



2016 ANNUAL REPORT

BROADER REACH FOR BIGGER IMPACT

Foundation for Partnership
Initiatives in the Niger Delta (PIND)



Table of Contents

Note from Chairman

01

Building PIND as a strong institution

02

2016: Our Result in Numbers

03

Our Program Outcomes

04

Economic Development

05

Peace building

06

Capacity Building

07

Analysis and Advocacy

09

2017: Our Priorities

10

Our Leadership & Team in 2016

11

Our Financials

08

Note from the Chairman



Foundation for Partnership Initiatives in the Niger Delta (PIND)



ABOUT PIND

The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a Nigerian non-profit organization with the mission to build partnerships for peace and equitable economic development in the Niger Delta. PIND's strategic priorities centre on economic development, peace building, capacity building and analysis and advocacy through our extensive local knowledge of the Niger Delta, market-driven approach, expertise, access to market and peace actors, data resources, strong convening power, and network of partners, we bring real value to development in the region.

From our inception in 2010, we have worked with more than 500 organizations; provided thousands with training, access to new

technologies and economic development centres; and brought millions of naira in additional investments into the region.

By working across sectors and locations, and with our partners, we empower people in the Niger Delta to create and keep jobs, mitigate conflict and ensure a stronger and more secure regional economy.

Beyond the jobs we are helping to bring and the conflicts we work to mitigate, we provide the foundation needed for continued progress through the minds and behaviours. Our work is changing, community-by-community and network-by-network across the region.



01 VISION

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



Development



Peace



02 CORE VALUES

Our work is grounded in our core values of integrity, learning and innovation, partnership and collaboration, stewardship and integrity.



Learning



Partnership



Innovation

PIND's strategic priorities centre on

Economic
Development

Peace
Building

Capacity
Building &
Analysis

Advocacy



Dear Partner

◀ Jeff Ewing
Chairman, Board of Trustee

2016 was a very interesting, challenging year in the Niger Delta where we work. The aftermath of the 2015 national and state-level elections saw the return of sabotage of oil production assets and consequently, a spike in military presence. Evidence-based work on economic development, capacity building, advocacy and peace building were, as a result, more important than ever.

This year, we finally began to see the beginnings of the systemic change that we seek to engender and get a glimpse of where we needed to focus our energies. Our economic development programs continued to empower more farmers and small businesses region-wide.

Our capacity building programs improved civic engagement and public transparency.

Our network of peace actors continued to expand, and we supported them as they wrangled with the post-election conflict in communities throughout the Niger Delta.

By working across sectors and locations, and with you our partners, we continued to empower people to create and keep jobs, end conflict and ensure a stronger and more secure regional economy.

More than anything else, I am proud that PIND has withstood the ultimate test of all: remaining an organization true to its values, even in the face of leadership change. In 2016,

PIND experienced a change of guard that saw erstwhile Program Director Dr. Dara Akala take the reins of leadership as Executive Director, while Tunji Idowu became the new Deputy Executive Director. This seamless leadership transition is something that we are all proud of, and everyone at PIND has the utmost faith in their abilities to deliver on their mandate and take PIND to even greater heights.

We are honored to have worked with you on this journey towards a more prosperous Niger Delta, and are excited about the road ahead.

“ Our economic development programs continued to empower more farmers and small businesses region-wide. ”

Building



as a Strong Institution

◀ Dr Dara Akala
Executive Director, PIND

On December 1, 2016, I was named Executive Director of PIND. Because of my previous role as Program Director for the last five years, I know where the organisation is coming from, have clarity of the mission and vision for the future and a good understanding of what it takes to press towards the accomplishment of that mission. I had witnessed PIND's enormous growth over the past few years, and I plan to continue this good record and continue to foster needed collaborations for PIND to continue to be a boon to development in the Niger Delta region.

I am also bringing to the table a wealth of development experience garnered over the years, a good understanding of the context and people of the Niger Delta, and an extensive network of associates and contacts within the public and private sector that can be leveraged to facilitate our work. The fact that I am also well known within the development sector in the region can be an enabler for new partnerships or strengthening some of the existing ones.

We have seen many organisations where this type of leadership change would either lead to a loss of momentum or a lot of uncertainties about the future, which is not helpful for the morale of

the staff and partners. However, our own leadership change was well thought through and the trustees have chosen the path of stability and continuity as opposed to risk-taking. Even so, I come into this office with a lot of fresh perspectives and new impetus. So it is a case of change and continuity proceeding in tandem for the growth of the Foundation.

Though a relatively young organisation, PIND is already punching above its weight. It has developed a reputation for being an organisation that bases its decisions and actions on sound analysis and research. Also, being a partnership initiative, PIND has developed a strong capacity for convening and coordinating stakeholder actions from both the private and public sectors on Niger Delta development. The partnerships that we fostered with the Cross River and Delta State governments are yielding a new mindset shift among government actors and influencing their approaches to development. The 30-year development plan initiative that we are pioneering with the Cross River State Government is becoming a model for our support to State governments. In addition, we both organized and participated in high level dialogues and forums to explore options for shaping a brighter future for the Niger Delta through the Niger Delta Way Forward under the office of the Vice President of Nigeria, the Cassava Summit and more while the annual

“ “ *if you have not spoken to PIND,
then you are not yet serious
about development programming
in the Delta”.* ” ”



Outgoing Executive Director, Sam Daibo (left) shakes hands with his successor, Dr. Dara Akala (right) in a brief handover ceremony at the PIND office

Niger Delta Development Forum (NDDF) continues to act as a platform for advancing advocacy.

These engagements and our results began to gain us a new reputation in 2016 as many donor-funded projects now recognize the centrality of PIND in sustaining their results in the region, and openly engaged with us to explore how to incorporate PIND into their exit strategies. DFID-funded GEMS 3 project and MADE project are two key examples of projects that are currently building the sustainability of their results around PIND. Also, our effort and accomplishments in 2016 witnessed considerable third-party endorsements by bi-lateral development agencies as many potential new entrants into the Niger Delta's development ecosystem were referred to PIND to discuss their plans.

Many were told ***"if you have not spoken to PIND, then you are not yet serious about development programming in the Delta"***.

We will continue to strengthen our convening and coordination role to attract greater private sector investments and donor funding into the region. Already, PIND is catalysing a lot of resources into the region especially through bilateral agencies such as the United States Agency for International Development (USAID) and the Department for International Development (DFID). Leveraging key resources for innovative projects and programs will be a key priority of my tenure.



2016

Our Result



32,863

of our beneficiaries saw increased incomes



292,000,000

Investments from advocacy events and stakeholder engagements



2,377

Jobs created from our economic development interventions



4,200

Persons and 669 organizations are identifying as peace agents through our partners for peace (P4P) Network



3,250

fish farmers, 2511 cassava farmers and 908 palm oil farmers adopted improved agronomic practices



SME

We reached 182 new SMEs with business advisory services, 44 of whom are currently implementing upgrade plans



1,116,738,676

Farmers and Small Medium Enterprises (SMEs) we supported had a change in income of the above figure



Over 30

Beneficiary Organizations from our capacity building for local Empowerment (CAPABLE) now delivering quality services to communities



Economic Development

01

Cassava



Investments

36,072,000 naira leveraged in new investments in 2016, adding up to 936,572,000 naira between 2010 and 2016



Wider Reach

6,421 farmers recorded an increase in income



Higher Income

these 6,421 farmers saw a 25,165,096 naira increase in income

02

Business Linkages



130 jobs facilitated through our interventions, adding up to 203 jobs facilitated between 2010 and 2016



44 small businesses have seen a 204,555,088 naira increase in income, between 2010 and 2016, 68 small businesses have increased their profits by 336,555,088 naira



26,600,000 naira leveraged in new investments in 2016, and a total of 200,600,000 naira between 2010 and 2016

03

Palm Oil



New Invest.

26,600,000 naira leveraged in new investments in 2016, adding up to 44,600,000 naira between 2010 and 2016



More Profit

Users of improved processing technology saw increase in weekly additional sales b/w 189% and 227% compared to those using traditional methods



More Efficiency

While traditional mills produced 144,59 Litres / Ton of FFB, the improved mills (SSPEs) produced 175.19 Litre/ Ton of FFB, giving a margin of 30.6 Litres per Ton of FFB

04

Aquaculture



New Invest.

18,050 naira leveraged in new investments in 2016, bringing the total for 2010 - 2016 to 271,500,000 naira



Wider Reach

18,050 fish farmers saw a 63,799,157 naira increase in income in 2016



High Income

18,050 fish farmers saw change in income in 2016, bringing the total to 18,500 for 2010-2016

Critical Environmental Factors Affecting PIND's Economic Development Interventions in 2016

Our work in economic development does not exist in a vacuum; it is shaped by the broader socioeconomic and policy environment, and key partnerships that we have forged.

Below are some of the factors that affected our economic development in 2016



Nigerian Government's policy to restrict access to hard currency for commodities which could be produced in Nigeria is creating major opportunities for local productions.



We worked with MADE on improving access finance and the provision of technology adoption grants (TAG) across project beneficiaries, as well as on the development of the common initiative on co-facilitator development.

We also leveraged Nigeria Agricultural Enterprise Curriculum (NACC) training and good agricultural practice demonstration models. Our partnership with them has helped increase outreach and engagement of the markets actors.



We saw in 2016 a stronger interest by local non-governmental organizations (NGOs) to apply the making Markets Works for the Poor (M4P) approach to help organizations design pro-poor economic development interventions for sustainability by taking on a facilitatory role and not directly influencing the market.



Expanding

ECONOMIC OPPORTUNITIES BY
IMPROVING OUTCOMES IN

Aquaculture



Peter Michael smokes fish after a harvest at his fish pond. Through his work, he has been able to link other farmers to 28 million naira in funding for their businesses

Mrs. Peters Ugheoke feeds the catfish in her fish pond. Her use of the improved pond management practices promoted by PIND has helped improve her profit margins while supporting other farmers in her cluster.

