

The Niger Delta
Partnership Initiative

In Review 2010-2013



Contents

- 1 Introduction
- 2 Development and Corporate Social Investment in the Niger Delta
- 4 Corporate Social Enterprise (CSE): Business-Led Development
- 10 NDPI Programs
- 15 Key Lessons Learned
- 17 The Future of NDPI

Introduction

The Niger Delta Partnership Initiative (NDPI) was established by Chevron Corporation in 2010 to invest in socioeconomic development programs in the Niger Delta region.

Under this initiative, Chevron established a US\$50 million fund to support a portfolio of projects and partnerships aimed at reducing poverty in the region. As a partnership initiative, NDPI generates collaboration among a diverse collection of partners including bilateral and multilateral aid donor agencies, federal and state government agencies in Nigeria, private companies and civil society organizations. NDPI has been showing encouraging potential in a region known for chronic underdevelopment and development initiatives that have failed to provide lasting impact. It has experimented with a number of unique and innovative approaches to corporate social investment and is generating interest among analysts and practitioners who feel these approaches offer useful learning for application beyond the Niger Delta.

This paper intends to provide clarity around the establishment, development and learning associated with NDPI so far. The sections that follow provide a brief overview of not only NDPI's progress but help to explain the initiative's strategies, approaches and structure that uniquely position it to maximize both business and social benefits.



NDPI's Appropriate Technology Enabled Development (ATED) Manager demonstrates the Tippy Tap – a simple handwashing technology that can be built easily using local materials. Even without power, the Tippy Tap is an effective handwashing solution to improve community health standards.

NDPI at a Glance

- Mission is to establish innovative multi-stakeholder partnerships that support programs which empower communities to achieve a peaceful and enabling environment for equitable economic growth in the Niger Delta.
- Established with initial Chevron funding of US\$50 million, covering the period from mid-2010 to the end of 2014. Plans are being developed for NDPI post 2014.
- Focused on four key program areas including economic development, capacity building, peace building and analysis and advocacy.
- Established two non-profit foundations to fund and manage the programs – the NDPI Foundation in the United States and the PIND Foundation in Nigeria.
- Working with a number of donor partners including USAID, UNDP, DFID and others to jointly support programs in the Niger Delta. Donor partners have already committed almost US\$50 million in additional funding beyond Chevron's initial commitment, creating a portfolio totaling nearly US\$100 million.
- Building the capacity of local development actors to generate development and to attract support from a broad diversity of donors.

