



FOUNDATION FOR PARTNERSHIP INITIATIVES  
IN THE NIGER DELTA

STRATEGIC PLAN

2015 – 2019

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## Acronyms and Abbreviations

ADVANCE	Advocacy, Awareness & Civic Empowerment
AI	Appreciative Inquiry
ANDD	Advocacy for Niger Delta Development
ATED	Appropriate Technology Enabled Development
BMO	Business Membership Organization
BRACED	Bayelsa, Rivers, Akwa Ibom, Cross Rivers, Edo and Delta
CAPABLE	Capacity Building for Local Empowerment
CSE	Corporate Social Enterprise
CSO	Civil Society Organization
DESOPADEC	Delta State Oil Mineral Producing Area Development Commission
DFID	Department For International Development (UK Aid)
EDC	Economic Development Centre
IPDU	Integrated Peace and Development Program
KM	Knowledge Management
LCBP	Local Capacity Building Program
LEAD	Leadership Empowerment Advocacy and Development
MADE	Market Development in Nigeria
MARKETS	Maximizing Agricultural Revenue and Key Enterprise in Targeted Sectors
MODEL	Models of Development & Experiential Learning
MOU	Memorandum of understanding
MPH	Media Production Hub
M&E	Monitoring and Evaluation
NDDC	Niger Delta Development Commission
NDDF	Niger Delta Development Forum
NDPI	Foundation for Niger Delta Partnerships Initiative
NGO	Non-Governmental Organization
NIFOR	Nigerian Institute for Oil Palm Research
NRCRI	Nigerian Roots Crop Research Institute
ODP	Organizational Development Program
PIND	Foundation for Partnership Initiative in the Niger Delta
PLACE	Peaceable Livelihoods & Community Empowerment
PSR	Participatory Strategic Review
P4P	Partners for Peace
SACE	Strengthening Advocacy and Civic Engagement
SRGP	Small Research Grants Program
UNICEF	<b>United Nations International Children's Emergency Fund</b>

## Executive Summary

The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a Nigeria-based non-profit foundation providing support for socio-economic development programs in the Niger Delta region of Nigeria. PIND is the Nigerian counterpart of the United States based NDPI (Niger Delta Partnership Initiatives) Foundation Inc. that was established by Chevron Corporation in 2010.

PIND manages programs in partnership with other donors from the public and private sectors in Nigeria. It works with NDPI to create dynamic, multi-stakeholder partnerships that take full advantage of the synergies of involving diverse organizations and interests. In order to achieve this mission, PIND structures its activities within four distinct programs including:

- An economic development program focused on generating opportunities for market development and employment generation
- A peace-building program that strengthens conflict resolution mechanisms for enabling integrated peace and economic growth.
- An analysis & advocacy program that improves analysis and understanding of systemic constraints to growth in the Niger Delta region.
- A capacity building program that will build the service delivery and engagement capacity of government, civil society and communities.

Initial funding by Chevron was US \$50 million over a five-year period from 2010 to 2014 to which NDPI and PIND were able to bring a further US \$50 million from donor partners including bilateral and multi-lateral aid donor agencies, federal and state government agencies in Nigeria, private companies and foundations. This has been used to establish a solid PIND organizational structure including two Economic Development Centers and make substantial progress in an array of initiatives developing markets, mitigating conflict, building local capacity and increasing awareness and information of the challenges and opportunities in the Niger Delta.

A second, five year phase of funding of US \$40 million has commenced at the beginning of 2015 and will last until the end of 2019. This will be used to drive the acquisition of new partners and investments in new and existing market sectors with high employment potential, increase the density of the Partners for Peace network, build conflict mitigation capacity, expand integrated advocacy campaigns addressing constraints to development, and strengthen institutional capacity of PIND, NDPI, States, local government councils, civil society organizations, including business membership organizations and communities.

This is a strategic plan for the PIND Foundation that outlines in broad terms the strategic objectives, framework, approaches and priorities for this second phase of funding, including the programs and opportunities for reducing poverty and conflict in the Niger Delta region.

## 1 INTRODUCTION

The Niger Delta Partnership Initiative (NDPI) was established in 2010 to invest in socio-economic development programs in the Niger Delta region. A counterpart organization in Nigeria called the Foundation for Partnerships Initiative in the Niger Delta (PIND) was established in the Niger Delta and formed Economic Development Centers in Warri and Port Harcourt. Chevron established a US\$50 million fund in the period 2011 to 2014 for this initiative and NDPI and PIND worked together to support a portfolio of projects and partnerships aimed at reducing poverty in the region. They attracted a further US \$50 million counterpart funding from donors, public and private sector during phase 1.

A second phase of work in the Niger Delta is scheduled for 2015 to 2019. This is a strategic plan for PIND for the second phase. It outlines the approach, programs and focus areas including progress made in past five years and priorities for the next five years.

### Background

The Niger Delta is located in the southern part of Nigeria, bordered by the Atlantic Ocean to the south, and shares its eastern border with Cameroon. The region represents about 12% of Nigeria's total surface area with 112.11 square meters and has around 18 % of the Nigerian population (32 million of 170 million nationally). **The region is made up of nine of the Nigeria's 36 states - Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers – and 185 local government areas.**



**The Niger Delta region suffers extreme development challenges. The region's vast natural resources generate more than 75 percent of Nigeria's export earnings, fueling the country economically, yet the majority of Niger Delta residents live without basic social services and survive only on subsistence farming. Two-thirds of the population is under 30 years old and 43% live below the poverty line. Persistent poverty and high levels of conflict and corruption plague the region. With few alternatives to provide for themselves and their families, many of the region's youth have sought opportunity through militancy and violence, fueling not only intra-ethnic conflict but also very real security risks for companies doing business in the region.**

Chevron has operated in the Niger Delta for over 50 years. It traditionally focused its development efforts on the communities closest to its operations but has since adopted a more regional approach. It has learnt through work in other countries the value of partnerships with the development community. The learning has now been applied to the Niger Delta to leverage the

collaborative efforts of many development actors to try and break the vicious cycle of poverty and conflict that have plagued the region for years.

### Strategic Focus

The focus of the NDPI / PIND partnership is the nine states of the Niger Delta. This is where Chevron presence and networks exist and can be leveraged, where there is a noticeable lack of development coordination and collaboration, and where there are social and economic challenges and widespread poverty. In addition conflict assessments, market studies and gender and youth programs over the past five years have consistently highlighted poverty, exclusion, and unemployment as key factors that contribute to violent conflict in the region. This also confirms prioritization of economic growth as a strategic focus. While selection of targeted beneficiaries has occurred on a project-by-project basis there has been a focus on those groups with high levels of poverty and unemployment, whose livelihoods are limited by conflict and poor institutional capacity.

Women and youth have been given a special priority amongst constituents, not only because they represent the **majority of the Niger Delta's population, but because they are often a neglected voice** and interest in the region. Nigerian federal, state and local government agencies in the Niger Delta region have been important parts of the constituency. Programs have proactively involved relevant government agencies, not only seeking alignment on plans and priorities, but also to build effective and sustainable linkages between government and other stakeholders.

