



**FOUNDATION FOR PARTNERSHIP
INITIATIVES IN THE NIGER DELTA
(PIND)**

PEACEBUILDING STRATEGY

August 2014



PEACEBUILDING BUILDING STRATEGY

BACKGROUND

The Foundation for Partnership Initiatives in the Niger Delta (PIND) is committed to establishing and encouraging innovative multi-stakeholder partnerships to empower communities to achieve a more peaceful and enabling environment for equitable economic growth in the Niger Delta. A key constraint to economic development in the region is endemic and pervasive conflict.

For many decades, the Niger Delta has been embroiled in a cycle of conflict that has ravaged the region and has had severe effects on livelihoods. Driving these conflicts are myriad issues that have resulted in devastating communities, destroying their various sources of livelihood and leaving inhabitants impoverished and vulnerable. The drivers of conflict in the region which includes; competition over resources, crises in leadership, the absence of credible dispute resolution mechanisms, militancy, oil theft and environmental degradation have impacted negatively on economic growth and development and have succeeded in keeping the region in a cesspool of instability and violence.

In order for PIND to realize its primary objective of achieving equitable economic growth in the Niger Delta it is necessary that it adopts a robust and dynamic peacebuilding process that not just works on the drivers of conflict but is integrated into PIND's economic development efforts in a way that fosters the creation of social capital – also known as a culture of peace.

PIND's peacebuilding program aims through this strategy to contribute to the greater goal of regional and lasting peace in the Niger Delta; it hopes to achieve this through creating sustainable peace partnerships, encouraging collaboration and cooperation amongst peace actors, providing support for economic development and strengthening indigenous structures for peace while also creating and building interface with larger state-level or regional peace efforts.

The principles guiding this strategy apply to projects that are already existing as well as future projects that may be conceived by the peacebuilding program.



VISION

We envision a culture of peace in the Niger Delta stimulated by PIND's peacebuilding efforts.

MISSION

To enable economic development through strengthened peacebuilding initiatives that contributes to the architecture for peace in the Niger Delta region

GUIDING PRINCIPLES

PIND's Peacebuilding program has adopted a set of guiding principles that will guide how it carries out its work. Under these principles the peacebuilding program will;

- Ensure PIND's programs and projects are informed by conflict analysis and that such programs are implemented in such a way that it at the very least does no harm and also works on the drivers of conflict.
- Promote peacebuilding and conflict sensitivity mainstreaming and multi-stakeholder dialogue processes in all its programs.
- Ensure all projects take into account universal human rights social justice principles.
- Adopt participatory approaches in carrying out its activities.
- Foster a genuine sense of partnership
- Promote inclusiveness amongst all stakeholders thereby ensuring sustainable results for project beneficiaries that are not dependent upon continued donor support and maintenance beyond the life of the project
- Seek relevant government participation and support for project activities
- Integrate gender and youth participation and issues into relevant aspects of peacebuilding programming to foster equitable participation and benefits.

OBJECTIVES

- The program will promote capacity building of Peace Actors at all levels in the areas of peacebuilding, conflict analyses and conflict sensitivity.
- The program will promote synergy and cooperation among actors in order to deepen collaboration and effectiveness towards addressing peacebuilding issues in the region.
- PIND's peacebuilding program will enable economic development in the region.
- The program will strengthen PIND's capacity for peacebuilding both in its programs, projects and within the organization as a whole.
- The program will adopt sustainable and indigenized approaches towards realizing peace in the Niger delta



STRATEGIES

In the achievement of its objectives PIND's peacebuilding program shall employ a number of strategies. These strategies will enable the peacebuilding program to provide support to PIND's economic development goals while also working on the drivers and root causes of conflicts in the region through innovative stakeholder partnerships and creating a culture of peace.

The strategy will also incorporate other strategic enablers of economic growth such as analysis and advocacy and tailored capacity building. These broad strategies are stated below;

Build Capacity of Peacebuilding Actors

- The peacebuilding program will improve skills of peacebuilding actors and relevant stakeholders in the region to effectively engage a broad range of contexts and conflict issues
- The program will strengthen local capacities and mechanisms for peacebuilding.
- The program will enhance the peacebuilding roles of women, youth, and other vulnerable groups and will address their needs and issues in peacebuilding programming and implementation.