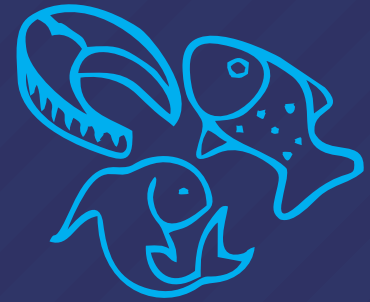
Our demonstration pond project has been of great benefit to fish farmers, even for those like Mr. Peter Michael who is currently working on a PhD in fish farming and Mrs. Peters Ugheoke who had been a leading fish farmer for years in Akure, Ondo State. Since the demonstration pond intervention began first as a pilot in 2012 and

then as a full-scale intervention in 2014, farmers from around the region have enthused about its impact. Mr. Peter Michael, a fish farmer based in United Ufuoma Fish Farmers Association (UUFFA) where the pilot was held before it was expanded to reach more farmers, tells us about how the intervention has helped improve his approach to farming.

“Now, we can actually tell you how many bags of feed produces a certain outcome. It has helped significantly to improve our yield. If someone was getting 500kg or 200kg before, they are getting 1.5tons of fish now.

That’s a huge difference in yield and profit.”

Expanding ECONOMIC OPPORTUNITIES BY IMPROVING OUTCOMES IN Aquaculture



The demonstration pond approach makes such a huge difference by directly tackling common fish farming practices that have a negative effect on yield, which helps farmers unlock the true potential of their ponds, while encouraging them to buy good quality fish feed. Mrs. Peters Ugheoke, a leading fish farmer for years in Akure, Ondo State saw the difference a seemingly small change like sorting fingerlings can make in her yield.

“Before the demo pond, we used to want the fast-growing fingerlings, but we learned with the demo pond to change our perception. The bigger fingerlings eat the smaller ones. The demo pond taught us that when you should sort bigger and smaller fingerlings separately. This practice reduces the rate of mortality from the fish’s cannibalism. Often, you would lose over 20% of your stock, or as high as a 40 to 50% mortality rate. When we did this with 2,400 fingerlings, only 70 died. You may end up recording up to 95% survival rate. That’s a huge difference.”

In 2016, this project reached approximately 3,610 farmers and established seven new demonstration ponds in Delta State in partnership with private fish feed companies. These companies provided free inputs under a cost-sharing model for the demonstrations to teach these agronomic practices to farmers as part of their outreach to new markets.

Mrs. Ugheoke and Mr. Michael were trained in these practices, and now work as aquaculture consultants to fish farmers. This not only helps make them very sought after in their communities, but it has also helped ensure sustainability by providing a private sector-driven means to improve practices that will survive even if PIND stops work in the sector. Mr. Michael typifies the ways in which this approach can help increase the viability of aquaculture in the Niger Delta.

“ I have 25 farmers that I work with. Some of them had gotten frustrated and even folded up their businesses, so they come to me and ask how to make money from fish farming. With the demonstration pond, they see for themselves how the farming is going. They see that it is working for others, and are now ready to take it on. ”

“I was a tenant, and now I am a landlord,” he told us with a smile. “I have 45 ponds. I have been able to improve my hatchery productions. I have a processing center now. This expansion has been more stressful, and has put me on my toes. Once I do the demo pond trainings, I start getting calls to buy fingerlings and some other things for equipment. Whenever they buy fingerlings they keep dying, so I show them how to manage it. I also consult for these farmers and they pay for my services.”

Both of these farmers say that the demonstration pond intervention has provided them a platform to help others. Mr. Peter has been able to link 12 people to small grants worth a total of 28 million naira to invest in their own fish farming businesses, and Mrs. Ugheoke is using her skills to improve the viability of fish farmers in her cluster.

“I have 25 farmers that I work with. Some of them had gotten frustrated and even folded up their businesses, so they come to me and ask how to make money from fish farming. With the demonstration pond, they see for themselves how the farming is going. They see that it is working for others, and are now ready to take it on. ”

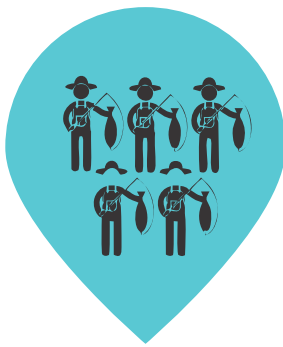
01

Who Partnered with PIND on the demonstration pond intervention to improve fish farmers' Practices

02

What impact did the demonstration pond intervention make this year?

05



A Five independent Aquaculture service providers provided the technical trainings, compared to four in 2015 and two in 2014

749

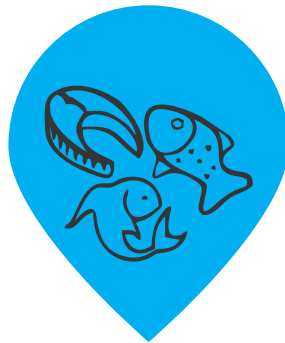


C 749 Fish Farmers received training and went on to train others in their farming cluster. In total 3,160 farmers have adopted these practices

05



B Five Fish Feed Companies provided part funding



09

D We also helped to install Nine smoking Kilns in 2011 to enable farmers smoke fresh fish to international standard (Three Installed in 2015, One in 2014)



E

Our work also helped to facilitate access to ₦205,600,000 in loans to help farmers grow their business



Partnership on Cassava Targets Youth Dev. in Ondo State

Michael Omosule stands outside the agricultural processing unit at the Ondo State Wealth Creation Enterprise Agency (WECA) Agricultural Business Center in Ore, Ondo State. He credits the WECA/PIND/Chevron Star Deepwater program with showing him how to farm in a more profitable way than how his parents farmed

Our work in cassava in partnership with Ondo State Wealth Creation Agency (WECA) and Chevron's Star Deep Water Petroleum Company has helped farmers improve their practices while strengthening value chain links between farmers and input companies like Jubaili and Notore. More crucially, it has been able to provide a viable means of income where often there was none.

In recognition of the high rate of youth unemployment in the country and to further support the development of the non-oil and gas sectors, this Youth Cassava Enterprise Project in Ondo State shows young graduates improved cassava production practices. The WECA agricultural business centre in Ore, Ondo State, was built on a vast, well-secured expanse of land, with over 400ha of farmland on which farmers are trained and crops are grown for sale. Participating farmers on the partnership were trained in cassava cultivation, poultry farming and aquaculture.

"I trained as an accountant at school, but I am a farmer now," Michael Omosule, one of 40 participating farmers under the PIND-WECA partnership, told us. We met him at the brand new processing unit of the the Ondo State Wealth Creation Enterprise Agency (WECA) Agricultural Business Center, ready for the cassava harvest due to take place in a few months. "There is no work anywhere, and you have to just find something. I was doing some work installing satellites when I found out about the WECA program. I applied, and now I am here."

Under this partnership, 40 graduates have been equipped with improved business and management skills in commercial agriculture through the Nigerian Agricultural Entrepreneurship Curriculum (NAEC) training; and technical and practical training on agricultural mechanization through demonstration farms. Each farmer was provided with two hectares of land for cassava. This is leading to creation of 40 jobs.

"I wouldn't have been able to afford the land without this intervention," Bamidele Ayodele, another of the farmers told us. "It is much too expensive to do on your own. There is even a processing unit, and once I farm I will simply process right here and sell. Everything I know about farming, I learned from this WECA program. This program has made it easier for me to even want to be a farmer."

"I studied agriculture in school," Tola Joseph told us as he made his way through his farm. The ground was uneven, and he was wearing his green overalls. "but even for me the trainings were useful. There are things I did not know, like how to grow cassava effectively and this exposure to a high-yielding variety of cassava with higher starch content. These things make a difference in improving how much money you make from your yield."

The skills these young farmers have learned have been invaluable. Not only have these farmers been able to gain access to value chain actors like the International Institute for Tropical Agriculture (IITA) and input companies for herbicides and fertilizers, they have used their own initiative to sell their skills to other farmers outside their farm.

Olabomi Abiodun, the acting Farm Manager of the WECA/PIND/Chevron Star Deep Water farm and part of the team that trained these young farmers, enthused about the farmers' entrepreneurial approach.



Olayele Olutola Joseph shows us his cassava farm on the Ondo State Wealth Creation Enterprise Agency (WECA) Agricultural Business Centre in Ore, Ondo State. Over 40 young people like him benefited from the trainings on cassava, many of whom had no previous experience in farming or were not previously employed

"I studied agriculture in school," Tola Joseph told us as he made his way through his farm. The ground was uneven, and he was wearing his green overalls. "but even for me the trainings were useful. There are things I did not know, like how to grow cassava effectively and this exposure to a high-yielding variety of cassava with higher starch content. These things make a difference in improving how much money you make from your yield."

The skills these young farmers have learned have been invaluable. Not only have these farmers been able to gain access to value chain actors like the International Institute for Tropical Agriculture (IITA) and input companies for herbicides and fertilizers, they have used their own initiative to sell their skills to other farmers outside their farm.

Olabomi Abiodun, the acting Farm Manager of the WECA/PIND/Chevron Star Deep Water farm and part of the team that trained these young farmers, enthused about the farmers' entrepreneurial approach.

"One of the farmers has been able to start work on another farm in Iju-Alaaye, a few hours from here. About half of the farmers we trained in this batch are now part of FADAMA, the Federal Government-World Bank poverty alleviation project aimed at farmers, and many of them have even started acting as consultants to local farmers in the surrounding area."

All 40 of the graduates have planted and are now awaiting harvests. PIND, Chevron Star Deepwater and WECA are excited to see what these farmers do with their businesses and their earnings, and the impact they will make on their community. Mr. Abiodun is optimistic that this partnership will be key to addressing the state's youth unemployment challenges, and serve as a model for boosting income in the state.

"The demand for this program is great; currently I have 2,000 applications on my desk, and that is just for graduates! We need to spread this program to more people. We have the capacity and the links, all we need now is continuity. Let us promote Agro-Dollars, not Petro-Dollars!"

