PIND

FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA

Partners For Peace In The Niger Delta - A Platform For Collective Action In Conflict-Prone Region

PIND CASE STUDY SERIES & PRACTITIONERS GUIDE - NOVEMBER 2020

CASE WRITER
Chichi Nnoham-Onyejekwe

CONTRIBUTORS
Chikezie Omeje
Ogadinma Iroka

TABLE OF CONTENTS

Acronyms

- **AAR**   After Action Review
- **ADR**   Alternative Dispute Resolution
- **ACAYOC**   Awarra Court Area Youth Council
- **BOT**   Board of Trustees
- **CSO**   Civil Society Organizations
- **CWC**   Central Working Committee
- **DDR**   Demobilization, Demilitarization. Rehabilitation and Reintegration
- **EWER**   Early Warning and Early Response
- **FFP**   Fund for Peace
- **FGDs**   Focus Group Discussions
- **GMOU**   Global Memorandum of Understanding
- **HBR**   Harvard Business Review
- **IEC**   Information, Education and Communication
- **INEC**   Independent National Electoral Commission
- **IPDU**   Integrated Peace and Development Unit
- **JTF**   Joint Task Force
- **KII**   Key Informant Interviews
- **LGA**   Local Government Area
- **P4P**   Partners for Peace
- **PIND**   Partnership Initiatives in the Niger Delta
- **SMS**   Short Messaging Service
- **UBE**   Universal Basic Education
- **UNDP**   United Nations Development Project

Abstract

Christina Okuma is a young female business development manager in a private company in Imo State. During weekends and on the days she is off-duty, she spends her time organizing and facilitating peacebuilding activities in her state.

Shaaban Abdullahi is from Kano State of Nigeria but has lived most of his life in Bogobiri, Cross River State where he runs a fashion designing shop with his younger brother. He invests the little money he earns from the shop in helping to mediate between local communities to resolve conflict.

Abidoye Irene Odijie is a nurse and mid-wife in Ondo State. Irene spends her spare time coordinating peace clubs in schools in the State so children can learn the value of peace from an early age.

Tamunomie Wariboko is a community leader in Igbaisikikala-Ama community – Borokiri part of Port Harcourt town in Rivers state – which is known for its volatility and youth restiveness. To promote peace in his community, he spends his money to organize sporting competitions with token gifts between warring youth to bring them together.

Christina, Shaaban, Irene, Tamunomie are just few out of the thousands of men and women from different spheres of life who work as peace volunteers in the Niger Delta region of Nigeria. They do this under the Partners for Peace (P4P) Network, a platform for collective action on peace established by the Foundation for Partnership Initiatives in the Niger Delta (PIND), a non-profit organization set up with initial grants from Chevron Corporation.

This case study documents the stories of the many peace actors that make up the Partners for Peace Network (P4P). It also documents the processes put in place by the Foundation for Partnership Initiatives in the Niger Delta (PIND) in establishing the Partners for Peace Network as a grassroots architecture mobilized for conflict prevention, mitigation and peacebuilding in Nigeria's Niger Delta region.

The Partners for Peace (P4P) Network has grown exponentially since its establishment in 2013 as a response to widespread conflicts in the region. From its beginnings with 120 members to over 9,000 members in 2019, P4P continues to meet its objective as a community led initiative contributing to the reduction of violent conflict in the Niger Delta.

P4P's strength lies not just in its membership strength but in its diversity and its openness to anyone committed to building peace in their communities. Its members consist of traditional rulers, government officials, civil society actors, reformed militants, security operatives, youth leaders, women leaders, small enterprise owners, private individuals and others. Collectively, these volunteers are working to reduce conflicts as a key constraint to economic development in the Niger Delta region.

The P4P model, which is rooted in the social network theory[1], has been shown to be effective in peacebuilding and conflict mitigation. This case study describes and explains how PIND built and operationalised this Network of volunteers' corps for collective action, to serve as body of knowledge for its possible replication as a model for peace building and conflict prevention. It touches on fundamental aspects of mobilization, establishing structures and processes, describing the impact of P4P's work, and providing warning for pitfalls. It is meant to serve as a guide for practitioners and other organizations willing to put the time and effort to establish an indigenous platforms for people to create meaningful impact in their communities.

The data for the case study was collected from key informant interviews (KIIs) with PIND's peacebuilding team that facilitated the evolution of the Network, some P4P focal members in each State and Focus Group Discussions (FGDs) with representatives of the Partners for Peace (P4P) chapters in each of the nine States of Nigeria's Niger Delta region. Additional data was sourced from P4P and PIND project documents.

Background & Context for the P4P Network

The Niger Delta is the economic backbone of Nigeria. It is the region where oil is produced in the country. And oil is the mainstay of Nigeria's economy, accounting for more than 70 per cent of government's revenue. Oil was discovered in the region in 1956 and production began two years later. While the region's natural wealth should have provided the springboard for development, it rather became the main source of conflict. What began as a quest for resource control and economic justice, exacerbated into decades of serial conflicts which affected peace and development in the region.

Nigeria is a federation of 36 states and a Federal Capital Territory. The Country's federal system operates largely with a strong and powerful central government and state governments with a certain degree of autonomy. The Federal Government has complete control of natural resources which in the Nigerian Constitution are listed on the exclusive legislative list[2]. The Constitution gives the Federal Government the exclusive powers to legislate on issues relating to the exploration and production of crude oil, which is Nigeria's most valuable resource. In addition, oil revenue is shared with the rest of the federation, with a higher percentage going to the oil producing states in what is known as the Niger Delta region.

In spite of the significant resources being explored from the region, a large percentage of the population still live in poverty[3] prompting perceptions of exploitation and marginalization from the indigenes of the region. This triggered a sustained period of armed violence against the Federal Government from 2007 – 2009 which led to significant drops in oil revenue. Consequently, the Federal Government under the leadership of former President Umaru Musa Yar'adua established the Presidential Amnesty Program to bring about stability in the region.

However, the relative stability gained through the amnesty program has been eroded by the reemergence of other forms of violent conflict in the region. Conflict issues include communal tensions, political competition, organized criminality, and resource-based conflicts. Incidents include militancy, piracy, cultism, election violence, communal violence, armed robbery, kidnapping, human trafficking, mob violence, and land disputes.[4] Although these conflict issues were prevalent, involving multiple overlapping factors and actors, anecdotal evidence also points to the existence of individuals committed to maintaining peace in their communities. These peace actors were integral to conflict prevention and resolution efforts in their communities either as community leaders, civil society, clergy, women leaders, traditional rulers etc. However, in most cases, these actors existed independently of the other, with particular constraints to their efforts and without an overarching platform to encourage leveraging and networking.

Though the peace actors contributed to peace building in their communities, such efforts were often isolated, disjointed and unappreciated. They did not have the platforms to collaborate and expand their activities. This reality was the window that gave birth to the Partners for Peace (P4P) initiative that spans the nine States of the country's Niger Delta region: Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo, and Rivers. PIND's aim of establishing the Partners for Peace Network was to catalyze a dense network of peace actors with skills, knowledge, and lines of communication, to enable an environment for rapid dissemination of early warning signals and for scaling and replication of conflict management efforts in the region.[5]

"

"taken together, the P4P network is an experience of peace for its members, at least some of whom recount stories of personal transformation. It is a symbol and model of peace for those inside and many outside the network, broadly reported to act according to a set of values and ideals congruent with broadly-held understandings of what peace would mean for the Niger Delta." [6] - **says Professor Brian Ganson[7] of the University of Stellenbosch Business School and an expert on social-political risk management, conflict prevention and collaboration.**

This case study presents a guide to peacebuilding practitioners and planners on how to build a Network of peace volunteers for collective action. Chapter One introduces the necessity for the Network, Chapter Two discusses finding the members from the scratch and Chapter Three explains motivating and incentivizing them to action. In Chapter Four, the case study throws insight into building and equipping a sustainable Network of peace volunteers and in Chapter Five, it x-rays ways of leveraging the volunteers for conflict mitigation and peacebuilding. Chapter Six presents the critical success factors in building such a Network while Chapter Seven enumerates the pitfalls that must be avoided in the building process. Finally, Chapter Eight summarizes a step by step guide for replicating the model at various stages of implementation.

2 Second schedule, Part 1, Constitution of the Federal Republic of Nigeria 1999 as amended.
3 National Bureau of Statistics (NBS) data on poverty and inequality in Nigeria (2019)
4 Foundation for Partnership Initiatives in the Niger Delta (PIND): 2019 Annual Conflict Report

5 Measuring PIND's Peacebuilding Impact – 2012 -2018' report published in 2018 by the Fund for Peace
6 Prof Brian Ganson; Partners For Peace In The Niger Delta: Capability Building Assessment 2016
7 http://ganson.org/

Finding Volunteers as Network Members from the Scratch

▶ An eye for Potential Volunteers

Volunteering is about freely offering to do something or support a cause, without expecting payment. A Partners for Peace focus group discussion respondent in Ondo State described being a member of the Network as '*selfless service*' by "*people of same minds targeting peace so development can thrive*". According to the peace volunteer, "*you sacrifice your time, talent and treasure… you are totally committed to do so without anyone forcing you to do so*".

At the onset of the Partners for Peace project, PIND had one goal – to find people of like minds who would freely volunteer to be peace actors. PIND's Peacebuilding Program Manager explained that

> "*just as we have people mobilizing for violence in every community, we believed there were people who want to do the same for peace… It could be a school teacher who organizes an after school peace club; a market woman who stands for her community and her market women association against touts who come to collect illegal taxes, or even a clergyman who uses his pulpit to change people by reconciling them to God and giving them a purpose in life*" - **PIND's Peacebuilding Program Manager, Nkasi Wodu explained.**

In searching for such volunteers, PIND looked out for some core criteria that pre-disposed certain individuals to be peacebuilders, creating a common interest that is foundational for the emergence of a social network.

▶ Participatory Research as Tactic for Locating Existing & Potential Peace Volunteers

As a first step to finding existing peace actors, PIND deployed participatory research to identify drivers of conflict and locate existing peace actors.

PIND organized an intensive conflict assessment of the region that enabled them to map and hold extensive consultations with representatives from all key stakeholder groups including men, women, youth, militants and ex-militants, political leaders, civil society, business owners, traditional leaders, religious leaders, community group leaders, government officials, and peacebuilding experts across all nine states of the Niger Delta to understand how they have experienced conflict and its impact on their livelihoods.

Through the interviews, PIND identified prospective individuals who fit into the potential volunteer profile and subsequently invited them to a series of consultative workshops that held in each of the nine states of the region.

The event set the stage for recruiting the first set of peace volunteers at State levels. According to Chief Africas Lawal, PIND's Partners for Peace Network Coordinator "*these people who were at the consultative meeting were invited and that was what formed the initial members we had for the Network*".

Initial peace volunteers had been recruited but they were still operating in silos. It was time for PIND to take steps towards bringing the actors into a common platform to leverage the power of their shared interest as a social network.

▶ Formal Launch of the Volunteers Network through the Peace Camp

In August of 2013, PIND organized a Peace Camp that brought together over 100 of the recruited peace actors from communities across the region to formally launch the Partners for Peace (P4P) Network. "*It was a two-week launch where we had different sessions on peacebuilding*" Africas recounted.

The Peace Camp marked the start of the Network as the participating peace actors created and adopted a Terms of Reference for the new P4P Network and began evolving the Network right after departing from the camp. "*After the launch of P4P, we came back and began holding regular meetings, then started going for peacebuilding interventions*" a Delta State P4P participant of the Peace Camp shared, adding that "*coming back, we were motivated to do more, taking peace seriously*".

▶ Localizing the Volunteers Network

Nkasi Wodu[8] noted that a sustainable peacebuilding infrastructure "*does not take its eyes off or neglect local capacities for peace*". With the new peace volunteers launched at the Peace Camp, the new Network needed to be domiciled in each State to facilitate access to more local actors and ensure there are networked peacebuilders operating across the region.

One regional network would not achieve this. PIND encouraged the new recruits to go and establish Chapters of the Network in their individual States, which led to the launch of nine (9) State Chapters of P4P in 2013. A Network member in Akwa Ibom who attended the Peace Camp reflected on how, after the event, "*we started to create the Network in the State through courtesy visits… from the state capital, we extended to local governments*".

▶ Recruiting More Existing and New Peace Volunteers

Recruiting over a 100 peace volunteers was just a starting point. The real target was to "*cultivate social infrastructure and social capital across the Niger Delta to build a foundation for sustainable peacebuilding over the long term*".[9] To achieve this, PIND needed "*a dense network of peace actors with skills, knowledge and lines of communication*" who would create the enabling environment for "*rapid dissemination of early warning signals and for scaling and replication of conflict management efforts*". A network of 100 peace actors was far from 'dense'.

Communications Strategy as a Mobilisation Tool

Using data from the conflict assessments, inputs and experiences of reputable organizations and the already recruited peace volunteers, PIND evolved a communications strategy that focused on mobilising a grassroots movement which will "*generate wider awareness, interest and support of the Network leading to increased membership*".[10] The modus operandi of the strategy was to motivate audiences (in this case the potential peace volunteers) by giving them "*concrete ways to be part of P4P's inspiring, meaningful Network*"[11] and that "*individuals in the community are motivated to be vocally supportive*". The communication strategy employed information dissemination about the Network through several social mobilisation techniques:

Public outreach events that used the recruited members to distribute information about the Network to communities outside the formal network as a means of introducing them to the work of the Network and encouraging them to get involved. Sometimes, the Network members organized the events themselves as exemplified in September 2017 when the Abia State P4P held a rally with stakeholders to share its work and successes with them and the Akwa Ibom State Chapter that conducted a '*school to school*' program against increasing recruitment of youth into gangs/cult groups in the last quarter of 2017.