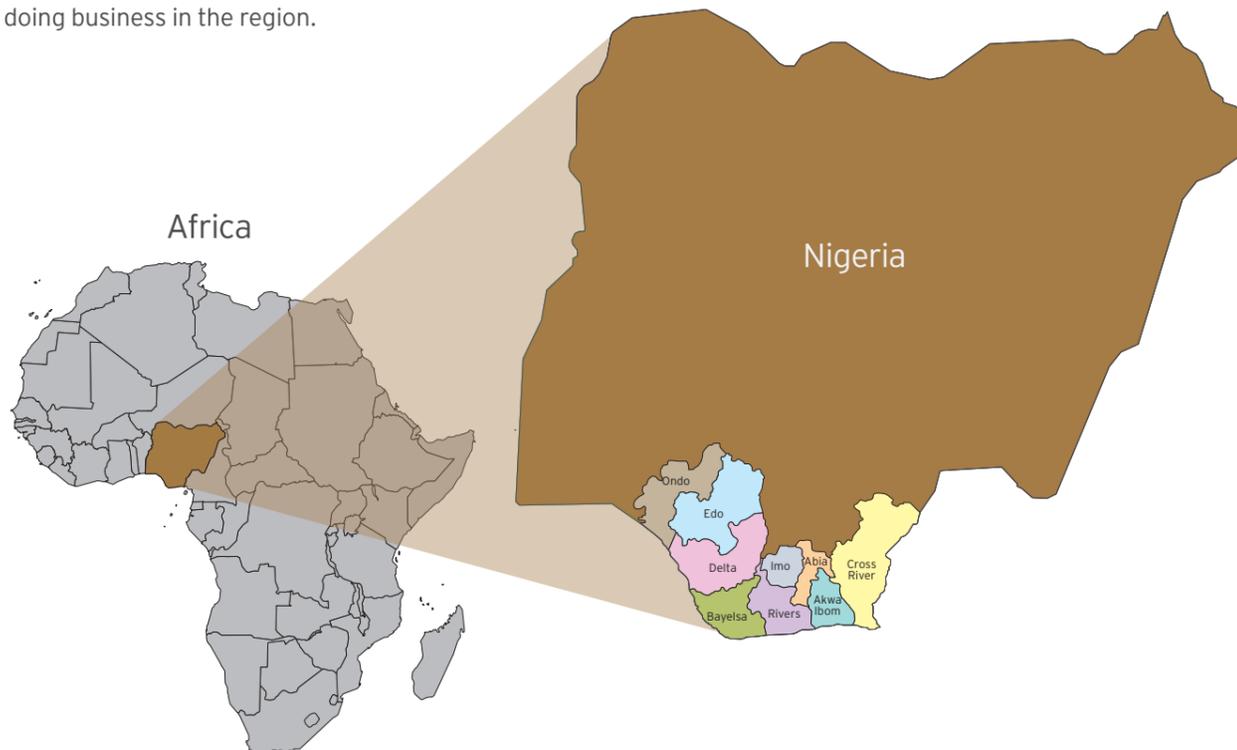
Development and Corporate Social Investment in the Niger Delta

With more than 32 million people, two thirds under the age of 30 and 43 percent living below the poverty line, the Niger Delta represents one of the world's leading development challenges.

The region's vast natural resources generate more than 75 percent of Nigeria's export earnings, fueling the country economically, yet the majority of Niger Delta residents live without basic social services and survive only on subsistence farming. Persistent poverty and high levels of conflict and corruption continue to plague the region. With few alternatives to provide for themselves and their families, many of the region's youth have sought opportunity through militancy and violence, fueling not only intra-ethnic conflict but very real security risks for companies doing business in the region.

Like all companies in the Niger Delta, Chevron has grappled for many years how to minimize risk while operating there. With such a vast scope of scope of socioeconomic challenges throughout the region, Chevron, like others in the industry, has traditionally focused its development efforts on the communities closest to its operations. After recognizing, however, that those communities do not exist in isolation of the broader needs and challenges

in the Niger Delta, the company has learned to take a more regional approach to corporate social investment by focusing on managing social risk in a more preventive and proactive manner. Thinking this way has helped Chevron to look more deeply at the root causes of risk in the region – poverty and conflict. These factors create a vicious cycle where relative poverty breeds conflict and conflict prevents the investment and growth needed to lift people out of poverty.



By the Federal Government of Nigeria's definition, nine oil producing states in the south of Nigeria make up the Niger Delta region.



As part of NDPI's Partners for Peace (P4P) program, community members were consulted to develop communication strategies for promoting peace within their regions.

Chevron has learned that new approaches can often make a difference where more traditional development efforts are yielding limited results. The company's experiences in Papua New Guinea establishing a development foundation and with its Angola Partnership Initiative after the end of Angola's long civil war have taught the company how to partner with the development community in ways that take advantage of its strengths as a private sector donor. Chevron felt that a new initiative could leverage the learning from those experiences to bring some new approaches into the Niger Delta and take the company's existing concepts of partnership to a new level, one which would leverage the collaborative efforts of many development actors to try and break the vicious cycle of poverty and conflict that have plagued the Niger Delta for years.

NDPI was therefore created to incorporate and integrate the learning from Chevron's past partnerships in other countries and accumulated experiences working with communities in the Niger Delta into an effective development strategy. A commitment from Chevron of

US\$50 million over five years (2010–2015) provided adequate resources to make such a complex undertaking feasible. The social investment model that resulted incorporates various concepts and approaches that Chevron has labeled collectively as a Corporate Social Enterprise (CSE).