Passing on Good Agronomic Practices and Strengthening Value Chain Links



- Four agricultural input companies (three in 2015) and 73 agro retailers (13 in 2015) partook in the cassava demonstration plot intervention



- 500 farmers participated in the 6 demonstrations organized by input companies in 2016, compared to 100 farmers in 3 demonstrations in 2015



- These 500 farmers went on to train other, leading to 3,003 farmers adopting new practices so far



PIND's Market Development Officer for palm oil, Blessing Allen-Adebayo speaks at a focus group discussion with farmers outside Akure, Ondo State

2 016 saw the continuation of our work to improve farmers' access to improved technologies, but we added something new: trainings to enhance these farmers' practices. Our Best Management Practices (BMPs) to improve agronomic practices in the farming of oil palm.

"Changes in the environment over the past few decades have made it important that farmers' practices change as well for best results in high quality output and yield", said Blessing Allen-Adebayo, our palm oil value chain Market Development Officer. "The improvements promoted by our BMP intervention include such practices as better ways to prune and weed, as well as educating farmers on how to use various inputs such as herbicides, fertilizers and high-quality seedlings for maximum yields. From experiences of farmers where BMP are practiced elsewhere, adoption of these agronomic practices could lead to an increase in average yield from the current rate of 4 tons/ha to between 7-8tons/ha in 2 years".

Even though the first harvests from farmers using these practices will come in 2018, farmers like Kingsley Ojeih in Delta State can already see the difference in the way his crops are growing.



Expanding Access to Finance

and Improving Agronomic Practices for Better Efficiency in Palm Oil



Akwa Ibom-based fabricator, Joshua Solomon at his workshop in Uyo. Our work to improve his access to finance led to a loan that helped him link oil palm farmers to improved processing technology



Expanding Access to Finance

and Improving Agronomic Practices for Better Efficiency in Palm Oil

“My farm is near Ubuluku where PIND did its demonstration plot project with the cassava farmers there. I met Blessing when she came on a visit, and I told her about my palm oil work so she gave me her number. She came to my farm and we started working together from there. She linked me with the Best Management Practices to improve how I plant and keep my farm. It has made a whole world of difference. If you come to my farm now, you will smile.”

In addition to improving farmers’ practices, PIND continued its work to improve access to technologies such as the Mechanical Adjustable Harvester (MAH) and Malaysian Knife (MK) for more efficient harvesting of palm fruits to reduce fruit loss due to scarcity of human climbers; and the use of small scale processing equipment (SSPE) for increased output in processing palm oil, and giving processors more palm oil from the same quantity of fruits.

“We have been working on these technologies for a while now,” says Blessing, “and we have finally gotten to a place where people know about the technologies and farmers themselves are leading in the promotion of these technologies. These farmers know that an improvement in efficiency is good not only for them, but for everyone, because the more everyone in their cluster has access to improved technologies, the more money they can all make when commercial-scale buyers come. It is a tide that lifts all boats.”

A big part of how we plan to achieve increased access to technology is by increasing access to finance. For this, we leverage on the work

that we are doing in our business linkages program to link value chain actors like Joshua Solomon, a fabricator and processor in a palm oil farming cluster in Akwa Ibom State, with funding.

“PIND linked me to GroFin,” said Mr. Solomon, referencing the global small and medium-sized enterprises finance company. “During a training of theirs I participated in on how to more efficiently use the SSPE and harvesting machines they showed us, we complained about funding. We learned how to make the SSPE, but money is needed to make a set of the machine to use in demonstrations; you cannot promote a machine that you cannot demonstrate. PIND does not fund people directly, but they linked us to a fund manager with GroFin. Getting the funding was a long, tedious process, but we got the money close to a year later. Also, I got far more money from GROFIN than I would ordinarily get from my cooperative.

The process took that long for me because I did not have the documents they asked me for, but now, I feel more prepared and confident of getting another tranche of funding for my business going forward.”

PIND will continue its work to improve farmers’ practices while increasing access to technologies and funding for farmers in the coming year, as well as provide training of fabricators and support to strengthen their link to processors.

Here is how we got on in our work to improve farmers’ access to Palm Oil Technologies



- 72 agro-dealers and fabricators selling palm oil harvesting and processing equipment, compared to 36 in 2015 and 20 in 2014.
 - 43 small-scale processing equipment (SSPEs) sold, compared to 23 in 2015.
- 35 Mechanical Adjustable Harvesters sold (25 in 2015) and 114 Malaysian Knives sold by agro-dealers.



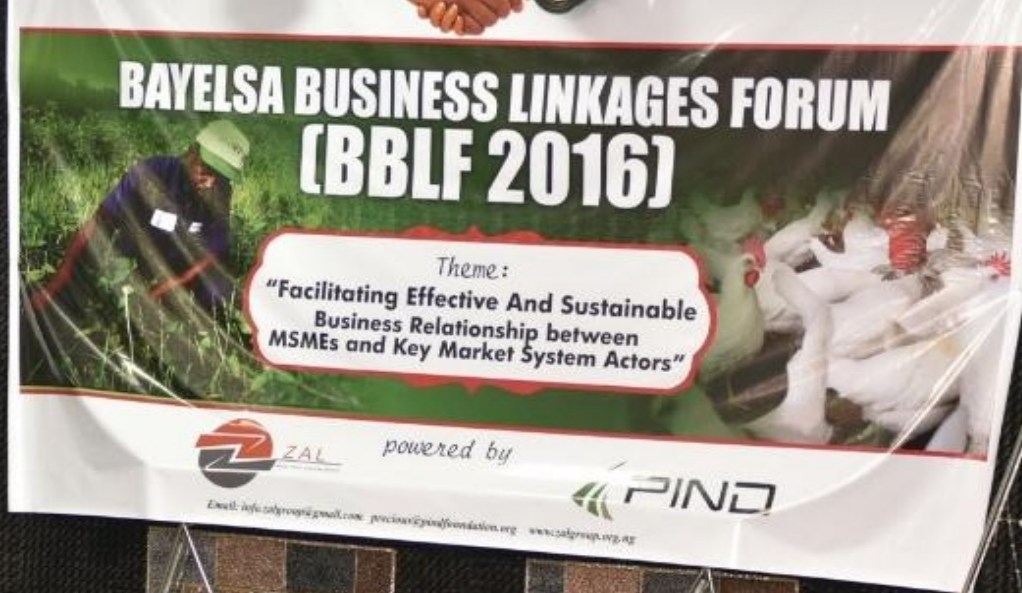
2,863

- millers and farmers enjoyed more profits as a result of adoption of improved processing and harvesting technologies.



112

- Farmers adopted the best Management practices by the end of 2016, who went on to train another 908 farmers. Compared to only four trained in 2015.



Fostering Greater Access to Finance and Improved Technical Support for the Region's

Small Bu\$inesses

Matthew Egbegi
of ZAL Limited

speaks at the Bayelsa Business Linkages Forum in Yenagoa, Bayelsa State.

Organized by PIND-trained Business Service Provider ZAL Limited, forums such as these serve as avenues to raise awareness of the importance of business service providers and share tips on how business can improve their practices.

Besides improving agronomic practices in the various value chains, PIND's economic development work helps provide smart grants to select Niger Delta-based small and medium-scale enterprises (SMEs). PIND's approach to supporting small businesses is three-fold:

strengthening the capacity of business service providers (BSPs) to offer linkages to finance as a value offering to SMEs; building partnerships with SME-friendly financial institutions; and facilitating linkages between the BSPs and partner financial institutions.



Edughom makes a presentation before clients at her office in Yenagoa, Bayelsa State. PIND's Business Linkages team works with companies like hers to strengthen small businesses in the Niger Delta

Mrs. Edughom Hanson, Deputy Managing Director of Warri, Delta State-based small business consulting firm Wider Perspectives Limited that trained as a business service provider (BSP) under our Business Linkages program, believes that although availability of loan facilities differ from region to region, small businesses in the Niger Delta have challenges that will be familiar to their counterparts elsewhere in the country.

"There are general challenges that small and medium enterprises face everywhere, like lack of understanding of business development support or low capacity. The owner of the business may not know what he or she is doing, but usually they have a challenge of having the right staff, or in trying to be a one-man team. Another challenge is quality, there has to be continuous development to improve their quality delivery. And lastly access to finance."

Mr. Bamidele Ayodele of DIC Limited, a Warri, Delta State-based BSP, also acknowledges the importance of access to finance, but believes that small businesses must also think beyond finance.

"Some businesses will say they have finance challenges, but we've discovered that if they had the right network, markets, etc, the finance will come on its own accord. We're working to upgrade these businesses and enable them to fit into supply value chains of other large businesses."

Business service providers like Mrs. Hanson and Mr. Ayodele trained with us in 2015 and have now begun to realize their potential. These BSPs provided business support services to 182 new SMEs, 44 of which are currently implementing their upgrade plans to improve their corporate services and profitability. They also worked with the energy company, Broad Global and Nigerian Liquefied Natural Gas (NLNG) Company to support 170 cassava and poultry out-grower farmers to meet new markets for growth of their businesses. SMEs trained by PIND-supported BSPs reported a total of ₦204,555,088 worth of new sales by the end of the year, while seven of these SMEs obtained ₦141,782,240 in new loans, resulting in the creation of 130 new jobs. The BSPs also leveraged PIND's partnership agreement with SME development financier GroFin to link four SMEs to funding to the tune of ₦61 million.

Eight additional SMEs were recommended to GroFin for funding by 2 of our BSPs, so we expect that more will receive funding from GroFin in the coming year.

"Before we weren't as organized in our approach, but the diagnostic tools from PIND gave us more focus," Ayodele tells us, referring to one of the SME diagnostic tools with which PIND trains BSPs. "We're like doctors checking baselines and vital signs. They have further increased my company's capacity in terms of sourcing for clients. I now really understand the kind of interventions small businesses need to enable me add value. The trainings have given us a more scientific approach to what we do and how we proffer solutions. Our number of clients has increased, and our clients are more satisfied, as we have even had clients come back for more services since we got that training. It has improved our earnings."

Mrs. Hanson shares how working with PIND has also re-shaped her approach to business support.