Activities

- Mentoring and training of stakeholders on peacebuilding e.g. P4P chapter networks, IOCs, development practitioners, Youth Corps, government workers, and CBOs/NGOs, women and youth groups etc.
- Conduct conflict assessment trainings for stakeholders.
- Work with police and other security forces to increase Peacebuilding skills and commitment.

Enable Economic Development

- The peacebuilding program will mainstream peacebuilding and conflict sensitivity into PIND's economic development programming.
- The program will assist trade associations, business membership organizations and other local market actors to respond to conflict and develop capacities for cultivating peace.
- The peacebuilding program will spur the development of wider regional peace efforts, and also help to identify potential opportunities that would benefit from assistance from PIND's Economic Development Program.



Activities

- Provide trainings on conflict analysis, peacebuilding and conflict sensitivity to BMOs, trade association and EDC partners.
- Carry out and disseminate qualitative research and analyses on emerging issues around conflicts and economic development in the region.
- Mainstream conflict sensitivity and peacebuilding into PIND's economic development programs.
- Develop and adapt community engagement models like the Peaceable Livelihoods and Constructive Engagement (PLACE) and replicate where necessary.

Promote synergy and cooperation among actors in the region

- The program will promote collaboration, cooperation, information sharing, and action among stakeholders in the promotion of communities free from violence and conflict.
- The program will also promote social networking and increased communication amongst Peace Actors.
- The program will establish coalitions between civil society, private sector, development partners and government to engage in peacebuilding and development.
- The peacebuilding program will promote increased consensus on conflict issues among stakeholders through creating opportunities for deliberative dialogue and other conflict resolution approaches.

Activities

- Establish and strengthen Partners for Peace network with chapters across the nine Niger Delta States.
- Establish peace clubs in secondary and tertiary institutions across the region.
- Create social media platforms and websites for increased interaction amongst peace actors and dissemination of peace messaging.
- Organize periodic region-wide meetings for improved interaction, collaboration and action between young persons and peace actors.
- Establish international, national and regional working groups for information sharing and renewed cooperation of Peace Actors and donors.

Strengthen PIND's capacity for peacebuilding in its programs, projects and within the organization as a whole.

- The peacebuilding program will emphasize conflict sensitivity and peacebuilding mainstreaming as an integral part of PIND's operations. This will ensure that PIND projects and programs are implemented so that they do not exacerbate conflict in a region that is largely conflict prone.



- The program will strengthen existing dispute resolution and grievance mechanisms for PIND's internal operations. This mechanism will ensure that PIND is recognized as an organization that can manage its internal conflicts.
- The Program will improve coherence amongst PIND offices, the program strands, and various projects and activities within PIND's peacebuilding program.
- Improved collaborative approach in implementing peacebuilding to maximize contribution from all levels of the organization.

Activities

- Conduct conflict sensitivity trainings as well as offer mentorship and support functions for PIND staff and implementing partners
- Develop user friendly templates and tools that will promote conflict sensitive and peace oriented programming.
- Assist in strengthening of internal dispute resolution and grievance mechanisms for PIND operations.

Adopt sustainable and indigenised approaches towards realizing peace in the Niger delta

- The program will engage and create partnerships with credible institutions that will support learning, scholarship and skill building around issues of conflict and peacebuilding for inhabitants of the region.
- The program will also identify, establish, strengthen and maximize (where necessary) grass roots peacebuilding initiatives within the Niger Delta region to promote a more enabling, integrated, and peaceable environment conducive for economic growth and development.
- The program will engage with conflict actors, spoilers (those whose interests are against peace), and other dividers, such as leaders, corrupt institutions, and harmful traditions.
- The program will provide practical solutions for conflict prevention and mitigation and respond to emerging threats in the Niger Delta in a timely, adaptive, and actionable manner; E.g. reconciliation of communities and groups in the Niger Delta torn apart by conflict

Activities

- Develop partnerships with local and international institutes to offer professionalized short courses on peacebuilding.
- Initiate small grants awards to recognize, highlight and strengthen local and traditional peacebuilding initiatives.
- Create peace and conflict resolution resource learning centers.