### Recent Reviews

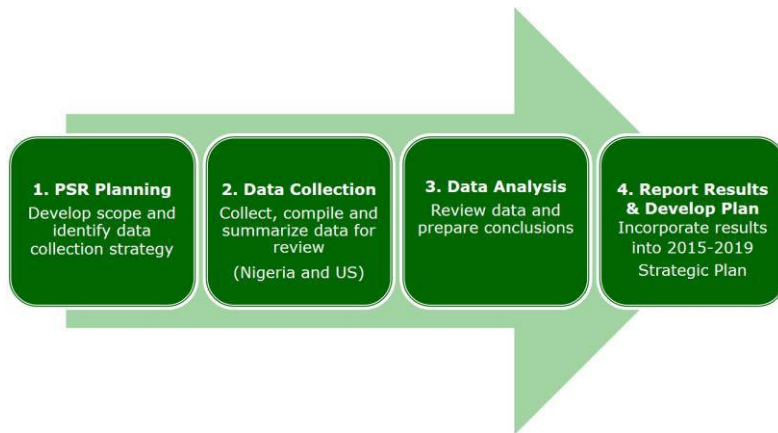
Two reviews took place during the first phase. A midterm Look Back and Peer Review (Lookback) was conducted in 2013 and Participatory Strategic Review (PSR) in 2014.

#### Look Back and Peer Review 2013:

The Look Back and Peer Review was conducted after three years of funding had taken place and was to assess performance against original objectives with a particular focus on business value derived, key successes, best practices and lessons learned, and insights for future partnerships and projects. A team from Chevron including NDPI and PIND management undertook interviews and focus group discussions with a wide group of PIND partners and stakeholders and reviewed PIND documentation, systems and procedures.

#### Participatory Strategic Review 2014:

PIND undertook a comprehensive Participatory Strategic Review (PSR) before preparing this second five-year Strategic Plan. The purpose of the PSR was to prepare second phase Strategic Plans. It would inform strategic direction and identify opportunities for continued development with respect to the partnership-based approach. The PSR had four phases and took seven months to complete. Partners and stakeholders were fully involved in the process including design of the review, membership of interview teams, review of data, and production of conclusions and recommendations. Data was gathered through key informant interviews, focus group discussions and telephone surveys. An Appreciative Inquiry (AI) approach was used.



In total 102 face-to-face interviews took place in Nigeria involving 316 stakeholders. A further 30 interviews took place among the Washington DC-based development community (where NDPI is based). A telephone-based survey of 1300 participants was also conducted across the Niger Delta states. Data was carefully analyzed and interpreted by technical teams. A specialist survey consultancy was used to facilitate the PSR. An open and inclusive process was followed to develop recommendations that reflected the needs and views of the Niger Delta.



Some key recommendations from the PSR review team that are incorporated into this strategic plan include the following:

- Regularly explore alignment of programs with stakeholder expectations through surveys, forums and focus group discussions
- Continue to base program design on thorough research and analysis
- Promote transparency and accountability as well as equitable development in the Niger Delta
- Increase focus on access to finance in market development projects
- Develop framework for advocacy approach including scope of collaboration between NDPI and PIND
- Consider the catalytic role NDPI and PIND can play in improving access to electricity
- Continue the strategic geographic focus on the Niger Delta region, but share successes and best practices with other parts of Nigeria where appropriate
- **Ensure PIND's presence and activities are spread appropriately across the 9 Niger Delta states**
- Enhance the participation of marginalized groups (including women, youth and people with disabilities) in field programs
- **Better articulate NDPI's and PIND's distinct identities, and diversify the funding base for both foundations**

- Create a robust sustainability strategy, based on multi-stakeholder input, contingency planning and identifying funding opportunities

## 2 MISSION, VISION, VALUES & GUIDING PRINCIPLES

### Mission Statement

PIND is a Nigerian Non-Profit Organization building partnerships for peace and equitable economic development in the Niger Delta.

### Vision

PIND wants to achieve a legacy of sustainable peace and development among communities in the Niger Delta. Specifically, we want to:

- Mobilize increased government funding and support for peace and economic development through influencing and advocacy work
- Build the capacity for inclusive government and decision making at various levels particularly at the state and local governments.
- Generate a multiplier effect for business opportunities and job creation that strengthens the local economy beyond the oil and gas industry.
- Increase funder and investor interest in the Niger Delta
- Be the recognized leader in the provision of information, analysis and development expertise on the region.
- Establish new networks of diverse partnerships that build local capacities, strengthen governance and generate sustainable peace and economic growth for men, women and youths.
- Attract a diverse range of Nigerian and international organizations to the region that will have learned the value of creating multi-stakeholder partnerships to address complex issues and problems using systemic market approaches.
- Actively promote coordination of development activities in the Niger Delta that bridge relationships between the private sector, government, civil society organizations (CSO) and communities.
- Develop and implement programs based on systemic research and development clusters that effectively link economic growth with conflict resolution, institutional strengthening and application of appropriate technologies and serve as models of replication for others.

### Vision of Success

PIND would have succeeded in its mission and objectives when we are able to attribute the following to the work we did in areas where we worked:

- Notable decrease in unemployment among women and youth resulting from their involvement in the agricultural sector thereby creating jobs for themselves
- Marked increase in the number of citizens who participate in engagement with government at local and state levels in the designing and implementation of development programs in their communities.
- More resources leveraged into the Niger Delta development resulting from partnerships with other organizations
- Civil society organizations are collaborating more within the region and attracting project resources and implementing more projects in communities.
- Network of organizations and individuals working together for peace and using dialogue and other dispute mechanism to settle disputes
- There are clearly defined clusters that have experienced growth in businesses, are enjoying better services from government and have peace
- NDLink and PIND are the preferred partner of choice for Niger Delta Development information

## Values

PIND guides, informs and measures itself by belief and commitment to:

Stewardship – protecting the health and safety of our workforce, maintaining and efficiently controlling financial resources, upholding our reputation for transparency and accountability, and **ensuring a “do no harm” approach is maintained in all programs and activities.**

Excellence – demonstrating professionalism in all aspects of our work, consistently delivering results against plans and targets, applying innovation to needs, problems and opportunities, being recognized as a model that others want to emulate, and applying effective strategies for reducing conflict and poverty

Learning– having a well trained professional workforce, quality visionary leadership at all levels, efficient operations and systems, effective partnerships and networking, and being a learning organization with a shared vision of development

Sustainability – having strong funder relationships, consistent revenue raising ability and track record, being recognized as a development partner with government, community, civil society and non-government organizations, and being flexible and adaptive to the needs of our beneficiaries

## Guiding principles

PIND will always:

- Seek relevant government participation and support for project activities
- Use participatory approaches to ensure all affected groups take part in the prioritization, design, implementation, and evaluation of project activities
- Integrate gender and youth participation and mainstreaming of their issues into every aspect of project design and implementation
- Ensure all projects support universal human rights and promote social justice and equity
- Promote concepts of transparency and accountability amongst all stakeholder partners
- Assess social and environmental impacts before project plans are completed, including an analysis of potential conflicts
- Seek to establish sustainable results for project beneficiaries that are not dependent upon continued donor support and maintenance beyond the life of the project
- Invest in building the capacity of CSOs that have a clearly recognizable and acceptable constituency of beneficiaries
- Incorporate conflict resolution and multi-stakeholder dialogue processes in all programs
- Ensure all projects contribute to an environment for sustainable economic growth
- Ensure safety and security of project staff and partners
- Build expertise and leadership in PIND, partners and beneficiaries
- Communicate clearly, simply and consistently with all PIND staff, partners, stakeholders and beneficiaries
- Make evidence-based decisions using robust monitoring and evaluation systems and processes

## 3 STRATEGIC APPROACH AND OBJECTIVES

There are four program areas that PIND addresses in partnership with NDPI, CSOs, NGOs, government and donors:

Economic development program – to generate opportunities for pro-poor market development and employment generation

Peace-building program – to strengthen conflict resolution mechanisms for enabling integrated peace and economic growth

Analysis & advocacy program – to improve analysis and understanding of systemic constraints to growth in the Niger Delta region



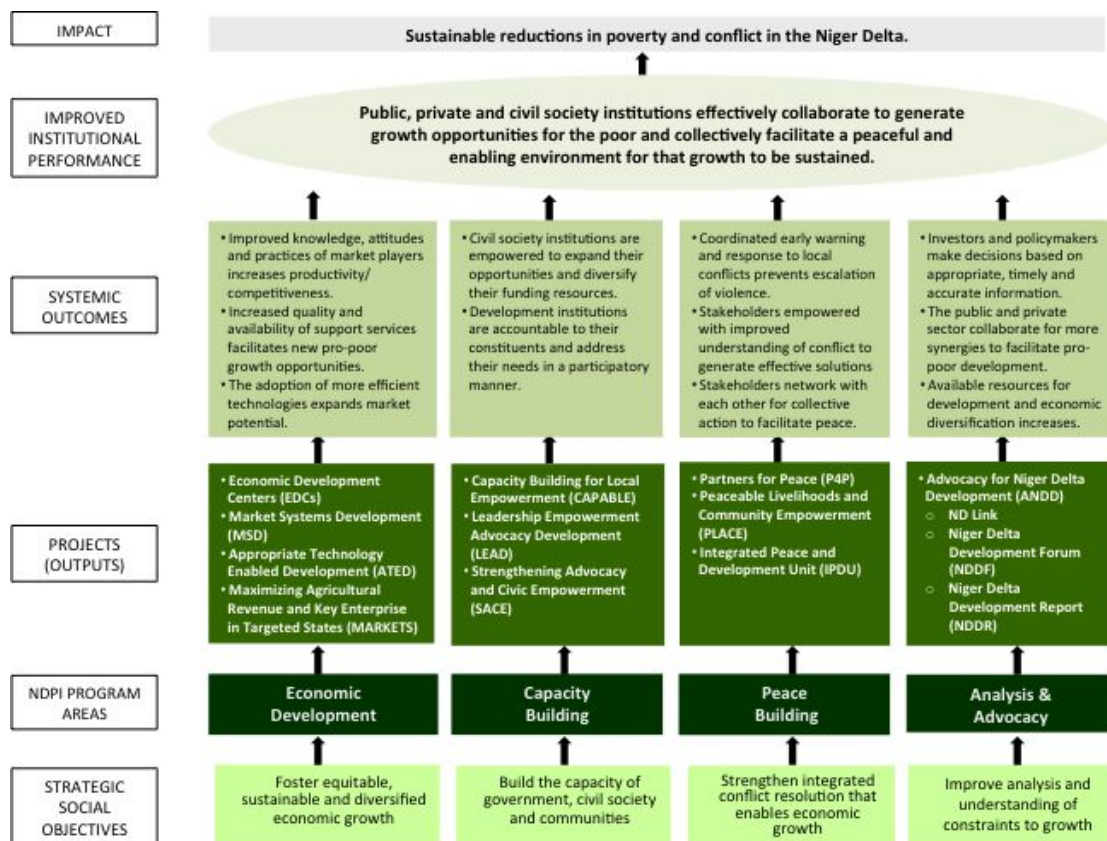
Capacity building program – to build the service delivery and engagement capacity of government, civil society and communities

### Strategic Objectives

### Strategic Framework

Building from its mission statement and the alignment of business and social objectives outlined above, PIND has established a strategic framework that provides a clear pathway from its four program areas to the social goal of reduced poverty and conflict. The strategic framework reflects PIND's market development focus, recognizing that each of its projects should be facilitating systemic change that ultimately improves the performance of all development partners in the Niger Delta region.

### PIND PROGRAMMATIC FRAMEWORK



## 4 STRATEGIC PROGRAMS

### Economic Development

During the first phase local partners were identified and trained in value chain analysis and divided into teams to analyze the value chains for three priority sectors – aquaculture, cassava and palm oil. The analyses identified systemic constraints, or key underlying problems, that if solved could potentially unlock new growth and employment for the poor. Under the aquaculture project eight demonstration ponds have been constructed for farmers to learn better fish farming practices to increase their yields and generate greater incomes. PIND partnered with two fish feed companies to improve the quality of training of farmers for increased productivity and improved distribution. Within the palm oil sector PIND partnered the Nigerian Institute for Oil Palm Research (NIFOR) to train local manufacturers to produce processing equipment that will improve extraction rates. In the cassava sector PIND brokered relationships between smallholder farmers and cassava processors to increase production and incomes.

In the first phase PIND also established a business linkages pilot to apply market development approaches to help the oil industry increase its procurement of goods and services from local businesses in the Niger Delta. A pilot project evaluated data and developed the potential of local suppliers and service providers in the region.

An Economic Development Center (EDC) was built and opened in Warri, Delta State in 2012 to provide on-the-ground resources needed for effective project implementation. The EDC provided a broad range of economic development services to international donors, companies and government agencies. It has become a center of learning and a useful hub for coordinating development programs and partners and where experts from different organizations, sectors, and projects could come together to research, analyze, and pilot best practices and approaches for development. In 2013, NDPI's second EDC was established in Port Harcourt, Rivers State.

PIND through NDPI has partnered other donor-led market development projects in Nigeria such as MARKETS2 (USAID) and MADE (DFID). NDPI funding has been used to include Niger Delta states in these projects. Funding has been direct support for implementing partners and programs or in-kind contribution through PIND such as office costs. Both MARKETS2 and MADE have been using EDC as project offices.

The economic development projects also include an Appropriate Technology Enabled Development (ATED) program, aimed at developing and applying small-scale, sustainable technologies that meet the social and economic needs of communities and entrepreneurs in the Niger Delta. The ATED program supports the value chain projects by exploring the most suitable agricultural production and processing technologies whilst also working with community organizations to use improved technologies for water, sanitation and health.