In other cases, they are invited to the events, as the Imo P4P Chapter members recounted "*we attended the August meeting of women in Otawara and Ochia. These communities, they invited us and we attended and many of them promised to join P4P*".

They further added that "*we also meet people one on one and sensitize them. We sensitize communities and churches also and sell the idea of our Network, Partners for Peace*".[12] The school system commanded one of the important outreach centres as the P4P Chapters established Peace Clubs in secondary schools through which they engage hundreds of school children on an ongoing basis.

These public events use the **word of mouth** means of passing information as "*telling people what the Network is, that's the work we are doing*"[13] said the Edo State P4P Chapter "*it's fantastic, people are buying the idea. They love it*" they enthused. A member of the Akwa Ibom P4P Chapter confirmed "*I have been evangelizing for membership. I have mobilized a number of people that I know very well who have registered with P4P as a way of growing the Network and expanding our membership*".[14]

8 PIND's Peacebuilding Manager
9 'Measuring PIND's Peacebuilding Impact – 2012 -2018' report published in 2018 by the Fund for Peace
10 P4P Communications Strategy, p.5

11 Ibid, p.4.
12 Focus Group Discussion with Imo State P4P Chapter
13 Focus Group Discussion with Edo State P4P Chapter
14 Respondent from Akwa Ibom State P4P Chapter

The events are further supported with the use of **Information, Education and Communications (IEC)** materials such as T-shirts, caps, stickers and other useful novelty items that serve as a 'kit' for the Network members and help in creating brand association for the Network. **"***Sometimes, we wear our P4P uniform to go to communities. When people see it, many of them will ask questions 'what is the meaning of this?' and we tell them and they buy the idea***"** the Imo State P4P members recalled. The kits attract the attention of would be peace volunteers and opens access to engage them in discussions as **"***because of either the T-shirt you are wearing or the P4P flier you have, you see people get interested and ask you questions and you tell them 'this is the value of the organization, this is where you can visit and be part of it***"** added the Imo State P4P members.

The communications strategy included a **slogan "Peace, Yes'** for the Network that aided the outreach events as they helped easy recall of the Network and its recruited members. The Imo State P4P chapter found the slogan particularly useful. **"***When you shout out* **"***Peace, Yes!***'** *everybody will be jumping up, saying they want peace"* shared the members, restating that *''the slogan is a very powerful instrument for transformational change in the attitude of people***"**.

Interpersonal Communication: The recruited peace actors leveraged their personal relationships to spread the message of the Network through one on one communication. Many of the peace agents interviewed during the case study mentioned learning about the Network from friends. According to a member of the Akwa Ibom P4P, **"***I heard about P4P from a friend in 2015, he told me what it was all about***"** and another narrated that **"***in 2016, I partnered with some friends and was told about P4P***"**. This typifies the 'betweeness'[15] power of social networks where people serve as '*bridges*' or '*facilitators*' to connect others they have direct relationship with to the P4P Network within a short span. It also exemplifies the '*eigenvector*'[16] factor of social networks that leveraged the influential relationships of the recruited volunteers to influence others in their network into the P4P, such as the case of the Akwa Ibom P4P member whose 'boss' led him into the Network: **"***I heard about P4P in 2014. I was working in an organization as a census worker, and my boss then who was part of the foundational structure of P4P when it was about to kick-start told us about it***"**.

Peacebuilding Initiatives in target communities: In some instances, the recruited members used '*action*' to attract new members into the Network by planning and executing peacebuilding activities in target communities or helping them to resolve conflict issues.

Edo State P4P members shared how they used this to grow their Network: **"***we go to the communities with several activities, training, building the people's capacity in sustainable development work and then, telling them that with peace, all things are possible***"**. Beneficiaries of their peace '*activities*' spread the message to others who sought out the P4P. A member of the State Chapter recounted a particular experience of this: **"***something happened in Uromi one certain time. The man had to travel from Uromi to Benin because he had heard of our group and said to himself 'let me go and see if they can resolve this issue for us' and we tried to do that. And today, one of them is a member of the P4P***"**.

Traditional Media outreach: The communications strategy understood that person to person outreaches can only reach a handful of people at a time and therefore could not be relied on as the singular method of broadening awareness of the Network and recruiting new peace volunteers. The '*Measuring PIND's Peacebuilding Impact – 2012 -2018*' report published in 2018 by the Fund for Peace found that **"***despite the benefits that these outreach events provide, the number of people that PIND has been able to reach through this avenue has fluctuated substantially over time. In some periods, PIND has been able to engage thousands of people throughout the region in a wide variety of events. Mostly, however, they are only able to reach five hundred or fewer per quarter***"**.[17]

As a complementary measure, the P4P recruits incorporated varieties of media outreach through radio and television to promote peace messages or champion an issue to attract membership.

"*Last year, I appeared in one of these radio stations to talk about conflict analysis, and mediation in Cross River State and after that, I gave out my phone number for people to call. In fact people across the State called me and some promised to meet me one on one because they are so much in love with what I am doing and want to belong***"** *- Shabaan Abdullahi, the Cross River P4P PREVENT Committee Chairman attests to the efficacy of using the media*

Besides single-day appearances, the volunteers also held multi-day, multi-episode campaigns. PIND's peacebuilding Manager recounted how, in 2018, the Delta State P4P Chapter ran a weekly program on the Delta Broadcasting Service (DBS) for six months, reaching millions of people in the process and how, in 2017, the Rivers State P4P commenced a 13-week live call-in program on a local radio station and while broadcasting one of the episodes, some gang members called in requesting for their audience in their camps to help broker a peace deal with the State Government.

15 Betweenness centrality measures how many times an element lies on the shortest path between two other elements. In general, elements with high betweenness have more control over the flow of information and act as key bridges within the network. They can also be potential single points of failure.

These are just examples of how the P4P had utilized media to reach millions of people.

PIND's Peacebuilding Program Manager, Nkasi Wodu, surmised the result of the social mobilization approach to recruiting Network members:
"*Two of the States that have the greatest numbers as at 2018 are Abia and Imo. One of the factors that is attributed to that growth was the fact that the two States have a strong media outreach program. They also have strong grassroots mobilization programs. They would go from community to community talking about peace, just like a health worker would go about doing sensitization on polio. That is what they do. They would go to churches and schools talking about peace. Then, people would say they want to be part of this program. Even when they carried out interventions in communities, people saw people like themselves, not well-read persons with PhD but people like them engaging and proffering solutions to disputes and issues that would have escalated to violence. And then, the people wanted to be part of this*".

Online media: PIND's 2012 annual report observed that "*at the community level, traditional communications channels are indispensable. But for knitting together a network beyond the community level, new media hold enormous potential*"[18]. To tap into this potential, P4P set up its own new media platforms on Facebook, Twitter and YouTube social networks (Partners4peace @p4p_nigerdelta and Partners for Peace in the Niger Delta respectively) through which the peace actors communicated at group and individual levels, attracting followership on the platforms that, in some cases, translates into new Network members. PIND assisted the Network to set up a highly interactive website (www. p4p-nigerdelta.org) that provided a virtual forum for existing and potential peace actors to meet, exchange information and work together for peace – this was linked to the social media platforms. Together, these online platforms contributed to new volunteers influx into the P4P Network, as shown by the testimony of a member of the Akwa Ibom State P4P: "*My source (of hearing about P4P) is the internet. I got the information online and after getting the information, I tried to search for the Coordinator of the State Chapter, and that was in 2015*"[19].

Creating Sub-Chapters to Expand Grassroots Membership

At the start, majority of the mobilization efforts were at State level. To mobilize volunteers from the grassroots and foster continued recruitment of new volunteers, P4P needed to go beyond urban centers and drill down to the local government area (LGA) level. This need led to the inauguration of many sub-chapters in LGAs across the States of the Niger Delta. According to the '*Measuring PIND's Peacebuilding Impact – 2012 -2018*' report, the extended presence of the network via sub-chapters "*connects the Network to more people on a regular basis, helping membership growth, which is reflected in the fact that the number of members per capita by state is closely, though not perfectly, correlated to the number of sub-chapters per capita*"[20].

At the FGD in Asaba with the Delta State P4P, the members shared about the role Sub-Chapters played: "*we started with inaugurating chapters in various communities, starting from State to Local Government. That was one good way of bringing people into the platform because if people do not hear about P4P, there is no way they will join*". According to PIND's fourth quarter progress report of 2019, 119 sub chapters had been created as at the end of December 2019[21].

16 Eigenvector centrality measures how well connected an element is to other well connected elements. In general, elements with high eigenvector centrality are the leaders of the network, though they may not have the strongest local influence.
17 Ibid p.45

18 Foundation for Partnership Initiatives in the Niger Delta; 2012 Annual Report P.42 (www.pindfoundation.org)
19 Focus Group Discussions Akwa Ibom State P4P Chapter
20 Ibid P.41
21 Foundation for Partnership Initiatives in the Niger Delta; 2019 Quarter Four Progress Report P.31 (www.pindfoundation.org)

State	Local Governments with P4P Sub-Chapters	State	Local Governments with P4P Sub-Chapters	State	Local Governments with P4P Sub-Chapters
Abia	Bende Umuahia North Umuahia West South Isiala Ngwa South Isiala Ngwa North Ikwuano Ukwa West Ukwa East Obingwa Osisioma Ngwa Aba South Aba North Ugwunagbor Ohafia	Akwa Ibom	Oron Eket Etim Ekpo Ikot Abasi Onna Etinan	Bayelsa	Ogbia Nembe Brass Ekeremor Southern Ijaw Kolokuma-Opukumo Sagbama Yenagoa
Cross River	Calabar Bakassi Calabar Odukpani Akamkpa Biase Ugep Ikom Obudu Yankurr	Delta	Isoko North Bomani Warri South Warri North Patani Isoko South Burutu Okpe Oshimili North Ika North East Ndokwa West Ukwani Aniocha North Ndokwa East	Rivers	Ogu/Bolo Emohua Ogba/Egbema/ Ndoni Asari-Toru Ahoada East Obio-Akpor Eleme Akuku-Toru Khana Okrika
Ondo	Okitipupa Ese-odo Odigbo Irele Ifedore Akure South Akure North West Akure North East Ilaje	Edo	Akoko Edo Etsako West Etsako East Owan East Esan West Egor Ikpoba Okha Orhionmwon Uhunmwode Esan South East Esan North East Igueben Ovia North East Ovia North East	Imo	Oguta Mbaitolu Isiala Mbano Ezinihitte Ideato North Ideato South Ihitte/Uboma Ngor-Okpala Njaba Nwangele Obowo Ohaji/Egbema Okigwe Orlu Owerri-Municipal Owerri North Owerri West

Table 1: Table showing the LGAs with P4P Sub-Chapters

Motivating and Incentivizing the Network of Peace Volunteers

Volunteering is about freely offering to do something or support a cause, without expecting payment. This means the motivation to become a peace volunteer had to come from within and is intrinsic because they act without any obvious external rewards, according to an article on intrinsic motivation by VeryWell Mind, an online resource for mental health and balance[22]. For Shabaan Abdullahi, the chairman of the Cross River P4P PREVENT Team **"***anybody that comes (to join the Network), I say 'look, are you coming to volunteer wholeheartedly?' Because it is not a money making venture***"**.

Despite this clear communication, the Network still witnessed incidences of dropout by some recruits. **"***A lot of people turned back because of no stipends***"** recounted members of Rivers State P4P. There was no extrinsic motivation. However, a lack of external reward did not equate to the absence of some form of reward because people engage in intrinsic behavior for non-financial rewards – something that is personally rewarding. According to the article on intrinsic motivation by VeryWell Mind, people are intrinsically motivated because they **"***see an opportunity to explore, learn and actualize their potentials***"**. Getting peace volunteers into the Network was a step in the right direction. But keeping people in the Network is as key as attracting them to volunteer. To do this, PIND had to conceive various ways to incentivize the volunteers that would feed their need to explore, learn or actualize their potentials:

Vision for Peace:

PIND articulated a vision for the P4P Network that is to keep the level of violence as low as possible, particularly in key communities of interest while also building the social infrastructure and social capital for long term sustainable peace[23]. PIND knew the importance of crafting this vision so the goals of the Network would be real and tangible to the Network members. Leading author, Graham John, in his article '*Life on the Edge*' posits that **"***a powerful vision inspires action and pulls in ideas, people and other resources***"**, noting that it is able to do this because **"***it creates the energy and will to make change happen. It inspires individuals and organizations to commit, to persist and to give their best***"**[24]. This resonates with the testimony of several peace actors interviewed during the case study. Jerome Anastecia, an Imo State P4P member narrated how the P4P vision drew her into the P4P just by attending one meeting: **"***I attended their meeting here in Owerri. So when I came, I listened to the vision and the objectives of the Network. And I said OK, let me do my formal registration and I became an active member***"**.