The design and development of NDPI built upon two important learning experiences from Chevron:

- The **Community Development Initiative (CDI) Foundation** was established in Papua New Guinea in 2000 to support community health and education, environmental sustainability and agricultural development. The initiative transferred a number of local development programs being implemented by Chevron staff to a newly created foundation for sustainability and more effective partnerships with other development actors.
- The **Angola Partnership Initiative (API)** was established by Chevron in 2002 to support reconstruction and redevelopment after the end of Angola's 30-year civil war. The initiative created a US\$25 million fund, which was matched with an additional US\$28 million in donor partner funding to support programs aimed at building local government and CSO capacity, reintegrating refugees and reducing poverty through agribusiness and micro-finance.

Corporate Social Enterprise (CSE): Business-Led Development

A corporate social enterprise (CSE):

- Is established by a corporation
- Has a quasi-independent structure
- Provides a good or service for generating positive social impact
- Applies business principles to achieve sustainable impact
- Adds value for the company in achieving its business objectives

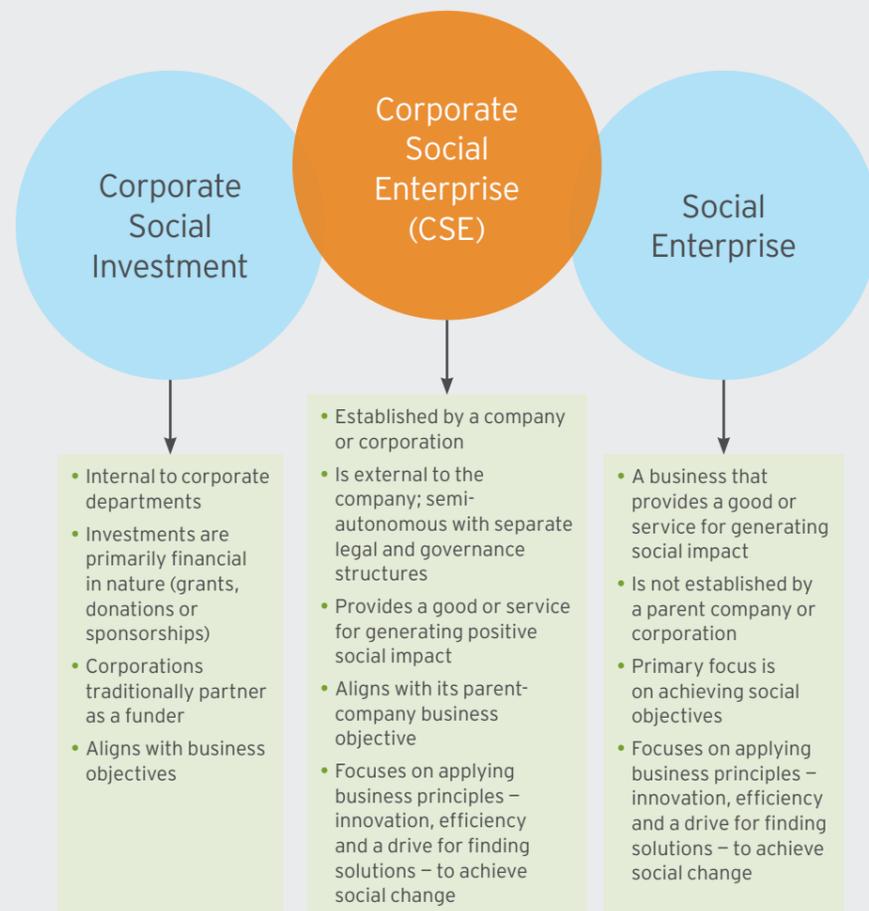
Social enterprises are typically characterized as businesses driven by social objectives and not just profits.

