



2012 ANNUAL REPORT

Laying a Firm Foundation
for Change in the Niger Delta

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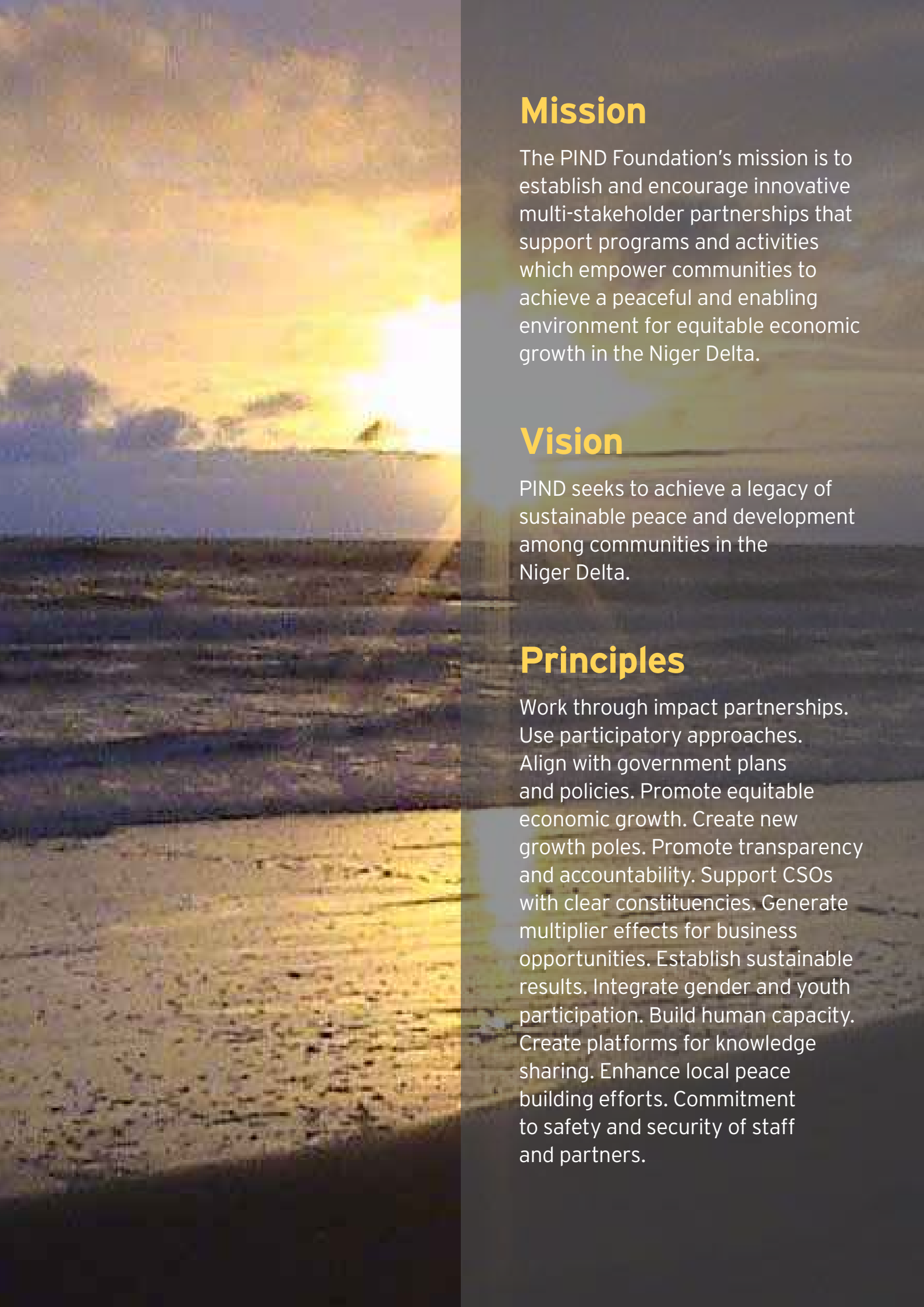
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Mission

The PIND Foundation's mission is to establish and encourage innovative multi-stakeholder partnerships that support programs and activities which empower communities to achieve a peaceful and enabling environment for equitable economic growth in the Niger Delta.

Vision

PIND seeks to achieve a legacy of sustainable peace and development among communities in the Niger Delta.

Principles

Work through impact partnerships. Use participatory approaches. Align with government plans and policies. Promote equitable economic growth. Create new growth poles. Promote transparency and accountability. Support CSOs with clear constituencies. Generate multiplier effects for business opportunities. Establish sustainable results. Integrate gender and youth participation. Build human capacity. Create platforms for knowledge sharing. Enhance local peace building efforts. Commitment to safety and security of staff and partners.

Message From the Chairman of the Board of Trustees



Strengthening Our Foundation, Advancing Our Impact

Andrew Fawthrop

Chairman, PIND Foundation

In 2010, PIND began as a platform to build innovative, multi-stakeholder partnerships that promote sustainable social and economic development in the Niger Delta. Throughout this past year, we made tangible progress toward achieving this mission. Though PIND continues to emphasize the importance of research and analysis, we have moved beyond strategizing to on-the-ground implementation. We have also made a significant effort in creating internal systems necessary to grow the organization effectively. These systems are foundational for enabling PIND to continue advancing its leadership in development thinking and implementation in the region.

Throughout 2012, PIND continued establishing partnerships that go beyond simply leveraging resources. This fundamental principle was demonstrated with the launch of the Economic

Development Center (EDC) in Warri as a resource and coordination hub for PIND, other donors and local implementing partners to jointly research, design and implement development programs. The EDC has become foundational to PIND's economic development program and a driver for pursuing market-based solutions to development challenges.

Significant progress was also made in PIND's other program areas to generate a more peaceful, enabling environment where economic growth can flourish. We created stakeholder platforms for analysis and knowledge sharing, promoted local peace building initiatives, and built the capabilities of local organizations through our portfolio of capacity-building projects.

As you read this report, we hope you see examples of how PIND has turned its vision, mission and strategies into on-the-ground

implementation. We thank our local and international partners whose joint commitment helped us advance our impact and strengthen our foundational base this year. With their support, we were able to positively affect the lives of thousands of individuals in the region directly and indirectly. As we move into 2013, PIND will continue looking to develop transformative partnerships that can provide more opportunities that truly make a difference for the people of the Niger Delta.

2012 Highlights

- Opened the Economic Development Center (EDC) as a center of learning, strategic analysis, and a useful hub for development programs and partners in Warri in May
- Established a media hub production facility and produced 12 videos to promote effective development practices in the region
- Completed two scoping studies in the cassava and palm oil value chain sectors
- Began implementing three agricultural pilot projects in the aquaculture, cassava and palm oil sectors
- Held an aquaculture workshop that brought 80 individuals from the aquaculture sector together to share information and improve coordination
- Trained 12 service providers to supply business management training for fish farmers
- Established eight demonstration ponds to provide technical training to 80 fish farmers
- Worked with the United Ufuoma Fish Farmers Association (UUFFA) to develop a strategic and sustainability plan to guide the association's profitability
- Improved the advocacy skills of 25 individuals from the UUFFA through the DFID-funded Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE) project
- Provided research and analysis to the Delta State Government on a proposed approach to make fish feed more accessible in the state
- Held a stakeholders workshop for 46 individuals from the palm oil sector
- Facilitated a demonstration training for local palm oil harvesters on the motorized adjustable harvester that could greatly improve palm oil farmers' productivity
- Developed strategies for building more effective and sustainable business relationships between small local firms and large corporations operating in the Niger Delta by conducting value chain analysis on the region's marine, catering and poultry sectors
- Finalized the concept for designing an Appropriate Technology Enabled Development (ATED) demonstration center that will use and demonstrate small, innovative technologies to improve health and sanitation standards
- Piloted the bio-sand filter - a small, easy-to-use water purification system - to 11 households in the Amatu II community in Bayelsa State
- Hosted six workshops to train 37 representatives from 20 local nongovernmental organizations (NGOs) on grant application, budgeting and financial management
- Provided US\$250,000 in sub-grants to five competitively selected local organizations under the USAID/Nigeria/PIND ADVANCE project to improve capacities for local governance, public decision making and project development

Niger Delta Achievers Merit Award

On September 20, 2012, PIND Foundation received an award at the 3rd annual edition of the Niger Delta Achievers Merit Award (NDAMA) for its concept in the use of multi-stakeholder partnerships to drive growth and development in the Niger Delta. PIND emerged as the winner through a public voting system.

- Trained 43 government officials from Imo and Rivers states in partnership with Accord for Community Development on strategic development project selection and management
- In collaboration with other development partners, reviewed the draft Niger Delta Social Investment Action Plan developed by Coffey International
- Engaged 205 persons in a participatory assessment and shared the findings broadly to better understand what drives conflict in the region and how it can be mitigated
- Built a digital platform www.p4p-nigerdelta.org for multi-stakeholder information sharing and collaboration for more effective peace building in the Niger Delta
- Produced five short films showcasing local examples of peace building initiatives to encourage and build peace advocacy

- Provided 24 individuals from across the Niger Delta states with the skills to use social media as a tool to promote peace by supporting their attendance to the New Media and Governance Conference in May
- Planned community development interventions for two communities neighboring PIND's EDC based on key economic challenges identified by surveying 300 households
- Hosted the first annual Niger Delta Development Forum (NDDF) which brought together 180 participants from the public, private and civil society sectors to discuss and share information on how to support poverty reduction in the Niger Delta through partnership
- Awarded four local youth groups technical assistance grants as part of the Youth Advocacy Campaign to grow and expand the initiatives
- Contributed to an increased availability of development information on the Niger Delta for project planning and policy development through completion of two research studies under the Small Research Grants Program
- Signed a Memorandum of Understanding (MOU) to partner with the Brookings Institution's Africa Growth Initiative (AGI) and Nigerian Institute for Social and Economic Research on a project to promote more effective strategies for enhancing development in the Niger Delta
- Began implementing financial, management and procurement systems to build PIND's organizational capacity and efficiency
- Contributed ideas on innovative development approaches through presentations at five significant development forums

2012 Highlights in Numbers

	Gender	Total
Research studies conducted		14
Number of people surveyed	M	539
	F	603
Stakeholders engaged through consultations	M	1,525
	F	333
Total number of people trained	M	1,965
	F	1413
Training programs conducted		22
Partner organizations		64
Value of small project grants awarded		\$401,015.59
Number of grantees		12
Visitors to PIND websites		4,384
Jobs created	M	50
	F	6
Projects being Implemented		13
Projects being developed		9
Direct beneficiaries from PIND projects		3,564
Indirect beneficiaries from PIND projects		14,372
Organizations provided with technical assistance/capacity building		44
Resources leveraged from partners		\$149,828.11

The Year in Review

Throughout 2012, PIND worked to create more accessible, inclusive and efficient markets that allow greater numbers of people to participate in economic activities and increase their incomes. PIND improved the capacity of community organizations and government institutions, enhanced local peace building efforts, and collected, analyzed and shared research on the root causes of underdevelopment in the region.





The Economic Development Center was launched as a development resource and coordination hub for the Niger Delta.

Economic Development

PIND's Economic Development program focuses on poverty reduction by applying a market development approach. The program seeks to create more accessible and inclusive market systems, thereby increasing the economic opportunities for large numbers of the poor and providing a path for them to escape poverty.

Economic Development Center (EDC): A Resource and Coordination Hub

PIND established an Economic Development Center (EDC) in Warri as a physical and intellectual hub for its programs. The Economic Development Center (EDC) was designed to become a self-sustaining venture over the long term by providing economic development services to international donors, companies and government agencies. Launched in May 2012, the EDC is quickly establishing a reputation as a center of learning and a useful hub for development programs and partners. Throughout the year, 650 entrepreneurs, farmers

and civil society representatives participated in its workshops and activities.

PIND also signed a partnership agreement with Rivers State Sustainable Development Agency (RSSDA) to jointly establish an Economic Development Center in Port Harcourt, Rivers State. Over the long term, the EDCs are intended to serve as resource centers that improve the sustainability and effectiveness of development projects throughout the Niger Delta.

The EDC is about much more than economic development. It provides a broad range of support for not only PIND's programs but for those of other development partners including USAID, DFID, U.S. African Development Foundation (USADF) and Chevron Nigeria Ltd.



Dennis Flemming, PIND's Project Director, shares the EDC concept with guests at the launch in May.

From Vision to Reality: Establishing the EDC

Dr. Dara Akala, Manager of the Warri Economic Development Center, oversaw the construction and establishment of the Center. He shares below what it took to transform the EDC concept into reality.

Dara: The center was originally conceived as a Business Development Center but after recognizing the pressing need for economic development services in the region we changed the concept. What resulted was a vision for an Economic Development Center that would provide much-needed resources and expertise for promoting more effective development projects and that, over the long term, would become self-sustaining by generating revenue through the services offered. We also envisioned the Center to become a thought leader on applying a market development approach, rather than more traditional development methods, and to build a community of practice to share thoughts, ideas and lessons learned while using this approach.

During the month of May, only 30 visitors came to the EDC. Then the number started growing gradually and by December 2012, a total of 1,685 people had visited the EDC.

– Dr. Dara Akala

After revising the original concept, the process of constructing the Center began in April 2011. Contractors and workers hired to build the facilities were sourced locally to ensure the bulk of the financial benefits associated benefited the surrounding communities.

The construction phase of the EDC officially came to an end with the commissioning of the Center, which took place on May 9, 2012. The commission ceremony brought together over 300 individuals from the public, private, civil society and neighboring communities, including a representative from the Delta State Government.

By early April 2012, the EDC had 16 local staff and was fully operational. Throughout the year, a range of activities including workshops, training, research and analysis briefings, partner meetings, and video production from the in-house Media Production Hub kept the center buzzing with activity.

During the period of the construction, the EDC provided jobs for an average of 20–30 community-based skilled and unskilled workers every month. Up to 90 percent of the regular construction workers were male, showing a gender dimension to the physical nature of the work.