Having a Voice:

Being able to have their voices amplified and heard strongly motivated some members. An FGD respondent in Imo State noted that **"***you can just look around and you will see that P4P is a conglomeration of different actors coming together to have a voice***"**. Similarly, in Bayelsa State, the P4P members agreed that '*P4P came to amplify our voices***"**. According to the Edo State chapter members, **"***as a person, your voice will not be heard until you are in partnership with other persons, your voice will now be heard***"**.

22 https://www.verywellmind.com/what-is-intrinsic-motivation-2795385
23 Measuring PIND's Peacebuilding Program Impact 2012 - 2018, p.14
24 https://www.johngraham.org/coach/5-the-importance-of-vision

Platform for Collective Action:

Most volunteers perceive the P4P Network gave them a good platform to put their passion for peace into practice. Atakpa Effiong, a volunteer in Akwa Ibom State, who is a retired civil servant, points out that they did not have a structured means to actively engage in peacebuilding before P4P was established. Just like other members, the Network gives him a sense of doing something that has impact on their communities in particular and the region in general.

> **"**people may have ideas and if there is no organized forum for them to put the ideas into use, the ideas die with them. P4P is that forum we have used to put our ideas into practice**"**. - **says Effiong**.

Other members of the Akwa Ibom P4P State added that **"**the Network has helped us because it has created that platform that we needed. They say together we stand and divided we fall. The network has given us the strength, unity of mind and purpose we need to work in achieving peace in our society.**"** In creating the Partners for Peace platform, PIND knew that it would help the peace actors to **"**understand that they are not alone in the work they are doing**"** and that **"**there are other people like them who in their own corner are taking responsibility for action**"** said Nkasi Wodu.

Open Membership and Collective Ownership:

Membership of P4P is not restricted to persons, civil society organizations and organizations that have peace and conflict experience. The platform accommodates diverse people without peace building experience but who have a passion for peace. As such, from 120 pioneers in 2013, P4P's membership has grown to over 10,000. Nkasi Wodu, PIND's Peacebuilding Program Manager described how the open membership is essential for the growth of the network: **"**P4P is an all comers' affairs. The only criteria is for you to have a heart to learn and a heart for peace.**"** Being an open Network comes with its challenges as Nkasi recalled: **"**There was an instance where there was an altercation between a member who was a former militant and another member. That issue was dealt with but that is the danger of having an open criteria. However, if you don't, then you are not being sincere**"**. He clarified that **"**as long as you have a heart to volunteer, you can join**"**, which is why the Network has attracted membership from different walks of life. **"**As a matter of fact**"** Nkasi continued **"**there is a traditional ruler in Abia State who drives himself from Ohafia to Umuahia to attend meetings. There are some people that are

farmers, ex-militants, retirees... And that is what we are trying to build**"**.

Beyond accommodating everyone with or without skills, the Network members say they are impressed with the fact that in P4P, they generate their own activities for peace building and conflict resolutions in their communities. Kufre Essien, a Safety Engineer and peace volunteer in Akwa Ibom State summed up the fulfillment this sense of ownership gives and how that inspires deeper commitment from the members:

> **"**To me, it is quite simple. I really like and appreciate PIND for the P4P concept. They came up with the initiative, and handed it over to us to own as our own thing–the entire process. It is our thing, and because it is our own thing, we do it as our own thing**"**- he said.

Gaining Recognition & Importance:

For a volunteer with intrinsic motives, earning respect from doing volunteer work can be as rewarding as earning cash. Some P4P members cited the respect and recognition they are accorded by their peers, communities and even government as highly fulfilling as it confers a sort of 'celebrity status' on them. An Edo State P4P member proudly shared how **"**people see a group come out and say please don't do this, let there be peace so we can have development. They respect such group because it's not like we work because somebody is paying something. No, you are doing it, volunteering. People will respect you**"**. Another member in the State added that **"**before I joined P4P, to resolve a matter between two people will be difficult for me. But today, I sit and I am very proud of myself because in the entire family where I am from, if I were to name positions by age, I will come out around 60 or 70 but when there is any issue, I will be the first person they will call**"**.

A Bayelsa P4P volunteer who came to the Network through the traditional rulers council told how as P4P members, their voice has become an authority in local mediations because **"**the traditional rulers council has identified P4P and seen the impact of P4P and most of the time when they have problems with the people, they invite P4P**"**. **"**As soon as people know you are the Coordinator or you have that ability to build peace, they call you 24/7. For instance, I have an organization that I don't give attention to again because of my peace work here**"** said the Rivers State P4P Coordinator. The Edo State P4P Chapter gained recognition from the State government following a peacebuilding intervention they carried out between two warring communities in the State. According to the members, **"**because of land dispute between two communities – Umunokhua and Urevbe both in Orhionmuon Local Government Area,

lots of people had died, some beheaded including youth corp members between 2015 to 2016. We were able to intervene.

We did our best, we spoke to both parties, we saw traditional rulers and they agreed to stop the conflict. Through that, government has recognized us". The group added how the recognition is also from the public as "anytime we go out for peace talk, people want to identify with us".

Evidence of this recognition and respect for the peace volunteers was seen in an interview with members of Borokiri community in Rivers State where Tamunomie Wariboko, a community leader operates as a peace actor. As they stated "if not for Tamuno, as we're sitting down here, we may not be able to do so. He stopped the molesting of people, collecting their money in the night, raping and so many others. For us, we will want the government to give him the Ambassador of Peace".

Opportunity to Achieve Personal Aspiration:

People have a natural affinity for things that will enable their aspirations. That is what being a member of the P4P has done for some members like Judith Igaga Ohiomare, a peace volunteer in Delta State. In the words of Judith, "even right from school, my intention has been to study peace and conflict management. It is ongoing now. It is something I want to key into as a career".

In Akwa Ibom State, a P4P member explained how "I studied peace and conflict resolution so I saw P4P as a platform for me to practice what I learned in school". Intrinsic motivation can be about psychological needs.[25] For some peace volunteers, such needs as yearning for more knowledge motivates their membership. "I yearn for more knowledge of peace" said an Akwa Ibom P4P volunteer while Christina Okuma, a youth volunteer in Imo State who is a business development manager in a private company highlighted "I want to learn the skills of conflict resolution and negotiation, to become a mediator and calm disputes". For others, like Chilos Godsent, the Imo State PREVENT Chairman, it is an opportunity to make more friends of like mind that motivates: "the Network gives me the opportunity to make new friends".

The importance of relating with people of like minds is reiterated by a Rivers State P4P Volunteer: "Apart from peacebuilding, I have gained business ideas and I have met with the best resource persons and today, I am doing greatly in my business".

Knowledge and Skills Development:

The opportunity to learn and improve skills is a major intrinsic incentive. From the narrative of the interviewed Network members, learning and applying better ways of peacebuilding and conflict mitigation are unique attributes of P4P which they find rewarding. Members are periodically trained on conflict analysis and management, early warning and conflict mediation. They then eventually commit their hands-on experience to promoting peace in the region. Dr Rose Adikwu, an academic, who has been a volunteer in Imo State since 2013, explained that P4P has widened her skills in peacebuilding: "I used to use my social work experience. But you know a lot has been added to conflict resolution. Things are changing.

Now with the skills, if youth start to behave somehow, you don't condemn them. You use the skills to bring them together. And if they have any problem, they will call you and say see what I am going through, and you see what you can do."

Some P4P members in Akwa Ibom State cited "knowledge is power" as a key reason for joining the Network, explaining further that the trainings they have received from P4P "has really helped and broadened" their understanding. This sentiment is shared by the Delta State P4P members who said "we were doing peace work ignorantly in the past but now, with more training, there is a difference in the way we talk now".

These capacity training, they emphasized "has attracted people" into the Network, a sentiment reiterated by other volunteers in Edo State who said the trainings "encourages the people and gives knowledge to people to come and join the organization".

Several of the peace volunteers interviewed showed emotional attachment to the capacity building they have been exposed to as they used emotive words to describe their feelings. A member in Asaba, Delta State described the trainings as "beautiful, wonderful and very impactful…and a no-holds barred experience". Tamuno of the Rivers State Chapter said the experience was "an eye-opener" while the members in Akwa Ibom State reported that the capacity building made them "very, very happy" and willing "to do more for peace".

Capacity building continues to be used to sustain interest of members as the Edo State Chapter appreciated the continuous nature of the process: "P4P keep on training people on the field", with the Ondo P4P volunteers adding that "in whatever one is doing, you get trained on it in P4P".

Prof Brian Ganson of the University of Stellenbosch Business School and an expert on social-political risk

25 https://www.healthline.com/health/intrinsic-motivation

26 Prof Brian Ganson; Partners For Peace In The Niger Delta: Capability Building Assessment 2016

management, conflict prevention and collaboration, following a capacity assessment of the P4P explained the novelty of the skills building as follows;

"*The P4P network has among its members individuals with strong capabilities and substantial experience. PREVENT team members in particular have benefited from quality conflict resolution training which was widely praised for its practical utility. When training, native capabilities and experience intersect, the results have been impressive. Some of the PREVENT team interventions reviewed, notably those involving armed actors, have demonstrated exceptionally high degrees of courage, insight and engagement skill. There are also those across the network who have executed reasonably sophisticated peace advocacy campaigns, for example, to reduce recurrent violence at public events, and those ready and able to engage in self-reflection on the network's successes, shortcomings, and opportunities for growth*".[26]

Ensuring people have the **right tools and information for peace work** is a key human engagement factor that contributes to high productivity. As part of the skills building, PIND made tools and information available to the peace volunteers to use. This not only helped in their peacebuilding activities but also in sustaining the results of their intervention. The Imo State P4P Chapter mentioned how, after resolving a herdsmen and farmers conflict in a local government area of the State, they thought to hand the peacebuilding tools to the conflict resolution committee that was set up in the community. "*We want to train persons in the community on the tools we use so that sentiment does not come on board (in doing their committee work)*". The same was deployed by the Rivers State volunteers who described how they "*deepen the peacebuilding process by training the people in peace projects and letting them have the tools*" for their use.

Self & Peer influencing:

Being able to influence themselves and others around them proved to be a motivation for numerous peace volunteers who recounted how being members of the P4P has enabled them to foster positive changes they are proud of. The Ondo State PREVENT Team Secretary, Abidoye Irene Odijie, who also coordinates an after school Peace Club told of how being a peace volunteer changed her behavior: "*I am a hot-headed person*" she recounted "*but since I have become a peace leader, I have been able to manage myself*". Similar to that, another volunteer in Rivers State expressed how his orientation changed from participating in P4P: "*I was a political science student, I believed in the western way – Marxist – way of handling things. But since I joined P4P, there cannot be world war*".

Many see themselves as role models to the society - a status they take pride in protecting.

> "*Being a member of P4P made me to be conscious of my role, conscious of what I am doing as I am being watched. Being a role model for peace, I could no longer do certain things that will contravene the principle in which P4P stands*". - **Chilos Godsent, the Imo State P4P PREVENT Chairman said.**

The change in attitude and disposition empowers them to influence others, as a community leader who is a Network member in Rivers State buttressed "*before I became a member of P4P, as the community chairman, we used to place a fine of five thousand naira for fighting as a penalty. But when I became a member of the P4P Network, I discovered you do not do things with power and authority but with dialogue among the community persons involved, you look for a way to resolve it and gradually, we abolished the paying of money*". A Bayelsa volunteer shared a similar experience: "*during community crisis, if I find myself participating, if you need fire brigade, I will give it to you. But after I joined P4P, I came to understand that using active voice to tackle situation is not the best, that using low tone is better*".

Nkasi Wodu of PIND sums up how the peace volunteer role models are able to influence others into the Network: "*When people see ordinary people like themselves engaging in peacebuilding, it is infectious. When they hear their neighbor they know did not go to any special school talk on radio about peacebuilding, about the dangers of violence, about violence against women, they think to themselves; how did this person know about this? How do I become part of what this person is doing?*"

Building & Equipping a Sustainable Peace Volunteers Network

Livingstone Membere, a P4P member in Rivers State explained that though the **"P4P is a peacebuilding Network, it is designed as an organization"**. A Network implies a more formal relationship that is made up of nodes (individual actors) who are bound together by the relationships (ties) between them, as explained by Ruchika Sandolkar on slide three of her presentation on social network theory.[27]

Having identified peace volunteers, and linked them to one another in a common platform, the Network faced the challenge of becoming so informal that it would be unable to harness the power of many to achieve the goal of building social capital for peacebuilding through the Network. This is because, according to Chantal van Kampen in a LinkedIn article, informal social networks face a common challenge of relying on **"serendipity"** that makes them less effective and difficult to manage.[28] The informal nature also gives room for members to go off in any direction that may differ from the cause of the Network as noted by Nkasi Wodu: **"as long as we were able to keep State Chapters engaged on the objective of being a grassroots peacebuilding organization that manages peace and addresses conflict in the locality, that was very important. Because when you have people coming in, you could easily get side-tracked. People could easily focus on the mundane. Putting them on track was very important"**. This birthed the importance of formalizing the network into an organizational Network with rules, controls, and leaders that manage them.