"There were things that we ordinarily would do, that we had to re-think. For example, we were working hard to increase our client base, but realized that we would be better off focusing on getting the desired results for the small businesses we currently work with. Another thing is that small businesses don't often have access to information. We started sharing more information on networking opportunities for our clients. These small businesses usually do not know they need these opportunities, but it

dawns on them when they get them."

In 2016, PIND also used its Technical Assistance Fund (TAF) to support some SMEs who had funding constraints but whose activities have broader market system impact to upgrade their technologies, afford consulting services and improve working capital. Under TAF, we processed and approved grants for eight SMEs.

PIND reinforces the business side of agriculture by bringing the BSPs into the fold of its value chain work and broadening the BSPs knowledge. In 2016, PIND's business linkages work also entailed linking FEMAS Microfinance Bank, whose original loan fund came from the UK Department for International Development (DFID)'s Market Development (MADE) Project, to 40 palm oil processors in Umuagwo, Imo State, to provide N100, 000 to each of these processors to increase the scale of their businesses. Ayodele of DIC tells us that learning from PIND's value chain work has greatly broadened his knowledge base.

"As a BSP I can't be restricted. In banking where I was before, I was narrow in my approach, but now I can provide support in all different value chains and even business linkages. This has helped us understand what business development services actually entail."

PIND in 2016 trained another batch of nine business service providers, and we can't wait to see the additional impact they will make.

Ayodele Bamidele (center) of DIC Limited, a Warri-based, PIND-trained business service provider, visits a client who runs a bakery business in Warri, Delta State.

His company and other BSPs supported 182 small businesses in 2016



How have we impacted the business environment in the Niger Delta?

BY WIDENING OUR REACH

- Six PIND trained business service providers (BSPs) reached 237 small businesses, 90 of which are implementing improvement plans as a result of the technical assistance they are getting from the BSPs.

BY FACILITATING LINKAGES

- 45 Small businesses have concluded transactions following linkages, with new markets facilitated by PIND's BSPs and 16 SMEs have accessed loans worth N247.5m

BY INCREASING ACCESS TO FINANCE

- Our BSPs have helped increase SMLs' sales by N336.5m, facilitated 203 new jobs and leveraged N200.6m in new investments.

APPROPRIATE TECHNOLOGY

ENABLED DEVELOPMENT

(A.T.E.D)

A part of PIND's economic development program, the Appropriate Technology Enabled Development (ATED) project sources, shares, provides training, and pilots existing and new appropriate technology (AT) solutions to meet the needs of communities and small businesses in the Niger Delta region.

Promoting



Innovation in
Agricultural
Value Chains

Team **Safari**

works together at the Fish Farming AgriHack to introduce technological innovations that address inefficiencies in the aquaculture value chain at PIND's Economic Development Center (EDC) in Warri, Delta State. The Warri, Delta State-based team would go on to become one of four finalists with their innovation -- a crowdfunding (alternative finance) platform that enables farmers to get the needed funds to scale their farming projects





Niger Delta-based
Entrepreneurs
have made
826,878,676 naira
in the sale of
PIND promoted
appropriate technologies
in 2016 alone, and
1,116,738,676
between 2010
and 2016

Last year, PIND worked with Wennovation Hub to bring together a group of young technologists to create technology solutions to help improve the efficiency of the aquaculture. With AgriHack, we are leveraging on existing infrastructure and successes to bring in youth that otherwise wouldn't be interested in agriculture and also bridge the knowledge gap using ICT related activities. Here, we tell the

story from the perspective of Pascall Odogun, a member of Team Safari whose technology emerged among the winners at AgriHack, a competition where technologists worked with fish farmers to create technology-driven solutions to challenges in the aquaculture value chain.

"My partner [Jude] heard of AgriHack, and thought our app Idea would work. We sent in an application and after a couple of weeks we were notified we were successful in the first round. We were told to stay alert for further instructions. Weeks later, we were invited for the five-day incubation.

This is how the app works: Farmers are price-takers, and when fish gets to the market and sell. Farmers don't have the muscle to sell in urban areas, so they are at mercy of middlemen. Many farmers are old, and they're mostly analog in their approach. Rather than having mobile apps that people may not be able to use, we use an SMS-based system that helps you access price data by sending commands, you let the system know you have produce by sending a command, and so on.

There's mental resistance to technology sometimes when you are trying to get people to adopt these technologies, but the appeal has been 'You can get a better price! What if I give you a platform where you can tell what the market is looking like and you can see what people are willing to pay?' It's something gaining ground, and there is interest.

The AgriHack was enlightening. Part of the activities was going to various clusters and for the first time I saw the environmental challenges the farmers were up against. I saw that fish farming is still a very costly affair. The hygiene conditions have a lot to be desired. Those are some obstacles in serving their produce to more upscale markets and even exports. At the time we were creating a solution that could plug into every market in the world, but we saw that even on the production end there was a lot to be done. We had a conversation on the side with Precious (PIND Business Linkages Senior Program Officer) on value chain issues in the Niger Delta, and it was very enlightening. PIND and Wennovation Hub have been really generous. We've finalized the app and started doing demos in Nov/Dec 2016. We've tested now, and we have a final version. We are gathering our user stories, and when we have enough strong ones we will do a big media splash."

Fostering Partnerships

for IMPROVED ACCESS to

Clean Water

in the Niger Delta



Students at Government Technical College Port Harcourt, Rivers State, use their newly-installed toilet facilities while their principal, Mrs Rosemary Adooh (in a red jacket) looks on

PIND's approach to Water, Sanitation and Hygiene (WASH) has evolved over the years, from a focus on clean water access using technology to an expanded approach that now also addresses needed change in behavior and structural issues in the administration of WASH programs by local governments in the region.

"What has really helped us in the past few years has been learning quickly and forming the needed partnerships," says Timi Kiakubu, PIND's WASH Coordinator. "Having a good deal of patience does not hurt either. Things like the WASH in Schools program to improve access to clean water and sanitation in schools have been a long time coming, and we're finally seeing the fruits of those efforts. We have also been able to start forming needed linkages with organizations like Rotary International and United

"Nations Children's Fund (UNICEF) and these are proving very important links to have."

On September 1, 2015, PIND signed a first partnership agreement with UNICEF that saw both organizations collaborate on a five-month rural WASH project in 2 local government areas each in Rivers, Bayelsa, Akwa Ibom, Edo, and Delta States, under UNICEF's Niger Delta Support Program (NDSP) to mainstream conflict sensitivity into WASH programs. With local partner Community Initiative for Enhanced Peace and Development (CIEPD), both organizations worked to enhance peacebuilding in 10 Local Government Areas (LGAs) of the five Niger Delta states through development of systems for mainstreaming conflict sensitivity in WASH Programming and strengthen the capacities of local institutions on the application of these systems in strengthening social bonding and mitigating conflict in project communities

In a lot of ways, the second partnership agreement that both organizations signed in 2016 was as a result of further deepening the gains made on the first one. Take the work to set up the Peacebuilding Monitoring and Response Team (PMRTs) in each participating LGAs to improve response to conflict that may threaten access to WASH facilities, for example. Raphael Nwozor, UNICEF's WASH Specialist, wanted to see the PMRTs they had helped establish in action.

"at the time they were trained and beginning to take on issues, the period of the first agreement had run out. They were not able to do much ground work, so we felt it's something we need to explore further, to get them to be more hands-on, and see them begin to address some issues, and build them up to a point where they can stand on their own. Based on that, we felt that we still have some more work."

The second partnership agreement also presented both parties with an opportunity to address one of the challenges they noticed: the need to improve the quality of training. With the second partnership agreement, PIND received ₦80,757,204 from UNICEF to enhance service delivery capacity of local institutions through conflict sensitivity and capacity development in WASH service delivery in ten LGAs across five states.

Improved training processes are already beginning to bear fruit, as it is already beginning to improve the quality of training and instruction on WASH best practices. Dr. Bilkis Dosah of the Kaduna State-based National Water Resources Institute, a parastatal under the Federal Ministry of Water Resources, underwent the training in March 2016, and was enthusiastic about the marked difference between this new training method and all the others she had ever experienced.



“In this one, the participants are the trainers,” Dr. Dosah told us. “I now have to show it step by step, and engage the trainees. The participants now make their own presentations. We didn’t have to use a multimedia projector.

The former is more trainer-centred, now the focus is on the participants.

After my training, I trained people in Ekiti State using the knowledge and skills from the training. I think that was why subsequent trainings were organized for other trainees. Trainees tell me “we’ve not received training like this”, and I see their enthusiasm.

Overall, we hear people call us back to tell us that this training was very different from previous ones they’ve got. They tell us that is is better for them. UNICEF were also in the Ekiti State training, and according to them it was a great change.”