– Dr. Dara Akala



PIND's EDC

Aquaculture Value Chain Pilot Project

The aquaculture value chain pilot project is working to stimulate growth in the sector by improving the technical skills of fish farmers, building the organizational capacity of business membership organizations (BMOs) and improving farmers' access to new technologies, finance and markets.

In 2011, PIND conducted value chain analysis of the Niger Delta's aquaculture sector. The analysis enabled PIND to map market systems, uncover constraints that inhibit growth, find how the poor and marginalized fit in the sector and suggest interventions that could address those constraints and stimulate growth. The study clearly indicated that despite strong consumer demand for fresh catfish grown locally, aquaculture production in the Niger Delta remains low and unable to meet this demand.

To help fish farmers overcome challenges holding back their production, PIND launched four pilot projects. The projects focus on increasing farmers' technical and management skills, their knowledge about the process of fish farming, particularly how to most effectively use fish feed and fingerlings, and strengthening the collective capacity of local fish farmers' BMOs.



Promoting Better Coordination Through the Aquaculture Stakeholders' Workshop

Our Result

During the workshop, all 80 participants built better working relationships and increased their understanding of how everyone must work together to improve the aquaculture sector.

According to findings from PIND's value chain analysis study in 2011, poor coordination between various individuals working in aquaculture – including farmers, processors, feed companies and financial institutions – remains a significant inhibitor to the sector's growth. To improve coordination, PIND and representatives from the USAID/PIND funded Maximizing Agricultural Revenue and Key Enterprises in Targeted States (MARKETS) II project brought together an array of market participants at PIND's Economic Development Center (EDC) to bridge the coordination gap and build better working relationships by having

participants share knowledge and experiences. Participants included representatives from the development sector, the Delta State Government, banks and the private sector including fish feed manufacturers and distributors, hatchery owners, farmers, fish farming equipment suppliers, extension workers, credit providers, and aquaculture consultants. Through presentations and group discussions, participants had the opportunity to better understand the aquaculture sector from an array of different perspectives, problem solve, and build linkages and networks with fellow participants for possible future collaboration and partnership.

The stakeholders' knowledge and information sharing workshop provided a unique opportunity for PIND to assemble all stakeholders in the value chain in one room and get them talking to one another. It was a valuable opportunity for individuals in various parts of aquaculture to interact and share ideas on how to develop the sector for everyone's benefit.

– Misan Edema-Sillo, PIND's Market Development Officer



Aquaculture stakeholders increase their understanding of the sector through the coordination workshop.

Building a Supply of Local Service Providers to Train Fish Farmers on Business Practices



Nosa Amayo Confidence (first from the right) during the NAEC business training of Trainers.

Our Result

12 service providers were certified to supply technical and business support for fish farmers in the region.

The majority of individuals working in the aquaculture sector are smallholder farmers who generally view fish farming as a means of subsistence, not as a business. Many are not aware of techniques for improving production and marketing that can add value and increase their profit margins. To boost the supply of local service providers who can help fish farmers increase their productivity and profitability, PIND and representatives from the MARKETS II project trained 12 service providers and aquaculture farmers on how to use the Nigerian Agricultural Enterprise Curriculum (NAEC) to teach technical and business management topics to fish farmers.

The original curriculum was created by a range of development

partners to teach subsistence farmers working in other crops how to become more profitable by approaching their farm operations from a business perspective. PIND and representatives from MARKETS II worked with aquaculture specialists and a team of trainers who taught the curriculum often to adapt the curriculum for the Niger Delta's aquaculture sector. The newly designed curriculum includes a module for trainers on how to market the course to fish farmers at market rates, ensuring the training uses a sustainable business approach.

The 12 service providers certified to teach NAEC have already trained members of the fish farming community, helping them to earn greater incomes and increase the fish farmers' knowledge.

Transforming Business Practices of Fish Farming Cooperatives in Edo State

Nosa Confidence Amayo is the President of the Edo State Cooperative Farmers Agency. Nosa now trains fish farmers using NAEC after he was certified during the Training of Trainers (ToT) workshop in November 2012. He is currently championing the adoption of business practices by local fish farmer cooperatives and hopes to train at least 20 fish farmers every quarter using NAEC.

Nosa: The Edo State Cooperative Farmers Agency is the coordinating body for 980 agricultural cooperatives in Edo State. Each cooperative has a minimum of 10 members.

Traditionally what we would do in my primary cooperative, the Graduate FADAMA III Fish Farmers Cooperative, is hatch and stock. We never used business planning. But after the NAEC training, I let other members in my cooperative know that we have to plan before

we invest because if we don't plan well, we are going to fail. Since the NAEC training, we have understood the importance of planning.

We are maintaining the farm now, and in two weeks time, we are going to stock. Before the NAEC training, we used to share the money we would get after harvest. Now we deposit a portion of our money right after harvest to the feed companies. That way, we know we will have enough feed for our fish.

During the NAEC training, we learned that we have to plan for our farm, that we have to write down every record, every penny spent for everything. It has really been helpful to us. I feel that every farmer, to be successful, really needs to have that training. That's why when I came back from the training, I started sending messages to all our farmers that it is important that they attend the NAEC training to get that knowledge. I hope to train two batches of twenty farmers each every two months from now on.





Farmers learning best practice in pond management techniques through the demonstration pond intervention.

Improving Farmers' Knowledge Using Demonstration Ponds

Our Result

- *80 fish farmers' knowledge and skills in business and cultivation practices are being improved*
- *7 different group of value chain actors are linked and facilitated to work together for the benefit of one another*
- *11 new aquaculture business trainers are now active in the region*
- *New income stream is created for 11 aquaculture business trainers*

Feed and fingerlings are the two main inputs in fish farming, responsible for about 70–80 percent of the total cost of fish production. The PIND 2011 aquaculture value chain analysis identified the high cost of feed and limited supply and quality of fingerlings as two major constraints to growth in the sector. In March 2012, PIND conducted a study to assess farmers' knowledge and practice in using feed and fingerlings by surveying 80 fish farmers to understand their current farming practices and behaviors. A lack of knowledge and skills on how to most effectively buy and use fish feed emerged as a key reason farmers were spending such large amounts on feed.

Informed by the findings, PIND, in collaboration with UUFFA, two feed companies (Grand Cereals

and Bnot Harel), several hatcheries and an aquaculture consultant, established eight demonstration ponds at the UUFFA site.

Eighty farmers from UUFFA have since begun training at the ponds. They have learned how to better select the appropriate catfish species; prepare, screen and lime their ponds; effectively use fertilizer, feed, medicine and water testing kits; and maintain proper records. PIND, in collaboration with representatives from MARKETS II, organized training for the farmers using the NAEC to improve their business management skills and learn practical methods for planning production, projecting income, tracking costs and productivity, assessing risks, managing debt, and maximizing savings and profits.

Guiding the Future Sustainability of UUFFA

Our Result

The strategic business plan will help sustain the growth and profitability of over 500 fish farmers who belong to the association.

PIND selected UUFFA, comprised of over 500 registered small scale farmers owning over 2,000 ponds, as a strategic association to work with as part of its aquaculture pilot project. A capacity and diagnostic assessment of UUFFA conducted by PIND in 2011 found that, though the organization has a substantial number of members and growth potential, it lacked a business plan. In 2012, to enable the association to sustainably support its members



Members of the UUFFA learnt how to improve their business management skills.

with needed services, PIND facilitated a strategic planning workshop in collaboration with development consultants to develop a comprehensive business plan for UUFFA through a collaborative and participatory process with its members. As a result, the association now has a

sustainability plan (2012-2015), complete with a budget, financial outlook, detailed action plan and baseline data to help guide its future. The plan is currently guiding the actions and programs of UUFFA for its members.

Building the Advocacy Skills of UUFFA

Although advocacy to government and stakeholders is stated as one of the objectives of UUFFA, a participatory diagnostic assessment of the association with its members in June 2012 showed that the association has not fared well in delivering results on a number of advocacy issues it has identified due to poor capacity and missed opportunities.

PIND and the DFID-funded Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE) project signed a MOU in 2012 to build and strengthen the advocacy and organizational capacity of the business membership association. In August, UUFFA executives, Board of Trustees and other members were trained as part of the ENABLE project. During the

training, participants developed advocacy themes, tasks, priorities and measures of tracking progress for UUFFA. An advocacy committee was established and is currently being supported in their engagement with key stakeholders to improve the business environment for the organization's over 500 members.

Our Result

25 executives and members of UUFFA now have the skills to advocate for an improved business environment for its over 500 fish farmer members, which will contribute to their increased productivity.

A Vision and Mission for the Future of Over 500 Fish Farmers in Delta State

UUFFA Mission

To be the largest organized fish farmers association in Nigeria providing a sustainable platform to its members to produce the best quality fish products for local and international markets, giving rise to members' economic empowerment.

UUFFA Vision

A united farmers association dedicated to supporting and empowering members to achieve sustainable aquaculture development in Nigeria for the production of best quality aquaculture products.

Providing Data for Delta State Government Decision Making on Fish Feed Mill Policy

Despite having large numbers of fish farmers, only minimal production of fish feed occurs in Delta state, resulting in a dependency on imported feeds. With good quality fish feed representing over 70percent of fish production costs, access to affordable fish feed for the growing number of small-scale fish farmers in the state is a fundamental catalyst for growth within the

aquaculture sector. To stimulate this growth, the Delta state government opted to intervene in the fish feed market.

As part of its role in influencing development policy and practice through research and analysis, a presentation by PIND's EDC manager on the findings from the PIND 2011 aquaculture value chain analysis at the Delta state

Economic Advisory Council meeting in 2012 triggered new thinking about how to most effectively improve the cost of affordable, high-quality fish feed in the state. Following the presentation, the Government enlisted PIND to conduct a feasibility study scheduled for completion in early 2013 to better inform their decision making in the fish feed sector.



Inception workshop to develop feasibility study plans for the Delta state fish feed mill policy.



Field visits during the palm oil scoping study.

Palm Oil Value Chain Pilot Project

The pilot project aims to promote knowledge sharing and better coordination among individuals working in the sector and to improve their access to technology, finance and better quality seed varieties.

Palm Oil Value Chain Scoping Study

Our Result

The scoping study provides important information for designing evidence-based interventions with high potentials to stimulate growth in the palm oil sector.

Building on findings from the value chain analysis conducted in 2011, PIND conducted a scoping study of the palm oil value chain in Rivers and Imo States. The scoping study provided a deeper understanding of the market systems in the sector and to identified large areas of palm oil producers and processors, known as growth clusters, in the two states that would be well suited for pilot project interventions. The study, validated at a workshop attended by 45 actors in the sector, identified 11 key challenges to growth. Based on those challenges, three intervention areas were proposed to address those constraints. The full report can be downloaded from www.pindfoundation.org.

PIND presented the scoping study findings during a workshop with the United Nations Development Program and the Rivers State Sustainable Development Agency (RSSDA) in Port Harcourt and at a United Nations Industrial Development Organization (UNIDO) agribusiness fair held in Porto-Novo in Benin Republic. These platforms provided an opportunity to share knowledge and inform decision making when planning interventions within the palm oil sector.



Palm Oil stakeholders discuss the sector.

Enhancing Coordination Among Palm Oil Actors

Our Result

During the workshop, all 46 participants built better working relationships and increased their understanding of how everyone must work together to improve the palm oil sector.

To improve coordination and understanding among those in the palm oil sector, PIND facilitated a stakeholder workshop in August 2012 in Owerri, Nigeria. The workshop brought together 46 individuals, including farmers, large estate producers, processors, input suppliers, end users and representatives from government agencies and banks.

During the workshop, participants discussed key issues they face and possible solutions. They left the workshop with not only a deeper understanding of the palm oil sector, but with stronger connections to other actors who influence and impact the market and ideas on how to work together to improve the sector.

Improving Technology to Increase Yields

To improve the technology processors use, PIND visited various companies that manufacture high-quality palm oil processing equipment in late 2012. Once the most viable companies are selected, PIND will work to facilitate linkages between those

manufacturers and the processors that would benefit from such equipment. PIND also identified processing companies that, because they are unable to acquire adequate supplies of palm oil, are operating below capacity. PIND is working to connect them to millers

that produce the palm oil required. This will allow the companies to produce at higher capacity and the millers to increase their sales and earn higher incomes.



PIND's EDC Deputy Manager demonstrates the palm oil adjustable harvester.

Motorized Adjustable Harvester to Boost Local Farmers' Productivity

PIND's palm oil value chain study identified two key constraints in the sector: harvesting fresh fruit bunches from the tops of very tall palm trees is inefficient and presents a significant risk to harvesters. These challenges greatly reduce farmers' productivity as many of the fruit bunches are left without being harvested.

In November 2012, PIND sourced and imported the motorized adjustable harvester from Malaysia and trained existing local climbers on how to use the technology to harvest fruit bunches. Based on the positive demonstration results, PIND plans to assess whether palm oil farmers and harvesters would purchase the harvester, and if demand warrants, PIND will identify potential agro machinery dealers to sell the equipment locally.

Our Result

*The motorized adjustable harvester has the ability to increase farmers' productivity by **200 percent**, enabling them to increase their yields from **1.2 metric tons** to **2.5 metric tons**.*

Cassava Value Chain Pilot Project

The current supply of high-quality cassava flour (HQCF) and cassava starch is currently meeting less than 20 percent of demand. PIND's cassava pilot project works to capitalize on this growth opportunity by partnering with private sector companies to close the supply gap, thereby increasing the market size and profitability of the sector.

Cassava production and processing is a diverse and widespread activity in the Niger Delta, involving small-, medium- and large-scale producers and processors. It provides employment and income for over 80 percent of the rural poor. About 70 percent of cassava farmers in the region are women and they are almost entirely responsible for the processing and marketing aspects of production. Cassava thus has tremendous potential to improve the lives of low-income, rural farmers, processors (especially women) and their families and increase food security within the region.





Consultation with cassava farmers during the cassava value chain study.