These formal structures help in the control and coordination of the Network, such that members are able to forge closer ties and could design, implement, monitor and report tasks aimed towards meeting the goal of the Network. Embedding this formal Network within an erstwhile informal system required a series of processes:

▶ Structures and systems for governance, management and accountability

During the formal launch of the P4P Network at a Peace Camp in 2013, the newly recruited peace volunteers collectively developed a Charter that would guide the governance, management and actions of the Network. Chief Africas Lawal, who was in the forefront of evolving the process recalled that **"there was a terms of reference that guided the establishment at the initial stage"** – this TOR set the stage for the inauguration of the State chapters after the launch. PIND's 2014 annual report narrated that, with technical support from PIND's international partner, the Fund for Peace (FFP), the **"P4P focused on actualizing the Network through drafting and ratification of a Network Charter"**.[29] This Charter articulates the purpose and operation of the Network, the organs of the Network and their mandates, the classes of membership, budget adoption process, Network funding and fundraising and code of conduct for the Network. The development of the Charter was a joint effort of members, who were nominated from the State Chapters and the final product was finally ratified at the inaugural Annual General Meeting in Akure, Ondo State in 2014.

▶ Operational Management of the Network:

"The idea was that there will be State chapters, a national coordinator and there will be a central working committee" described Africas Lawal. To manage the affairs of each State chapter, in 2014, PIND's team facilitated members to elect State Executives, following intensive consultations aimed at building the common vision **"that would transcend the latent distrust and detrimental competition in the region"**[30]
The State Executives had three years tenure before new elections are called.

Though state chapters now had leadership, it did not address an issue captured by Nkasi Wodu: **"P4P was just made up of chapters. They were not talking to themselves. Somebody in Imo State did not know who was in Abia State.**

27 (https://www.slideshare.net/vuthta135/social-network-theory-48375205).
28 https://www.linkedin.com/pulse/definition-difference-formal-informal-networks-chantal-van-kempen

29 Foundation for Partnership Initiatives in the Niger Delta; 2014 Annual Report (www.pindfoundation.org)
30 Measuring PIND's Peacebuilding Program Impact 2012 - 2018, p.9

The person in Akwa Ibom did not know who was in Rivers State". Social networks thrive on "*connectedness*"[31]. As an integral part of the design, the setup of a Central Working Committee (CWC) for the Network in 2014 helped to bridge the distance between the State Chapters and morph them into a truly regional Network. According to the Partners for Peace Network Charter, the CWC have the mandate ''*to facilitate, coordinate and shape the strategic direction of the P4P Network in the whole Niger Delta region*"[32], as Nkasi Wodu added that "*with the establishment of the CWC, there is now a regional body that provides guidance to everybody*". Each State chapter had representative in the CWC, with Committee members elected every three years and the CWC holds quarterly meetings to steer the affairs of the Network.

▶ Governance of the Network:

Board of Trustees (BOT) provides "*fiduciary and strategic oversight of the P4P Network*"[33] (Partners for Peace Network Charter, p.2), separate from the operational management by the state and central working committees. The Board holds annual meetings.
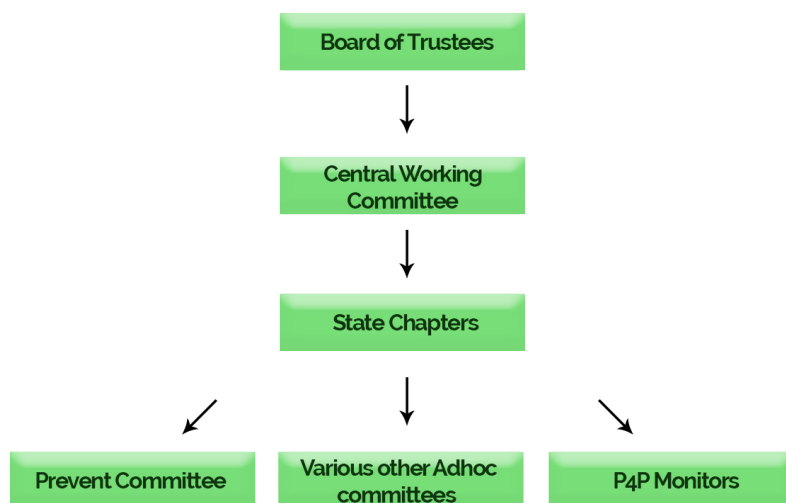

Figure 1: Structure of the P4P Network

▶ Coordination and Communication within the Network:

With the volunteers' Network decentralized by State Chapters and centralized through the Central Working Committee, a good system for horizontal and vertical flow of communication, which is a central lifeline of social networks, was crucial. This was noted in the P4P Terms of Reference: "*Regular information sharing and communication within*

the Network should utilize various methods and seek to ensure that all members can access information*"[34]. At State Chapter level, the State Executives hold monthly meetings and meet with members on a monthly basis while for cross Chapter' collaboration, the CWC holds quarterly meetings with a representative from each State in attendance. An annual General Meeting (AGM) organized by the CWC holds and is attended by eligible delegates nominated from all the State Chapters.

The 2016 Partners for Peace Annual General Meeting report described the objectives of this meeting: "*Each year the Annual General Meeting is organized to bring together representatives of State Chapters to share success stories, challenges and experiences of the past year and collective responsibility for the coming year*". The former Coordinator of the Cross River P4P shared further insight on this: "*when the Network comes together for annual general meeting, there you know a lot of things happen. People bring and share their experiences, the way forward to connect to a larger extent and promote volunteerism*". The Network charter also provides for emergency meetings of the executive committees, while more social communication amongst members is done through social media platforms and group chats.

▶ Operational Policies and Plans:

Formalizing the P4P organizational Network structure entailed instituting internal processes that would assure its operational success and sustainability. In 2016, PIND supported the Network to develop an operational Policy & Procedure Manual aimed at "*strengthening its performance through strengthened internal processes with a view to enhancing organizational efficiency*" (P4P Policies & Procedure Manual, p.3). The document outline guidelines and policies for governance, human resources, financial management and operations and programs management. These are elements of strong organizational development, a process which Gary N. McLean, states "*has the potential to develop in an organizational setting enhanced knowledge, expertise, productivity, satisfaction, income, interpersonal relationships, and other desired outcomes, whether for personal or group/team gain, or for the benefit of an organization*"[35] in the short or long term.

As a formal Network, the Central Working Committee (CWC) held critical participatory consultations with its members in the nine P4P State Chapters and used their inputs to develop a two-year strategic plan for the Network that ''*clearly and unambiguously defines the approaches to be adopted by the organization to attain institutional advancement and achieve better*

31 https://www.slideshare.net/sonmaroon/network-theory-9005438
32 Article 3, Section 3.3 Charter of the Partners for Peace in the Niger Delta
33 Article 3, section 3.2 charter of the Partners for Peace in the Niger Delta
34 Terms of Reference (ToR) of the Partners for Peace in the Niger Delta, P.3
35 Gary N. McLean; Organization Development Principles, Processes, Performance, (Book) P.9

development effectiveness and results through a well thought-out vision, mission, guiding principles, themes, goals, objectives and activities"[36] The plan serves as a binding agreement between the members towards improving their organizational Network and its working environment[37] and soliciting the input of the members in its development ensured ownership by them as the implementers.

P4P members in Ondo State, during the focus group discussion complimented this structure, noting that "*the structure founded from the beginning gave the Network clear lines and where there would have been issues, we meet regularly to review*".

▶ Physical Office Space:

To continue to foster the '*connectedness*' needed to make the P4P social network more effective, PIND supported each of the nine State Chapters with physical office spaces which not only provides an operational base for the team to converge but also serves as a teambuilding and bonding center to interact and get together. Nkasi Wodu, who leads the PIND Peacebuilding Program opined that "*when people have the feeling that they can go and sit somewhere, it builds up team and they see themselves like every month*". Furthermore, the Central Working Committee established a regional office based in Port Harcourt to further visibility, reputation and networking.

▶ Technology Infrastructure for Information Sharing:

Technology is an enabler and this is not different when it comes to deploying same to facilitate the activities of the peace Network. Peacebuilders need data in scoping, planning, site locating, designing, monitoring and evaluating peace interventions. They also need to know who is located where and who is doing what so they can easily connect, interact, share and synergize actions as necessary. Technology offered the easiest platform for doing this.

Digital Platform:

PIND assisted the P4P Network to build an interactive website that serves as a virtual office for the peace volunteers to meet, exchange information on conflict risks and collaborate on peacebuilding initiatives. This website, launched in 2013 after the official formalization of the Network, consists of several conflict mitigation

tools including community calendar where members can upload their peacebuilding activities and events, a peacebuilding map that shows where the peace actors and their initiatives are located, community discussion forum where they can discuss issues of mutual concern, and is linked to the Network's social media platforms. Technically, the digital platform acts as a Social Networking Site or Service which, according to Wikipedia, is used by people "*to build social networks or relationships with other people who share similar personal or career interests, activities, backgrounds or real-life*"[38] – and thus validates its importance in building up the formal P4P Network.

PIND further assisted the network to deploy an innovative and comprehensive Peace Map.

> *The Peace map brings together multiple data and information sources on peace and conflict in one location. It features functions that allow the user to search by specific and customizable parameters and visualize where and when conflict incidents are occurring, as well as the types of incidents themselves.*

Specifically, the Peace Map contains a database of conflict incidents across Nigeria and enables the user to triangulate and validate data collected by different organizations. It enables the user to better understand the peace and security landscape for peace and conflict sensitivity.[39] The Peace map is open to every peace actor.

SMS - Based Early Warning and Early Response System:

In 2016, PIND's Integrated Peace and Development Unit (IPDU) supported the P4P Network to establish a Short Message Service (SMS)-based Early Warning and Early Response (EWER) Infrastructure that collects and analyses conflict data from across the region through SMS. The EWER is linked to the P4P Peace Map on the website, and together, conflict data from the technology-based platforms are used by the peace volunteers to plan their peace interventions.

Conflict data from these technology-driven platforms are used to generate data analytic products such as conflict trackers and thematic briefs that are used by the peace volunteers to drive change in emerging conflict dynamics, making the Network more effective in pursuing its set goals, as Nkasi Wodu opined

36 P4P Strategic Plan 2016 – 2018, p.8).
37 Ibid
38 https://en.wikipedia.org/wiki/Social_networking_service
39 Foundation for Partnership Initiatives in the Niger Delta: An integrated conflict early warning and early response system manual for for data collection and analysis P.9

"*the peacebuilder is as important as the information he has about conflict…the data collated and integrated into the P4P Peace Map is presently the most comprehensive data set on conflict risks in the region*". He added that "*it is the data they get that determines the interventions that they do*". This is corroborated by the Edo State P4P volunteers who said "*the IPDU gives us conflict trackers to view what happened within us throughout a period. With that, we then know the area to intervene*".

Conflict Data Reporting & Rapid Response Structures:

As relevant as the SMS-based EWER platform was, it did not have the capacity to send conflict data to itself. It needs humans to report conflict information from the grassroots. Some select members of the recruited peace actors were trained to take on the role of Peace Monitors, with the responsibility to look out for, verify and send information on conflicts happening in their communities to the EWER.

However, data collection without a response plan is futile to conflict mitigation and prevention efforts. Consequently, in 2015, PIND inaugurated a 15 member PREVENT Committee in each of the State Chapters to respond to emerging conflict risk from the data collected on the SMS platform and the Peace map to prevent their escalation.

The grassroots nature of the Peace Monitors and PREVENT Team work is very important because it enables them access and address real and accurate conflict information from networking in the local community, as Chilos Godsent observed "*structurally, different States have their own peculiarities…and we have various members of P4P in various communities and localities, various volunteers and sympathizers and several partners like churches and unions, so we get information structurally and un-structurally… we then go in and see if there are things we can do, and we do them*".