Over the next five years, PIND will drive research and design of the projects it will co-fund, ensuring the application of systemic analysis and addressing the systemic constraints within the identified market systems and cross learning between projects. The EDC will place a strong emphasis on developing effective pilot projects and then finding partners that can lead the **replication of successful program activities into other parts of the Delta, extending PIND's impact.** Thorough systemic analysis of economic opportunities will identify the specific forces driving growth in those market systems and the range of constraints hindering achievement of the growth potential. Then project activities can be developed to sustainably address those constraints from a systemic perspective, unblocking the most important ones first, improving market access.

Market systems to be addressed by PIND and its partner organizations will focus on:

- Value chain development (agricultural, manufacturing, or service) to drive increased private sector led economic growth within the region and greater employment. These projects will lead to improved exports from the region, increased competitiveness within the value chains from increased efficiency, or increased productivity and profitability at the firm level.
- Infrastructure development programs to stimulate investments critical to pro-poor development, such as improved roads, access to power, and other utilities. By leveraging

public/donor/private funding for infrastructure and ensuring the availability of appropriate supporting services, program activities can improve income-generating opportunities and develop linkages to sustainable small construction and service enterprises in the rural Niger Delta.

- Enterprise development programs to enhance capacity and business linkages to enable local firms to pursue opportunities from large companies and government within the Niger Delta. Program initiatives will include changing the process within larger organizations to enable them to procure from smaller, local firms, and then on developing the sustainable support systems to the enterprises to build their capacity to respond to the opportunities.
- Programs to improve access to commercially driven and sustainable financial services for SMEs and microenterprises, including both savings and credit. Addressing constraints on access to finance through non-market distortionary and sustainable approaches will remove a major bottleneck to the success of market development activities PIND has faced in the first three market systems.
- Interventions (project activities) within these market systems might focus on improving relations between large and small firms, increasing the commercial delivery of supporting functions (e.g. agricultural inputs, technology, skills development), improving regulations, strengthening coordination, or reforming procurement processes. Addressing conflict-related causes of sector underperformance and mitigating any consequences of improved performance (e.g. benefits flowing to a particular ethnic group or a particular segment of the communities) should be an important consideration, and an example of the need for integration between programs (i.e. peace-building). Since much of the source of market growth in the Niger Delta comes from outside investments which are driven by local governments, the economic growth program will interface closely with the capacity building program to help target the improved service delivery towards the targeted market systems to drive increased employment.
- Capacity building of co-facilitators to broaden outreach. The economic development staff will primarily focus on intervention design, monitoring and evaluation, as well as partnership building functions and rely on implementing partners and co-facilitators to manage the majority of the intervention facilitation. As there are few local organizations that can serve as co-facilitators (either NGOs or private firms), PIND will invest in the development of those organizations to apply market development approaches to addressing the market failures or other systemic challenges facing the growth of the sector (rules/policy, supporting functions, etc).

## Peace Building

The peace-building program comprises two projects, Partners for Peace (P4P) and the Integrated Peace and Development Unit (IPDU). P4P focuses on building a network of local organizations and individuals committed to reducing conflict in the region. IPDU undertakes data collection and analysis, production of conflict bulletins and capacity building. Peace building also has a mainstreaming component that ensures peace-building approaches and objectives are built into other program areas.

P4P was established in 2012 and has since establishment linked over 1600 individuals and institutions into a network for discussing and addressing conflict issues. It has done this through social media to engage network participants and promote P4P activities, as well as building up P4P state chapters to expand the network of peace building advocates. P4P has established a website that contains various tools for addressing conflict including a web map that shows where conflict and peace building initiatives exist in the region. A variety of short films have also been produced by PIND media production hub to generate interest and collective action for addressing conflict as part of the P4P program. The films are being used in workshops across the Niger Delta to inspire action and frame discussions about opportunities for peace building. IPDU was established in late 2014 and hired a manager prior to year-end.

In phase 2 the peace-building program will continue to catalyze, develop, and support social and ICT infrastructures for the piloting, scaling, and replication of locally owned conflict analysis and targeted peace building in the region. This will involve the convening of key stakeholders through platforms such as the P4P Network and the Peace and Security Working Group (PSWG), training

and support of partners in conflict assessment and peace building, and social marketing of peace messages and norms in response to evolving conflict dynamics. P4P will focus on facilitation and support of the P4P Central Working Committee and Network chapters at the regional, state, and local levels. IPDU will provide data collection and analysis, conflict bulletins, and capacity building as needed to the Network, PIND staff, and other partners, such as the PSWG Niger Delta Sub-Group. IPDU will also leverage assets (social capital, skills, and key stakeholders) from within the P4P Network for targeted interventions, such as SMS early warning, which will in turn strengthen the peace building efforts of the P4P Network and other partners. (note Sam comments that IPDU objectives broader than this)

Scoping and analysis that comes out of peace building activities will inform planning and implementation across **PIND's four program areas**. Peace building projects will promote increased consensus among stakeholders through deliberative dialogue and other conflict resolution approaches both integrated into PIND economic growth projects and in separate peace initiatives to build an enabling environment for growth. These efforts could identify areas of common economic interest between conflict-affected stakeholders or encouraging business membership organizations to play a more active role in mitigating conflict-related effects on their business interests. Toward these ends, projects for peace building will pay special attention to enhancing conflict resolution roles of women, youth, and other vulnerable groups.

### Analysis & Advocacy

Accurate socio-economic information and better-informed stakeholders are not only vital to the effectiveness of PIND's **programs, but critical ingredients for improving development practice and creating an enabling environment for growth to occur in the Niger Delta**. There is a significant gap in the amount of current, reliable data available to guide development planning and learning. **PIND's Analysis and Advocacy program has been helping to address this gap by gathering data and generating credible analysis of the key economic, institutional, and peace building constraints in the Niger Delta**. It then seeks to increase understanding and awareness of these constraints amongst stakeholders with an interest in the region.

PIND commenced its analysis and advocacy program by establishing a small research grants program to solicit research proposals from local organizations in the Niger Delta. This not only generated new analysis of important socio-economic issues, but also enabled PIND to identify and test new local research partners. PIND then established a partnership with the **Brookings Institution's Africa Growth Initiative and the Nigerian Institute for Social and Economic Research (NISER)** to create the Models of Development and Experiential Learning (MODEL) program, which analyzed, documented and shared the learning from promising development models in the region.

As part of its Analysis and Advocacy program, PIND created the Niger Delta Development Forum (NDDF) as a platform for improving understanding and interest in new, innovative approaches for promoting economic development, building institutional capacity and promoting peace within the region. The first forum was held in Port Harcourt in 2012 and included 180 participants from government, civil; society and the **private sector representing NDPI's existing partnership networks** as well as other interested development organizations. A second forum was held in Benin City in 2013 and comprised 250 participants. A third forum was held in Calabar in 2014 and had over 500 attendees. In addition, a first international NDDF was also held in Washington DC in 2014 and attracted high profile attendees and think tanks.