Cassava Value Chain Scoping Study

In 2012, PIND built on its 2011 value chain analysis of the cassava sector by conducting a more in-depth analysis of cassava production and processing throughout the Niger Delta. The study identified market failures and constraints limiting the sector's competitiveness, potential individuals and institutions that could drive change, and possible partners to collaborate with. Based on the findings, four areas of intervention were selected to:

- increase product transaction flows between processors and end users
- increase efficient fresh cassava root logistics management
- improve processing flow and managers' business skills
- increase farmers' access and capacity to demand available services.

The full report can be downloaded from www.pindfoundation.org.

Potential interventions to grow the cassava sector

- *Facilitate product market linkage to the user markets*
- *Strengthen supply of cassava root to processing industries/SMEs*
- *Facilitate improvement in production efficiency of the factories*
- *Facilitate improvement in farmers' production capacity*

Source: PIND scoping study 2012



Members of the Edo State Co-Operatives Farmers Agency with their freshly harvested cassava tubers.

Linking Farmers to Processor

Improving market linkages is a win-win situation. Farmers can increase sales of their harvested cassava and processors can sell more products to consumers.

During the cassava scoping study sector, PIND identified many cassava farmers who were unable to find buyers for their harvested cassava and processors who often found inadequate supplies of cassava. To improve the market relationship between farmers and processors, in 2012, PIND's cassava value chain team identified the Edo State Co-Operative Farmers Agency (ESCFA) and began

exploring the opportunity of linking the farmers to supply fresh cassava tubers to large cassava processors. PIND is working with ESCFA to begin supplying cassava to Thai Farm Industries, one of the largest cassava processors in Ogun State. Improving this market relationship can significantly increase the sales and revenue earned by ESCFA and Thai Farm Industries.

Business Linkages Initiative Analysis

PIND's Business Linkages Initiative (BLI) is focused on increasing the participation of local small- and medium-scale enterprises in the supply chains of large corporations operating in the Niger Delta.

Business Linkages Initiative Analysis

Enabling corporations to procure more goods and services from Niger Delta-based firms will reduce company costs and increase the revenue of local business.

Most small- and medium-sized enterprises (SMEs) in the Niger Delta struggle to compete and build sustainable business relationships with large corporations and become suppliers due to various constraints that inhibit their competitiveness and service value.

In July 2012, PIND partnered with Chevron Nigeria Limited (CNL) to analyze the company's procurement spend. In the first phase, the research analyzed CNL expenditure data for the years 2007-2011 totaling 258,217 observations of which 250,897 were procurement (goods), and 7,320 were service contracts (services) in addition to 16 field interviews with key CNL contractors. Based on this analysis, PIND identified the most viable goods, services and sectors that can be strengthened to lead to better market access for local enterprises and improved quality and prices for CNL. The marine services and catering sectors were ultimately selected to pilot interventions for improving participation of local companies in CNL's supply chain. Value chain analyses were then conducted

in both sectors to identify the opportunities for growth. Based on the analysis, two intervention areas were proposed by the study:

- Improve the efficiency and effectiveness of the local community procurement processes and internal structures of large corporations to provide more opportunities for local suppliers
- Provide targeted capacity building that will address the constraints for the local suppliers and improve the provision of supporting services that facilitates more opportunities for the local community content participants to upgrade their services and supplies

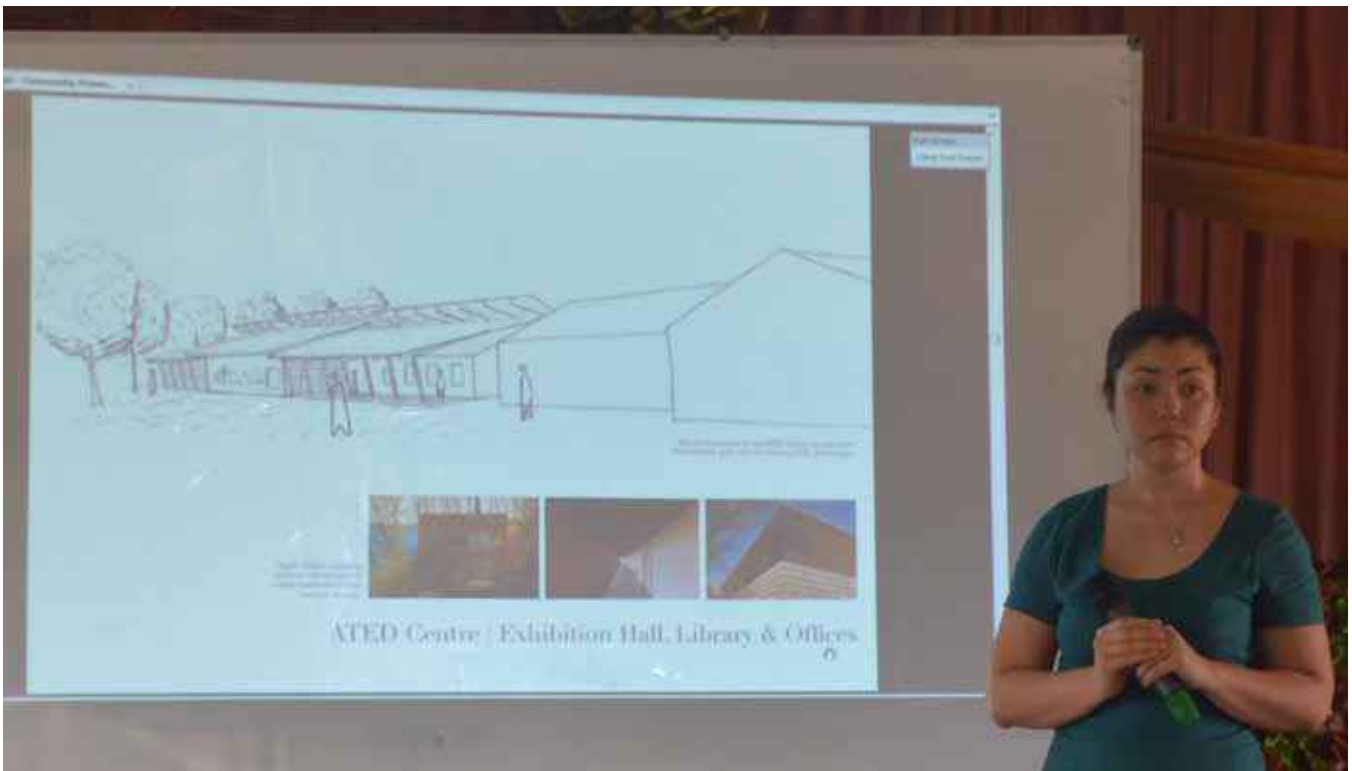
In 2013, PIND will focus on sourcing and forging dynamic partnerships with major corporations in the Niger Delta region in facilitating a demand-driven, Niger-Delta-focused business linkages program predicated on the understanding that a well-designed linkages program with solid support from corporations can significantly stimulate and improve local enterprise growth in the region.

Key Constraints Limiting Competitiveness of Local Suppliers

- *Poor technical and business management skills*
- *Weak access to market information*
- *Lack of awareness of compliance requirements*
- *Poor access to finance*
- *Structure of contracts such as size and duration*
- *Complex procurement process*
- *Inability to produce the right quality and quantity to meet demands*

Appropriate Technology Enabled Development (ATED) Project

PIND's ATED program is focused on finding, developing and sourcing technologies that are simple and affordable to improve living standards in the Niger Delta. These technologies can provide sustainable solutions to challenges in the health, sanitation and agricultural sectors.



Presentation of the ATED Centre sustainability design concept.

The ATED Demonstration Centre

PIND's ATED team, in 2012, developed a concept and sourced expertise to design an ATED demonstration centre that will use and demonstrate innovative technologies in the building itself. The ATED centre will be located next to the EDC facility in Warri and will serve as a reference point where people can come

and interact with a variety of appropriate technologies and get information about them. Short training programs and workshops to help people understand how various technologies can be used to make life better will also be offered at the centre. The actual construction of the centre is scheduled to commence in 2013.

Design Themes: ATED Centre

- *Sustainable and energy-conserving structure*
- *Use local suppliers and labor during construction*
- *Layout designed to foster learning and collaboration*

Living by Our Ideals - Modeling Appropriate Technologies through the ATED Centre

Nancy Gilbert leads PIND's appropriate technology projects. Given that the goal of the ATED project is to share knowledge about appropriate technologies, the design and construction of the ATED centre created the perfect opportunity for Nancy and her team to demonstrate appropriate and sustainable building in a tropical climate.



“And so the ATED Demonstration Centre design process began, with a dream of being the first green building in West Africa.”

– Nancy Gilbert
ATED Program Manager

Nancy: ATED seeks to improve the quality of life in the Niger Delta by inspiring, challenging, educating and guiding small- and medium-sized businesses and individuals about technologies that can work here that will make life better. As we began the process of designing the ATED demonstration centre, it quickly became clear that we needed to live by our own ideals. That meant using appropriate technologies wherever possible in the construction. The obvious place to start was with energy efficiency. If appropriate technologies are defined as being, among other things, sustainable, requiring fewer natural resources and producing less pollution, then we'd better find ways to build in such a manner. We started with an examination of typical building materials and energy sources.

Clearly there are better ways to approach construction than the usual. But who would know how to guide us? In November 2012, we prepared terms of reference and went public with a request for proposals. To our delight, we got some great responses. Just as we think and work toward better use of technology, other professionals are out there in Nigeria thinking the same things. Architects and engineers, renewable energy experts, and visionaries are right here in Nigeria. We selected a team of forward-thinking experts, eager to demonstrate their skills and ideas and began the design. Along the way, we intend to engage local community members as much as possible to share knowledge, expertise and, we hope, seed new business opportunities for new skills and approaches to building.



PIND's ATED Team, LADPO and Dodo River RDC members arriving Amatu II Community for the pilot the bio-sand water filter technology.

Access to Clean Water: The Bio-Sand Water Filter Pilot

Many communities across the Niger Delta struggle with disease due to unsafe water. On behalf of PIND in 2011, the Water & Sanitation Rotarian Action Group (WASRAG) conducted an evaluation of water supply and storage systems located in the areas of three regional development councils. Sites were evaluated in Dodo River, Bayelsa State, Egbema-Gbaramatu, Delta State and Idama, Rivers State. The study found that these water systems lacked applicability, suitability and sustainability.

In July 2012, the Dodo River regional development council in partnership with PIND's ATED project and the implementing nongovernmental organization Life and Peace Development Organization (LAPDO) introduced

the bio-sand water filter, an inexpensive technology that removes 99 percent of pathogens from water. Eleven households in Amatu II community in Bayelsa State were test sites for the bio-sand water filters. Months after the pilot deployment, community members showed a strong preference for the water from the filter and wanted more filters for the community.

Based on the success of the pilot, progress is being made to scale up the project by developing an entrepreneurship model where the filter can be locally produced and sold, generating income for those involved, and helping to provide clean water access to more people across Niger Delta communities.

Our Result

- *The bio-sand pilot provided 11 household members and their neighbors in Amatu II with clean water and reduced incidences of disease among the children.*
- *The pilot of the bio-sand filter shows that these affordable and available water purification systems work in the Niger Delta and are acceptable to communities.*
- *The successful pilot of the bio-sand filter opens up a new easy-to-start business opportunity for community members across the Niger Delta.*

The systems for improved water, sanitation and health/hygiene viewed by the team were all complex technologies focused on water treatment and provision with no viable plan for sustainability in the form of trained local capacity and no self-sustaining financing plan.

The provision of appropriate technology systems for water supply can be undertaken by community members as micro-businesses to increase economic self-sufficiency and sustainability.

– PIND's WASRAG Water Systems
Evaluation Report, 2011



Bio-sand water filter being installed in a household in Amatu during the pilot intervention.

Addressing Demand for Clean Water in Bayelsa State's Amatu II Community

Mathew Erebi is one of the members of the Dodo River Regional Development Council who implemented the bio-sand filter pilot installation in Amatu in 2012. Mathew experienced and heard of the impact of the installed filters during a visit to Amatu II at the conclusion of the pilot project.

Mathew: “Actually I was shocked to see after just a month that the water I was given to brush my teeth with during my visit to Amatu II was the same water I was scared to look at, not to mention put in my mouth. I brushed my teeth that morning with the filtered

water and drank it while taking my breakfast. Also, there were complaints that some households would not allow others who do not have the bio-sand filter in their houses to make use of the filter. As a result, months after it was introduced, the community folks

keep on calling for its expansion so that every household could have its own, saying they really prefer the bio-sand filtered water to the water they were drinking.”



Amatu II Community member gets clean drinking water from the bio-sand filter installed in his house.

The Media Production Hub

Using Film as a Tool for Development

In 2011, PIND conceived the idea of establishing a media production hub through which it will document project progress and activities and communicate with stakeholders regularly to continuously influence development practices and policies in the region. In 2012, the Media Production Hub was completed, and the video equipment was installed at the EDC in Warri.

Also in 2012, following a series of video production training workshops conducted by PIND in 2011, five Niger Delta youth

participants were hired as full-time staff for the Media Production Hub at the EDC. Their selection was based on demonstrated enthusiasm, interest in film making and production skill. Throughout 2012, film specialists provided the five new PIND employees with on-the-job training and mentoring in film production and management. By the end of the year, the mentees had traveled within Nigeria filming and collecting materials for various PIND media productions, interviewed 116 people from

45 organizations and collaborated with eight local organizations to successfully complete 12 video projects including five short films showcasing local peace building initiatives and a Warri aquaculture value chain overview film. The videos are available for viewing at www.pindfoundation.org.

The media hub is helping PIND to harness the power of film, video and radio to capture, document and share research analysis, lessons learned and outcomes from PIND's interventions.



The Media Production Hub interviews an Amatu II Community woman on the piloted bio-sand water filter.



Emmanuel Braimoh (male) putting his film production skills to work.

Learning Film Making Through Mentorship

Braimoh Emmanuel is the sound engineer at PIND's EDC Media Production Hub. Braimoh is one of five Niger Delta youth whose film-making expertise was developed through mentorship in video production.