Overall, the technology infrastructure serves as platforms for sending and receiving actionable conflict information for the peace agents.
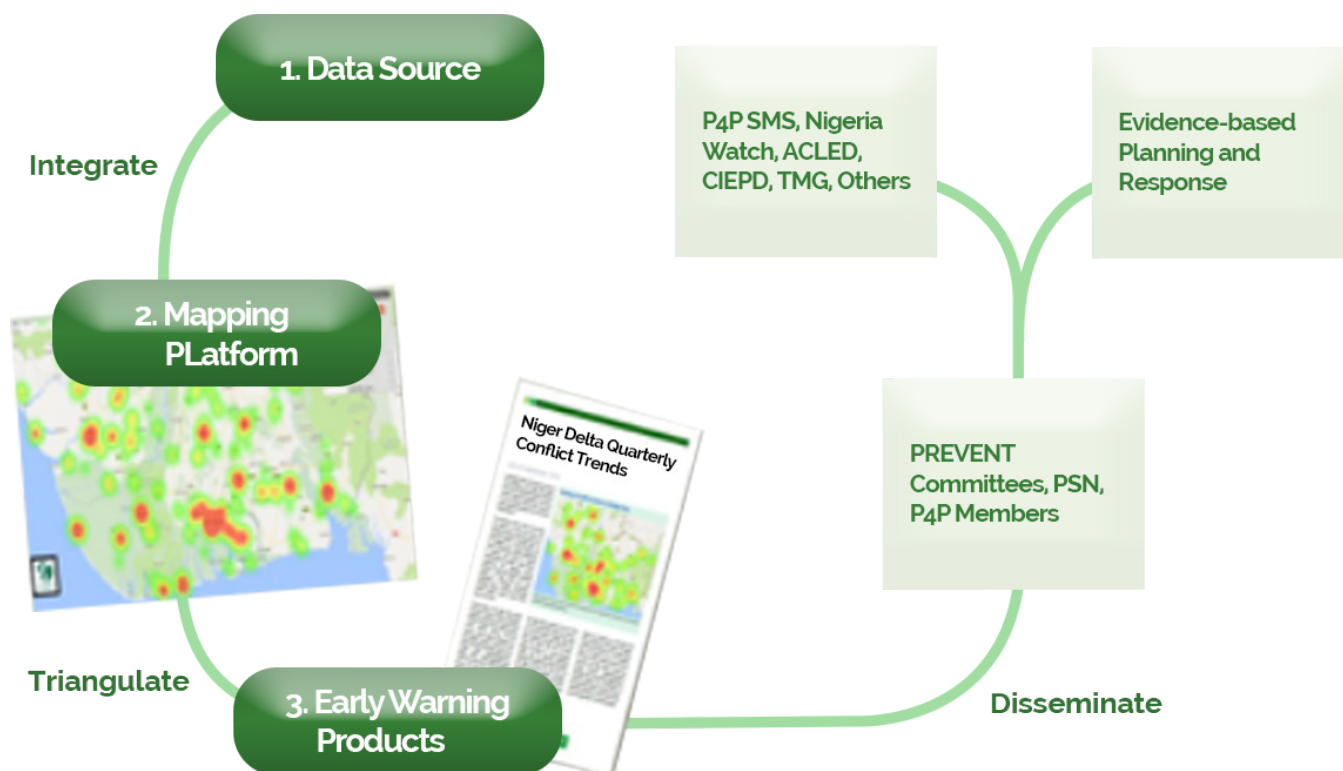

Figure 2: P4P SMS-Based Early Warning & Early Response System

▶ Capacity Building

Having passion and zeal for peace does not equate to having the skills and expertise to do conflict mitigation and peacebuilding work. The P4P policies and procedures manual highlights the need for its members to have core competencies in peacebuilding initiatives, conflict assessment/early warning and conflict prevention[40] in order to turn their passion into tangible results for peace.

In its approach paper, the United Nations Development Program (UNDP) defined capacity as the ability to execute tasks **"***effectively, efficiently and sustainably***"**[41]. To achieve this for the volunteers, PIND provided **''***crucial technical and capacity-building support in the form of trainings***"**[42] to the various category of actors that make up the Network including the leadership, members and sub-chapters and specific committees. These trainings are preceded by in-depth assessments to identify specific gaps that prevent the volunteers from functioning effectively and efficiently and as such, are evidence based as the Delta State members attested that **"***P4P does trainings that are beneficial to you***"**.

Cascading Trainings

With the increasing emergence of peace volunteers across States and Local Governments Areas through sub-chapter formations, direct recipients of training were encouraged to cascade their acquired learnings to others in their sphere of influence through step down trainings – this way, more peace actors are reached with knowledge for more effective peace delivery.

Tamunomie Wariboko, a P4P member in Rivers State described his experience with this: **"***the first day I attended their meeting, I was lucky. They were doing a training. Some persons that went for a training were doing step-down training for others. That is the way they organize things. When some people go for training, they will come and step it down to the house during a general meeting***"**.

A peace volunteer in Imo State shared how **"***after the training, when I came back, I had to mainstream the training in the palace using my position as both the Palace Secretary and Traditional Prime Minister of my community***"**, adding that **"***Our Eze, (the traditional ruler) had to imbibe it***"**. **"***I have attended about three trainings organized by P4P***"** said Tamunomie Wariboko **"***and when I returned, I carried out step down trainings for my team members and it has really helped my organization***"** he surmised.

Continuous Learning

Going further in its approach paper, UNDP explains that having capacity also means being able to **"***continue to improve and develop over time***"**, meaning it is impossible to become an expert peacebuilder from one training exposure. With this understanding, the training for the Network members were not one-offs but rather incorporate coaching and mentoring in what a P4P member in Edo state described as a **"***continuous training process***"**. Another member explained this further: **"***about 100 of us were brought together in August 2013, we were trained and ever since, trainings upon trainings have been going on***"**. As part of the post training support, the peace actors are provided with or linked to resources, platforms and information crucial for their performance as these are complementary elements of capacity building to skills development.

Value-Added Learning

Capacity development needs of the peace actors were also not static and PIND knew and adapted their training offerings to current realities. This is validated in the finding of the 2012 – 2018 Measuring PIND's Peacebuilding Program Impact Assessment that **"***PIND is able to continuously innovate in creating new trainings that provide sufficient value to participants that they return, a suggestion supported by the fact that PIND changes the type of training they offer on the basis of the needs they identify within the social infrastructure they support***"**.[43] Trainings offered has ranged from the basic peacebuilding and conflict management skills and tools to other essential themes relevant for the long term survival of the P4P Network such as leadership, resource mobilization and managing budgets effectively for non-governmental organizations (NGOs).

According to P4P members in Bayelsa State, these trainings have brought professionalism into how they do peace work, explaining that **"***before we used to do it (peace work) the market way, the way we understood it but now because of the knowledge we have acquired, we tend to do it practically***"**. This professionalism has made them more effective as they reported **"***now we find permanent solution to conflicts that arise***"**. This is reiterated by P4P members in Delta State who acknowledged **"***we were doing it (peace work) ignorantly in the past, but now, with more training, there is a difference in how we work***"** while a member in Delta State added

> **"***I learnt how to know the root causes of conflict and how to resolve conflict using conflict handling styles, negotiations, mediations and all that***"**. - **Tamunomie Wariboko P4P Rivers State.**

40 P4P policies and manual P.8
41 UNDP Capacity Development Practice Note (2008). United Nations Development Programme. New York, NY 10017 USA. Accessed online at http://www.undp.org/capacity/ourapproach.shtml
42 Measuring PIND's Peacebuilding Impact 2012 – 2018 report, pg.43
43 Page 43

Chief Africas Lawal, PIND's P4P Network Coordinator further expatiated on the importance of the training: "Imagine having first class Chiefs coming to peacebuilding trainings. You know most of the work of traditional rulers is resolving conflicts. And now they say 'wow, this is what we have been doing, we can now do it better'". For Tamuno, a community leader in Rivers State, the trainings have been "an eye opener to understand how to mitigate conflict for two parties on a neutral ground".

▶ Scaling & Sustaining the Network:

Facilitating the start of a Network of peace volunteers was one thing. Sustaining it to continue to work for peace demanded certain strategies. For PIND, sustainability meant the network of peace actors being able to continue active peacebuilding on their own long after PIND's support ends.

Ownership

From inception, PIND promoted local ownership of the Network, making it clear that it was only facilitating its emergence. They adopted a model "that is very indigenous to the people because if it is not accepted, it dies off after one year. But if it is accepted by the people, it will keep growing" said Chief Africa Lawal of PIND. When people own something, they do not need to be compelled to commit to and invest in it full time. According to the World Food Program, local ownership "puts control in the hands of the community to define their own goals, allocate resources and implement their own programs"[44] – all of which implies continuity of effort towards whatever the desired objectives are.

This ownership is already being displayed by the P4P members as Nkasi Wodu recounted that when there is a problem in any community, the Network members do not focus on "who can help us to address this problem". Rather, they ask themselves "what interventions can we design to address these issues? That is recognising that whatever happens, they have the power to address them and that whatever is happening around them, they have a responsibility to do something about them" he summed up. Interviewed P4P members repeatedly used the term "our Network", affirming the success of the ownership model. P4P members shared examples of their commitment to the Network. "When we have projects, we contribute resources" shared the Delta P4P members. In Rivers State, the volunteers confirmed that "we are spending our personal money on projects".

General Kosoko, an ex-militant P4P member in Ondo State spends time preventing fights among motorbike riders and touts at motor parks.

44 https://www.wfpusa.org/stories/empowering-communities-through-local-ownership/8

"From my own pocket, I have had to remove my money to settle these boys and men so there will be peace in the community" he recounted with pride. Going further, he explained that the Network holds monthly meetings where they "talk about issues threatening our peace and how to tackle them".

Decentralised Local Capacity for Peacebuilding

The capacity for conflict resolution and mitigation is essential to successfully sustaining the ownership activities of the Network of actors. The series of training, coaching and mentoring provided to the Network members ensured they were able to continue to tackle various dimensions of conflict and engage in peacebuilding effectively, efficiently and sustainably, without depending on PIND's peacebuilding team. The capacity building is deliberately decentralized so that people at different levels of society are equipped for peacebuilding. Rivers P4P members noted that it is easy to "see the footprints of peace actors whose capacities have been built to resolve conflicts at various levels", indicating how the capacity building is cascaded to a variety of volunteers whether urban or rural. This cascading approach has become inherent among the Network chapters as the Rivers State P4P clarified how in order to sustain their activities in the community, they 'build community level peace building institutions'. This approach, they say, ensures they do not just go into communities, take action and leave but rather "we go there, give capacity for conflict management so that even if we are not there, the people can take action for themselves".

In over five years, PIND built the capacity of over 10,000 peace actors who have gained life-long skills. "And anytime I see people we have trained in their own little corner making a difference, it blows my mind" beamed Nkasi Wodu who leads the peacebuilding program of PIND, as he noted that people have been 'empowered'. These empowered volunteers are expanding the membership and activities of the Network "deeper into communities we never thought of" Chief Africas added.

Access to Funds to Sustain Operations and Interventions –

Although the Network is made up of volunteers, conflict mitigation and peacebuilding activities, whether small or big, need funds to implement. PIND, as part of building up the Network provided some grants for the operations of the peace actors to help them build the credibility to attract other sources of income. But beyond the PIND funding, sustainability meant the Network must find ways to keep the peacebuilding goals and vision alive. A combination of approaches was instituted to achieve this;

Resource Mobilisation Expertise: The capacity building efforts aimed at building the resource mobilization skills of the peace volunteers. Generally, Network members interviewed in the course of this case study were positive that the Network would continue to function when PIND's funding support seizes because, as the Cross River ex-Coordinator Okoho Umo affirmed **"***capacities have been built for fund raising, there are one million and one funding opportunities out there***"**. Livingstone Membere, the Rivers State P4P Coordinator reiterated that **"***we are able to identify other organizations that can provide one form of support or another to sustain what we are doing***"**. So far, the Network has activated their resource mobilization expertise, raising about $100, 000 (over 35 million in naira) from sources outside of PIND for interventions and to Nkasi Wodu, **"***that is the sustainability***"**.

Selling Technical Expertise for Income: Similar to how people use their skills to earn a living, members of the P4P Network leverage their increased technical peacebuilding capacities to generate income for their activities. Okoho Umo, P4P ex-Coordinator for Cross River State explained that when peacebuilding consultancy opportunities come, the Network members get priority consideration **"***because we have capacities internally which has been built***"**. To her, these skills **"***are tools you cannot joke with***"**. The experience and expertise the volunteers have gained serves as a new income stream.

Being economically empowered is not a criteria for joining the Network to volunteer for peace and the Network recognises two important facts: that not all members are income earners or are earning sufficient income and secondly, the Network does not have the capacity to empower them financially.

The Network therefore teaches members about economic development and deliberately seek out and link their members to economic opportunities. **"***We linked members to capacity building organizations to build their capacities in the areas of agriculture, trade and skills acquisitions***"** narrated the Edo State P4P Chapter. In Delta State P4P, the State leaders are **"***setting up a microfinance cooperative that can empower our members***"**.

Fund for Peace, in a 2018 report captured how PIND deliberately worked to link the Network members to its economic development interventions:

Beginning in 2015, P4P started to focus on encouraging the integration of economic development activities into its work towards the goal of Network sustainability. This began with sensitization efforts surrounding the opportunities for economic livelihood in various agricultural value chains. The goal was to see P4P state chapters become more involved in economic activities that would enhance peaceful and equitable livelihoods. Projects that remained active by the end of the year were located in: Abia (a cooperative called "Peace Thrift" which was established in early 2017 to assist chapter members in accessing resources for small businesses); Bayelsa (a soap and bleach making cooperative as well as plans to establish fisheries and palm oil cooperatives in 2019); Imo (a farming cooperative to encourage members to engage in various agri-business ventures); and, Ondo (a cassava demo farm with plans for expansion into the State Sub-chapters)[46].

Linkage to Economic Opportunities for Members: According to the Edo State P4P members, a common message among the Network for individual members is that **"***for you to preach peace and sustain it, you must be economically empowered***"**. This is in realisation of the role funds can play in active peacebuilding. The importance of this message is underscored by data from the National Bureau of Statistics[45] that placed the combined unemployment and underemployment level in the Niger Delta at 47.3%, which is higher than Nigeria's national average of 43.3% and accounts for over 22 million people.

Levies and Dues: With members having sellable skills in peacebuilding and linked to economic opportunities, members of the Network are able to potentially generate resources from which they can contribute some percentage to sustain the Network interventions. One such way is the instituting of monthly levies and dues payable by all members on an agreed basis. The volunteers understand that they have to do this because they cannot charge fees for settling disputes, to use the analogy by the Rivers State P4P Coordinator, **"***you cannot separate two persons fighting or quarrelling and after that, you ask them to pay you money***"**.