The NDDF work has since been integrated into the Advocacy for Niger Delta Development (ANDD) project that is an integrated platform for the key development issues and opportunities in the Niger Delta. It builds upon the issues and opportunities identified in the Niger Delta Development Forums and enables PIND to raise awareness about development needs and issues in the Niger Delta and promote collective action to address them. ANND also includes the Media Production Hub (MPH) which is a PIND in-house media production unit producing short films and audio products and providing media training. ANND also includes ND Link that is a information and communications platform using the internet to unite stakeholders in the region and was established in 2013

Over the next five years the advocacy and analysis program will build on the success of the first phase through increasing locations and focus of NDDF, widening the reach of ND Link, and production of Niger Delta Development Reports. PIND will support this program by:

- Funding and support to NDDF events in Nigeria including partnering with Nigerian and regional think tanks and research institutions and related communications
- Leading efforts to identify new research on topics related to **PIND's existing programs and activities** and identify areas for further analysis
- Capacity building of the ND Link teams and partnership organizations (co-facilitators) and communications and advocacy staff to bring them up to international standards
- Using ND Link to drive the use of strategic communications and media to reach a diverse array of stakeholders from the public, private and civil society sectors, through various forms of traditional, new and social media.

## Capacity Building

Since 2010 PIND's capacity building program has been collaborating with diverse partners to build and enhance capacity of government, civil society, business associations including service providers and communities to engage in economic, governance, advocacy and peace-building initiatives and activities. The capacity building program has been working to improve governance at local and state levels through initiatives such as the Local Capacity Building Program (LCBP) that increased the skills of local government officials and community leaders to better design and implement community development projects. PIND also partnered with the United States Agency for International Development (USAID) to build the institutional and operational capacity of local organizations under its Advocacy Awareness and Civic Empowerment (ADVANCE) program, Leadership Empowerment Advocacy and Development (LEAD) program and Strengthening Advocacy and Civic Engagement (SACE) program. PIND has provided in-kind support from its EDC offices and NDPI has provided direct funding to USAID for program implementation. A further NDPI capacity building initiative has been the Organizational Development Program (ODP). The ODP is focused on building organizational and institutional capacity of PIND to ensure its sustainability and quality of services. PIND also partnered Crown Agents for the Capacity Building for Local Empowerment (CAPABLE) program that developed a three-course training to address organizational and project management capacity of Niger Delta organizations. Sixty people in 30 Niger Delta CSOs and BMOs completed the training program. The capacity building program also collaborated with the Centre for Leadership Strategy and Development to build leadership capacity of youth in the region and resulted in the training and mentoring of 80 youth across the region who are now taking on leadership responsibilities as change agents supporting positive transformation of values and livelihoods in their various communities and states.

Over the next five years the capacity building program will continue to strengthen governance at state and local level through partnerships such as LEAD and support for new governments to translate elections manifestos into actionable plans. It will seek opportunities to strengthen capacity of civil society organizations including community-based organizations and business membership organizations through projects such as SACE and CAPABLE project. In line with the report of the Participatory Strategic Review that viewed the CAPABLE training as still critical in building organizational and programmatic capacity of Niger Delta organizations, PIND will continue to implement the CAPABLE project in a more result-oriented way and in partnership with reputable organizations, ensuring that courses offered are standard, appropriately tailored to meet capacity needs and that trainings are combined with other capacity building interventions. The capacity building program will continue to build capabilities of individual and corporate service providers within the region to become competitive in terms of knowledge and diversity. The program will continue to seek collaborations to scale up support in building leadership and entrepreneurship capacity of young men and women as change agents in the region.

The capacity building program will continue to build capacity of organizations and associations working with PIND programs and projects. In addition to the traction gained in working with the Economic Development projects, attention will be paid to strengthening capacity of local partners of ATED and PIND's **Peace Building Programs** - Partners for Peace networks and associations and IPDU as well as PLACE project partners. At the Federal level, the CB project will also continue to

support the UNDP-coordinated partnership with Ministry of Niger Delta Affairs to implement the Niger Delta Social Sector Development Action Plan in States and Communities of the Niger Delta. The capacity building program will also continue to build the organizational capacity of PIND through the ODP as well as develop and support models and systems of capacity building such as the Organizational Capacity Assessment Tool used to assess grant worthiness.

#### Mainstreaming Activities

PIND has developed a Gender Policy and Strategy after extensive consultations with staff and partners and also drawing on global and national best practices. This will be mainstreamed through PIND and partners in the next phase through the capacity building program. A Gender Committee has also been established to ensure new initiatives mainstream youth and gender and to review progress in gender and youth mainstreaming of existing projects. Conflict mitigation has been added as a further area of mainstreaming as peace building has assumed an increasingly important role. NDPI has also ensured that the monitoring and evaluation system captures data on mainstreaming of youth, gender and conflict mitigation.

#### Strategic Targets

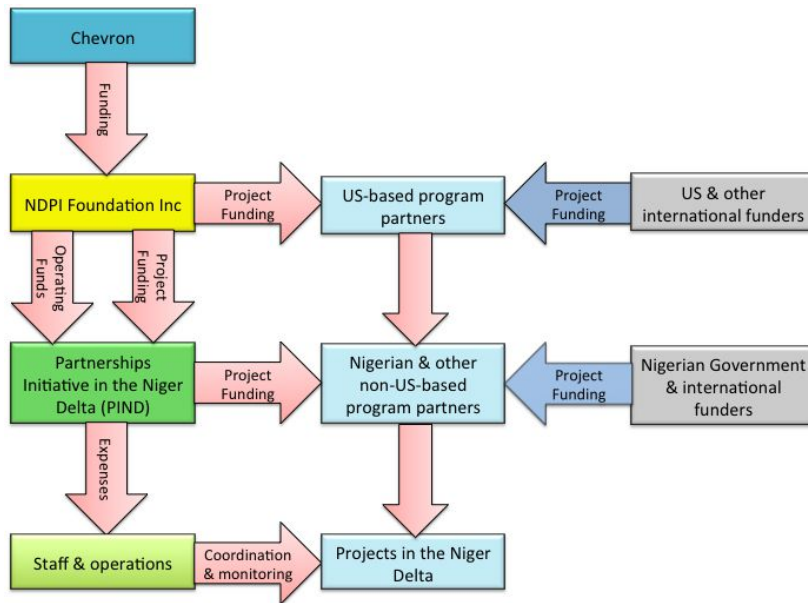
Based on input from stakeholders and a review of its opportunities over the next five years, PIND has set the following high level targets for what it aspires to accomplish from its programs during the 2015-2019 period:

- At least 300,000 poor households in the Niger Delta increase their incomes by 40% or more by the end of 2019
- PIND and its partners facilitate the creation of at least 20,000 jobs in the Niger Delta region by the end of 2019
- At least 10,000 people and organizations from all nine states of the Niger Delta learn conflict mitigation tools and apply them towards the mitigation and prevention of conflicts in the Niger Delta by 2019
- Influenced at least \$40M spend by Federal, State governments/agencies and their agencies in new activities that reduce conflict and poverty in the Niger Delta by 2019

## 5 THE PIND FOUNDATION

The Foundation for NDPI Inc was established in 2010 in the US as a charitable institution focused on supporting sustainable peace and development in the Niger Delta. Governance was placed in the hands of a Board of Directors. It was initially anticipated that this foundation would be able to operate in Nigeria and US. However, Nigerian law required an affiliated foundation be incorporated in Nigeria if it expects to have an operational presence in the country. The Foundation for Partnership Initiatives in the Niger Delta (PIND) was incorporated in Nigeria in 2010 with the same governance and management structure as NDPI. This appeared unduly burdensome at first however establishing two separate foundations has proven beneficial in the long term. It has allowed NDPI to increase governance and oversight and strategic direction and has allowed PIND to become much more operational than originally intended, enabling the organization to take a more active role in implementing projects. NDPI in turn has evolved to take **a greater role in monitoring PIND's project activities, providing strategic guidance for its overall portfolio, and reaching out to the donor community to identify new resources and partnerships.**

The following diagram outlines how the relationships between the foundations and their donor partners are structured.