Braimoh: The mentorship has been dynamic as it started from the very basics, from understanding how a camera works to using a camera, to framing, composition and so on. The mentoring started with the mentors training and showing us how to do certain things, then guiding us as we do them, correcting where we miss it and commending where we get it

right. As we progressed, I noticed that the mentors were gradually withdrawing and allowing us to carry out certain responsibilities in the production process. For example, in prior times, they would set the camera, frame the shot, and then tell us to shoot. Then they started telling us to set the camera and frame shots while they watched to be sure we did the

right thing; then, they moved to the stage where they allowed us to do everything and then critiqued us when we returned from the location or stepped in when things got difficult. This mentorship style has been effective as our confidence grows with each practice.



Capacity Building Program

Through this program, PIND seeks to build the capacity of government, civil society and communities to engage in economic and peace building programs and activities through strengthened mechanisms for service delivery, planning, transparency, accountability and public-private dialogue, particularly where they make the environment for growth more conducive.

There is a critical need to boost the capacities of Niger Delta civil society organizations because socioeconomic development within this region cannot be realized without their engagement and assistance.

– Sam Daibo
PIND Deputy Project Director



PIND and Crown Agent launch the CAPABLE Training project.

Capacity Building for Local Empowerment (CAPABLE): Advancing Development in the Niger Delta

The CAPABLE project aims to improve the institutional and technical capacity of civil society organizations (CSOs) and business membership organizations in the Niger Delta to help them achieve their objectives and advance development within the Niger Delta.



CAPABLE Training in session.

Assessments of PIND's stakeholder consultations in early 2011 showed capacity building of Niger Delta-based organizations was a primary concern for stakeholders throughout the region.

In February 2012, PIND signed a partnership agreement with Crown Agents Foundation for the CAPABLE training course which officially commenced in June 2012. As part of this project, the Economic Development Center hosted six training workshops to improve the skills of those working for local NGOs throughout the Niger Delta. A total of 37 representatives made up of 23 men and 14 women from 20 local CSOs participated in the trainings. Each participant completed three,

week-long training sessions to improve their skills in a variety of areas – computer literacy, financial management, grant application and budget development. The training boosted the capacity of the participants and their respective organizations, which is already helping them in their jobs and institutional operations. In addition, the trainings further provided opportunity for the participants to expand their networks. By doing so, participants left the training with a list of development professionals to turn to for future collaboration, problem solving and potential partnership.

A training session for an additional 20 CSO representatives began in February 2013.

Our Result

- 37 individual development workers made up of 23 men and 14 women in the region gained skills in working for donors, managing projects, working with computers in a business environment, budgeting, financial management and reporting
- Through the 37 people trained under the CAPABLE project, the 20 CSOs in the Niger Delta they work for now have improved requisite institutional and technical capacity to support development for the region's 30 million inhabitants.

Equipping Civil Society Organizations to Get Better at What They Do

Rachel Misan, Ekanem Inyang, Ajulisan Akumagba, and Jimoh John are among the first batch of graduates of the CAPABLE training course. By putting the skills acquired from the CAPABLE training course to use, these participants have brought multidimensional benefits to several development organizations throughout the Niger Delta.

Attracting More Donor Funds



Ajulisan Akumagba is a Project Director of Development Support Care and Empowerment Foundation (DSCAEF) based in Delta State.

Ajulisanh: The CAPABLE training helped develop my proposal writing skills, which has, in turn, improved our organization's ability to engage with donor groups. This is because our proposals to donors are now technically proficient with clear business cases and the impact of improving this skill has been immense. Using the skills gained at the CAPABLE training, DSCAEF submitted a proposal to the Open Society Institute for West Africa (OSIWA) that I had originally drafted during one of the CAPABLE training exercises. The project proposal, which seeks to support free, fair and transparent elections in the upcoming Delta State Government elections, was approved to the sum of nearly US\$100,000.

Reaching More Beneficiaries



Ekanem Inyang is the Director of Applicants Welfare and Development Center in Uyo, Akwa Ibom State.

Ekanem: After the training, I applied the technical skills in proposal writing I learned from the workshop to request additional donor funding for our organization's Orphan and Vulnerable Children (OVC) project. The impacts of the last CAPABLE training have been wonderful for us and our organization. We were able to put our thoughts into the proposal for funding and got additional support from our partner, MSH. The funding generated from that approved proposal boosted our organization's ability to assist an additional 150 OVC, increasing our organization's total number of beneficiaries from 975 to over 1,000. With these skills from CAPABLE, we are touching lives – which has been our passion – and the community people are happy that more support is getting to them.



Second batch of CAPABLE Training Course graduates.

Making Work Easier



John Jimoh is the Program Coordinator of Self-Help and Rural Development Association (SHERDA) in Warri, Delta State.

John: The CAPABLE training exposed me to the hidden abilities in a computer when its usage is optimized. Before the training, I was an illiterate in that field, but after the training, my use of Microsoft's Word, Excel® and PowerPoint® packages have improved tremendously and it is so perfect for me. My work in the office is now made easy.

Making Work Easier



Rachael Misan-Rupee is the Executive Director for Development Initiative for Community in Warri, Delta State.

Rachael: Following the training on financial management, my colleagues and I recognized the importance of tracking payments and have since implemented a system for doing so. Before the first CAPABLE training, we were not using payment vouchers, but now we raise a payment voucher for every payment irrespective of the amount involved. The organization also properly documents all financial transactions now with the proper accounting titles, helping to ensure the organization has a more organized and accountable financial management system.

Advocacy, Awareness and Civic Empowerment (ADVANCE): Improving Capacity for Public Decision Making, Local Governance and Project Development

The ADVANCE project works to build the institutional and operational capacity of civil society organizations in the Niger Delta to improve public decision making, local governance and project development for equitable socioeconomic growth.

Our Result

- *The overall assessment of the six CSOs trained under the ADVANCE project showed an increase in their organizational capacity index from 1.8 at baseline to 2.48 out of the maximum achievable score of four points.*
- *The advocacy capacity of the six ADVANCE CSOs increased from 1.65 at baseline to 2.5 out of a maximum of four points, as a result of the advocacy trainings and mentoring.*
- *Through the various training sessions conducted in 2012 by the six ADVANCE CSOs, 3,069 people – 1,573 males and 1,496 females – improved their skills to participate in public decision making, local governance and various economic livelihoods.*



Women during a training on public decision-making, local governance and project development.

PIND and USAID/Nigeria partnered under the Integrated Peace and Development Alliance (IPDA) in 2011 to extend the ADVANCE program into the Niger Delta to build the capacity of local CSOs through the provision of small grants and technical assistance. After trainings in civic education, participation in governance and development planning in 2011, the five competitively selected CSOs used the skills and small grants provided under the

ADVANCE project to carry out several interventions in 2012 that increased the participation of communities in governance, provided opportunities for income generation and promoted effective service delivery in communities across the Niger Delta. Successes recorded in the ADVANCE program have encouraged PIND to consider extending support to ADVANCE partners from the original end date of March 2012 to March 2013.

Mainstreaming Women of Abuloma Community in Decision Making After a Decade of Exclusion

Nene Lettia Gudi is a pioneer leader of women in the Abuloma community of Rivers State. In the past, the women of Abuloma community were relegated to the background and decisions were taken without any consultation with them. This changed after Nene attended training organized by ADVANCE grantee Community Initiative for Enhanced Peace and Development (CIEPD) on how to deliver good leadership in community participation by considering the interest of all stakeholders at the grassroots. Now, through her motivation, Abuloma women are visibly and actively represented in the decision-making body of the community.

Nene: Abuloma is made up of 10 communities that comprise the Okirika Clan in the Port-Harcourt City Local Government Area. The apex decision-making body in the clan is the Abuloma Joint Council. Before September 2011, women were not included in the Abuloma Joint Council and their interests were not regarded when decisions were taken even if the decisions had direct implication for their wellbeing. In addition, there was no organized body through which women could coordinate their activities. As a grassroots leader, I was nominated to attend the training workshops organized by CIEPD and PACT Nigeria in February and March 2012, respectively, on how to facilitate the participation of vulnerable groups in governance and development. The training I received from CIEPD taught me how to meet people, identify my stakeholders, carry out advocacy meetings and mobilize my community women for development, all of which I used to motivate the women to establish an Abuloma Women Forum and also lead the drive for the establishment of a Women Development Center where about 80 women are currently acquiring

different skills including computer, catering and tailoring.

Initially when they began, the women had no focus. Then, armed with the skills acquired from the training, I came in and rallied them to secure an old abandoned building in the community as their only option for a center. Since there was no money to start the project, my advocacy skills helped in convincing the women to task themselves to contribute a compulsory levy of 50 naira per week. They paid a courtesy visit to the community chiefs and men who are leaders to support their cause. The youth were asked to help in evacuating and clearing the dirt from the building. These efforts

by the women brought recognition and respect from the community leadership. The Abuloma Women Forum is now part of the apex decision-making body - Abuloma Joint Council in Abuloma - as a key interest group representing the interest of women in the Council. This was achieved by building norms, practices, mechanisms and cultures that foster constructive participation and stronger democratic values within the women's groups in Abuloma and today the women are better for it. The women of Abuloma community that were marginalized have started to exercise their voices, build their own solutions and have taken ownership over their future.



Nene Lettia Gudi.

Advocating for Payment of FADAMA Counterpart Funds for Urue-Offong/Oruko Farmers Groups in Akwa Ibom State

*After organizational and institutional capacity building under the ADVANCE project, Antof Rural Resource Development Centre (ARRDEC) worked in 2012 to strengthen the capacity of farmers in five Local Government Area (LGAs) in Akwa Ibom state to enable them to benefit from a federal government initiated program, FADAMA, which was designed to stimulate more peaceful and equitable growth. **Chief Edet Isong** was the Transition Chairman of UrueOffong/Oruko LGA. In 2012, Chief Edet responded to the clarion call by ARRDEC to revisit and explore the benefits of the FADAMA initiative for the farmers in his constituency.*

Chief Edet: During a series of consultations with we stakeholders on the FADAMA program, ARRDEC made us understand that the delay by Local Government Councils in providing counterpart funding and poor knowledge of the scheme by rural farmers and traders were two major challenges preventing our communities from accessing the FADAMA grant. As a result of this understanding, the LGA made a payment of one million naira to the Akwa Ibom State FADAMA Office in January 2012, which completed the total of N2million counterpart fund required annually from the LGA for our farmers to access FADAMA grant. This is an important step to take as the LGA is now credit-effective which paves the

way for the state FADAMA officials to fully process grant applications by farmer groups in my locality. The State Coordinator of Akwa Ibom state FADAMA, Richard Sam, has confirmed receipt of the counterpart fund and that the grants would soon be disbursed to benefitting farmers and hopefully, that should translate to self-reliance for the direct beneficiaries.

Ordinarily, farmers are supposed to group themselves under 10 FADAMA Community Associations (FCAs) from each Local Government Area to benefit from the FADAMA grant. These 10 FCAs in some cases are made up of more than 25 FADAMA User Groups (FUGs) while each FUG is



made up of at least ten individual farmers. In practice therefore, the payment of the counterpart fund by the transition committee has directly given over 2500 community members, mostly farmers and individuals involved in the agricultural chain access to be supported through the FADAMA initiative to increase their productivity.

Andy Inuenwi is a member of the Eyulor FADAMA Community Association, one of the FCAs formed in Urue Offong/Oruko LGA

Andy: I belong to the Nka-Uwam Piggery Group of the Eyulor FADAMA Community Association (FCA) and we have been praying to God since 2008 to benefit from the FADAMA program. God answered our prayers in 2012. The Eyulor Farmers Community Associations received the first tranche of N4.4 million out a N20 million FADAMA grant. We are the first set to benefit from FADAMA Grant in Urue Offong/Oruko LGA. We have just paid for a trailer load of sand for the construction of our piggery and once we are done with the construction, we would be able to access the second tranche of grant from FADAMA.

The payment of the counterpart fund by Urue Offong/Oruko LG transition committee gave over 2,500 community members, mostly farmers and individuals involved in the agricultural value chain, direct access to be supported through the FADAMA initiative to increase their productivity.

Local Capacity Building Project

Our Result

43 members of the community now have improved skills to participate in and drive development project selection, planning and implementation, which will increase opportunities for sustainable development in the four LGAs in the Niger Delta.

In March 2011, the Niger Delta Development Commission (NDDC) announced it has set aside a N1.35 billion fund to support infrastructural development projects across the 185 LGAs of Niger Delta states. Later that year, PIND and Accord for Development, an NGO based in Port Harcourt, reached an agreement to establish the Local Capacity Building Program (LCBP) to support this initiative by facilitating participatory processes for the selection and effective delivery of projects to be funded under the initiative through capacity building for government officials and communities in two target LGAs in Rivers and Imo states.

The LCBP, which ended in September 2012, trained a total of 43 people – 13 women and 30 men – on how to select and manage sustainable development projects using participatory project planning and appraisal techniques. The project also established and facilitated interactive forums between government officials and community members for joint decision making on project choices and set up project management committees to ensure effective implementation of the projects. Before the close-out of the project in late 2012, PIND and Accord for Development carried out a participatory evaluation of the project outcomes from the perspectives of the community members.

The Chairman of Emuoha LGA – Hon (Chief) Allen Nma addressing the Ubimini Community people during the participatory evaluation.



During the evaluation visit to Emuoha LGA in River State, nearly 300 community members who attended the evaluation town hall meeting stated that the project had increased their awareness on the need for their active participation in decision making related to development issues. The broad attendance demonstrated the positive feedback and extensive awareness the project created.



A section of Ubimini women in attendance at the evaluation of the project.

Report from the project evaluation showed that in the Akulga LGA of Rivers State, local government officials and community stakeholders had jointly identified and reactivated an abandoned poultry farm project which is now operational and providing employment for 20 previously unemployed people in the community.