- Carry out and regularly update region-wide conflict assessment.
- Facilitate consultations and trainings to promote constructive engagement for all those involved in violent conflict that choose alternatives to violence.

PARTNERSHIPS

This will feed into PIND's strategic objectives of creating and nurturing transformative partnerships which involve value propositioning and collaboration on innovative ways of doing things.

The peacebuilding program will engage Partners that demonstrate interest in providing new answers to old problems as well as collectively and synergistically tackling complex challenges.

In accordance with PIND's strategic objectives, the peacebuilding program will identify with the following characteristics for transformative partnerships;

- Participation of organizations with diverse interests, cultures and approaches.
- Shared interests in developing a specific project, but with flexibility to pursue ideas and opportunities beyond that original scope.
- The combined resources, flexibility and autonomy to adapt project designs and plans to meet specified development needs as results are evaluated.
- Shared commitment to long term and sustainable project results. The Peacebuilding Program will strive to engage strategic, locally driven groups like the eight Regional Development Committees (RDCs) established under Chevron's GMOUs in its activities. The Peacebuilding Program will look for opportunities where some of its projects can build upon the existing strengths from these initiatives.

SUSTAINABILITY

Similarly, the Peacebuilding program in designing and implementing projects in the region will adopt PIND's sustainability criteria which includes;

- **Project Sustainability** - Sustainability of the benefits from each individual project for its intended beneficiaries after PIND's support ceases.
- **Partnership Sustainability** - Sustainability of PIND's partnerships and networks beyond the period of direct Chevron funding.
- **Mission Sustainability** - Sustainability of PIND's strategic aims to foster multi-stakeholder partnership and equitable economic growth in the Niger Delta.



MONITORING & EVALUATION

The peacebuilding program will comprehensively adopt PIND's Monitoring and evaluation strategies as extensively stipulated in its planning, monitoring and evaluation manual.

Particularly, the peacebuilding program will adopt a result based monitoring system based on the use of results chains that traces out the underlying 'theory of change' or 'causal logic' of an intervention showing how activities lead to outputs, outputs lead to outcomes, outcomes lead to other outcomes, and outcomes lead to impacts.

In addition, the peacebuilding program will monitor changes in knowledge, attitudes and practices that demonstrate acceptance of peaceful approaches and deliberative dialogue processes instead of violent conflict.

In addition it will monitor improved awareness of the drivers and impacts of conflict on peaceable livelihoods as well as the impact of projects on conflicts.

The program will also adopt a standard of monitoring peacebuilding programs that is line with best practices. These standards are;

Monitoring the context

This process involves the continuous updating and refinement of the conflict assessment. Ideally, conflict assessments are living documents that are continuously updated and modified according to developments and changes.

Factors to consider are those that could escalate the conflict as well as those that could deescalate the conflict.

In addition to the use of qualitative and quantitative indicators the program will utilise a process for monitoring the impacts of conflict sensitivity using the following indicators;

Intervention Indicators

This indicator measures the extent to which an intervention is moving towards achieving its objectives. It measures project results and impacts when measured against the project objectives.

Conflict/context Indicators

This indicator measures key changes in the context. Its aim is to identify the key changes in the context relating to tensions and conflict issues.



Interaction Indicators

This indicator measures two things primarily; the impact/interaction of the intervention on the conflict context as well as the impact/interaction of the context on the intervention.

Unintended Impacts

This indicator measures unintended impacts either positive or negative that may have been caused as a result of the intervention in the context.

RISK FACTORS

Nature of risk	Mitigation plan
<p>PIND personnel and partners may be targeted or subject to violence by spoilers and those benefitting from a conflict economy</p>	<p>Protection/security measures must be put in place and compliance measures should be monitored. Develop and implement strategy to engage spoilers</p>
<p>PIND Programs and projects may exacerbate existing conflicts or ignite new ones in the communities</p> <p>PIND programs and projects may inadvertently challenge the status quo in the communities; this may cause resentment from those whose interest is to maintain the status quo.</p>	<p>Ensure program and project staff and partners are trained in conflict sensitivity and apply it in their work.</p> <p>Establish mechanisms for monitoring the application of conflict sensitivity by PIND staff and partners</p> <p>Promote continuous community engagement</p>
<p>Projects and programs implemented by other development organizations in the region may undermine the implementation of the strategy.</p>	<p>Initiate advocacy and communication strategies to create awareness of PIND's approach and policies</p> <p>Set up collaboration and sharing platforms with other development organizations in the region to articulate PIND's approach and influence their approach</p>
<p>Partners and other development organizations may lack proper understanding of PIND's strategic objectives and approach.</p>	<p>Continuous engagement and sensitization of partners</p> <p>Communicate targeted messages to fit specific audiences</p>