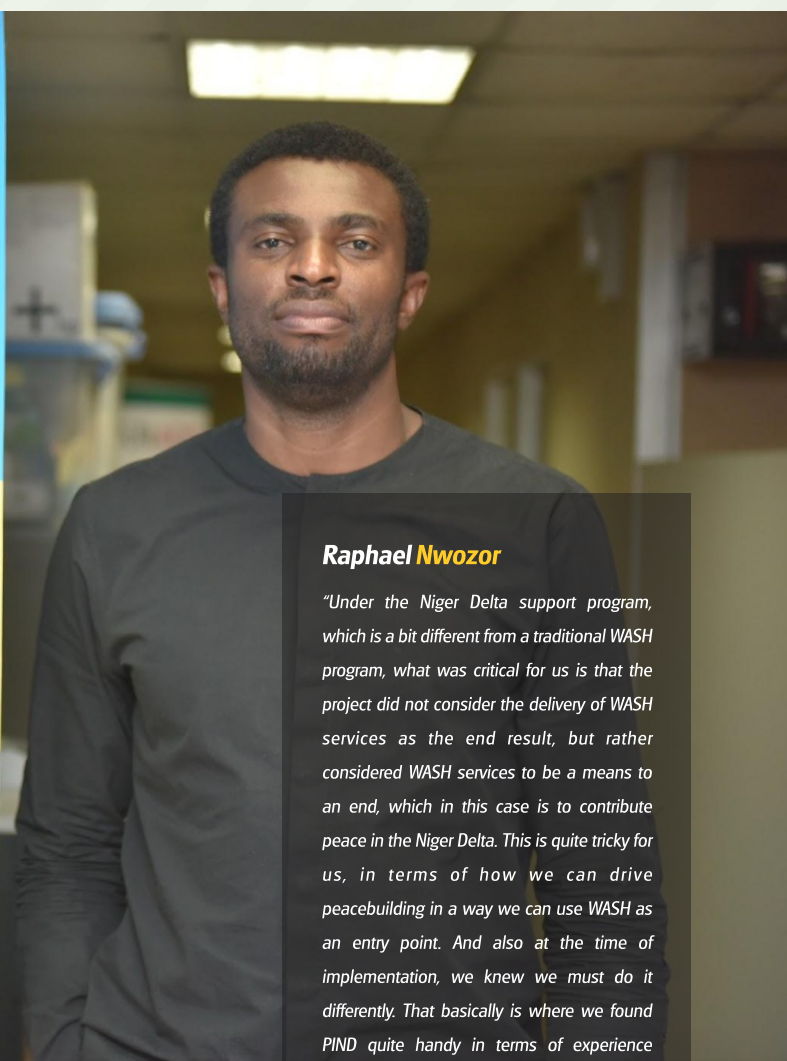
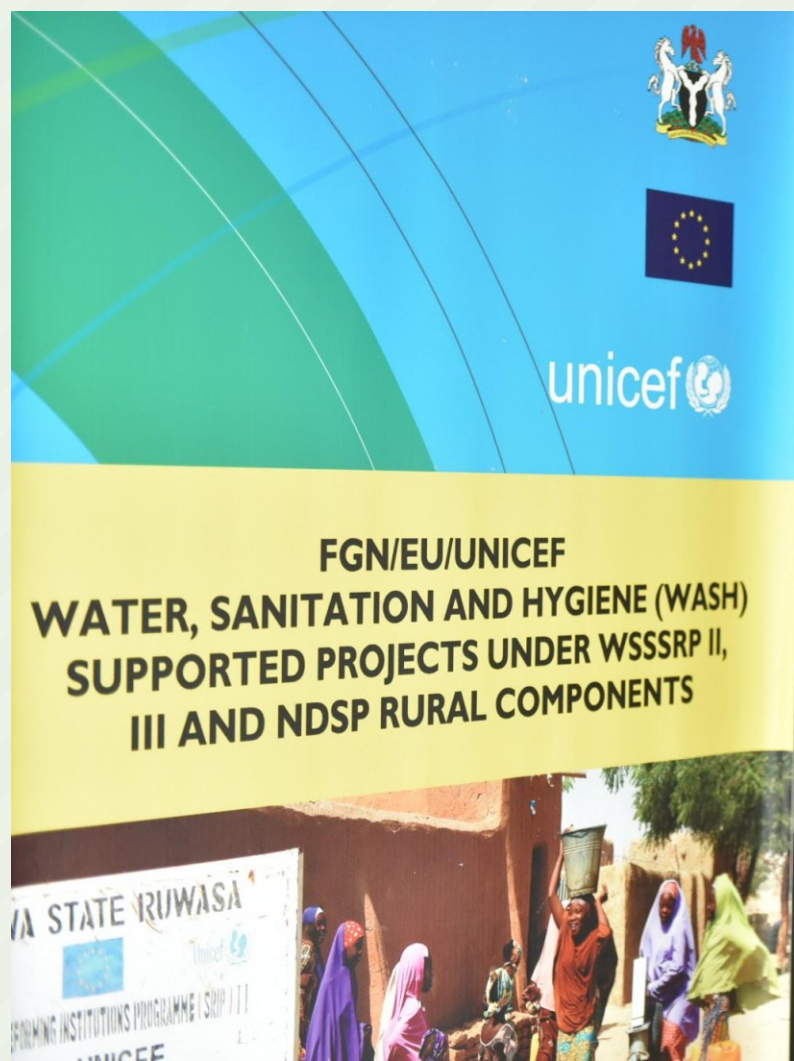
But perhaps the most exciting prospect of the new partnership agreement between PIND and UNICEF is the work to improve availability of affordable water filtration technology in more Niger Delta homes. The United Nation’s Sustainable Development Goals have water quality as a major indicator, an area in which Nigeria falls quite short: **61%** of Nigerians have access to hygienic water, but when one applies the condition of clean, potable water, the number drops to **12%**.

Dr. Bilkiss Dosah (standing) leads a session during a training on WASH Best Practices in Kaduna, Kaduna State. The PIND-UNICEF training on WASH has helped show her a more effective way of training people who provide WASH services throughout the country



A partnership between the Dodo River Communities Rural Development Association and Oxbow Lake Rotary Club of Yenagoa, Bayelsa State, as well as funding from the Rotary Foundation, enabled us to deploy 1,200 biosand filters in the five communities.

Part of our work to improve local communities access to clean water, these filters are made with locally available materials and can remove 99% impurities, this deployment also included hygiene education.



Raphael Nwozor

“Under the Niger Delta support program, which is a bit different from a traditional WASH program, what was critical for us is that the project did not consider the delivery of WASH services as the end result, but rather considered WASH services to be a means to an end, which in this case is to contribute peace in the Niger Delta. This is quite tricky for us, in terms of how we can drive peacebuilding in a way we can use WASH as an entry point. And also at the time of implementation, we knew we must do it differently. That basically is where we found PIND quite handy in terms of experience working in the Niger Delta and in peacebuilding.”

UNICEF WASH Specialist, Raphael Nwozor stands in the hallway of the UNICEF office in Abuja. He extolls PIND’s input on peacebuilding and has worked with PIND on the partnership agreements between both organizations.

“With this partnership,” Nwozor tell us, “We are exploring the possibility of both expansion of Biosand filters that PIND is currently working on and clay filters. We’re looking at providing options, affordability and water quality. Clay filters can deliver the same service at a lower cost but the fact that they can be put together locally is another advantage.”

2016 saw the beginning of the market research for the clay water filters, and more work will be done in the coming year to launch the filters in the market and getting clean water to more households.

PEACEBUILDING:



Catalyzing a Growing Movement for Peace



Loretta Ahuokpeme

"For me personally, I didn't see women's participation in many communities where leadership on peacebuilding is formed. I tell them it's not possible to do peace building without women. That is the issue with culture and belief. Women themselves believe they should not be part of decision-making in their communities. I keep asking the girls, "why would you not come out when the issues are brought up?" I tell them that what happens in their community concerns them. We mentor our young people so they understand that they are smart and can make contributions that benefit the community"

Loretta Ahuokpeme (standing) leads a Partners for Peace meeting in Port Harcourt, Rivers State. Through her work, she ensures an inclusive approach to peace building in her state chapter

51 trainings, workshops, seminars and events aimed at building local capacity in peacebuilding and conflict sensitivity were attended by 6,858 participants. The trainings and the 102 conflict reports and assessments which were produced using peacebuilding data from PIND's Early Warning and Emergency Response (EWER) System contributed to an increase in the P4P chapters' reputation in their respective states, resulting in 28 partnerships with government and private sector actors on conflict mitigation and peacebuilding activities.

Although initiated by PIND in August 2013, the Partners for Peace (P4P) Network was always meant to be an independent body driven by the communities it is meant to serve. In 2016, PIND's Peacebuilding team fostered P4P's blossoming independence, providing support for 95 new and/or scaled-up interventions in peacebuilding and conflict resolution, resulting in a remarkable increase in conflicts being resolved by P4P Network members. Letting the Network take on a life of its own has been key to its growth; the Network has grown from 120 members at its start in 2013 to over 4,000 members from across all nine states of the Niger Delta region by 2016 because Network members have been allowed to truly own it by determining the shape of its intervention in their states, creating their own sub-chapters in some communities and even forming their own partnerships with relevant state actors.

The rise in Partners for Peace (P4P) membership from 3,578 at the end of September 2015 to 4,859 by end of third quarter 2016 is another success story of PIND's partnership approach in facilitating a robust peacebuilding infrastructure. The Network come up with interventions that respond to the needs of communities based on their own assessments, while the PIND P4P facilitation team provides needed capacity building.

2016 also marked the first time that funds allocated by PIND for the Network were handed over to the Central Working Committee (CWC) to be administered on behalf of the network. In April 2016, the P4P held its first Annual General Meeting (AGM), completely organized by the CWC with very little supervision from PIND. There was a unanimous consensus that the 2016 AGM was the best organized so far drawing dignitaries like the Deputy Governor and the Speaker of Akwa Ibom State House of Assembly. All nine state chapters now have their own fully functional offices for their operations. As an integral part of the institutionalization of the P4P network, it has also created its strategic plans and standard operating protocols (SOPs) to move the administration of the chapters from adhoc governance to standards entrenched within an established framework that can be referenced by all.

This formalizing of structures and tightening of procedures is already beginning to pay off for the P4P chapters: four of the nine state chapters have received international funding to carry out activities in their states on election-related programs, often without PIND's help.



VOICE FROM THE Niger Delta

We caught up with Chilos Godsent, a member of Partners for Peace (P4P) in Imo State to discuss his work, PIND’s influence and on the lessons he has learned “P4P came in and had an introductory stakeholder meeting in Owerri, Imo State, in 2013. There, I learned about the network and started attending the meetings as a member. We did elections, started interventions, and interacting with other states. With P4P, we saw the link between peace and progress. Being a chairman of the PREVENT team is like being a reverend father. You have to live a guided life and be a role model. Everywhere you go, you must promote peace. We have been dealing with cult clashes and intra-communal fights. We also have to deal with Eze chieftaincy tussles, where govt often gets involved by trying to impose candidates. We also get involved in local level stuff where neighbours fight.