Niger Delta Social Sector Investment Action Plan

In 2011, PIND partnered with development organizations and the Ministry of Niger Delta Affairs through a Memorandum of Understanding with the United Nations Development Program (UNDP) to design and formulate a detailed strategic action plan for the development of the Niger Delta.

In 2012, the partners engaged Coffey International through a competitive process to lead the design of the social investment framework under the coordination of the UNDP and the Ministry of Niger Delta Affairs and held a series of pre-briefing sessions

with the consulting organization to inform the field work for the design. PIND joined other development partners to review the draft action plan developed by Coffey International after which the design was finalized and printed in December 2012. Distribution of the social investment action plan to a wide range of stakeholders for awareness, ownership and support is planned for early 2013. With the translation of this strategy into action, the five-year Niger Delta Action Plan is expected to make measurable improvements in the quality of life for those living in the Niger Delta.

Three Pillars of Intervention Under the Action Plan

- *Infrastructure and public sector planning*
- *Social sector investment planning*
- *Institutional development through the creation of a multi-stakeholder trust fund*



Peace Building Program

PIND's peace building program is working to improve overall stability in the Niger Delta through strengthening conflict resolution mechanisms based on increased consensus among the region's community members and by creating an enabling, integrated and peaceful environment for economic development.

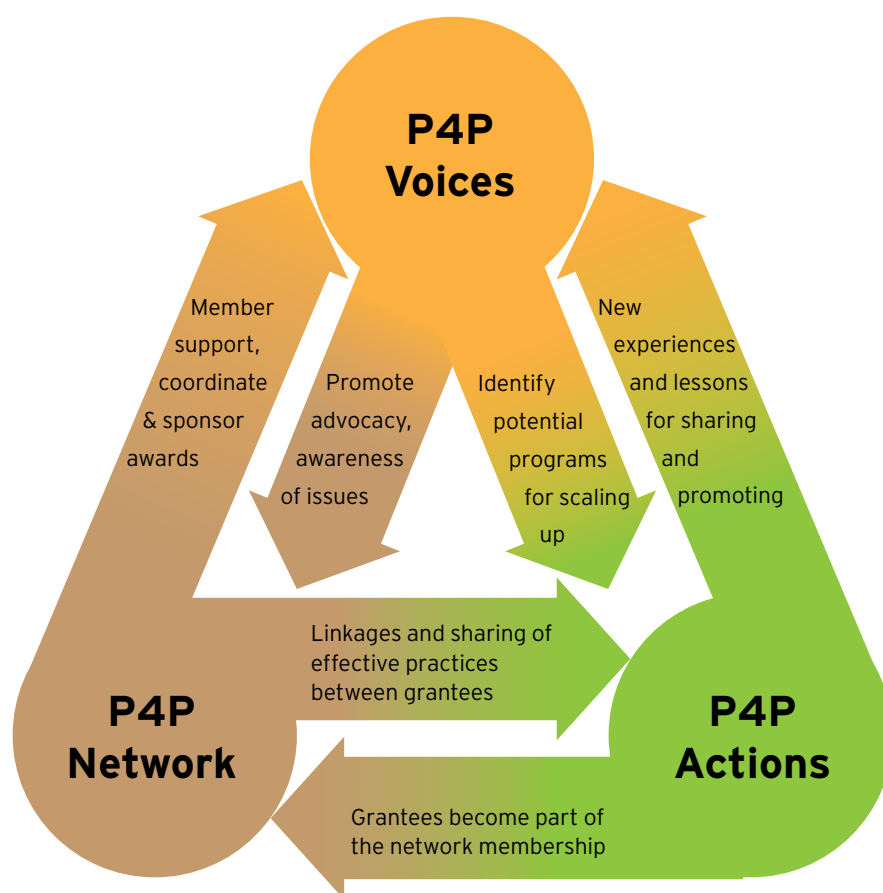
Partners for Peace (P4P)

Fostering Collaboration to Build Peace

The P4P project nurtures peace in the Niger Delta by making the voices of those who advocate peace stronger, building a network of self-identified advocates of peace and leveraging that network through facilitation, small grants and capacity building. These three areas of work constitute three interrelated components of the Partners for Peace project.

Consistent with PIND's sustainability plan, P4P was incorporated as a legal entity by the Nigerian Corporate Affairs Commission in 2012. With the P4P network now legally independent from PIND, as the network starts to take shape and members use the platform to promote peace in their communities, ownership of the initiative will shift to the members themselves, thereby positioning it to catalyse a truly grassroots movement for peace.

In 2012, PIND laid the groundwork for the P4P project through scoping, site selection and building the digital platform for networking and engagement.



The three components of the P4P Program and their linkages



Participatory assessment of conflict dynamics in the Niger Delta.

Participatory Assessments to Identify Stakeholders and Conflict Dynamics

Partners for Peace began in early 2012 to identify, establish and build a network of local organizations and individuals committed to reducing conflict in the region through the conduct of participatory assessments throughout the Niger Delta. The participatory assessment involved extensive consultations with representatives from all key stakeholders groups inclusive

of men, women, youth, religious leaders, traditional leaders, political leaders, NGOs, business owners and ex-militants through Key Informant Interviews and Focus Group Discussions. Through the assessments in 2012, P4P identified key peace stakeholder groups, the local perspectives on, and experiences of, conflict, drivers of conflict and the potential for multi-stakeholder collaboration.

Our Result

The bank of knowledge generated from the assessment will serve to inform government, the private sector, civil society and non-profit actors in planning effective and sustainable peace building development activities for the Niger Delta.

P4P Short Film Series to Amplify Local Peace Building Initiatives

Our Result

Local peace builders in the region are being motivated to do more for peace from watching the five short films showcasing local peace building initiatives. These films are convincing skeptics that peace is possible and there is something they can do to promote it.



Building peace in isolation can be thankless. Despite these challenges, many people across the Niger Delta are striving to build bridges among communities where there is tension or violence. The stories of these peace builders need to be heard and celebrated. One of the ways that PIND is amplifying these voices is through five short films produced by PIND's Media Hub. In 2012, PIND engaged several local CSOs to identify good examples of local peace building initiatives from Delta, Bayelsa and Rivers states. The identified initiatives were produced into short films to encourage the peace advocates to continue generating interest and collective action for addressing conflict across the region. The films are being used in workshops across the Niger Delta to inspire action and frame discussions about opportunities for peace building. They can be viewed on the P4P website www.p4p-nigerdelta.org.



Media Hub interviewed several peace actors in the Niger Delta to produce short films being used to promote peace-building initiatives.

Inspiring Peace Builders in the Niger Delta to More Action

*One successful peace initiative featured on the P4P film series was spearheaded by the Warri Ijaw/Itsekiri Grassroots Peace Front to resolve ethnic conflict during the late 1990s and early 2000s in Delta State. **Matthew Itsekure** played a major role in that effort.*

Matthew: Being recognized on video was very encouraging. At a time when the city of Warri was deeply polarized, the Warri Ijaw/Itsekiri Grassroots Peace Front was among the few who were taking risks for peace, reaching across the ethnic divide to find common cause with those identified as adversaries. Celebrating bridge builders is a way to encourage others to do the same. The film was a great means by which to tell our friends who experience these types of conflict situations that nothing can replace peace.

Agatha Osieke-Yusuf works in Edo State with the Women Youths and Children Advancement Program. Agatha is now inspired to do more for peace after watching the films.

Agatha: After watching the films, I said to myself, "If a colleague of mine in Delta State can do that, we too can do it in Edo State."



Agatha inspired from watching the peace-building short films.

New Media and Governance Conference

At the community level, traditional communications channels are indispensable. But for knitting together a network beyond the community level, new media hold enormous potential. The use of Twitter®, Facebook® and YouTube® social networks, bulk two-way SMS, and other tools are at an inflection point in Nigeria. Early adopters

are grabbing hold of these technologies and defining how they will be used in Nigeria's information landscape.

In recognition of the need for members of the peace building community to be skilled in the use of social media as a tool for advocating peace, PIND's

P4P supported the New Media and Governance Conference in May 2012 and sponsored the participation of four women and 20 men from the Niger Delta region. As a follow up from the event, most of the participants are tapping into the network potential of new media.

Networking Peace Builders Through the Use of New Media Tools

Colins Imoh is the Project Manager for PIND's P4P project. In pursuing the objectives of the project, Colins and the entire P4P team use new media tools in building a network of peace agents.

Colins: After the New Media and Governance Conference, P4P promptly set up its own new media platforms on Facebook (<https://www.facebook.com/partners4peace>), Twitter (https://twitter.com/P4P_NigerDelta), and YouTube (<http://www.youtube.com/user/partners4peace>). As of the end of 2012 we had over 300 followers and that number is growing every day. This network of peace advocates use the media to communicate at individual and group levels and share experiences and reports on conflict incidences and issues in their localities. This fan base is helping us to engage P4P network participants, promote peace building activities and expand the network of peace building advocates in the Niger Delta. We hope to continue promoting the use of new media for constructive engagement that fosters economic development.

Innocent Adjenughure is the Executive Director of the Institute for Dispute Resolution in Delta State. Innocent participated in the New Media and Governance Conference supported by P4P and is now an effective user of new media for networking.

Innocent: I was sponsored by PIND's P4P to the New Media and Governance: Tools and Trends Conference held at Abuja in May 2012. The conference was a worthy experience indeed. Being a regular user of new media, I learned quite a lot on how to effectively use new social media to demand accountability, transparency and good governance from those in authority and how it can also be used as a tool for social change and peace building. I also met many friends of mine on Facebook that I had not met in real life and did a lot of networking at the forum. It was indeed a very useful and unique experience.



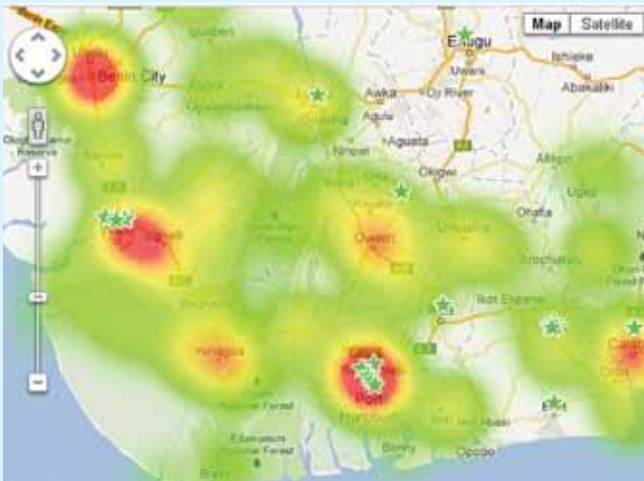
Rita Ehinem, a peace builder, attended a forum where the short films on peace building were screened.

A Website for Partners for Peace

Peace.  Yes!

The Problem: What We Need to Know

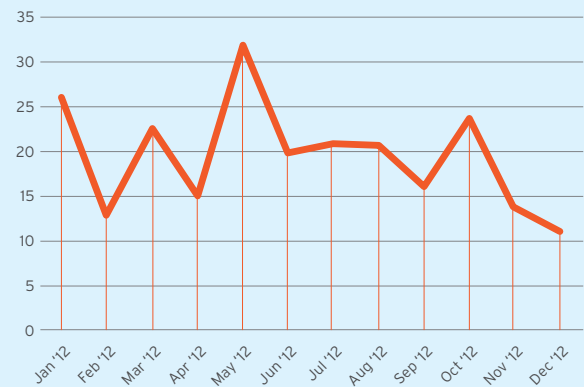
Where are the Hot Spots?



Source: Google Map

What are the Trends?

Niger Delta: Reported Incidents Resulting in Fatalities



— Data collated from Nigeria Watch. P4P also aggregates data on conflict risk from several other sources.

PIND

The Fund for Peace

Our Result

*The Web map already shows about **3,000** locations where there is a demand or a supply of peace building in the region so people know where to find collaborators. When completed, the website will be an excellent resource for project site selection and design, baseline assessments, monitoring and evaluation, and research/advocacy for peace builders and development planners.*

Closely linked to its drive to promote use of new media tools for peace building, in 2012, PIND commenced building the P4P website, a highly interactive website that will provide a virtual forum for individuals and groups in the Niger Delta to meet, exchange information on conflict risks and collaborate on peace building initiatives.

The website contains various tools for addressing conflict such as a community calendar, a peace building map, a community forum/discussion board and linkage to the P4P social media platforms on Facebook, YouTube and Twitter. P4P also began gathering and integrating data on conflict risk factors and locations of peace building initiatives from a variety of sources into the P4P website peace building Web map.