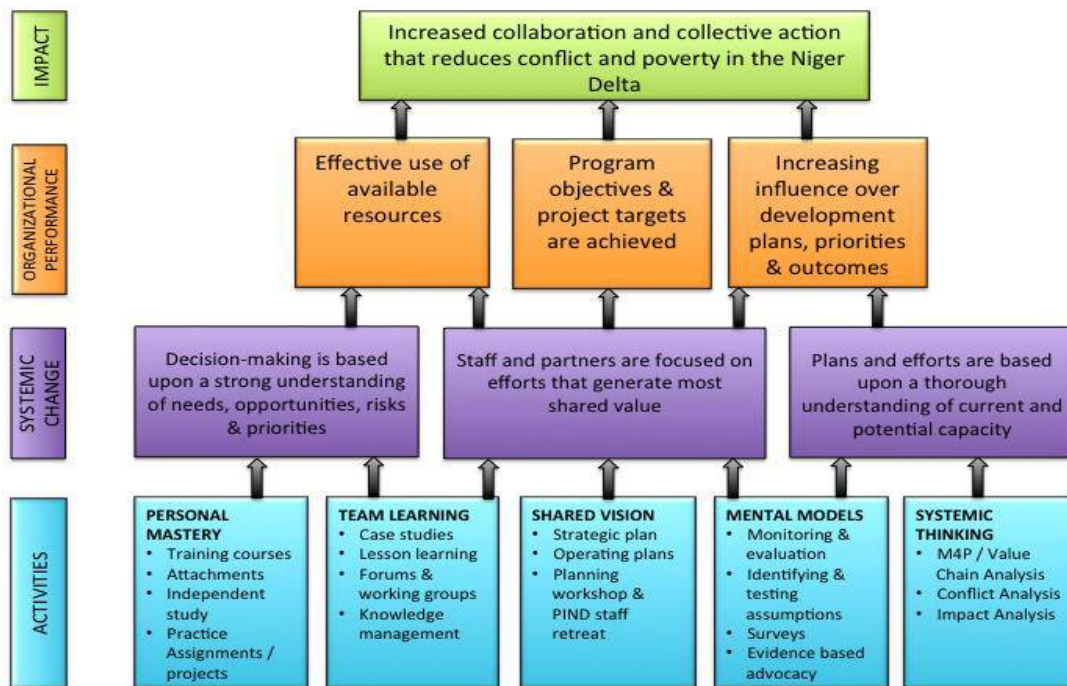
### A Learning Organization

A learning organization is an organization that facilitates the learning of its members and continuously transforms itself. A learning organization seeks to shift to a more interconnected way of systemic thinking to address complex challenges. It relies on five disciplines:

1	Personal mastery	A commitment to personal growth and development in your chosen field of expertise
2	Mental models	Deeply ingrained assumptions, generalizations or expectations that influence how we understand the world and how we take action
3	Shared vision	Building a common vision for the future growth and development of the organization that is shared among the entire team
4	Team learning	Using dialogue to think and learn together in ways that ensure the capacity of the team represents more than the sum of its individual capacities
5	Systemic thinking	Developing a holistic understanding of how the influences and actions of ourselves as well as others affects strategic outcomes

The Learning organization concept was coined through the work and research of Peter Senge. The concept encourages organizations to shift to a more interconnected way of thinking. Activities in the 5 disciplines are applied to systemic change in the organization for improved performance and enhanced impact. PIND is a learning organization and has applied the concept and 5 main disciplines to its work as follows:

The five disciplines of a learning organization as applied to PIND



*The Fifth Discipline: The Art and Practice of the Learning Organization, Peter Senge, 1990*

Knowledge management

PIND in phase 1 received support from NDPI in development of knowledge management (KM) capacity including establishment of shared electronic directory, sharing of information between EDC offices and PIND head office in Abuja and mechanisms for lesson learning. A knowledge management audit has taken place and a knowledge management road map developed for PIND, which is well underway.

6 PROJECT SUPPORT

Project Support Services:

PIND has a department that provides Project Support Services to all projects and programs, ensuring compliance and adherence to all policies, procedures and processes in an effort to achieve all programmatic response. Project Support Services (PSS) offers a suite of managed project and administrative support services that can be drawn down as and when required, depending on the needs of management. This service includes design, development and implementation of tailored project management functions – development of policies, systems and procedures; training and capacity building of client staff on management and use of these services, and on-going oversight and technical advice on procurement and grants functions. Through an annual review process/audit, PSS will continue to improve on its suite of services to enable PIND improve her credibility and capability.

Finance and Administration

PIND has a Finance & Administration department that is responsible for maintaining accurate accounting records and providing regular timely financial reports; responsible for administering in-house accounting and financial management system and preparation of payments for invoices received for accounts payable; monitors accounts and accounts receivable to ensure they are cleared within a reasonable time. Financial reports to be prepared include monthly, quarterly and annual financial reports. The Finance & Administration department is also responsible for **preparing audit information to assist the auditor in the annual audit of PIND's financial information.** The department provides general administration including logistics management and client relations management. The department will continue to ensure the highest finance and



accounting standards are maintained especially as PIND goes into more MoUs and agreements with other organizations.

## 7 MONITORING AND EVALUATION

PIND has a monitoring and evaluation (M&E) system including systems and procedures, personnel and operating guidelines. A strategic framework that links inputs to outputs, outcomes and impacts is in place and is used to produce portfolio level indicators and targets. Results chains have been developed for all projects and interventions. A Microsoft Access M&E database links financial (income and expenditure) data to non-financial (inputs and outputs) data. M&E personnel with clear job descriptions support PIND personnel in gathering and validating information. A complete procedures manual has been developed. Extensive training has taken place for all project and program personnel.

