistent poverty and conflict over several decades. Most of the region's residents, some 66 percent of whom are under the age of 30, lack basic social services and rely on subsistence agriculture. The lack of economic prospects has resulted in some of the region's youth seeking opportunities through militancy and violence. In turn, this has fueled intra-ethnic conflict as well as safety and security risks for both communities and companies in the region.

Despite the challenges, Chevron has remained committed to its longstanding and strategic investment in the Niger Delta, which has spanned over 50 years. Over the past five years, building on lessons and experiences in Nigeria and elsewhere around the world, the company has developed new partnerships and innovative approaches to achieve greater alignment and systemic impact in its efforts to support locally-driven peace building and economic progress.

The company has shifted from focusing just on the communities nearest its operations to taking a broader regional approach. It has evolved from doing projects for communities to working with communities, strongly supporting a participatory approach to decision-making, project selection and evaluation. It has focused more efforts on making markets work for the poor, identifying and starting to develop agricultural value chains with higher potential for job creation and income generation. It has recognized the importance of building the capacity and capability of local institutions, especially community-led groups, women and youth organizations,

and regional and local government. To enable this new approach, the company has established an innovative local-global foundation structure to serve as a platform for creating cross-sector partnerships both within Nigeria and internationally with the goal of being more effective in leveraging funding, implementation expertise, and research and advocacy support.

### Local and global partnership platforms

In 2010, the company established the Niger Delta Partnership Initiative (NDPI) as a US-based and governed non-profit foundation, and the Foundation for Partnership Initiatives in the Niger Delta (PIND) as a Nigerian-based and governed foundation. Chevron has committed US\$90 million since their inception to support the two independent foundations. It has also leveraged more than US\$50 million in additional funding from other public and private partners. NDPI engages a network of international partners to augment donor and business support in the region; raise awareness of new corporate-led development models; and enhance international understanding of the Niger Delta's opportunities and challenges. PIND serves as NDPI's local presence in Nigeria, playing a crucial role in local relationship and trust building from the community level to government; managing program implementation; and ensuring strategic alignment between the company's business activities and its role as a local, regional and national development partner in Nigeria.

Although they play different, but complementary roles, NDPI and PIND share a common four-pronged strategy: economic development; peace building; analysis and advocacy; and capacity building, with numerous programs and partners, both Nigerian and international. Although there is overlap and strong inter-dependence between these pillars, this profile focuses specifically on some of the partnerships that have been built around the peace-building program.

## Objective

A key common driver for the Niger Delta and Chevron to achieve their respective economic goals is the ability of all stakeholders, including the company, to play a proactive role in supporting peace building. With this goal in mind, a flagship peace building initiative, Partners for Peace (P4P), was launched in 2012. Its aim is to build a dynamic grassroots network of peace builders—both individuals and institutions—committed to peace building in the region. Broadly, P4P aims to enable people, businesses, and civil society organizations to collaborate for the advancement of socioeconomic development free from violence and conflict. More specifically, it seeks to identify, establish and strengthen grass roots conflict resolution programs within the Niger Delta.

## Activities

The P4P program has three main activities: voices, network and action. Its approach highlights the essential—and often unexplored—role of decentralized networks consisting of diverse partnerships or organizations, many undertaking their own activities, but brought together by a common vision and supported by a neutral platform to engage with each other, share lessons, self-organize and collaborate. In the case of P4P, the common vision is to ‘build local capacities, strengthen governance and generate sustainable peace.’ The diverse partners engaged in the P4P network, from individuals to organizations and local chapters, are working towards this vision in different ways, but the platform provided by P4P aims to ensure that the ‘sum is greater than the parts’.

Through a range of communication and outreach platforms, including traditional and social media, films, focus groups and interviews, P4P gathers local perspectives on peace in the Niger Delta. It also links individuals to a network for early detection of potential conflict and collective learning on issues of peace building. The launch of an interactive and dynamic online Peace Map has been a valuable tool in enabling this approach to work. It collects data and compiles knowledge to help identify conflict hotspots, analyze the root causes of conflict, and provide information on peace building actors who are working to resolve them.

This networked approach has enabled the peace building efforts to incorporate the voices, opinions and capabilities of groups that are often marginalized in terms of having input, let alone a decision-making role, in the allocation of resources. In particular, P4P has made a public and sustained commitment to identifying and engaging both women and youth interested in peace building, including youth who have been former militants. One initiative, ‘Mothers for Peace’, for example, emphasizes the important role that women can play in intervening for peace, while others focus on school-based efforts to engage students.

Action is a key component of the P4P program and it offers small grants to support scaling up of promising peace building efforts and programs that build individual and organizational capacity in conflict mitigation and analysis. At a more strategic public policy level, PIND initiated a roundtable with its partners US-based Fund for Peace and the Nigeria Stability and Reconciliation Program (NSRP) aimed at broader collaboration on peace building. This effort has developed into the Peace and Security Working Group bringing together peace building experts across Nigeria and internationally on a quarterly basis.

## Results

As of 2015, P4P chapters have been established in all nine states of the Niger Delta, led and sustained by local volunteers and facilitating grassroots actions by over 3,000 individual peace builders. PIND, its partner Fund for Peace and others have provided training to each chapter in topics such as project management, the use of social media and other information and communications technology, and basic peace building and conflict resolution skills. P4P has also worked with all the chapters to undertake a self-assessment process to determine strengths, weakness and opportunities and improve their ability to mitigate conflict and uphold peace building. In total, some 22,000 people have been directly involved in the peace building program and over 200,000 people exposed to peace building messages.

The online Peace Map, launched in 2014, continues to compile, integrate and analyze data from all nine chapters’ local-level conflict assessments. An Integrated Peace and Development Unit (IPDU) has been established to provide operational support and serve as a response mechanism to address immediate threats of violence in the Niger Delta. P4P and its network of chapters and individual peace builders were highly active in the lead-up to Nigeria’s 2015 elections, including a series of activities focused on identifying and resolving sources of electoral violence. One of these was an SMS-Election pilot, which enabled people to report early warnings of violence and cases of election malpractice as well as peaceful elections. Over 2,000 SMS messages were sent.

## Next Steps

Over the next few years, the peace-building program aims to deepen the P4P networks and chapters, and to strengthen the strategic capability and influence of the Peace and Security Working Group. There will be ongoing efforts to scale up peace education and research on conflict analysis to improve the quality and impact of peace building interventions. Linkages have started between the Economic Development and Peace Building teams, resulting in interventions where agriculture and other economic development approaches are being used as a way to mitigate community conflict. Chevron, NDPI and PIND also aim to stimulate broader dialogue on conflict and peace building and create opportunities for other companies, government bodies, donors and non-government organizations to get engaged through the Peace and Security Working Group and other forums.