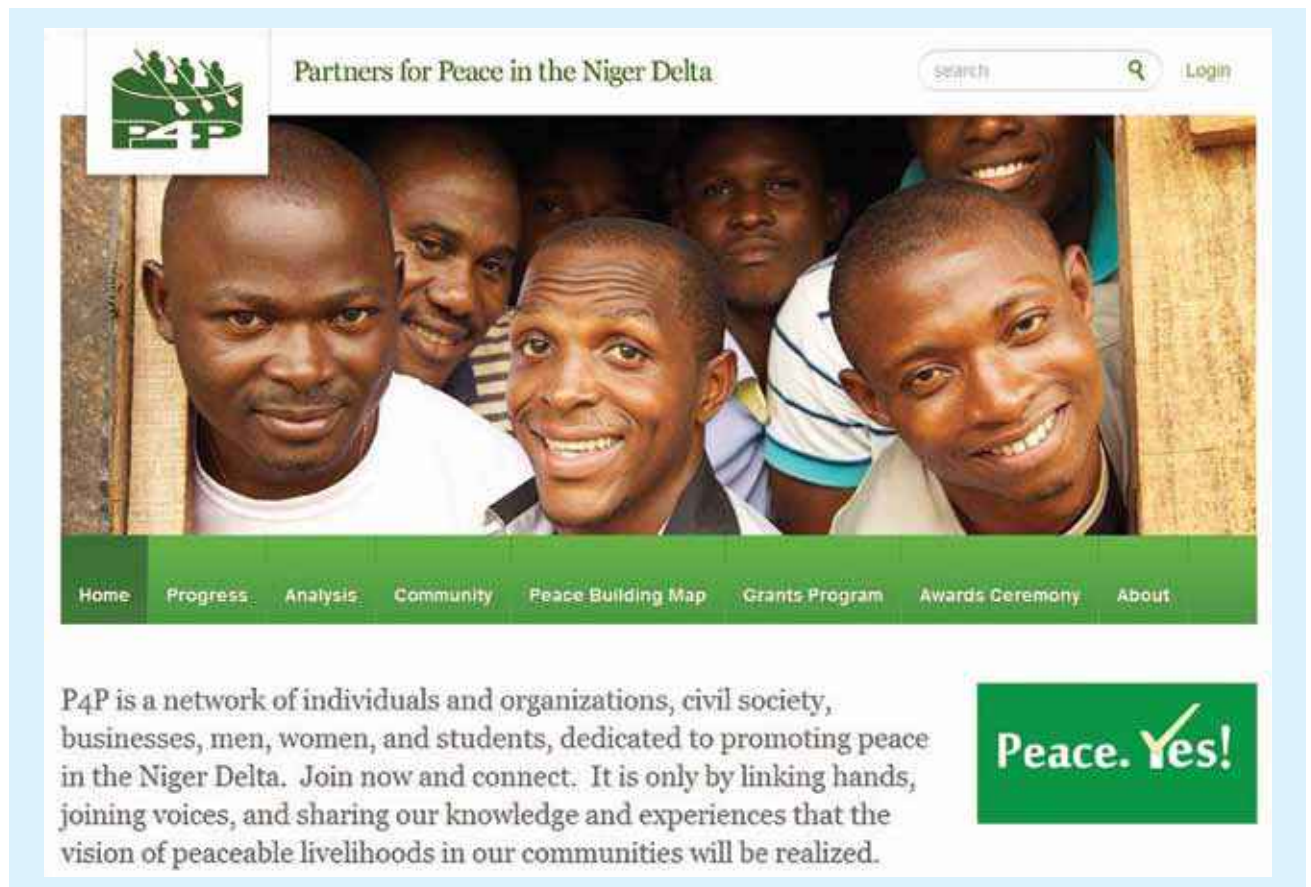
A Digital Hub for Multi-Stakeholder Engagement and Collaboration

Every month we are aggregating hundreds of incidents of conflict risk factors from a variety of conflict assessments and early warning initiatives and uploading them to the interactive map where data can be queried by state, local government area, indicator, sub-indicator and time frame.

– Nate Haken

Peace. Yes!

www.p4p-nigerdelta.org



PIND

The Fund for Peace

Collaboration across all major stakeholder groups is a necessity for promoting sustainable security and development. **Nate Haken** of The Fund for Peace is the Strategic Adviser for PIND's Partners for Peace project. Creating the platform through which to facilitate this collaboration was a focus for Nate and his team in 2012.



Nate (front row, 2nd from the left) at a workshop to develop a communication strategy for the P4P project.

Nate: Too often, whether in development or peace building, program implementers gather data separately for baseline assessments, scoping, program planning and design, monitoring and evaluation, and site selection. Partners for Peace believes that if all stakeholders can effectively share data and information on conflict risk factors and opportunities for peace building, everyone's programs will be more successful. PIND, for example, is using the data to inform decisions about small grants in the P4P project, which will ramp up in 2013. A further benefit of sharing information is the effect that it can have on collaboration because people who share information with one another end up working together more productively. Collaboration across all major stakeholder groups,

including private sector, public sector, donors, civil society and local communities, is critical for promoting sustainable security and development.

That is why we have set up this digital platform for multi-stakeholder engagement. The map can also generate charts and graphs allowing the user to compare one time period to the next, or one place to the next, or one indicator (or sub-indicator) to the next. On a quarterly basis, we will organize roundtables in Abuja and Washington, D.C., to discuss trends and patterns evidenced in the data. Importantly, the map also shows where local initiatives are based that have self-identified as agents of peace. In this way, as conflict risk trends are noted, those at the local level in key locations can be engaged for conflict

mitigation. The digital platform also includes a community calendar, so that all partners can upload peace building activities and events, such as training, workshops and conferences. There is a discussion board where partners can discuss issues of mutual concern. Individuals and organizations can enter their names and profiles for better networking and continued engagement. On a regular basis, we profile the good work that local peace building initiatives are doing, and post recent analysis of the root causes of conflict and opportunities for peace building.

The P4P website is filling an important gap as a hub for everyone working on building peace and sustainable development in the Niger Delta.



Trained community enumerators.

Peaceable Livelihood Assessment in the Egbokodo and Ubeji Communities

In 2012, PIND conducted a participatory scoping and peaceable livelihood assessment of the communities near the EDC in Warri – Ubeji and Egbokodo. In collaboration with Practical Samplings Limited and a community-based NGO, Coastal and Marine Areas Development Initiative (CMADI), the field work, preceded by a desk review of available information, surveyed 300 households in the two communities and concluded with an analysis workshop with 16 community stakeholders. Of

critical importance is the notion that the research process is as important as the report itself in terms of its impact on peace. To that end, PIND engaged and trained 20 local community members as researchers in order to ensure buy-in and increase the chance of support for the findings and recommendations from the assessment.

Having collected hundreds of pages of data (both primary and secondary), PIND is currently analyzing the data to inform

its engagement with the two communities as well as to develop a model for how to engage with communities across the Niger Delta. In addition, the information on the constraints and opportunities for growth in the communities are being used to design five areas of intervention that will improve the economic system of the communities and are also being made available to other stakeholders with interest in the sustainable development of the communities.

Learning About Effective Community Engagement for Development

Robinson Ariyo is PIND's Peace Building Program Officer. He shares what the peace building team learned during 2012 about engaging with communities through a participatory research process with members of the Egbokodo and Ubeji communities in Delta State and its resultant impact on community perceptions about true development.

Robinson: We launched the participatory community assessments to identify the systemic constraints to growth in the domestic commodity and service markets in Egbokodo and Ubeji with a view of designing interventions that will facilitate systemic change. This change is expected to benefit the grassroots people through cost savings, increased scale of commercial activities and improved productivity. Under this approach, support is provided in a discrete and strategic manner that facilitates the community professionals to drive the required change themselves. On the surface, this approach looks simple enough, but we faced major implementation challenges as the predominant approach to development the communities are used to remains dishing out handouts and paying off troublemakers, which is in complete variance with the PIND approach.



Trained Community Enumerator administering the survey.

To overcome the challenge, we selected a data collection method that ensured vast representativeness of the sample and reduced bias. We engaged community members as enumerators. We involved the communities in the interpretation of the data and what it means for them as a community. We involved the community enumerators in explaining the data process in local context during the analysis sessions. We involved the community in defining the interventions that can benefit them based on the data analyzed. Basically, we involved and empowered the communities to be part of the process every step of the way, and this is helping to facilitate cooperation with the new approach from the communities. We are learning firsthand how use of credible data information combined with effective communication and grassroots participatory processes can be very potent means of reducing tension with community stakeholders and encouraging acceptance of a new evidence-based approach to sustainable development.

Fostering Adoption of Evidence-Based Community Development

Henry Erikowa is a conservationist and the Executive Director of Coastal and Marine Areas Development Initiative (CMADI), a local CBO in Egbokodo Community in Delta State. Participation in the peaceable livelihoods assessment has changed his organization's perspectives to planning community development projects.

Henry: Being involved in the community research exercise taught me a lot more about the community in which I have lived all my life. It was a revelation for me. Sometimes you just assume things for a very long time until you come in contact with the facts. That was the experience. I would have thought that the income structure of the people in the community was far better than the study showed. It has enabled me to recognize the importance of basing our projects on scientific justification in our work with the community. It has also built the skills of my staff to carry out such work and positioned us to play a key role in the execution of the strategic interventions being designed and other development efforts.

Analysis and Advocacy Program

Accurate information and better informed stakeholders are vital to the effectiveness of development solutions in the Niger Delta. The analysis and advocacy program supports research that provides analysis, awareness and advocacy on the economic, institutional and peace building constraints to growth in the Niger Delta.

Niger Delta Development Forum (NDDF) - Platform for Knowledge Sharing

The Niger Delta Development Forum project serves as a platform for sharing knowledge on proven approaches, strategies and partnerships that can enable systemic changes for equitable economic growth of the Niger Delta.

Our Result

- *Through the NDDF, over 180 development stakeholders learned about new as well as tested and tried strategies they can apply in order to drive more income and employment for the poor majority in the Niger Delta.*
- *They networked with one another, increasing chances of collaboration on the development efforts for the region.*



NDDF opening plenary moderated by the Honorable Nkoyo Toyo, a member of the Federal House of Representatives.



Cross section of participants at the NDDF.

In November 2012, PIND held the first annual Niger Delta Development Forum (NDDF). The main theme was Supporting Poverty Reduction Through Partnership. The event took place in Port Harcourt with the opening plenary moderated by the Honorable Nkoyo Toyo, a member of the Federal House of Representatives. More than 180 participants from the government, the private sector and the development community discussed and debated how to reduce poverty in the Niger Delta. The NDDF served as a platform to improve understanding and generate interest in new, innovative approaches for promoting economic development, capacity building and peace building within the region. Rivers State

Sustainable Development Agency (RSSDA), DFID-Funded Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE) project and Nigeria's Raw Materials Research and Development Council partnered with PIND to organize the forum.

To learn more about current strategies and practices for increasing income and employment generation through the integration of economic development, peace building, capacity building, and research and advocacy programs shared at the NDDF, please download the technical papers presented by seasoned experts at the NDDF from www.pindfoundation.org.

One key outcome from the NDDF sessions is that I have learned the benefit of the interlock between economic development, peace building and capacity building. None works in isolation. All of them must come together.

– Mary Adie
Public Servant and
NDDF Participant



The 2012 youth advocacy calendar featured youth groups contributing to the socioeconomic growth of the Niger Delta.

2012 Youth Advocacy Campaign: Promoting Youth Contribution to Development

The youth advocacy campaign seeks to promote youth in the Niger Delta who are working hard to contribute to society both socially and economically

Through its 2012 calendar, PIND worked to generate awareness about the contributions of Niger Delta youth to regional development by highlighting selected youth groups who have come together to pursue common goals for themselves, their families and communities. These youth groups have defied the challenges of the region to contribute positively to development by engaging in a wide range of social and economic initiatives. In 2012, PIND contributed to an expansion of the economic activities of four

of these groups by awarding them with technical assistance grants (TAG).

Umuokanne Youth Transport Association in Imo State was supported with four motorcycles and four safety crash helmets in 2012. Since the grant support was given, the association has purchased three additional motorcycles from financial proceeds generated from weekly remittances from the initial beneficiaries.

Dynamic Ladies Association in Akwa Ibom State received a cash award of N 400,000 to expand their on-going micro-finance revolving loan scheme. Now, the association has made an additional N200,000 thereby increasing their revolving funds base by 50 percent.

Wordful Cooperative Farms, based in Benin City, Edo State was supported with a borehole water supply along with a 3.5-kva generator and two units of 500-liter storage tanks.

The money I make with this bike has helped me in school. I have been able to complete my Ordinary National Diploma at the Federal Polytechnic, Nekede, I am also able to buy shirts, clothes and other things I need for myself. I also use it to help my father when he does not have enough money to provide for the family.

– Caleb Nwokoma, motorcycle beneficiary from the Umuokanne Youth Transport Association

Our Result

- Overall, the technical assistance grant improved the sources of livelihood of **142** members of the four youth groups and improved the overall social image/value of the four associations thereby making them more attractive to other youth.
- The Wordful Farms have increased their hatchery production from **30,000** fingerlings to **60,000** fingerlings – a **100 percent growth** – and increased their number of production ponds from four to 20 – a **400 percent growth**
- **Seven men** of the Umuokanne Youth Transport Association now have livelihoods from the seven additional motorbikes added to the association.
- **Three members** of the Dynamic Ladies Association have improved their businesses by accessing loans from the increased cash contribution to the micro-finance loan.



Iquo Okonobong of the Dynamic Ladies Association.

I used the loan from the association to set up a piggery farm. I started with five pigs and within months, the pigs have increased to nine. This small pig farm has helped to create an additional stream of income for me and my family.

– Iquo Okonobong, beneficiary of the loan scheme from the grant awarded to the Dynamic Ladies Association

Touching Lives: Groups, Community, Organization

*In 2012, Forward Africa supported the implementation of the Youth Advocacy Campaign in Imo State by locating and involving the Umuokanne Youth Transport Association in the project. **Chinwe Ahuama** works with Forward Africa. For Chinwe, the success of the advocacy project is holistic and broad-based as it yielded positive dividends for the youth group, the community and Forward Africa itself.*

I tell you, the members of the Transport Association are so excited seeing themselves in a calendar of that nature. It has given them confidence that they are being remembered... many of them will keep this calendar for many more years to come, at least to remember that this group of people came and improved their lives.

— Chinwe Ahuama



Chinwe Ahuama of Forward Africa recounting the benefits accrued from the youth advocacy calendar project.

Chinwe: Late quarter of 2011, the PIND team came to Forward Africa with a request to carry out a youth calendar project. Initially I was wondering what is a calendar going to do, what has it got to do with the youth and what is it going to benefit them? But I tell you, the members of the Transport Association are so excited seeing themselves on a calendar of that nature. It has given them confidence that they are being remembered. Before the calendar project, Forward Africa used to talk to them, encourage them as much as we could, but they needed help of the nature provided by PIND. By what PIND did, they felt that they

are recognized, and as I speak now, it has brought them together more. It has improved their relationship with one another. It has reduced the rate at which they loiter about. They now obey the laws of the community, because if they don't, they will be kicked out of the association where everybody now wants to belong, and to belong, they must be disciplined. Many of them will keep this calendar for many more years to come, at least to remember that this group of people came and improved their lives.