45 NBS Quarter 3, 2018 data

46 Fund for Peace (FFP) PIND's Peace Building Portfolio Progress Report – October to December, 2018, page 8

Culture of Volunteerism: The Network is hinged on volunteering and capacity building. They make the peacebuilding interventions workable because of their passion and value of volunteerism and aside from levies and dues, many donate other resources to support the work. According to Nkasi Wodu, **"***some of them use their cars to go for visits, some provide light refreshments and others bring out quality time – time is a resource***"**. This culture of volunteerism will sustain the Network long after PIND's exit because as the Cross River State P4P PREVENT Chairman put it: **"***no one is forcing you to do anything. It is selfless service and you are just totally committed to do so***"**. And for the Rivers State P4P Coordinator, their satisfaction comes from the legacy of peace they are building:

> **"***if you convert one person from violence to being a peacebuilder, it is an enduring legacy and we have been doing that***"** - *Livingstone Membere, P4P Coordinator, Rivers State.*

Utilizing Peace Volunteers for Conflict Mitigation and Peacebuilding

The desire for peace is what led to the emergence of the Network memberships. After attracting, mobilizing and equipping the mass corps of peace actors, the question may arise as to how these motivated and highly skilled peace actors concretely contribute to a peaceful environment for livelihoods. Below are several ways the Network has been employed for this:

▶ P4P as an Alternative Dispute Resolution (ADR) Platform and the Members as Mediators and Arbiters

A 2012 Qualitative Report on conflict drivers in the region found that **"***the absence of a credible dispute resolution mechanism, together with ambivalence towards the role played by the State, and a proliferation of armed groups (cult, vigilante, security forces, militants, and criminal gangs) serving the interests of various constituencies, has allowed conflicts to escalate unchecked***"**[47] According to the Edo State PREVENT Committee Chairman, Benjamin Aghafekokhian, the P4P Network has gained a reputation as a neutral body that allows it to fill this gap in many communities:

"*It works because in P4P, we don't take sides. We stand on mutual grounds and we don't dictate for people. We make the stakeholders to be the owners of the issue and we are there to mediate and facilitate meetings. We bring them together and set ground rules so that no one will fight each other. At the end, we become successful***"**.[48]

Conflict Prevention, Resolution and Management

Conflict prevention are actions that **"***addresses the hostile mistrust and belligerence before it reaches a point where each side believes that violence is their only recourse***"**[49](International Alert, 2004). P4P members were able to take actions that addressed potential sources of conflict before it reached a point where the parties involved see violence as their only recourse– thereby preventing conflict.

In other instances, where conflict is already in existence, the P4P actors helped conflicting parties to find a peaceful solution to their disagreement using informal alternative dispute resolution (ADR) mechanisms such as negotiation, arbitration, mediation and diplomacy, with examples cited in the Measuring PIND's Peacebuilding Impact 2012 – 2018 report.[50]

Mediation

In the first instance, a nine-year land conflict between two families in Urue Offong/Oruko LGA in Akwa Ibom State had been escalating. In the case of the Urue land conflict, the PREVENT Committee conducted a full situational analysis of the crisis, including the identification of key stakeholders and persons who were in a position to exert a positive influence on the dispute. Following the analysis, mediation efforts were undertaken, involving both the aggrieved families and the key stakeholders identified in the analysis. Eventually, the families agreed to resolve their dispute through peaceful means and withdrew their case from the police, preferring the good offices and mediation efforts of the PREVENT Committee to resolve the issue without recourse to violence.[51]

Arbitration

Land conflict in Uyo between two families was escalating when the P4P Chapter was called in to assist. As in the first case, the P4P Chapter utilized situational and stakeholder analyses to determine the best course of action to resolve the dispute. After determining that the Uyo Caretaker Chairman was a trusted figure to both parties, it was then decided that opening a market on the disputed piece of land would be the best solution. P4P suggested that revenues generated weekly from the market be shared between the two families, and that a portion should be sent to the LGA board. Both families agreed and signed a peace treaty, with the LGA chairman serving as witness.

47 Foundation for Partnership Initiatives in the Niger Delta (PIND): Qualitative report on drivers/impacts of conflict in the Niger Delta P.4
48 Interview with Benjamin Aghafekokhian Edo PREVENT Team Chairman

4 6 https://peacemaker.un.org/sites/peacemaker.un.org/files/ToolkitWomenandConflictPreventionandResolution_InternationalAlert2004.pdf
50 Page 29-38
51 Measuring PIND's Peacebuilding Impact 2012 – 2018 report P.32

Peacebuilding:

To ensure conflict is resolved – that is brought to a peaceful end – the P4P members carry out conflict assessments and analysis where they identify the root cause of conflict, drivers of conflict, conditions that can form a basis for peace, map key persons or groups who inflame conflict and those who promote peace.

Using these analysis, they then map different intervention scenarios and define actions they can deploy to douse the conflict and restore peace, in a non-violent and positive manner.

The 2018 Impact Assessment of PIND's Peacebuilding Program reports an excellent example of this process by the Edo State P4P in preventing election violence in the 2016 gubernatorial election:

Determined to reduce election-related violence in the 2016 Edo State gubernatorial elections, the Edo State P4P Chapter designed and executed an intervention with two key components: advocacy/sensitization campaigns and election conflict early warning and response training. The advocacy and sensitization campaigns targeted relevant stakeholders through peace messaging and advocacy visits before, during and after the elections, while the early warning and response component focused on the training of 60 peace monitors in four identified hotspot LGAs on early warning reporting. This included the establishment of a situation monitoring room in Benin, the state capital, to collect, analyze reports, coordinate and contact key stakeholders (INEC and Police) through dedicated phone lines for timely response. In the aftermath of the election, independent nongovernmental observers and analysts acknowledged that the Edo 2016 governorship election was **"largely peaceful"**. *An After Action Review (AAR) meeting convened by the P4P Edo Chapter, international and local NGOs, as well as some government stakeholders, noted the role that advocacy and intervention programs played in dissuading violence, including those efforts undertaken by P4P Edo.[52]*

The report also shares how the Imo State P4P members combined a robust quantitative and qualitative assessment of key actors, conflict drivers, triggers and historical patterns with multi-stakeholder engagement to address a decade-long land conflict in Awarra Court area of the State, which had morphed into a larger communal conflict involving prominent Niger Delta cult groups and marked a particularly violent phase of the conflict.

The loss of life and the destruction of property had resulted in significant community displacement, with traditional rulers and other leadership figures fleeing the area, and increased attacks on oil infrastructure, with no police or military presence to help stem the violence:

Initially, the Imo P4P Chapter set out to explore a proposed plan for Demobilization, Demilitarization. Rehabilitation and Reintegration (DDRR) of the armed combatant groups as part of an initial step to quell violence to usher in conflict mitigation and management efforts. However, once they began to engage with local stakeholders and dive more deeply into the present manifestations of the conflict, it was understood that DDRR was merely a temporary means aimed at stopping the cycle of attack and counter-attack. While such an effort was surely needed in the short-term, it did little to address the root causes and subsequent manifestations of the violent conflict that had held the area in its peril since 2004. After an initial conflict and situational analysis, the Imo P4P determined that a two-fold strategy was needed that addressed a key conflict driver: disengaged and aggrieved youth who were easily co-opted into the cult groups and, under the current system, had few chances for gainful employment or a way out of poverty and violence. The strategy developed placed youth and the development of structures and mechanisms for their institutional and organizational inclusion in decision-making at the center of efforts. It also recommended a review of the Global Memorandum of Understanding (GMoU) and implementation policies of multinational oil companies operating in the area, concluding that failing to implement Community and Social Responsibility agreements regarding the provision of basic goods and services to the community (roads, electricity, potable water, health centers, scholarships for youth, etc.) had resulted in a vicious cycle of violence absent development and development impeded by violence.

Over the course of several months, beginning in April 2016, meetings were held, and correspondence exchanged with traditional rulers, local politicians and the state's assembly representatives; the cult and militant groups operating in the area; police and other security personnel; youth groups; the church and other pertinent CSO actors. In addition, a Peace Summit was organized which brought together key actors, including youth, and also succeeded in getting the two cult groups to sign a temporary ceasefire to allow for further conflict mediation and resolution efforts.

> *Finally, the efforts of P4P also resulted in the establishment of the Awarra Court Area Youth Council (ACAYOC) that created a formal linkage between the youth groups and the Awarra Court Area Traditional Rulers Council, two of the main conflict actors in the area. Finally, by the time the main activities of the chapter had concluded, locally displaced persons were also beginning to return to the area.[53]*

Overall, the peace actors as a corporate Network have identified and addressed numerous types of conflict including cult-related violence, chieftaincy tussles, domestic violence, inter-communal violence, farmers/herders issues, election-related violence and militancy.

Year	2015	2016	2017	2018	2019	Total
Number of conflicts handled	489	36	22	40	126	713

Figure 3: Conflicts resolved by P4P Network as an organization[54]

It is important to note that these number of conflicts excludes the conflicts and peacebuilding activities that the peacebuilders undertake on a personal basis within their everyday lives such as traditional rulers who use the skills and tools from the Network to resolve conflicts during their regular council meetings, civil society organization members who are deploying same in carrying out their funded peacebuilding projects all over the region and beyond or actions by volunteers like Tamuno who informally engages young cult groups in leisure social activities just to build friendship between them and de-escalate feelings of animosity that could spiral into conflict.

▶ Mind-set Change and Value Orientation on Peace

People's orientation, outlook and attitude to peace contributes significantly to the scale of violent conflict, its management and sustaining a peaceful environment. So members of the Partners for Peace (P4P) Network invest a significant portion of their time working on improving people's knowledge, attitude and practices about peace using various approaches. Tamuno Wariboko, a Network member from Okirika in River State shared how he does this:

"I introduced football competition where I give a little token to the 1st, 2nd and 3rd winning teams and after that I will gather both winners and losers back to the community tell them that you are one, both winners and losers, I teach them how to be together, be their brothers keepers and they go home very happy. I do this activity once in every

3 months."

In Ondo State, the members used drama in churches to preach peace and they recalled that **"***people have been inviting them to show the drama all over***"**. One volunteer in Asaba, Delta State explained that **"***as a lecturer in my school, Federal College of Technical, Asaba, we have a lot of students there. So I started it from there, because that is where I meet a lot of them and try to inculcate in them the habit of peace***"**. In Edo State, the P4P members narrated that **"***we go to secondary schools, universities to organize seminars and workshops. When you say you are a peace actor, they will try to listen to you***"**.

Another P4P member in Akwa Ibom State explained how peace is taught from the home to the general society: **"***within my home, I am able to inculcate a disciplined peace attitude in my children. It is said that peace is not for a single person, it is for everybody. So I try to train people I know in homes, in communities, in the larger society***"**. For the value orientation, the peace volunteers in all the states

53 Measuring PIND's Peacebuilding Impact 2012 – 2018 report P.36, 37
54 PIND Monitoring and Evaluation Report December 2019

also deployed media outreach. Collectively from inception to 2018, over 45 million[55] people have been reached with peace messages and teachings through media programs facilitated by the P4P volunteers.

PIND's 2017 annual report captures the extreme importance of this value orientation actions of the peace volunteers as each person they convert into the Network **"***increases the number of people demanding for peace by one and reduces the number of conflict merchants by one, thereby increasing the chances of sustaining economic development efforts in the region***"**[56].

Professor Brian Ganson[57], in an assessment on the impact of P4P's work found that Partners for Peace (P4P) Network, together with the PIND IPDU, plays a distinctive role in shaping the conversation about conflict in the Niger Delta, intervening to de-escalate acute tensions, and providing a platform for peace education and authentic citizen engagement for peace. He wrote:

- *In the face of widespread disempowerment and despair, P4P members act as ambassadors of hope, through their visible presence and varied initiatives spreading a message that conditions of the Niger Delta must, can and will change.*
- *In a context in which divisions are often pronounced and honest interaction difficult, P4P allows meaningful communication to take place and relationships to be built across divides of age, ethnicity, socio-economic status, political affiliation, and gender.*
- *In a society in which selfishness and predatory behavior towards others is often perceived to be the norm, P4P members demonstrate a spirit of sacrifice, civic responsibility, and volunteerism.*
- *In a context in which democratic processes are perceived to be undermined by entrenched interests, P4P members experience participatory deliberation and decision-making.*
- *In communities in which people report finding it difficult to find ways of making a difference with regard to conflict and peace, P4P provides a channel for positive will and energy to be expressed through a community of like-minded actors.*
- *In a rumor-rich and information poor environment, P4P chapters (supported by the IPDU) combine conflict data with local knowledge to stay abreast of, and alert other actors to conflict risks.*
- *In a partisan political environment with few*

- *honest brokers, P4P has demonstrated the ability to garner good will and be accepted as a trusted intermediary, even between parties who do not trust each other.*
- *In a context in which peace "wins" are few and far between, P4P interventions demonstrate that conflict and violence are not inevitable, and that positive change can and does happen.*
- *In a volatile environment in which conflict escalation and violence are constant risks, P4P conflict resolution efforts directly aid those affected by destructive conflict and indirectly help manage broader conflict risks.*[58]

▶ Collaboration and Information sharing among Stakeholders in Designing and Planning Peacebuilding Interventions

As highlighted on Page 28 of PIND's 2017 annual report, fostering cooperation and information sharing among various stakeholders is strategic for coordinated peacebuilding. This is because peacebuilding is a collective responsibility that requires multiple action points, be it from individuals, governments, donors, peace networks and others. As the Rivers State P4P Coordinator posited **"***whether you are a business person, everybody is a peace actor***"**.