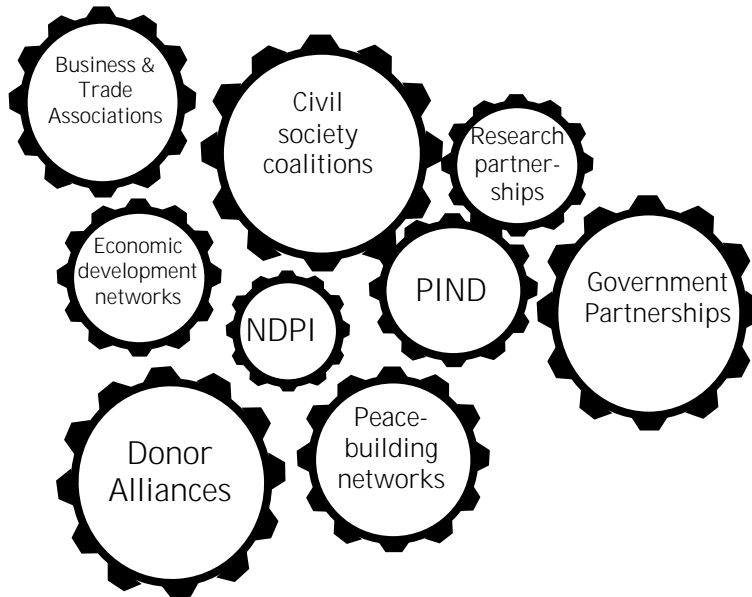
Notwithstanding this good progress made, the PSR concluded that monitoring and evaluation (M&E) needed improvement. It acknowledged what had been developed and the challenge of M&E of such a large number of complex and diverse projects and interventions. However, it found that PIND needed to prove impact much more clearly and communicate this to funders and stakeholders. PIND also needed to address information gathering and particularly the processes to consolidate and validate data prior to input into the database. Overall, more M&E capacity needed to be built in PIND in order to gather, review, collate and report results, especially at the outcome and impact level. To that end the following will be done:

- An impact assessment will be carried out to **analyze NDPI's impacts produced during the organization's first five year period**. This impact assessment will measure the socio-economic **impacts of NDPI's programs and projects to date**. Specific emphasis will be placed on identifying direct and indirect beneficiaries and identifying measures to quantify multiplier effects of impacts. The impact assessment report will be used to communicate **PIND's** development reach and impact.
- PIND will strengthen its M&E capabilities by increasing the capacity of dedicated personnel in its function to include a manager and embedded M&E officers in all program areas. Designated **personnel from PIND's M&E function** will work closely with NDPI staff to ensure both **organizations' M&E systems are effectively integrated, data is efficiently shared, and lessons learned captured**.
- PIND will maintain a proactive monitoring and evaluation (M&E) plan and system, linking the M&E efforts of project implementers together with those of donor partners, including Chevron, and NDPI in the US. PIND will focus on aggregating M&E data to assess project level **impacts and monitor performance in meeting PIND's overall strategic objectives**. M&E data captured will measure project level results, inform project management decision-making, and provide foundational information for creating a learning culture within the organization.
- M&E will be done at the portfolio as well as project level. **Data captured through PIND's M&E process** will be used to assess impacts holistically, including spillover effects of project **impacts, to verify systemic change and PIND's influence in development decision-making**.

## 8 COMMUNICATIONS

PIND has a communications team responsible for managing the PIND website, running PIND social media presence, promoting PIND media production hub products to external stakeholders. It produces corporate reports and progress reports and has undertaken a knowledge management audit. Notwithstanding this work, the recent PSR found that PIND is not telling its story well **enough and communicating the results and impact of PIND's work**. **PIND will therefore adopt a more strategic approach to communications in the second phase**. This will include better **articulating PIND's theory of change** on economic development and peace building, providing more information on impacts and results, building a visual identity through various forms of media, positioning program managers and officers as experts in their field, and holding regular conferences and meetings with funder, donors and development partners. Communications will be targeted to specific audiences. PIND will also develop and implement a knowledge management strategy to better capture and utilize PIND learning and institutional memory.

The work of PIND and NDPI represent a portfolio of partnerships rather than one single partnership. The relationships of the NDPI and PIND Foundations with their donor partners and implementing partners, both local and international, not only represent partnerships for specific projects but also have formed the building blocks for multi-stakeholder networks that can link up efforts and resources for increased impact. These partnership networks have created a new force for positive change in the Niger Delta region and helped organizations look beyond their individual projects towards a shared vision of sustainable socio-economic development.



*Partnership Networks enable smaller partnerships, alliances and coalitions to link up with each other, building synergies and leveraging impacts. The annual NDDF brings these development partners together to compare notes and brainstorm new strategies.*

The NDPI and PIND Foundations have served as conveners and facilitators for the partnership networks they created. The EDCs have functioned as physical coordinating hubs for these networks. International partners including USAID and DFID implementing partners have based themselves at the EDCs and worked hand in hand with PIND staff and local partners to implement **projects in the field and at the centers' training facilities**. Different projects and partners have shared resources, information and collaborate during trainings at the EDCs, creating synergies that have enabled individual projects to improve their impact and learning. Most of PIND's **projects** have therefore represented a unique partnership of one or more international development partners and consultants working with a collection of local civil society organizations, companies and consultants to implement project activities.

PIND and NDPI select program partners using the following criteria:

- Participation of organizations with diverse interests, cultures and approaches
- Shared interests in developing a specific project, but with flexibility to pursue ideas and opportunities beyond that original scope
- Teams of highly motivated, diversely qualified individuals with a passion for the project the partnership is developing. People who enjoy working in teams, are committed to team learning and who consider themselves change agents within their own organizations
- The combined resources, flexibility and autonomy to adapt project designs and plans to meet specified development needs as results are evaluated
- Shared commitment to long-term project results that avoid the pressures of having to sacrifice sustainable benefits in favor of short term results to justify continued support

Types of Partners:

Given that most of PIND's projects and interventions represent a unique type of partnerships, the scope and diversity of the various partnerships have made it imperative for PIND to make deliberate efforts to classify the various partnerships by typology. A critical step that preceded the classification was the process of partnership definition to build a common understanding across PIND's programs and projects and avoid confusion, given the complex web of partnerships in different parts of the organization.

Resulting from the above exercise, PIND has the six distinct and recognizable types of partners within its partnership portfolio. They include –