Then from the side of Forward Africa, it has smoothed our work

and our relationship with them. Before we used to experience a lot of pilfering and armed robbery at our economic and rural development center in Umuokanne, but it's not happening anymore. Then from the side of the community, community leaders feel a bit more relieved as they don't have much to do again in terms of policing the youths because the youths are now policing themselves. They are now helping themselves. So in a nutshell, the calendar project was good for the youths, for Forward Africa and for the Umuokanne Community.



MODEL Inception workshop.

Models of Development and Experiential Learning (MODEL)

PIND signed a partnership agreement with the Brookings Institution Africa Growth Initiative (AGI) in 2012 on the MODEL project to identify and share development models used in other regions of the world that could be replicated to promote better practices, strategies and approaches to

development in the Niger Delta. To launch the project, PIND facilitated a workshop in May 2012 with representatives from AGI and the project's local implementing partner – the Nigerian Institute for Social and Economic Research (NISER). During the workshop, development models were

assessed and evaluated with three models eventually selected for research and analysis. PIND continues to work with AGI and NISER in the research and data collecting on each of the selected models. The final report is scheduled for dissemination to stakeholders in 2013.

Our Result

- The *two* produced research papers reduce the paucity of development information in the Niger Delta.
- The *two* strategic research publications provide accurate information that can inform the design and mainstreaming of gender issues and appropriate technology issues in development project planning and policies.

Small Research Grants Program: Data for Development Analysis

To promote research and information sharing on the Niger Delta, in 2011, PIND awarded small research grants of US\$25,000 each to two organizations. – Aries Concept Nigeria Limited and the South-South office of the National Center for Technology Management (NACETEM), an agency of the Federal Ministry of Science and Technology. Both organizations completed and presented their research in 2012.

Findings are currently being incorporated into the design of PIND's projects and will be shared broadly with other stakeholders in 2013.

Our occupation is threatened because we do not have places to work anymore.

– *Auto-Mechanic FGD Respondent*

If any woman is vocal at a meeting, she will be warned seriously and reported to her husband. Women do not respond to town hall meetings. They will always say that whatever their husband says is final or that their husbands should speak for them.

– *Community Gender Specialist*

NACETEM: Mapping Technical Skills in the Niger Delta

In 2012, NACETEM used technical skills mapping in Bayelsa, Delta and Rivers states to identify the capacity for technology-based socioeconomic development so as to provide data for informed policy decision making and guide current and future government or nongovernmental interventions with regards to job creation, employment generation, youth empowerment, education and technology transfer for improved well-being of the people of the Niger Delta region.

The field data showed that most technically skilled persons were self-employed and a few others employed in private and public organizations. Most of these self-employed technicians are faced with several challenges which range from lack of institutional support, to patronage from government, lack of both basic and technological infrastructure and other challenges. The focus group discussions with the technicians in the region confirmed the lack of infrastructure, workspace and training programs.

Using data gathered from 287 selected survey respondents inclusive of representatives from 13 organizations that provide technical training or support for technical skills acquisition, plus 408 focus group discussants and five key informants from across the three states, the research identified specific short-, medium- and long-term actions that can accelerate technology-based economic development in the Niger Delta region.

ARIES CONCEPT: Analyzing the Impact of Traditional Gender Norms in the Niger Delta

As one of PIND's Small Research Grant recipients, Aries Concept Nigeria Limited conducted a study in 2012 within the Niger Delta to identify and analyze traditional gender norms and their impacts on generating equitable socioeconomic development in Akwa Ibom, Bayelsa and Ondo states. A random sampling method was used to select respondents and study locations across the three states and nine communities where the research was conducted. A combination of focus group discussions with 84 males and 86 females, key informant interviews with 15 gender practitioners, and community analysis sessions held with men, women, traditional leaders, and youth were used to elicit and collect relevant data.

The study report will be finalized and shared widely in 2013 so the information can influence and inform better gender planning and development in the region.

NDLink: Linking Partners for Niger Delta Development



Through the NDLink concept, with just one click, government officials, donors, international oil companies and development implementers will be able to access the information they need to advance development efforts in the Niger Delta.

Upon entering the Niger Delta, PIND realized that little development information was available, and what was available was often inaccurate and outdated. Socioeconomic indicators, demographic trends and conflict data – information critical for designing effective development programs – were scarce. Gaining in-depth knowledge of the environment was, therefore, tedious, time-consuming and challenging. Furthermore, what pieces of information that exist were rarely shared openly with others working in the development sphere or the public on a consistent basis. PIND recognized that without proper information sharing and communication development in the region would continue to be uncoordinated and uninformed. Large amounts of resources would continue to be spent ineffectively, leaving little lasting improvement and heightening doubt about the potential for real progress to be made in the region.

To gain insight on how to close the Niger Delta development stakeholders' information sharing and communication gap, PIND commissioned DEVEX in 2012 to conduct market research to understand the challenges, needs and potential solutions to meet the needs. Based on extensive desk research and interviews

with development experts in the region, the market research report identified the Niger Delta development stakeholders' top challenges and needs were mostly due to the fact that no one-stop shop existed where all development professionals, government, donors, NGOs and oil companies can meet, discuss, share and coordinate their efforts toward sustainable and fruitful development.

Still in 2012, using the information from the market research, PIND designed the NDLink project to leverage the power of the Internet to provide an online information and communications platform for development professionals working in the Niger Delta and those interested in entering the region. NDLink will play a critical role in allowing organizations to build partnerships, expand capacity and coordinate with one another to achieve the same goal – the sustainable development of the Niger Delta region. By using NDLink, stakeholders in the region will be able to more efficiently:


- Understand current events in the region
- Engage reliable partners
- Find staff and consultants
- Promote community engagement accomplishments to relevant audiences

No one-stop shop at present exists where all development professionals, government, donors, NGOs and oil companies can meet, discuss, share and coordinate their efforts toward sustainable and fruitful development.

PIND NDLink Market Research Report, 2012

- Publish and find funding opportunities
- Build relationships and networks
- Find employment
- Build and share collective knowledge

Scheduled to launch in 2013, NDLink's website will feature real-time news, a jobs board, a community forum for sharing best practices and a networking database of professionals working in the region.



NDLink Market Research 2012: Top development challenges and needs by stakeholder categories

Government: Stakeholder coordination, building staff capacity and external communications

Donors: Donor coordination, engaging reliable partners, and finding staff and consultants

International Oil Companies: Finding staff and consultants and promoting community engagement accomplishments

Implementing organizations: Finding staff and consultants, gaining access to funding, and building relationships and networks

Development Professionals: Finding employment and understanding current events in the region

Building PIND Into a Sustainable Institution

In 2012, PIND began the design of management systems and procedures foundational for its long-term success and sustainability by contracting Crown Agent Nigeria Limited through Crown Agent International to provide it with project support services. In February 2012, Crown Agent conducted a scoping study of PIND's systems and procedural needs as a hybrid corporate social enterprise organization. Informed by the analysis of the information from the scoping, experts were engaged to work with the internal team to begin developing or strengthening four key systems:

1. System for financial accountability

A financial management system setting out the financial procedures including accounting practices, policies and reporting, budgeting and budgeting controls, internal controls, and audit arrangements that enables PIND to be an accountable, transparent and efficient organization. The success and power of a corporate social investment organization is not necessarily money, but influence and credible reputation. Having a credible reputation has led stakeholder groups, nonprofit organizations, government institutions and oil companies operating in the area to turn to PIND as a source of advice and guidance on development issues, enabling PIND to influence decisions and policy in a way that promotes broader support and sustainable and effective development in the region.

2. System for managing results

A planning, monitoring and evaluation system that defines steps to follow in developing project plans, carrying out activities, monitoring progress and evaluating results in terms of efficiency, impact, effectiveness, sustainability and relevance. Through this system, planning, monitoring and evaluation will not just be something to do every now and then or that gets in the way of more important matters, but ensures PIND is systematically collecting, analyzing and communicating information about how its project interventions impact people.





PIND Advisors and Staff discussed operational systems to build its organizational capacity and efficiency at a staff retreat.

3. System for cost effective service delivery

A grants management and procurement system to ensure quality service delivery and attainment of program development activities while ensuring good governance. A major part of PIND's work involves spending money on external organizations to buy goods and services for its own account, as well as engaging contractors and consultants through contracts and grants to fulfill PIND's mission. The procurement contracts and grant management system provides guidance, policies, procedures and standards for the cost effective management of procurement and administration of PIND grants to public sector, private sector, local NGOs and CSOs in support of economic development in the Niger Delta.

4. System for leveraging collective knowledge

A knowledge management system to leverage and disseminate information, insights and knowledge that already exist in the organization so that PIND members and partners will be able to seek out, use and enhance their activities and processes, and, based on that experience, create new knowledge that ultimately improves organizational performance. Through the knowledge management system, PIND continues to define itself as a learning organization that evaluates, assesses and adjusts approaches to ensure lessons learned become innovative organizational and programmatic improvements. Experience from PIND has demonstrated that models for social investment are important, but even more so are the people managing and implementing those models on a daily basis. By building the technical knowledge of PIND staff and the overall organization's capacity through the knowledge management system, PIND can, in the long term, become a resource center for companies, aid organizations, government agencies, civil society organizations and community institutions, to build their own internal capacity for generating larger, more sustainable impacts from social investment partnerships.



PIND's EDC Staff: The launch of the EDC in 2012 grew PIND's staff and operations tremendously.

Adapting structure to operating demands

PIND as a corporate social enterprise is meant to be organic in nature – able to grow, adapt and evolve its structure and processes over time to best fit the local environment. The launch of the Economic Development Centers in Warri and Port Harcourt and the subsequent rollout of projects on the ground in 2012 doubled PIND's staff strength and operations. A staff retreat was organized in December 2012 where the PIND team drew upon their collective knowledge to brainstorm ways to adapt the structure to the new demand and feedback used to redesign the organizational structure to one that responds to the changes in size and complexity of the organization, thereby making PIND's structure organic. To improve efficiency and enable better succession planning, the new structure devolves much of PIND's management decision making to a number of new

management positions. To make PIND's role as implementer and donor more effective, the new structure separates project management to focus on the Foundation's role as an implementer while the strategic programs development takes on PIND's donor responsibilities by focusing more on monitoring project performance and designing cross-cutting activities that can be

incorporated into project plans and designs.

Beyond 2012, PIND hopes to keep building and refining these processes, structure and systems to continue prioritizing and enhancing the efficiency, cost effectiveness and impact of its efforts to push the dial of social and economic development of the Niger Delta forward.



Joint NDPI and PIND Board meeting held in 2012 to strengthen governance of PIND.

Focus for 2013

Looking back at 2012, this was the first year of real action in the field for PIND as considerable progress was made in bringing new projects onboard and expanding the implementation of existing ones. Of notable significance is the completion and opening of the Economic Development Center as an operational base that catalyzed the design and roll out of project ideas based on sound analysis. In addition, PIND deepened relationships with existing partners and forged more partnerships dedicated to learning together and building on each other's expertise to produce long-term sustainable development results for the people of the Niger Delta.

In 2013, PIND has focused to complete the value chain pilot projects using the market approach to reduce poverty and widely share results from the pilots for possible scale up and replication of proven intervention models in other growth clusters within the region. Investment will be made in expanding the Economic Development Centers in Warri and Port Harcourt to continue creation of hubs where experts from

different organizations, sectors and projects can come together to research, analyze, discover and pilot the best approaches to develop the region. Capacity building of local organizations and associations will remain critical to PIND's work in 2013, to continue training and developing the next generation of social development professionals in the Niger Delta. Accurate and current data remains critical not only for PIND's own programs and projects, but also for others promoting social change in the region. PIND will continue to promote better development practice and policy in the region through provision of data and analysis. On the peace building front, effort will focus on scaling up use of new and social media, marketing, documentaries and small grants to increase the network of Partners for Peace, and coordinate regional peace building efforts for better impact. PIND will, in 2013, further advance the design and refinement of its management systems and procedures to support effective delivery of these programs and projects.

Impacting partnerships where partners are collaborating throughout a program's life cycle – from its research and design phases, through implementation and management – remains essential to unlocking development constraints. In 2013, PIND will continue to explore for new partners from the private sector, donor community and state governments in the Niger Delta to approach socioeconomic challenges in the region through concerted, collaborative effort.

PIND remains grateful to the Federal Government of Nigeria, state and local governments of the Niger Delta, the development community, CSOs, implementing and coordinating partners, private sector partners, and the Niger Delta communities whose contribution and commitment made its work in 2012 possible and whose continued support promises a more rewarding 2013 of concrete socioeconomic results for Niger Deltans.