<p>Inter/Intra communal violence may disrupt peacebuilding activities in the region.</p> <p>Activities like Kidnapping, militancy and oil theft may escalate in the region thereby leading to insecurity and restriction of movement for PIND staff, consultants and partners.</p> <p>Political situation in the country may worsen tensions in the region before during and after elections. This may increase insecurity in the region</p>	<p>Set up, feed off or strengthen existing early warning mechanisms and to detect signs of instability in the conflict situation</p> <p>Strengthen relationships and engagement with key conflict and peace actors</p> <p>Protection/security measures must be put in place and compliance measures should be monitored.</p> <p>Support and strengthen the peacebuilding program to prevent and address election tension and violence</p> <p>Ensure Conflict sensitivity is applied by PIND staff and partners in their work</p>
<p>Partner organization and other peacebuilding actors may be averse to information sharing and collaboration.</p>	<p>PIND should take lead in sharing information and collaboration.</p> <p>Develop trust, strengthen key relationships</p> <p>Find areas of common ground and synergy, honour confidentiality</p> <p>Emphasize the significance of information sharing and collaboration in peacebuilding</p>
<p>Partner organizations may lack the required skillsets and capacities to carry out stated peacebuilding interventions</p>	<p>Provide capacity building to partner organizations</p>
<p>Organizational culture of results-focus and excessive busy-ness may undermine commitment to PB</p>	<p>Create more of a learning culture at PIND, explore ways to streamline workplans, and build acceptance for activities that may take longer to show results</p>
<p>Inadequate training, support, and staffing within PIND may inhibit capacity to implement PB strategies and activities</p>	<p>Provide comprehensive PB training and sufficient ongoing support.</p> <p>Consider hiring more staff to provide assistance for the peacebuilding program.</p>



ANNEX

CURRENT PEACEBUILDING PROJECTS & PROGRAMS

PARTNERS FOR PEACE

The mission of Partners for Peace (P4P) project is to build social capital around peacebuilding in the Niger Delta through amplifying the voices of positive actors, building a network of self-identified agents of peace, and leveraging that network through facilitation, small grants, and capacity building. Under this mission are three interrelated components:

- **Voices**

Too often the loudest voices heard in the public sphere are the spoilers and belligerents, not the agents of peace. This component seeks to fill that gap. As the voices of positive actors are amplified and broadcast, this serves as a catalyst to broaden and deepen the P4P network, which can then be leveraged by the Action component.

- **Network**

The Network component is about establishing a network of stakeholders from civil society, community based organizations, non-governmental organizations, private companies, donor organizations and the general public committed to promoting peaceable livelihoods in the Niger Delta. This network is to be leveraged in the Action component for more effective peacebuilding and conflict mitigation activities.

- **Action**

As a network of self-identified agents of peace is being established across the Niger Delta, it can then be leveraged by the Action component through small grants, training, and facilitation. This component also consists of participatory analyses and assessment projects geared towards community development.

P4P's Approach to Peacebuilding

P4P facilitates grassroots conflict analyses and early warning, then identifies, and supports existing initiatives, and creates new ones that address the conflict risk factors. The P4P project dovetails with PIND's other program areas: the Economic Development Program, the Capacity Building Program, and the Analysis and Advocacy Program, with the larger goal of establishing innovative and dynamic multi-stakeholder partnerships that support and enable socio-economic development programs to improve the standard of living for communities in the Niger Delta.