- (a) Donor Partners – the focus of this type of partnerships is the achievement of PIND's mission and program strategy. We leverage funds and other resources of donor partners (such as in-kind contribution, pro-bono services etc.) as well as expertise. Some key examples include - international donor organizations such as – *USAID, DFID, UNICEF, UNIDO, GIZ, IFAD, USADF*; and private sector companies like *Chevron Inc.*
- (b) Government Partners – these represent Government Ministries, Agencies and Departments at the Federal, State and Local Government that PIND works with to influence their policies and programs and thereby achieve leverage of their funds and better development outcomes. Examples would include – *Federal Ministry of Niger Delta Affairs, Niger Delta Development Commission, Delta State Ministry of Commerce, Edo State Ministry of Agriculture and Natural Resources, Delta State Ministry of Environment* etc.
- (c) Implementing Partners – these are organizations, both international and national, that provide manpower, knowledge and expertise for project implementation and are co-facilitators of PIND projects. Some examples of the international implementing partners include – *Development Alternatives Inc. (DAI), Fund For Peace (FFP), Centre for Affordable Water Sanitation and Training (CAWST), Chemonics, PACT* etc. while the national type are – *Accord for Development, Life and Peace Development Organization (LAPDO), Coastal and Marine Areas Development Initiative (CMADI)* etc.
- (d) Intervention Partners – organizations that invest their own resources and collaborate with PIND on program interventions, activities and events have been classified as intervention partners. They are of various kinds, namely – private sector companies like *Grand Cereals, Top Feeds, Bnot Hariel, Texmaco, Jubaili Agrochemicals, Notore, Thai Farms International (TFI), Ere-Egwa Farms, Grofin*; government agencies – *Nigerian Root Crops Research Institute (NRCRI), Nigerian Institute For Oil Palm Research (NIFOR)*, International NGOs – *Engineers Without Borders, DEVEX, Solidaridad*; Nigerian NGOs – *Academic Associates PeaceWorks (AAPW), West African Development, Self-Help Economic and Rural Development Agency (SHERDA), Initiative for Community Development (ICD), New Nigeria Foundation (NNF), Centre for Enterprise and Development Support Initiatives (CEDSI)*; BMOs – *United Ufuoma Fish Farmers Association (UUFFA), Catfish Farmers Association of Nigeria (CAFAN), CAMP 74, Edo State Cooperative Farmers Agency* etc
- (e) Network Partners – network partners are the organizations, which PIND collaborates with indirectly and leverages resources from through the separate entities it has established, such as the Partners for Peace (P4P) and ND-Link. Network partners, including the P4P network members, work indirectly with PIND but they are key components for achieving the overall mission of PIND's programs. Some notable examples are – *National Orientation Agency (NOA), Nigeria Union of Journalists (NUJ), Nigeria Security and Civil Defense Corps (NSCDC); FocusHub, LPT Investments Co. Ltd, O.B. Lulu Briggs Foundation* etc
- (f) Knowledge Partners – these are organizations, which PIND have regular collaboration with to produce tangible outcomes through two-way sharing of information, data, and analysis. Examples of this type include – *academic institutions, NISER and Brookings Institution.*

In the next phase PIND and NDPI will build on the partnership approach. This includes more detailed documentation on how the partnership model is applied, how to select partners and how to engage them.

## 10 GOVERNMENT ENGAGEMENT

As a major spender of development funding in the Niger Delta, PIND will consistently engage and seek the participation of relevant governments and institutions/agencies in the pursuit of the development outcomes in the Niger Delta. In working with government, PIND will adopt any of the following ways:

- The execution of Memorandum of Understanding (MoU) around broad strategic areas that enables the organizations carry out specific activities. Some examples are the BRACED commission, NDDC, DESOPADEC etc.
- Continue to use the annual NDDF platform for engagement and advocate for policy reforms
- Sharing of data and results of studies conducted by PIND and her partners and /or PIND commission studies for the purpose of sharing the findings with government institutions and agencies.
- Execute MoU with a government agency around the implementation of a specific project or program. An example would be with Ondo State Wealth Creation Agency.

## 11 FUNDING

Chevron has been the primary source of funding of NDPI. It committed \$ 50 million to NDPI in phase 1 and has committed a further \$ 40 million for phase 2. This funding has been used for core operating costs of PIND (staffing and office costs, general and administrative expenditure, overall program monitoring and evaluation expenses, meeting costs, audit fees and various support services), project costs of PIND (local direct project costs including civil works, equipment, consulting costs, grants, training and workshops) and operating costs of NDPI (staff and office costs as well as international consulting costs related to PIND projects).

Critical to the sustainability of NDPI has been use of committed funding to leverage funding from partners. NDPI matched phase 1 funding 1:1 with \$ 50 million of partner commitment and investment. This came from project co-funding notably that of USAID but importantly also from private partners investing their own money as a result of NDPI market development work. Also worthy of mention is the funding of the MADE project by DFID. In the next phase NDPI intends to make even greater use of Chevron funding to leverage non-traditional sources of funding such as private sector investment, cost sharing, co-funding and co-investment. It has targeted 2:1 matching i.e. \$ 80 million of partner funding. Increased effort will be made to leverage increased and better quality investment expenditure by the public and parastatal sector as well as financial contributions by the private sector.

Beyond 2019 there is no guarantee of funding. A third phase is likely provided PIND continues to demonstrate value and is showing clear, measurable impacts. Chevron funding will decline over time but it is not known how quickly that will occur. What is likely is that decision-makers will change before next round of funding is approved. It is important that PIND continues to provide high value to the initiative through implementation of projects, engagement of stakeholders, and measurement and reporting of impacts.

## 12 SUSTAINABILITY

For PIND sustainability is defined from more than one perspective:

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

**Project Sustainability:** PIND has incorporated sustainability criteria into the design of every project and used this as a basis for monitoring/evaluating results. As projects have been evaluated so project designs have been adjusted to maximize the sustainability of project benefits. A critical component of project sustainability comes from the active participation of beneficiaries who need to build a genuine sense of ownership of the projects and interventions intended to improve their livelihoods. Therefore all PIND projects have been designed and managed to ensure this active participation. This has been largely successful and the market development projects in particular have been very carefully designed and managed to ensure market players and other stakeholders are aware and attracted. However there is considerable effort and resources required to ensure this as well as need to communicate clearly to beneficiaries on realistic expectations.

**Partnership Sustainability:** PIND has worked strongly to catalyze partnerships that can be self-sustaining through the interests and commitments of other organizations and that are not dependent on a coordinating role of PIND or its partners. This includes market development partners on value chain projects where feed mills and processors have undertaken market development and co-ordination roles. PIND has a strong network of international partners and experts (DAI, Chemonics, RTI, Crown Agents, Fund for Peace, Consensus Building Institute) with a global breadth and network of experience.

**Mission Sustainability:** PIND adopted a multi-faceted strategy for sustainability of its mission for fostering multi-stakeholder partnership and equitable economic growth in the Niger Delta region. This included:

- Building strong capacity amongst its staff and local partners to be able to apply the skills and approaches they have learned through PIND in any context or project in the future.
- Building the capacity of local communities, government agencies, businesses and civil society organizations in the Niger Delta to generate continued development programs and to attract funding and support from a broad diversity of donors.
- Building PIND into a viable and sustainable organization that can support itself from revenue generated at its economic development center.

PIND has been built into a significant professional organization in the Niger Delta and will continue to render support through the Organization Development Program. It has made progress building up other organizations such as Ufuoma Fish Farmers Association in Warri and P4P state chapters but will need to make further investment and actively seek other partners that they can work with. PIND has also achieved successes in attracting other funders to the EDC offices in Warri and Port Harcourt. However PIND has to build its own capacity beyond the project management and stakeholder engagement role it has played in the Niger Delta in the past 5 years. It needs to leverage its experience with partnerships into other mechanisms. PIND has started discussions with UNICEF to have an agreement in place for the implementation of WASH/peace building project in some selected states of the Delta on behalf of UNICEF.

PIND will develop a clear sustainability strategy over the next 5 years that establishes a long-term vision beyond Chevron funding. This will involve PIND providing clear added value. It can do this most effectively through leveraging its key offering viz project management, stakeholder engagement, and EDC offices. PIND will actively seek to generate new project funding from such organizations like UNICEF, private foundations/organizations, government development agencies and implementing projects for such partners.