Chilos Godsent (standing) facilitates a P4P mediation meeting in Ohaji Egbema in Imo State. Such meetings are among the means through which his chapter of P4P work to bring communities together in peace

In most cases we try to conduct trainings to improve local governance in these communities. We try to institute a governance framework. We have been putting those in place in these communities where we intervene. Many of the Ezeship crises is about lack of institutional framework. There’s no place people can go to for grievances, and people turn to violence as a result. We train them on negotiation and dialogue, so that they can use these tools when they are aggrieved.

80-90% of our progress is PIND, because they trained us and gave us funding to enable us do what we do. If PIND had not been here, we couldn’t have gotten the resources to get what we want. Some community people also know PIND projects. People always ask who sent us, and we tell them it’s PIND and they calm down and let us work. They listen to us” Chilos Godsent, P4P (Imo State)

Building Social Capital for Peace Among the Region's Youth



Along with the expansion in our Partners for Peace (P4P) Network has come the need to channel interventions directly to the youth who often get co-opted to perpetuate violence, leading to the setup of 6 clubs in schools, 3 of which are in Ondo State and 3 in Imo State. With the Peace clubs Irene Abidoye helped start in Ondo State, she reaches vulnerable youth directly in interventions that target them.

“Peace must start in the lives of children. If we don’t have peaceful lifestyles, we won’t attain the goal of peace. Peacebuilding is not only for security reasons, but also to help our children achieve their goals.”

Adebayo Olatubosun, Principal of Dynamic Excellent College in Ipe-Akoko who is also the coordinator of the club, credits Mrs. Abidoye for her work on the Peace clubs.

“It has been good to see her take charge. She has worked to let community members know about the Club, and has even gotten the traditional leaders involved. She has really worked hard on this, and we are grateful.”

In these Peace Clubs, students are taught the key drivers of conflict, how to address them, and are sensitized as to the importance of peace in their communities. Mrs. Abidoye has found the trainings she had partaken in as part of P4P essential in the development of these clubs.

“The Conflict analysis trainings have helped me, and I think that it should be part of people’s lives. Political actors use children for conflict, so I want them to be agents of peace. During the Conflict Analysis training (CAST) we learned that conflict comes for a reason. There’s also Early Warning Systems, which is also great for the kids to know. And the youth can see these things even before we do.”

When **Irene Abidoye** is not counselling patients at the General Hospital in Ipe-Akoko, Ondo State, she is coordinating three Peace Clubs in secondary schools in Ondo State.

The Vice Principal of the Dynamic Excellent College, Francis Aiyegbo, which has had a Peace Club operating in the school for a year, was enthusiastic about the setting up of the clubs and is clear about the need for such interventions for young people.

“We are very happy with the setting up of Peace Club in our school,” says Mr. Aiyegbo. “Many youth in our school end up involved in political and even ethnic issues. The various youth factions clash. Some even get involved in political party-related fighting.”

The peace club in Dynamic Excellence started in June 2016, but already teachers say they see an improvement in students’ behavior, and believe that this improvement will spill over into their relationship with the wider community.

“We used to have many stubborn students who fought with teachers and amongst themselves,” says Mr. Adebayo. There is now no account of any troublemaking. When we introduced the clubs, we introduced peace.”



Analysis and Advocacy Our Results

200,000,000

Naira in increased investment in the Niger Delta due to stakeholder engagement. This brings the 2010 - 2016 total to 292,000,000 naira

974

Stakeholders at advocacy meetings, bringing the 2010 - 2016 total to 2,572

3

Collaborations among stakeholders, bringing the 2010 - 2016 total to 8

16

Policy guides and briefs contributed to bringing the 2010 - 2016 total to 18

Below is data for NDLINK an information and Communications platform aimed at leveraging the power of the internet to unite stakeholders in the region

7,246,004

Visits to the Platform, bringing the 2010 - 2016 total visits to 9,116,508

48

New organizations on the platform, bringing the 2010 - 2016 total to 250

77

Donor organizations projects reported and published, bringing the 2010 - 2016 total to 626

Strengthening Niger Delta Stakeholders' Commitment to Regional Development ■



Development is a complex and multi-disciplinary process, and perhaps the first step in articulating a way forward for the region is in re-imagining a possible future, beginning with changing the narrative of the Niger Delta.

That is why the fifth edition of the annual Niger Delta Development Forum (NDDF) that held in Owerri, Imo State, had the theme **“Towards Self Sustaining Development in the Niger Delta: Narrating and Showcasing a Re-Imaged Niger Delta”** and tackled the broad issues of peace, regional cohesiveness, digital economy and climate change. Attended by 373 private and public sector stakeholders from across the Niger Delta, this invitation-only Forum was organized by the Niger Delta Partnership Initiative (NDPI) Foundation, the Foundation for Partnership Initiatives in the Niger Delta (PIND),

“Towards Self Sustaining Development in the Niger Delta: Narrating and Showcasing a Re-Imaged Niger Delta”

Joel Bisina Lite Africa (right) and Emem Okon, Director of the Akwa Ibom-based Kebekatche Women Development Foundation and Partners for Peace (P4P) state chapter leader from Akwa Ibom State, discuss issues facing women and youth in conflict-prone communities at the 2016 Niger Delta Development Forum (NDDF) in Owerri, Imo State. The fifth edition of this annual Forum brought together people from the public, nonprofit and private sector

Imo State Government, and members of the Developing Market Alliances in the Niger Delta (DEMAND) Alliance, among others.

Did you miss NDDF in Owerri, Imo State?

Here are some insightful quotes speakers at the event that got us thinking



“In designing programs for violent youths, a special focus on the rehabilitation of women must be given priority too, involvement of women in rehabilitation process speeds up the healing process”

EMEM OKON KEBEKATCHE WOMEN DEVELOPMENT FOUNDATION



Environmental issues do not have boundaries. Climate changes is not as emerging threat, it is already here with us”

IDABOR DG. NATIONAL OIL SPILL DETECTION AND RESPONSE AGENCY (NOSDRA)



The recession being experienced by the country following dwindling oil revenue illustrates that the nation needs to diversify its economy. If we really want to grow and diversify its economy, as individuals, we need to first rely on technology”

TOSIN AKINGBADE PRICE WATERHOUSE COOPER (PWC)

Read the full report and watch videos from this and previous editions of the Forum on www.nddforum.org.

Influencing Practices and Engendering Agricultural Development in Delta State



Following the 2015 gubernatorial elections, we extended a hand of partnership to new state governments throughout the region with the objective of helping translate their plans to develop their states into reality.

Delta State was one of the states that took the offer up, and worked with us on projects spanning agriculture and youth development. In an interview, the Delta State Government's Chief Job Creation Officer, Prof. Eric Eboh shares on the value that PIND brings "The Job Creation Office works within context of the Steering Committee on Job Creation, which provides valuable advice and policy direction.

When I assumed office, one of the first things I did was to look for organizations that can collaborate with the state government.

I found that PIND had been working in the state even before I was appointed. I met with the Executive Director and his team, and learned that they'd been working in aquaculture and cassava value chains. Incidentally, these are commodities where the state government has a lot of interest in terms of economic diversification. That is why I see this partnership as a win-win.

The key things we're doing now where PIND has added value to our activities is in the development of fish farm clusters in the state. One of the things we want to do is to develop farm clusters for trainees. Developing clusters requires some technical expertise.

PIND is working with other resource persons and experts to develop these clusters.

Also, in the area of training, we are getting value in the area of training and capacity building.

We train to enable them become successful entrepreneurs, because the overall aim of our Job creation program is to develop successful entrepreneurs. We are working with PIND to have demo ponds in these fish farming clusters to become model ponds for showcasing

"The Job Creation Office works within context of the Steering Committee on Job Creation, which provides valuable advice and policy direction."

best practices. When we get them to train our job creation trainees, the way PIND trains is more systematic and the way they contribute to our program development is systematic.

I also want to mention that at policy level and oversight level, based on value PIND brings to development activities, the state government has invited PIND to join the Steering Committee on Job Creation as well as the Agric Marketing Committee. These are two important committees working with Job Creation. PIND was named into these committees in the last quarter of 2015"



A Dependable Partner for the Development of the Niger Delta

Former Executive Director of PIND Sam Daibo (center left) shows Nigerian Vice President, Prof. Yemi Osinbajo (center right) a map of PIND's programs in the Niger Delta region at Aso Villa, Abuja

Partnerships between PIND and governments at the federal and state levels have resulted in positive policy shifts, re-direction of development funds, effective people participation in the decision-making process as well as in tangible gains in agricultural production, value addition, market linkages and the development of the small business sector. With more active collaboration with key government

Charting a Way Forward for the Niger Delta

PIND in partnership with four non-governmental organizations – Facility for Oil Sector Transparency (FOSTER), Nigeria Stability and Reconciliation Program (NSRP), Stakeholders Democracy Network (SDN), Nextier Advisory; and four government ministries/agencies – Ministry of Niger Delta Affairs, Presidential Amnesty Program, Niger Delta Development Commission (NDDC) and Ministry of Environment, came up with the Niger Delta Way Forward (NDWF) program aimed at moving the region from stabilization to sustainable development. The program will focus on reviewing existing plans for Niger Delta development and refining them into a better coordinated operational framework for stabilization and sustainable development of the region ensuring that development efforts in the region are targeted to deliver the desired impacts and are not being duplicated.

The NDWF Program is still in its stage of infancy. So far, we have organised youth forums where individuals were brought in from across different ethnic and regional groups to discuss their concerns and the region's future. We organized a two-day technical workshop with the theme "From Stabilization to Sustainable Development" aimed at reinforcing and rallying a cohesive strategy for government agencies to work together in the region. The new operational framework will tackle six key areas namely security, rule of law, economic diversification, environment, governance and social well-being and is expected to serve as a tool for the Federal Government to engage with the region.



PIND's Executive Director, Dr. Dara Akala (left) with Federal Minister of Niger Delta Affairs, Dr. Usani Uguru Usani at the Niger Delta Way Forward Technical Workshop that held in Abuja in January 2016

agencies and other development partners, quite a lot will be achieved in the Niger Delta region.