PIND Partners in 2012

Organization Name	Type of Organization	Type of Partnership (Donor, Implementing Partner or others)	Project Done With PIND	Program Area
Accord for Development	NGO	Implementing partner	Local Capacity Building project, Value chain studies	Capacity building, Economic development
Amnesty Office, Presidency	Government agency	Donor	Technical support for the development of Economic recovery plan for the post amnesty program	Peace building
Antof Research and Resource Development Center (ARRDEC)	NGO	Grantee	ADVANCE	Capacity building
Applicant Welfare and Development Center	CSO	Grantee	ADVANCE	Capacity building
Aquarium Consult	Consulting firm	Implementing partner	Value Chain Analysis for Palm Oil	Economic development
Aries Concept Nigeria Limited	Research organization	Implementing partner	Small research grants, P4P	Analysis and advocacy, Peace building
Bayelsa NGO Forum (BANGOF)	Coalition of NGOs	Grantee	ADVANCE	Capacity building
Brookings Institute	International research organization	International implementing partner	MODEL	Analysis and advocacy
Center for Communications Programme Nigeria--CCPN	Development organization	Implementing partner	Partners for Peace project	Peace building
Center for Development and Population Activities (CEDPA)	International organization	Implementing partner	Youth Advocacy Campaign project	Analysis and advocacy
Center for Development Support Initiative (CEDSI)	NGO	Implementing partner	2011 Calendar	Analysis and advocacy
Center for Peace and Development Action (CPDA)	NGO	Implementing partner	Partners for Peace (P4P)	Peace building
Chevron Corporation	Oil and gas industry	Donor	Provided initial funding for PIND Foundation	All program areas
Coastal and Marine Areas Development Initiative (CMADI)	NGO	Implementing partner	PLACE	Peace building
Coastline Micro Finance Bank	Private company	Implementing	Aquaculture Value Chain project	Economic development

Organization Name	Type of Organization	Type of Partnership (Donor, Implementing Partner or others)	Project Done With PIND	Program Area
Community Initiative for Enhanced Peace and Development (CIEPD)	NGO	Grantee	ADVANCE	Capacity building
Community Resources Development Organization (CREDO)	NGO	Implementing partner	Value chain studies	Economic development
Crown Agents	Management Consultants	Donor	CAPABLE	Capacity building
Delta State Government	Government	Government partner	Aquaculture Value Chain pilot project	Economic development
Department for International Development (DFID)	International organization	Donor	Partners for Peace (P4P)	Peace building
Development Alternatives Inc. (DAI)	International organization	International implementing partner	Value chain analysis	Economic development
Development Support Care & Empowerment (DSCE)	NGO	Implementing partner	Partners for Peace (P4P)	Peace building
DEVEX	Development organization	International implementing partner	NDLink	Analysis and advocacy
Dodo River RDC	CBO	Implementing partner	ATED WASH projects	Economic development
Edo State Co-operative Farmers Agency Ltd (ESCFA)	Business membership association	Implementing partner	Cassava Value Chain project	Economic development
Egbema-Gbaramatu RDC	CBO	Implementing partner	ATED WASH projects	Economic development
Engineers Without Borders International/Nigeria	Professional body	Grantee	ATED	Economic development
Engineers Without Borders International - USA	International professional body	International implementing partner	ATED	Economic development
Eziorzu Oguta Palm Oil Producers Association	Business membership organization	Implementing partner	Palm oil value chain	Economic development
Federal University of Akure Business Development Center	Research organization	Implementing partner	Aquaculture Value Chain project	Economic development
Forward Africa	NGO	Grantee	ADVANCE	Capacity building

Organization Name	Type of Organization	Type of Partnership (Donor, Implementing Partner or others)	Project Done With PIND	Program Area
Fund for Peace	International organization	International implementing partner	Partners for Peace (P4P)	Peace building
Global Peace Development (GPD)	NGO	Implementing partner	Partners for Peace (P4P)	Peace building
Idama RDC	CBO	Implementing partner	ATED WASH projects	Economic development
International Youth Foundation (IYF)	International organization	Implementing partner	2012 Youth Advocacy Campaign	Analysis and advocacy
Justice Development and Peace Caritas - JDPCaritas	CSO	Grantee	ADVANCE	Capacity building
Keffes RDC	CSO	Implementing partner	ADVANCE	Capacity building
Lentus Foods and Agro Limited, Benin	Private Company		Cassava Value Chain project	Economic development
Liberty Fish Farmers Association	Business membership association	Implementing partner	Aquaculture Value Chain project	Economic development
Life and Peace Development Organization (LAPDO)	NGO	Implementing partner	ATED	Economic development
Living Earth Nigeria Foundation	NGO	Implementing partner	Value chain analysis studies	Economic development
Marketing 4 International Development - M4ID	Development organization	Implementing partner	Partners for Peace project	Peace building
Ministry of Niger Delta Affairs	Government agency	Government partner	Worked with PIND in the analysis economic data	Economic development
Morgan Smart Development Foundation	NGO	Implementing partner	Small livelihood enhancement grant program	Analysis and advocacy
NAEC trainers	Service Providers	Implementing partners	Aquaculture Value Chain project	Economic development
National Centre for Technology Management (NACETEM), Bayelsa	Government agency	Grantee	Small research grants	Analysis and advocacy
National Institute for Oil Palm Research (NIFOR)	Research organization	Implementing/ government partner	Palm oil value chain	Economic development
National Institute for Social and Economic Research (NISER)	Research organization	Implementing partner	MODEL	Analysis and advocacy
Nembe City Development Foundation (NCDF)	Community development organization	Grantee	ADVANCE	Capacity building

Organization Name	Type of Organization	Type of Partnership (Donor, Implementing Partner or others)	Project Done With PIND	Program Area
PACT Nigeria	International organization	Implementing partner	ADVANCE	Capacity building
Practical Sampling International	Research organization	Implementing Partner	PLACE	Peace building
Raphia Red Limited (Market research)	Consulting firm	Implementing partner	Report on agricultural market system	Economic development
Rivers State Sustainable Development Agency (RSSDA)	Government agency	Donor/government partner	Economic Development Center, Port Harcourt	Analysis and advocacy, Capacity building, Peace building and Economic development
Rotary International District 9140		Implementing partner	ATED	Economic development
Schlumberger Nigeria Limited	Oil and gas industry	Donor	ATED	Economic development
Self-Help and Rural Development Association (SHERDA)	NGO	Implementing partner	Value chain analysis studies, palm oil value chain	Economic development
Self-Help and Rural Development Association (SHERDA)	NGO	Implementing partner	Value chain analysis studies, palm oil value chain	Economic development
Thai Farm Industries	Private company	Implementing partner	Cassava Value Chain project	Economic development
The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	International development organization	Donor	Economic Development Center	Economic development
The German Protestant Agency for International Development	International organization	Donor	Local Capacity Building project	Capacity building
United Nations Development Program (UNDP)	International development organization	Donor	Niger Delta social sector investment framework	Capacity building
United States African Development Foundation (USADF)	International organization	Donor	Aquaculture Value Chain project	Economic development
United States Agency for International Development (USAID)	International development organization	Donor	Advance, Markets II	Economic development and Capacity building
United Ufoma Fish Farmers Association (UUFFA)	Business membership association	Implementing partner	Aquaculture Value Chain project	Economic development
Water & Sanitation Rotarian Action Group (WASRAG)	NGO consultant	Implementing partner	ATED	Economic development
Wetland Micro Finance Bank	Financial institution	Implementing partner	Aquaculture Value Chain project	Economic development

Auditor's Report

To The Members of Foundation for Partnership Initiatives in The Niger Delta (PIND)

We have audited the accompanying financial statements of Foundation for Partnership Initiatives in the Niger Delta (PIND) for the year ended 31 December, 2012 set out on pages 4 to 13 which have been prepared on the basis of significant accounting policies on page 3 and other explanatory notes on pages 7 to 11.

Directors' responsibility for the financial statements

The Directors are responsible for the preparation and fair presentation of these financial statements in accordance with the Statements of Accounting Standards issued by the Financial Reporting Council and with the requirements of the Companies and Allied Matters Act, CAP C20 LFN, 2004. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatements, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

Auditors' responsibility

Our responsibility is to express an independent opinion on these financial statements based on our audit. We conducted our audit in accordance with Nigerian Standards on Auditing (NSAs)

issued by the Institute of Chartered Accountants of Nigeria. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the foundation's financial position as at 31 December, 2012 its operating performance and cash flows for the year then ended in accordance with the Statements of Accounting Standards issued by Financial Reporting Council and the Companies and Allied Matters Act, Cap. C20 LFN 2004.

Opinion

The Companies and Allied Matters Act, CAP C20 LFN, 2004 requires that in carrying out our audit we consider and report to you on the following matters. We confirm that:

- i) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.
- ii) In our opinion, proper books of account have been kept by the Foundation; and
- iii) The Foundation's balance sheet and profit and loss account are in agreement with the books of account.

BAKER TILLY NIGERIA
CHARTERED ACCOUNTANTS
ABUJA, Nigeria
30th May, 2013

Foundation for Partnership Initiatives in the Niger Delta (PIND)

Statement of Accounting Policies

1. Basis of accounting

The financial statements are prepared under historical cost convention.

2. Receipts

This represents funds received from NDPI Foundation INC (Niger Delta Partnership Initiatives) located in United States of America.

3. Transactions in foreign currencies

Transactions in foreign currencies are converted into Naira at rates applicable at the transaction dates. Exchange gains and losses are included in the statement of receipt and payments.

The accounts of the Foundation are maintained in Naira.

4. Fixed Assets

Fixed assets are stated at cost less accumulated depreciation.

5. Depreciation

Depreciation is calculated on the straight line basis at annual rates estimated to write off the assets over their estimated useful lives:

	Percentage
Building	2 %
Motor vehicles	25%
Furniture and fixtures	25%
Office and communications equipment	25%
Tools, Machine and Equipment	25%

6. Taxation

The Foundation is exempted from all taxes due to its non-trading status according to the agreement between it and the Federal Government of Nigeria.

Foundation for Partnership Initiatives in the Niger Delta (PIND)

Balance Sheet as at 31 December, 2012

	Notes	2012	2011
		N	N
Fixed assets	3	247,992,102	27,621,055
Capital work in progress	4	–	81,358,674
Current asset:			
Prepayments and Advances	5	100,186,922	7,132,280
Receivables	6	752,707	–
Cash and Bank balances	7	186,660,867	78,269,281
Less:			
Current liabilities:			
Accruals and payables	8	(69,810,057)	(87,570,279)
Net total assets		<u>465,782,541</u>	<u>106,811,011</u>
Financed by:			
Accumulated funds:	9	<u>465,782,541</u>	<u>106,811,011</u>

The statement of accounting policies on page 3 and the notes on pages 7 to 11 form an integral part of these financial statements.



Foundation for Partnership Initiatives in the Niger Delta (PIND)

Statement of Receipts and Payments for the Year Ended 31 December, 2012

	Notes	2012	2011
		N	N
Receipts during the period:			
Funds received from NDPI	10	1,145,705,923	570,270,586
Interest income		<u>432,048</u>	<u>36,149</u>
		<u>1,146,137,971</u>	<u>570,306,735</u>
Payments during the period:			
Program staff cost		212,190,302	104,683,623
Management and support staff cost		165,226,583	152,940,298
Travel expenses		83,060,776	59,290,207
Technical Assistance		50,283,002	–
Research and analysis		38,748,230	153,884,270
HR Administration and recruitment costs		38,555,361	20,210,489
Consulting fees		37,998,501	20,657,247
Office rent		30,659,032	1,928,921
Communication expenses		19,971,891	14,814,729
Media Hub production		22,760,927	801,632
Office supplies		19,205,304	2,761,873
Stakeholders' relations		16,348,808	20,758,796
General Capacity building prog		8,988,896	–
Grant contribution		4,825,300	2,164,000
Motor vehicle repairs and maintenance		4,830,151	1,648,611
Insurance		4,082,891	1,500,084
Financial management services		4,041,000	5,968,035
Project support cost		4,014,625	–
Bank charges		3,886,083	3,938,725
Printing and postages		2,872,017	3,050,845
Legal fees		2,632,500	2,739,000
Electricity		1,610,055	237,000
Management accommodation		1,527,778	–
Meeting expenses		1,210,426	1,118,442
Assets written off		1,178,437	–
Audit fee		775,000	575,000
Safety service expenses		448,425	51,500
Monitoring and evaluation cost		–	196,920
Freight and shipping		–	44,560
Depreciation		<u>22,292,363</u>	<u>8,590,163</u>
		<u>804,224,661</u>	<u>584,554,970</u>
Exchange gain		(17,058,220)	(16,453,648)
Total payments		<u>787,166,441</u>	<u>568,101,322</u>
Surplus for the period		<u>358,971,530</u>	<u>2,205,413</u>

Foundation for Partnership Initiatives in the Niger Delta (PIND)

Cash Flow Statement for the Year Ended 31 December, 2012

	Notes	2012	2011
		N	N
Cash flow from operating activities:			
Operating surplus before working capital changes	11	381,263,893	10,795,576
Working capital changes	12	(30,208,897)	(32,105,628)
Net cash inflow from operating activities		<u>351,054,996</u>	<u>(21,310,052)</u>
Cash flow from investing activities:			
Acquisition of fixed assets		(243,841,847)	(8,209,651)
Assets written off		1,178,437	–
Net cash outflow from investing activities		<u>242,663,411</u>	<u>(8,209,651)</u>
Net increase in cash and cash equivalent		108,391,586	(29,519,703)
Cash and cash equivalent as at 1 January, 2012		78,269,281	107,788,984
Cash and cash equivalent as at 31 December, 2012	13	<u>186,660,867</u>	<u>78,269,281</u>





PIND Board of Trustees



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Chevron Nigeria/Mid-Africa Strategic Business Unit
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Professor Femi Ajibola

Managing Director and Chief Executive Officer
New Nigeria Foundation



Mina Ogbanga

Founder and Chief Executive Officer
Center for Development Support Initiatives
(CEDS Nigeria)



Dennis Flemming

Project Director
PIND

Alone we can do so little.
Together we can do so much.

– African proverb



Ezekiel OlaSupo Shadiya

Executive Director
Nigeria National Petroleum Company/
Chevron Nigeria Limited Joint Venture



Anire Celey-Okogun

Chief Executive Officer
Channelle Microfinance Bank



Chief Edwin Porbeni

Chairman and Managing Director
Ezot Enterprises Limited
Courier Plus

PIND Staff in 2012



Dennis Flemming

Project Director/
Trustee



Bosede Eitokpah

Capacity Building
Program Officer



Sam Ogbemi Daibo

Deputy Project
Director/Foundation
Secretary



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Technology Enabled
Development Project
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Alagoa**

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Evaluation Officer



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**Abdulghaniyyu
Is'haq Garba**

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Chain Specialist



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Camera Operator



Colins Edozie Imoh

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Matthew Smart

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Braimoh**

Sound Recorder and
Technician



Linda A Omire

Front Desk
Officer, Economic
Development Center



**Michael Orok
Ekpe (Colonel)**

Security Manager

Niger Delta Achievers Merit Award – On September 20, 2012, PIND Foundation received an award at the 3rd annual edition of the Niger Delta Achievers Merit Award (NDAMA) for its concept in the use of multi-stakeholder partnerships to drive growth and development in the Niger Delta. PIND emerged as the winner through a public voting system.





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For additional information
about the Foundation, please
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www.pindfoundation.org

PIND registered number
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- PIND Programs and Projects Staff and Consultants

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