The various P4P State Chapters have successfully fostered collaborations with community structures, CSOs, public institutions and security agencies for peacebuilding and conflict mitigation. The Akwa Ibom State Chapter narrated an instance where Legal Aid Council in the State reported a case of potential conflict to them for intervention. In Cross River State, the members shared how the Independent National Electoral Commission (INEC) sought partnership with the P4P for the 2019 election monitoring and in Imo State, the P4P partnered with the National Orientation Agency (NOA) in peacebuilding activities and assisted the agency to train peace champions in the State.

The Edo State PREVENT Committee Chairman recalled how during the governorship election in the state, P4P **"***created a situation room where both stakeholders, INEC and everyone were involved***"**, adding that **"***the Youth Council assisted us to bring in a lot of youth so that we can sensitize them***"**.

55 Foundation for Partnership Initiatives in the Niger Delta (PIND): 2018 Annual Report www.pindfoundation.org
56 Foundation for Partnership Initiatives in the Niger Delta (PIND): 2017 Annual Report www.pindfoundation.org
57 http://ganson.org/

58 Prof Brian Ganson; Partners For Peace In The Niger Delta: Capability Building Assessment 2016

Rivers State P4P members reported that they are **"**_collaborating even with the media houses_**"** and this is because they feel that **"**_until people talk about the issues, solutions cannot be proffered_**"**. These collaborations show the activities of the Peace Network are being recognised in the region. For example, the Nigerian Military-led Joint Task Force (JTF), under the 16 Brigade of the Nigerian Army in Bayelsa State, gave an award to the peace volunteers in recognition of the Chapter's peacebuilding and conflict prevention efforts.

▶ Conflict Early Warning & Early Response

The 2018 Measuring Impact of PIND's Peacebuilding Program report noted that **"**_data is key to an effective early warning system; without access to good data, even the most sophisticated and cutting edge systems cannot play an effective role_**"**[59]. Nkasi Wodu's statement that **"**_the peacebuilder is as good as the information he has on conflict_**"** reaffirms this importance of having access to conflict data for peacebuilding.

The P4P members have effectively served this role of data provision numerous times as Nkasi explained: **"**_P4P members collect conflict reports, submits them to the SMS early warning platform which integrates the data and resubmits to the P4P Network to use for interventions in the society_**"**. These data from P4P members **"**_determines the interventions they carry out_**"** Nkasi summed up. A P4P member in Edo State related how conflict always has early warning signs and **"**_as a member of P4P, once you notice the early warning sign that crisis is bound to happen, you begin to think of how you will restore peace_**"**. Chilos Godsent[60] described how **"**_when you see a situation blink red, you know it is going out of control_**"**.

Chilos Godsent described that the P4P volunteers reside in various communities and localities, belong to different associations such as churches and unions, enabling them to **"**_get conflict information structurally and un-structurally_**"** (meaning formally and informally) which gets mapped into the early warning system.

PIND's 2018 annual report records that over 11,000 conflict data points have been mapped on the Peace Map for the Niger Delta and over 32,000 data points mapped on the peace map nationally. The Fund for Peace 2018 impact assessment of PIND's peacebuilding program found that the data from the peace actors along with those from other credible sources are coded and aggregated to produce quantitative analysis of conflict patterns and trends over time in the Niger Delta, with hotspots identified. The analysis is then used to produce data analytic products such as conflict trackers, automated alerts, and policy briefs which are deployed for decision making and intervention programming.

59 Measuring Impact of PIND's Peacebuilding Program report 2012-2019 P.15
60 The PREVENT Team Chairman in Imo State

Success and Impact Factors

▶ Find the Right People

"*You don't belong to anything you can't drink and sleep. I belong to P4P, I drink P4P, and I sleep P4P, because peace is fundamental. Today, anywhere I go, if I'm given the slightest opportunity for me to talk, I bring up P4P,***"** These are the words of Shaaban Abdullahi, a P4P member in Cross River State. Identifying people with passion for peace is very key to their ability to become peace volunteers. Another contributory attribute of the right people is integrity, as the Chairman of the PREVENT Team in Cross River succinctly put it: **"***Integrity is very important as when you work with people with no integrity, you cannot make a headway***"**. To transform behaviors and mindsets from conflict to peace, trust for a peace actor is key.

"*We are a Network***"** an Imo State peace actor stated categorically **"***so we screen. And if somebody is not okay, we say no because we don't want people to come and spoil the Network***"**. Considering the open nature of membership of the Network, the volunteer clarified that **"***it is open but we must have specific rules and regulations about character***"**.

▶ Motivate the Network Members

To sustain volunteers in the Network, it is important to keep them motivated by providing them with the opportunity to explore, learn or actualize their potentials and passion. PIND did this in many ways that included: articulating a strong vision for peace, giving voice, recognition of the volunteers work by peers and community, the opportunity to achieve personal aspirations, skills building, peer influencing and the provision of tools and information. Motivated peace actors can go the extra mile for peace, as Shabaan Abdullahi's experience demonstrated:

"*One of the potential conflicts I have prevented from escalating is between Arochukwu and Ntanoboyi in Cross River state, between herdsmen and the community. I had to travel by boarding a car and then a boat and finally a motor cycle that cost 1,500 naira to the venue***"**.

Despite the stress he incurred in getting to the conflict community, Shaaban felt very rewarded because he achieved his mission. **"***I was able to restore peace between the herdsmen and the indigenes, a lasting peace***"**.

▶ Equip them with Skills

"*We are field soldiers***"** said the Cross River State PREVENT Committee Chairman, Shaabam **"***and whenever a soldier goes to the battle field, he is expected to be prepared, armed with knowledge to practice***"**.

"*We are mediators, not judges. We resolve conflicts in terms of being mediators so a little lack of technical know-how can lead to death***"**. *- **Tamuno, another peace volunteer in Rivers State added.***

In Rivers State, the peace actors noted that **"***there is need to constantly build capacities for peace actors because what you knew yesterday may cause chaos today***"**.

Equipping volunteers with the relevant skills for peacebuilding and conflict resolution is critical for their success as mediators. Members of the P4P Network interviewed during the case study acknowledged they would not have been able to conduct the interventions they have done without the capacity building provided by PIND.

"*There is no community in Cross River state that I am afraid of going to today because I have acquired knowledge***"** Shaaban stated proudly.

One key skill to provide for the sustainability of the Network is resource mobilization. In Abia State for example, P4P members have constituted a resource mobilization committee to use the skills gained to scout for local and international funding for their activities. **"***We will be sourcing our funds,***"** affirmed Pastor Torty, Coordinator of the State Chapter. **"***This office will not close. We have partners. There are many partners that would want to partner with us.***"**

▶ Provide Neutral Platform for Collective Action

In describing the Partners for Peace Network, members in Rivers State said **"**_it is a platform that brings people who are interested in peace and peacebuilding process and trains them to be able to face challenges_**"**. The Imo State volunteers described it as a **"**_platform that tries to curb restiveness within the Niger Delta by molding up interest groups_**"**.

P4P provided platforms for the members to engage in peace building activities. As members of the Network, they are able to interact at various levels in peace building. From the Central Working Committee to the State Chapters, P4P members jointly design and implement peace interventions. Creating platforms like peace monitors and PREVENT Teams have ensured effective collaboration among the volunteers.

But while a Network provides the platform for collection action, maintaining neutrality is key to the success of the platform, as the Edo State PREVENT Committee Chairman succinctly stated how being neutral has helped the Network to be successful: **"**_In P4P, we don't take sides. We stand on mutual grounds and we don't dictate for people. We make the stakeholders to be the owners of the issue and we are there to mediate and facilitate meetings. We bring them together and set ground rules so that no one will fight each other. At the end of the day we become successful_**"**.

▶ Provide Financial Support

It is important to remember that being volunteers did not mean the peace actors have the resources to do everything by themselves. PIND supported P4P members with grants to conduct peacebuilding interventions. Chief Africas Lawal of PIND cited an example of how this financial contribution was done: **"**_when they (P4P members) come up with an intervention plan that has a budget of 1,000,000 Naira, we give them like 300,000 or 400,000 Naira so they will have something to put on board as members_**"**.

These grants played a vital role in jumpstarting the quick conflict response objective of the Network. The members interviewed for this case study reported that they would not have been able to conduct some interventions without PIND's financial assistance.

Speaking about a traditional leadership tussle that would have wiped out an entire community which they resolved, peace actors in the Imo State Chapter asserted that **"**_We would not effectively have done this without the resources provided by PIND, if PIND had not provided resources to take care of communications, administration, transport logistics and even welfare_**"**.

▶ Leverage Technology

As has been noted earlier in the case study, PIND understood the importance of leveraging technology to support and accelerate the efforts of the Network. Technology helps to collate and analyze data for early warning and early response by peace actors. It also serves as a social networking site for the members to relate with one another routinely and build that network spirit needed to keep the peace builders engaged – acting as a virtual office. Furthermore, technology facilitates the activities of the Network by making data for planning and evaluating interventions available and accessible from anywhere and by anyone.

P4P state chapter members during a training on use of social media for communication and advocacy.

▶ Build Ownership

Fostering a sense of ownership of the peace platform spurs commitment. Ownership involves control of systems and structures. For the Edo State volunteers, this ownership goes beyond control to include every aspect of the Network including membership selection: **"**_you must make people know that they own the process, in selecting members, let people volunteer, because you cannot force people into peace work. Let people volunteer themselves and their services_**"**.

Ownership for the Network is also about how members are treated. According to the members of the Edo State Chapter, fairness and impartiality promotes ownership: **"**_not being partial in whatever activities we do, looking at everybody, valuing everybody, giving them their due value and being fair in whatever we do_**"**.

▶ Establish Systems and Structures

The structure of P4P such as having the Board of Trustees, Central Working Committee (CWC), State Coordinators, and State Liaison Officers, PREVENT Team for strategic oversight and having policies and procedures for administrative oversight of the Network gives room to drive the activities of the Network in a coordinated manner – which is key to its sustainability.

Following actions taken to strengthen the structure and systems of managing the Network for the peace volunteers from its inception in 2013 to 2017, PIND's annual report 2017 noted that **"***P4P is now on the path towards being a full-fledged independent and better structured organization that is able to self-govern and raise funds for its peacebuilding interventions***"** (p.28). According to Nkasi Wodu, PIND's Peacebuilding Program Manager, **"***PIND has handed over 80 per cent of administrative and managerial control of P4P network to the CWC. Basically, the only thing we do now is to sign cheques. They handle everything.***"**

The presence of the systems and structures provides stability for the peace Network as noted by the Cross River Ex-Coordinator, Okoho Umo: **"***this is one Network I know that, every year, there will be an annual general meeting where everybody comes to the same floor and where budgets are being developed, decisions are being made and followed up. It is not a Network where promises are made and nothing is being done, so that in itself is transparency. Every time, an account is being given on how money is being spent, what we are expecting and what the strategic direction is in the years to come***"**.

▶ Institute Entrepreneurial Leadership

"*The success of any organization is a function of the leadership. The passion that you use to drive the leadership is what attracts followership. The pioneer State Coordinator for Imo P4P, Dr. Sharon, actually I will say played a huge role in the success and expansion of the Network in Imo State***"** – Imo State P4P Member.

Fund for Peace (FFP)'s report on Measuring PIND's Peacebuilding Impact 2012 – 2018 observed that entrepreneurial leadership of the State Chapters of the Network contributed significantly to the successful recruitment of new members and the establishment of Sub-Chapters that spurred growth of the Network. The report goes on to explain the leadership qualities required to achieve this as found during the impact assessment: **"***Chapter leadership that sets a transparent, open, and*** *welcoming tone, has less internal factionalization, and creates an enabling environment for growth. Further, leaders that make mobilization a priority and proactively leverage activities and media outreach to encourage recruitment also grow more quickly***"**[61].

A member of the Imo State P4P Chapter affirmed these while extoling the attributes of their pioneer leader during the case study interview session: ''When he (the leader) taught P4P, he taught it with passion. He has drive, he is like a bulldozer, and he is a vision driver…so the passion with which he drove the first two years as it were, I think it's the resultant effect of what we are having as the membership strength and growth of the Network today''.

▶ Make Membership Inclusive to Leverage Strengths

Leveraging the strengths of different people, whether male, female, youth, rural, urban and other related demographics plays an important role in the success of the P4P Network. Okoho Umo observed that **"***in terms of inclusivity, nobody is left out. In terms of gender, everybody has equal opportunity. In terms of disability, nobody is left out. In terms of background and I mean on the platform, everybody is the same. So there is a high rate of inclusivity and these are the factors which have helped our Network***"**.

P4P Chapter members were unanimous that there is no gender disparity in the Network because **"***both male and female members have contributed immensely***"**. Specifically on gender, they shared examples of how they have leveraged the values women bring to advance the objectives:

"*When we go to communities most times, we enter through women***"** said the Delta State members. The Rivers State volunteers also narrated an example of how inclusivity has advantaged them: **"***This year, we got an invite from the Universal Basic Education (UBE) to work with all schools and this came through the participation of one of our women members. We have gone to different schools through her. Where she needs to talk, she won't say it should be a man. Here in P4P, it's all about everybody***"**.