IND's current Executive Director and erstwhile Program Director, Dr. Dara Akala; Cross River State Chief Economic Adviser, Dr. Francis Ntamu; PIND's then Executive Director, Mr. Sam Daibo; and Cross River State Chairman of the Strategic Policy Advisory Council, Dr. Pius Tawo (from left to right) reading and signing the partnership agreement.

This agreement took effect on May 1, 2016. PIND, in collaboration with the Cross River State Planning Commission and other development partners, is driving the process of producing a 30-Year Growth and Development Strategy (GDS) for the state.

The work on the GDS followed the signing of an Memorandum of Understanding (MOU) at the Cross River State capital city of Calabar on April 30, 2016, which empowered PIND and the office of the Chief Economic Adviser in cooperation with relevant state ministries and civil society organizations to: develop the state's agricultural economy with emphasis on cocoa, cassava, aquaculture and oil palm value chains; produce a strategic document to help the state's economic development planning; develop new strategies and policies for youth development; improve the state's capacity for conflict mitigation and mediation; and support the state government in the selection of the right partners for specific sector development.

The GDS is a policy and a strategic plan around the economic pillars of agriculture, infrastructure, energy and tourism. The plan which will be in the short, medium and long terms aims to unleash its economic transformation from a subsistence 'civil service' economy to a globally competitive, modern industrial and service economy. Expected outcomes include sustainable new jobs, social and financial inclusion, functional learning, rule of law, wellness and governance that catalyze poverty reduction, infrastructure supply, and generally speaking, triple prosperity for the people.

Below are highlights of other government partnerships in 2016:

- ✦ **Delta State:** PIND was appointed a member of Delta State Government Steering Committee on Job Creation to help set direction and delivery strategy for agriculture development in the state aimed at creating jobs for the teeming youth population.
- ✦ **NDDC:** PIND was appointed to the Niger Delta Development Commission (NDDC)'s Think-Tank to shape strategy for achieving sustainable regional development.
- ✦ **Ondo State:** PIND is working with the government of Ondo State to train young graduates in commercial agriculture in collaboration with the Wealth Creation Agency and Chevron Nigeria Limited.
- ✦ **Edo State:** PIND in collaboration with the Edo State Ministries of Agriculture and Lands & Surveys facilitated the acquisition of 4,500ha of land for commercial cassava farming in partnership with Orogho community and 50 local farmers
- ✦ **Imo State:** In Imo State, PIND is working with the State's Peace & Security Committee through our Partners for Peace (P4P) state chapter in addressing major conflict issues and building enduring peace in various communities
- ✦ **Imo State:** The fifth edition of the Niger Delta Development Forum that held last year in Owerri, Imo State, was organized with the hands-on involvement of the Imo State Government, and highest level of state government representation, with the Deputy State Governor in attendance.

CAPACITY BUILDING

Our Results



Under this program area, we build the service delivery and engagement capacity of government, civil society and communities.



The Capacity Building for Local Empowerment (CAPABLE) project, we have opened up a strong, sustainable market for capacity building services for local organizations in the Niger Delta.

07 CAPABLE orgs provided services in 2016 bringing the 2010 to 2016 total to 31

04 New Organizational policies developed by trained organizations using what they learned in the training, bringing the 2010 to 2016 to 54



Through our strengthening Advocacy for Civic Empowerment (SACE) project, we support increased engagement and efficacy of civil society to influence public institutions whose function it is to serve citizens' interests.

19 Participating organizations represent marginalized communities like women, youth, persons with disability etc. This brings the 2010 to 2016 total to 56

35 Civil Society organizations receiving assistance and engaged in advocacy interventions.

29 Public discussions on key governance issues, bringing the 2010 to 2016 total to 35



Through our Leadership Empowerment and Development (LEAD) program we boost local government service delivery and improve services in participating local government councils in River State.

186 Stakeholders received direct support / assistance in 2016, bringing the 2010 - 2016 total to 3,118.

55 Community interventions held by participating civil society organizations, bringing the 2010 to 2016 total to 71



Dr. Samuel Dare,
Self-Help and Rural Development Association (SHERDA)
Warri, Delta State and Port Harcourt, Rivers State.

IMPROVING CIVIL SOCIETY ORGANIZATIONS' SERVICE DELIVERY AND CAPACITY

Dr. Samuel Dare, Director at Self-Help and Rural Development Association (SHERDA), at his office in Warri, Delta State. His organization SHERDA began using PIND's Making Markets Work for the Poor (M4P) approach to economic development following a CAPABLE M4P training

Our Capacity Building program works to improve service delivery of civil society organizations and government officials. In 2016, our Capacity Building for Local Empowerment (CAPABLE) project provided trainings on monitoring and evaluation, resource mobilization and fundraising, social media and advocacy to 268 participants from 47 local development organizations. Also under CAPABLE, 17 out of these organizations were trained in collaboration with the UK Department for International Development (DFID)-funded Market Development (MADE) program on the Making Markets Work for the Poor (M4P) as part of PIND's work to encourage more organizations to embrace market-driven approaches to development in the region.

Organizations that partook in these trainings have increased both their service delivery and their ability to raise funding for their work.

There is nothing that we have learned during CAPABLE that is not useful. We have at least six staff that have gone through the program, and their performance and delivery is better as a result. They have now all become resource persons in their different areas. We have even applied what we learned on best practices in improving capacity to our capacity building work for youth and how we develop our own staff. As a result of CAPABLE training, we have been a beneficiary of EU funding and currently have a UNDP program running, because we learned proposal writing under CAPABLE. This added capacity has also helped improve our name recognition and boost local partnerships.



Ramat Idiake,
Africa Network for Economic and Environmental Justice (ANEEJ) Benin, Edo State

Ramat Idiake, Finance Officer at ANEEJ, makes a presentation on ANEEJ's financial reporting at her office in Benin, Edo State. Her organization both benefitted from a CAPABLE training and is a beneficiary of a Strengthening Advocacy for Civic Engagement (SACE) grant.

I work in the finance department at ANEEJ. When we did the CAPABLE training, I realized that some of our internal documentation weren't properly processed and approved. Our procurement process also was not very well documented. Because of the PIND training, we worked to make ourselves better. Now we're more inclusive, as we do more gender mainstreaming and include Persons with Disabilities (PWDs) in our work. We now have the right systems in place.

Ekanem Inyang,
Applicant Welfare Organization Uyo,
Akwa Ibom State



Ekanem Inyang, Executive Director at Applicant Welfare Organization, facilitates a capacity building training at his office in Uyo, Akwa Ibom State. As a result of the CAPABLE training, his organization has been able to attract more funding and boost its profile.

We were involved in CAPABLE I and the Advanced CAPABLE training. Since these trainings, there has been a lot of changes in our organization. We have improved on our documentation, developed some new policies.

We have human resource policies, social media policy, and even an open information policy which defines what we can share externally.

These were policies we did not have before, and they are useful to ensure that everyone within the organization is on the same page. The organization's system has been strengthened.

After we passed through CAPABLE, we wrote a proposal to an Akwa Ibom State agency and we won the contract to train their staff. They even gave us a certificate for a job well done.

We were able to apply the knowledge in preparing a proposal for a USAID for a public health program targeting Orphan and Vulnerable Children (OVCs) in the state for five years, and I am glad to say that we won.

So as a result of CAPABLE, we are now capable of training others! These things help us grow and sustain our work.

SACE Organizations Made Giant Strides to Boost Public Engagement in the Niger Delta and Beyond

Strengthening Advocacy for Civic Engagement (SACE) project participating organizations take advantage of collective impacts of working together in clusters with other Niger Delta organizations interested in bringing about change in six areas of advocacy. The eight SACE partners organizations, referred to as Anchors, work with eight different clusters wherein they are provided coaching and mentoring by the project. The clusters began work in November 2014 following the SACE project launch. Each of the Anchors lead the advocacy clusters working to drive advocacy efforts in their given sectors. Niger Delta organizations in these clusters who completed our Annual Progress Index reported an average net change of 53% on the System for Transformation and Results (STAR) index, a tool used to measure the capacity of organizations.



SACE worked with its participating organizations to do 186 media programs in 2016 to promote transparency accountability and good governance.

749 people were also trained under this program to enhance the capacity of 35 organizations.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA

Report on the Audit of the Financial Statements

We have audited the financial statements of the Foundation, which comprise the statement of financial position as at December 31, 2016, the statement of operating activities, statement of changes in equity, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

Opinion

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Foundation for Partnership Initiatives in the Niger Delta as at December 31, 2016, its financial performance and its cash flows for the year then ended in accordance with the provisions of the Companies and Allied Matters Act CAP C20 LFN 2004 and the Financial Reporting Council of Nigeria (FRCN) Act No.6 of 2011.

Basis of Opinion

We conducted our audit in accordance with the Nigerian Standards on Auditing (NSAs) issued by the Institute of Chartered Accountants of Nigeria (ICAN). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the foundation in accordance with ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Going Concern

The Foundation's financial statements have been prepared using the going concern basis of accounting. The use of this basis of accounting is appropriate unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so. Management has not identified a material uncertainty that may cast significant doubt on the entity's ability to continue as a going concern, and accordingly none is disclosed in the financial statements. Based on our audit of the financial statements, we also have not identified such a material uncertainty.

Responsibilities of the Directors for the Financial Statements

The Directors are responsible for the preparation and fair presentation of these financial statements which are in compliance with the requirements of both Financial Reporting Council of Nigeria Act, No. 6 of 2011 and 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 misstatement, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.



REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA

Auditor's Responsibilities for the Audit of the Financial Statements

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 that 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 auditors' judgment, including the assessment of the risks of material misstatement of the financial statements. 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.

Report on Other Legal and Regulatory Requirements

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 statement of financial position and statement of operating activities are in agreement with the books of account.