Stakeholders and Beneficiaries

One of the first major activities undertaken by P4P was an extensive community consultation throughout the Niger Delta through Focus Groups (FG) and Key Informant Interviews (KII). This consultation helped P4P to identify the key stakeholder groups, their experiences of conflict and perspectives on peacebuilding. The P4P network includes chapters, clubs, sponsors, and other groups such as: Youth

- Women
- Religious Institutions
- Traditional Structures
- NGOs, CSOs, and CBOs
- State and Local Governments
- Peacebuilding Advisors

P4P is a coordination platform for a wide range of peacebuilding initiatives. As DFID, USAID, PIND, and others interact through the P4P network; it will facilitate synergies and create opportunities for collaboration. One example of coordination is the Peace and Security Working Group which meets in Washington DC, Abuja and the Niger Delta.

Small Grants Program

Within the Action component of the P4P project there is a Small Grants Program that responds to emerging conflict risk factors as documented through the Peacebuilding Map and leverages existing initiatives, as identified by the Network. Proposals will be solicited from local stakeholders in the areas of:

- Conflict Assessment
- Early Warning
- Conflict Mitigation
- Conflict Resolution

INTERGRATED PEACE AND DEVELOPMENT UNIT

The Integrated Peace and Development Unit (IPDU) is PIND's response to rapidly changing dynamics on the ground. The IPDU promotes collaboration and synergy amongst the existing local, regional, and national efforts of actors in both public and private sectors to address conflict early warning and response, with a focus on gender and youth. The IPDU provides research and consulting services to donors, implementing agencies, and private sector actors who need this knowledge and capacity to fulfill their own peacebuilding and conflict mitigation objectives.



The Unit supports PIND, as well as other donors and organizations through its three component functions: Research, Capacity Building, and Applied Learning aimed at the early targeting and mitigation of potential drivers of instability.

By design, the Unit responds to emerging threats and identifies and mobilizes the appropriate actors and resources. Its three component functions are interdependent, creating a continuous feedback loop so that information is being built upon and constantly informed by realities on the ground. By incorporating the inputs of various organizations at the national, regional and local levels, the goal is to both integrate as well as distill best practices in conflict mitigation.

Research: The Research component serves as a clearinghouse for existing research and proactively fills knowledge gaps in response to the needs of partners on the ground.

Training and Capacity Building: The Unit provides training and capacity building based on identified needs.

Applied Learning: The IPDU will work with local and international stakeholders to implement pilot projects that can be scaled up or replicated for maximum impact

MAINSTREAMING PEACEBUILDING AND CONFLICT SENSITIVITY

Mainstreaming peace building and conflict sensitivity into PIND's programs and activities is designed to reduce the potential for violent conflict which could become a disincentive for economic development. The program is aimed at increasing the adoption of alternative approaches to the resolution of conflicts with a view to fostering enabling environment for market-led development across the region.

The program ensures that PIND's economic developments programs are designed and implemented such that they contribute to market led development and also address the drivers of conflict to promote lasting peace in the region.

The concept seeks to achieve this through these components:

- Capacity building for PIND staff on conflict analyses, conflict sensitivity and peacebuilding.
- Ensure conflict analyses are done by program teams prior to implementation through the identification and understanding of the drivers and dynamics of local conflicts.
- Development of peacebuilding/conflict sensitivity systems and response mechanisms into PIND programming and monitoring and evaluation.



It seeks to explore opportunities presented by other projects to pursue and achieve the Peace building objective of the Foundation.

PEACEABLE LIVELIHOOD AND COMMUNITY ENGAGEMENT PROJECT

The overarching objective of the Peaceable Livelihood and Community Engagement (PLACE) project is to create a peaceful and enabling environment for the operations of PIND while simultaneously providing opportunities for economic growth for the mutual benefits of stakeholders.

The PLACE project is PIND's community engagement strategy in the communities of Egbokodo and Ubeji, Delta State and is designed to deliver five key interventions to the communities to encourage economic growth and development. The various components of the PLACE project are:

- Support to strengthen technical and income opportunities for aquaculture groups in the communities;
- Assistance to strengthen existing peace building initiatives and facilitate new ones
- Support for existing Trade Associations in form of training and business linkages as well as micro credit schemes;
- Capacity building for the CDCs, Youth Associations, trade associations and cooperatives.
- Extension of PIND's ATED Water, Sanitation and Hygiene (WASH) project to the communities.