The Network leverages the uniqueness of women as mothers and wives of conflict actors and youth who are the foot soldiers of conflict for peace education. The Imo State P4P Chapter shared the story of how the presence of two female members, Dr Celine Anosike and Mrs Akanwa, created the atmosphere for them to intervene in a community witnessing a killing spree due to conflict:

"*The very day they (warring parties in the community) did a lot of killings. But they are women, they are mothers, they played their role and their presence as women going with the team gave people that impression that what this P4P people have come to do is important, because women are mothers and they cannot be involved in something that's not alright. So women have played a significant role in this Network to bring about the peace we have now*".

▶ Mainstream Economic Opportunities

It is said that there can be no peace without economic development and vice versa. This shows the strong relationship between being economically empowered and advocating for peace. The implementation of P4P shows that facilitating a Network of volunteers in a developing society where many members are struggling economically goes with a challenge. In this regard, integration of economic development, like the P4P entrepreneurship training and savings Cooperative, and other forms of empowerment play very significant role in enabling the members to continue to play active role in the Network.

According to Agatha Osieke, the Edo State P4P Coordinator, entrepreneurial and economic empowerment would help to sustain the activities of the volunteers.

"*We tend to teach people the issue of economic development. That for you to preach peace, you must be economically empowered. In as much as we may not have the capacity to empower them economically, we linked them to capacity building organizations to build their capacities in the areas of agriculture, trade and skill acquisitions.*"

CHAPTER 6

Pitfalls to Avoid in Building a Network of Volunteers

Facilitating a Network of volunteers comes with challenges that, if not well managed, could adversely affect the overall goal of achieving peace. Just as there are critical factors that enable the success of building peace volunteers, these challenges are potential drawbacks whose absence increases the chances of success.

In sharing their experiences of facilitating the evolution of the Network for collective action on peace over a six-year period and in being peace volunteers for the same period, both PIND and the P4P Network members highlighted some of the challenging pitfalls they encountered and the related mitigation strategies employed which future practitioners could adopt.

▶ Being Partisan

P4P members report that being perceived as being one-sided or in support of one of the conflicting parties during interventions poses a grave danger to their safety as peace actors. **"***If you are suspected, they can lay ambush on you***"** Benjamin Aghafekokhian, the Edo State PREVENT Committee Chairman confirmed.

With diverse memberships, both individual and organizational, maintaining the non-partisan principle of the Network can be quite challenging. **"***In P4P, we have individual and organizational members and the risk is if we are not careful in our approach, people will think we are party affiliated***"** noted the Delta State P4P members.

An approach the peace Network has used to manage this risk is setting some guidelines for their members during interventions. Benjamin Aghafekokhian told how speech and conduct are examples of such guidelines: **"***When there is conflict and you are mediating, you must be very careful of the speech you make so it won't be suspected that you are taking sides. Try to be transparent, open and neutral so that you will not be suspected***"**.

▶ Poor Conflict Analysis before Interventions

"*You can't go into a conflict area to intervene without understanding the conflict, you need to have enough knowledge and also do environmental scan. You have to know the kind of people to go with***"** emphasized a peace actor in Delta State.

Conflict analysis provides invaluable information on the type of conflict in play, the root causes, the key actors and drivers of the conflict and the dynamics surrounding it. Poor conflict analysis reduces the effectiveness of leveraging the peace volunteers for conflict resolution and management as lack of or inaccurate conflict analysis means the peace actor lack understanding of the context of the conflict being tackled or what their role should be in the context. In some cases, this lack of conflict analysis can produce negative results such as escalating it or putting the lives of the peace actors at risk.

Reflecting on this, Prof Ganson stated that **"***the broad experience of peacebuilding practice is that there are substantial risks to proceeding without the stakeholder, issues, dynamics, and systems analyses that allow such questions to be asked and answered.***"

Activists find that they are "doing good" but not building peace because there is no close nexus between their interventions and key drivers of conflict. Small "wins" may not add up to peace because progress is not fast enough, sustained over time, or together with other activities, being undertaken at a scale"[62]

According to GSDRC Applied Knowledge Services, **"***without understanding the context in which interventions are situated, organizations implementing them may unintentionally fuel conflict. While conflicts are too complex for a single process to do them justice, key features of analysis are conflict profile, causes, actors and dynamics***"**[63]

In mitigating this risk, PIND has invested significantly in building the capacity of the various P4P chapters and members continuously on conflict analysis.

▶ Unmanaged Membership Expectations

"*If you show him that when you come here (the P4P Network), at the end of the day, you will start getting money…when his aim is not met, what happens? He falls***"**.

The example above cited by the Cross River State PREVENT Committee Chairperson, Shaaban Abdullahi threw more light on the challenge of not managing the expectations of peace volunteers who join the Network – which leads to exit from the group and from peacebuilding work. Many of the volunteers had expected financial gain for joining the Network. When this expectation was not met, they became inactive. **"***When finance is not involved, there are a lot of people who will not give you listening ears, particularly when you say volunteering,***"** added Shaabam.

P4P deploys transparent and upfront communications about volunteering with the Network as a means to manage the expectations of would be volunteers. Shaaban explained how he does this:

"*So anybody that comes, I say 'look we are all coming to volunteer, are you coming to volunteer wholeheartedly or you have a hidden agenda?' Because this is not a money making venture. We don't have money to pay. So think over it and then take an informed decision. When you sleep over it and say that 'yes I'm ready to volunteer', then you are welcome!***"**

A member in Rivers State summed up the key message P4P uses to manage expectations: **"***Do not promise people that you will give them heaven on earth***"**.

▶ Internal Politics and Personal Interest

"*When you are doing things as a leader, and you only deal with one group that belongs to your camp such that at the end of the day, other people will be losing, it is a very big danger. The danger of fractionalization and conspiracies***"**- Imo State P4P Member

The scenario painted by the quote above typifies a case of using politics to gain power and influence. Harvard Business Review (HBR), in its 2017 article titled '*Four Types of Organizational Politics*' describes organizational politics as **"***a variety of activities associated with the use of influence tactics to improve personal or organizational interests***"**[64] HBR goes on to explain how internal politics are mostly motivated by scarce resources, social and structural inequalities and individual personal motives – all of which have potential occurrence rate within a volunteer based Network like Partners for Peace. The P4P showed observable levels of leadership tussles and divisions within the Chapters gleaned during the case study data collection process. Some members attributed this to the open membership of the Network that allows people with different intentions other than passion for peace to become members of the Network. In Imo State for instance, members shared how power tussle led to the emergence of two State Chapters for the Network.

Members report that such dissentions are dangerous because it tarnishes the image of the Network, making them less credible for peacebuilding. In managing challenges related to internal politics for advancing personal interests, the P4P Central Working Committee always steps in with disciplinary measures in accordance with the Network's Charter for defaulting members. According to the peace volunteers, ensuring open and inclusive leadership, rotation of tasks among members, as well as fostering team spirit are some of the ways this issue is being addressed. **"***We must create trust***"** an Imo State member surmised.

On their part, PIND targeted keeping the members of the Network focused on their core purpose of fostering peace – an eye on the ball. Nkasi Wodu of PIND recounted how they did this:

"*As long as you were able to keep State Chapters engaged on their objective as a grassroots peacebuilding organization that manages peace and addresses conflict in the locality; that was very important because, when you have people coming in, you could easily get side-tracked. When you have elections, positions in the executive in the Chapters, people could easily get side tracked. People could easily focus only on the mundane–who will be the chairman of this Committee or that Committee. Putting them on track was very important***"**.

62 Prof Brian Ganson; Partners For Peace In The Niger Delta: Capability Building Assessment 2016
63 (https://gsdrc.org/document-library/conflict-analysis/).
64 (https://hbr.org/2017/04/the-4-types-of-organizational-politics).

▶ Delayed Access to Funds for Rapid Response

> "*If you do not get financial resources you need on time, it is a problem. Because if there is early warning, there should be rapid response*" – **Rivers State P4P members**

The volunteers, particularly the PREVENT Team, reported that delay in accessing the small grant that PIND provides for peace building and early conflict prevention tended to limit the number of conflict they could address on time. They opined that the funds should be administered as emergency funds as the delay defeats the early response objective of the PREVENT Team.

> "*We have to write proposal in order to get fund for our activities. But if PIND could just say this is the fund; when something happens, access the fund for this intervention and retire after. If funds were to be available on time, our activities will be immeasurable.*"
> - **Ogbongha Ogbongha, a member in Cross River State shed light on this problem**

According to Philip Kalio, the former National Coordinator for P4P, the delay in accessing funds is caused by the inability of the State Chapters to retire funds in a manner that meets professional accounting standard. To address this, PIND provides coaching and mentoring on financial management for the Executives of the Network so as to remove the elongated bureaucracy in accessing funds for rapid response to conflict by the volunteers.

▶ Concentration in Urban Areas

P4P started with CSOs and urban membership which affected the rural and grassroots membership of the Network. Members reported that P4P would have recorded more community presence earlier if it had started off at the community level at the same time it began the urban-based membership. However, Sub-Network Chapters' creation at local government and community level is now attracting members from the rural communities. Volunteers expressed the need to reach out to more rural communities.

I am a Partner for Peace !

CHAPTER 7

Replicating the Model for a Network of Peace Volunteers

Building a Network of volunteers for peace has proven to be an effective model for peacebuilding in a conflict prone region like the Niger Delta and can therefore be replicated in similar environments, either as a whole or in parts. The framework below provides a step by step guide for practitioners in replicating the model at preparatory, pilot or sustainability phases of building, leveraging and sustaining the peace Network.

Level of intervention	Step	Focus	Take Action	Integrate Success Measures	Avoid Pitfalls
Preparatory: Entry points for program seeking to do preparatory work towards testing the model	1	Find & Connect Volunteers	Set criteria for identifying individuals predisposed as peacebuilders Locate the potential peace volunteers: conduct participatory research with wide variety of stakeholders organize consultative meetings Connect the peace volunteers through formal launch of a regional platform for collective action Localise the Network: establish State Chapters and Sub-Chapters in local communities	Find the right people with passion, personal experience, livelihood interest, exposure to peacebuilding work, values and orientation Provide neutral platform for collective action and continuous engagement Make membership inclusive to leverage strengths	Poor inclusivity through concentration in urban areas

| Pilot: Significant pilot components for program seeking to capture number of volunteers over a period | 2 | Attract & Motivate Volunteers | Recruit new volunteers through communications to grow the Network: Public outreach events interpersonal communications Peacebuilding initiatives in target communities traditional media outreach Online media IEC materials

Leverage and introduce various forms of intrinsic incentives for the peace volunteers: Compelling vision, having a voice, a platform for collective action, open membership and collective ownership gaining recognition and importance opportunity to achieve personal aspirations skills building self & per influencing tools and information for peace work | Motivate volunteers through opportunities to explore, learn or actualise aspirations

Open membership | Not managing expectations from new volunteer members overtaking the purpose of the Network |
| | 3 | Build & Equip the Formal Network | Institute formal organizational processes, capabilities and infrastructure for the Network: Set up systems and structures for governance, management and accountability – operations management, governance, coordination and communication, operational policies & plans, physical office space

Deploy technology infrastructure for information sharing – digital website, SMS-Based Early Warning and Early Response System, conflict data reporting & rapid response structures

Build capacity of the volunteers in core peacebuilding and conflict management competencies – training, post training support such as resources, platforms and information | Skill Up

Deploy technology

Establish systems and structures | Internal politics and personal interest overtaking the purpose of the Network |

	4	Leverage for Conflict Mitigation and Peace-building	Utilise the volunteers to reduce conflict in the region: Alternative dispute resolution platform Mediators, arbiters and negotiators Peacebuilding initiatives Mind-set change and value orientation on peace Collaboration & information sharing with stakeholders to design and plan interventions Conflict early warning and early response	Provide financial support Build ownership through controls, fairness and equity Leverage uniqueness of different actors	Perception of being partisan Inadequate conflict analysis to guide interventions Delayed access to funds for rapid response to conflict early warnings
Adoption: For programs seeking to adopt and sustain the model as the central program approach	5	Scale & Sustain	Build in measures to sustain the Network: Decentralise local capacity, facilitate ownership Fundraising through proposal writing selling technical expertise linkage to economic opportunities Levies/dues Foster culture of volunteerism	Mainstream economic opportunities	Internal politics and personal interest overtaking the purpose of the Network

PIND

FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA

Proudly
Sponsored By

Chevron

Contact

ABUJA

25 JIMMY CATER CRESCENT, ASOKORO
+234 (09)2910454

WARRI

1 PIND-EDC DRIVE, EGBOKODO-ITSEKIRI
+234 (0)817 240 1598
+234 (0)903 080 8794

PH

50 B/C, OMERELU STREET, G.R.A PHASE 1, PORT
HARCOURT, RIVERS STATE, NIGERIA.
+234 (0)811 052 1802, +234 (0)903 457 7987

Engage

Twitter

@PINDfoundation

Instagram

@PINDfoundation

Facebook

@PINDfoundation

YouTube

@PINDfoundation

WWW.PINDFOUNDATION.ORG