Solomon O. Adeleke
FRC/2013/ICAN/00000000765
for: Baker Tilly Nigeria
Chartered Accountants

Abuja, Nigeria

17 May, 2017



**FOUNDATION FOR PARTNERSHIP INITIATIVES
IN THE NIGER DELTA
STATEMENT OF OPERATING ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER, 2016**

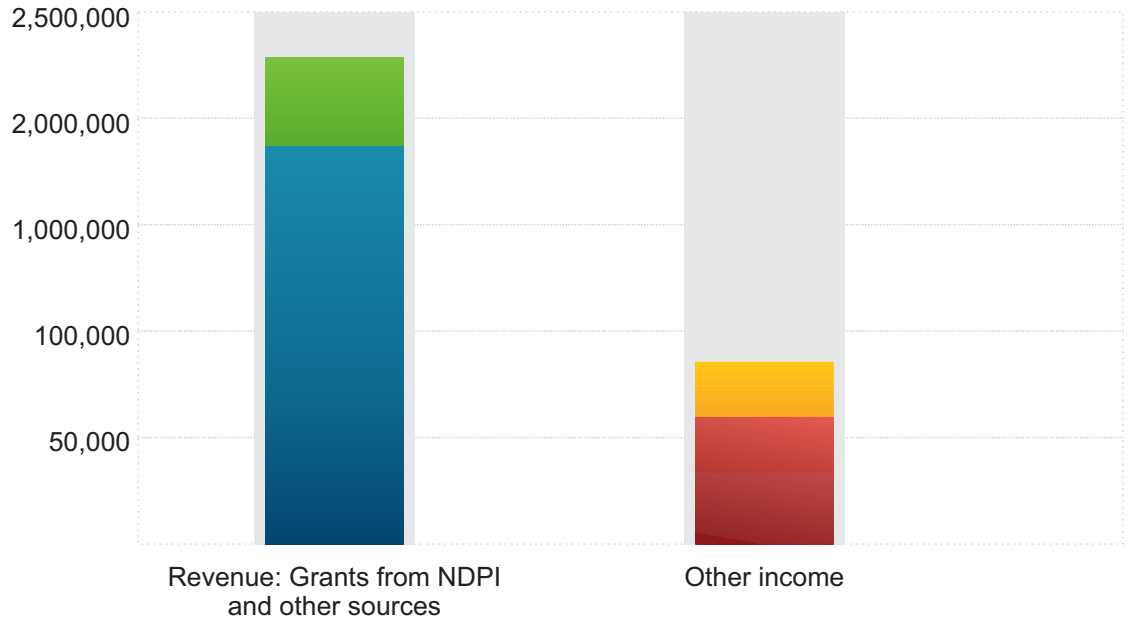
INCOME

2,017,804
IN 2016

1,810,312
IN 2015

89,528
IN 2016

59,681
IN 2016



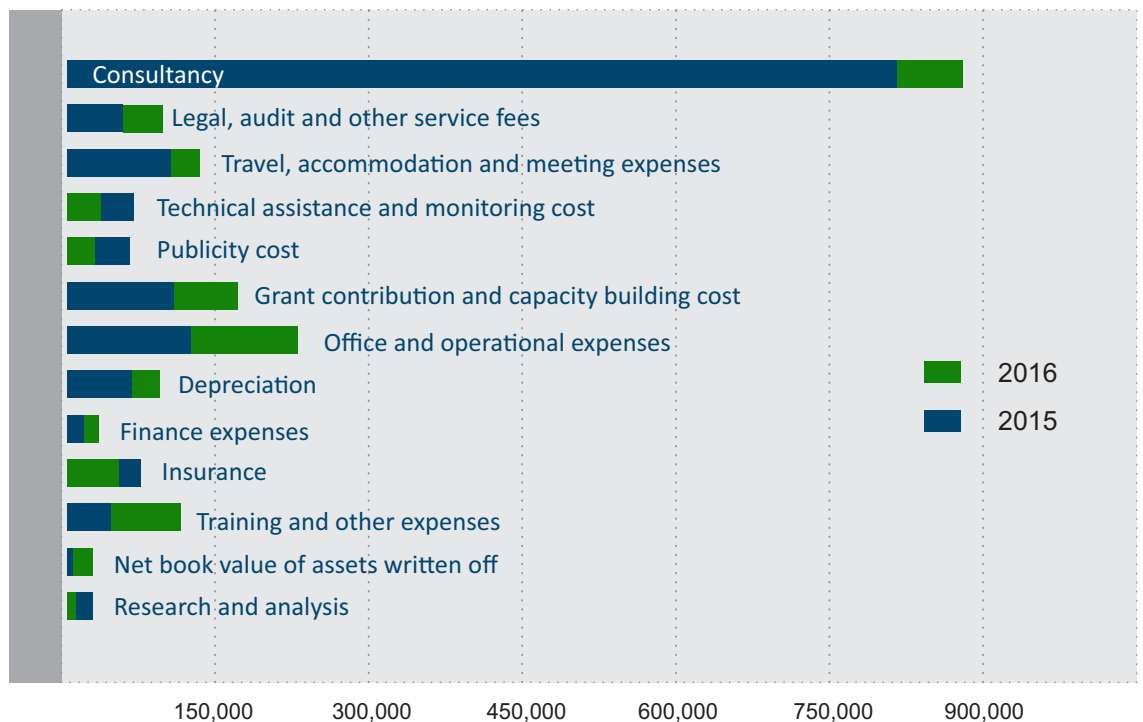
EXPENSES

1,379,142
Total Expenses
In 2015

1,604,104
Total Expenses
In 2016

698,343
Comprehensive
Income IN 2015

295,736
Comprehensive
Income IN 2016



**FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE
NIGER DELTA
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER, 2016**

ASSETS & LIABILITIES

Non-current assets

	2016	2015
Property, plant and equipment	422,350	468,902
Long term prepayment	44,845	99,165
	467,195	568,067

Current assets

	2016	2015
Receivables	8,677	15,630
Short-term prepayment	70,919	80,722
Cash and cash equivalents	1,266,950	421,468
	1,346,546	517,820
Total assets	1,813,741	1,085,887

Current liabilities

	2016	2015
Accounts payables	52,773	35,612
Accruals	54,401	42,051
	107,174	77,663
Total liabilities	107,174	77,663

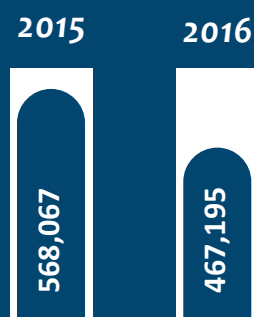
Net Assets

	2016	2015
Accumulated Fund	1,706,567	1,008,224

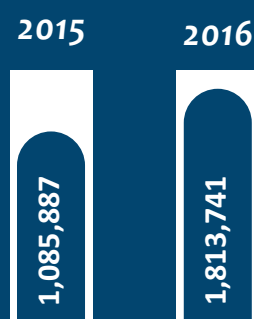
Total accumulated fund and liabilities

	2016	2015
	1,813,741	1,085,887

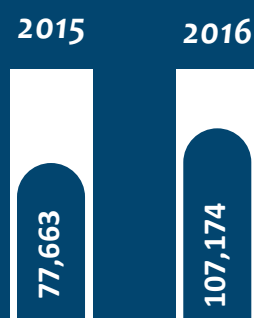
Non-current assets



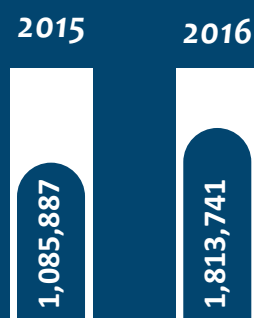
Total assets



Total Liabilities



Total accumulated fund and liabilities



FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2016

CASHFLOW

Cash flow from operating activities

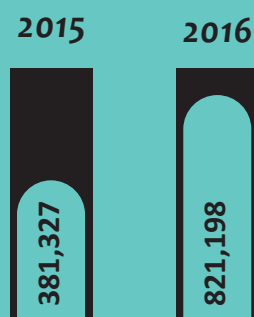
	2016	2015
Operating surplus before working capital changes	720,611	356,709
Changes in working capital	100,587	24,618
Net cash inflow from operating activities	821,198	381,327

Cash flow from investing activities:

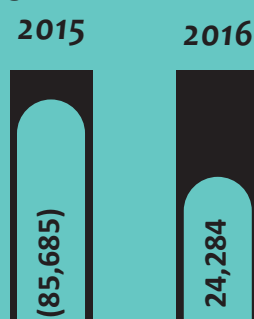
	2016	2015
Purchase of property, plant and equipment	(9,494)	(89,791)
Proceed from disposal of fixed assets	1,665	253
Interest received on deposit	32,113	3,853
Net cash inflow/ (outflow) from investing activities	24,284	(85,685)

	2016	2015
Net increase in cash and cash equivalents	845,482	295,642
Cash and cash equivalents at beginning of year	421,468	125,826
Cash and cash equivalents at end of year	1,266,950	421,468

Cash flow from operating activities



Net cash inflow/ (outflow) from investing activities



PIND PROUDLY SUPPORT



Linking Partners for Niger Delta Development

www.ndlink.org @_ndlink

facebook.com/ndlinkonline



NIGER DELTA DEVELOPMENT

FORUM

www.nddforum.org



PARTNERS
FOR PEACE

www.p4p-nigerdelta.org @p4p_nigerdelta

facebook.com/partners4peace

LEARN MORE  www.pindfoundation.org

CONNECT & ENGAGE:  @PINDfoundation  @PINDfoundation  facebook.com/PINDfoundation  @PINDfoundation

VISIT OR CALL

ABUJA | Head Office
25, Jimmy Carter Street, Asokoro
+234 (09) 291 04 54

WARRI | ECONOMIC DEVELOPMENT CENTRE
1, PIND-EDC Drive, Egbokodo Itsekiri
+234 (0) 817 240 1598, (0) 903 080 8794

PH | ECONOMIC DEVELOPMENT CENTRE:
6, Tombia Street, GRA Phase 2,
+234 (0) 811 052 1802, (0) 903 4577 987

CONTRIBUTORS

Writer: Saratu Abiola | Editor: Chinwe Nnoham Onyejekwe | Graphic Designer: Akperi Laju
Photos: PIND Media for Development Team



Building Partnership for Sustainable Peace and Development in the Niger Delta