Unlike traditional social enterprises, CSEs are established by corporations and are a hybrid between traditional corporate social investments carried out through grantmaking and social enterprises focused on generating sustainable benefits through commerce. Like traditional social enterprises, CSEs emphasize a private sector-led approach to development. But like conventional social investments, a CSE aligns with its corporate donor's business

objectives and leverages the support and resources of the company to maximize the overlap between business and social benefit. A key part to this overlap is the role equitable economic growth plays in the development of any region. When business risk is reduced and growth and investment flourish in ways that advantage a majority of the population, and not just a powerful few, business and society both benefit.

A CSE is a bridge between the private sector and the development community. It ensures the company's social investments are aligned with the company's business objectives when designing, selecting and managing social investment projects. It also serves as an informal forum where corporate social investment practitioners and development professionals can meet, share knowledge and work together in new ways.

Establishing a CSE at an arm's length from the company enhances its effectiveness by providing flexibility and ensuring its processes and personnel are uniquely suited to the needs of the initiative. This means determining the appropriate relationship with the company at the outset of the initiative and designing the structure and funding mechanisms to suit.



Corporate Foundations as CSEs

A CSE is a practical way of creating **Shared Value**. The concept of shared value recognizes that the competitiveness of a company is inextricably linked to the welfare of the communities that surround it. Creating shared value focuses on identifying and maximizing the linkages between economic and social progress. A CSE is a vehicle for exploring those linkages with other development partners by combining social and business objectives into a coordinated development strategy and portfolio of projects.

In NDPI's case, Chevron drew upon its experience in Papua New Guinea and decided to establish a foundation as the vehicle for funding and managing the initiative. Implementing NDPI through a newly created foundation provided Chevron the opportunity to design its governance and management structure with a unique combination of company personnel and experienced development experts. The NDPI Foundation was incorporated in the United States to maximize transparency, compliance with U.S. laws and tax benefits. But Nigerian law also required an affiliated foundation be incorporated in Nigeria if it expected to have an operational presence in the country. Thus, the Foundation for Partnership Initiatives in the Niger Delta (PIND) was incorporated in Nigeria with the same governance and management structure as NDPI.

Though seemingly burdensome at first, establishing two separate foundations has proven beneficial in the long term. It allowed NDPI to increase accountability and oversight by establishing one governance structure in the United States and one in Nigeria, each with a board of seven members – three Chevron officials and four independent development professionals identified and selected by the company. Those individuals have provided a wealth of strategic direction and operational guidance throughout the development of the two foundations. Over time, this separation into two foundations has also helped to gradually distinguish and differentiate the roles of both organizations. Having PIND established in Nigeria has allowed the initiative to become much more operational than originally intended, enabling the organization to take a more active role in implementing projects. NDPI in turn has evolved to take a greater role in monitoring PIND's project activities, providing strategic guidance for its overall portfolio, and reaching out to the donor community to identify new resources and partnerships.



The Funding Model



Aligning Business and Social Objectives



Cassava farmers participate in testing to determine if their harvest has adequate starch content required by Thai Farms, a large local processor. This program seeks to improve market relationships and increase revenues.

From its inception, NDPI was designed to represent and focus on achieving a strategic intersection of business and social objectives. The starting point was to look at the root causes of Chevron's social risks in the region and identify both the social and business objectives for managing those risks and how they relate to each other. While there is not always agreement as

to what the root causes of risk are in the Niger Delta, data collected from stakeholders consistently pointed to conflict, poverty, unemployment, and a lack of civil society and government capacity. The following set of linked business and social objectives were thus established for NDPI as a basis for addressing those risks.

Business Goal:

Improve investment climate for Chevron to conduct and grow its business in Nigeria

Business Objectives:

Reduce community pressures on Chevron to be their primary source of employment and contracts

Reduce community dependency on Chevron to be their primary source of development assistance

Create a peaceful and stable environment for Chevron's operations

Distinguish Chevron as a responsible corporate citizen and partner of choice

Social Objectives:

Generate opportunities for sustainable and equitable economic growth in the Niger Delta

Build the capacity of government, non-government and community organizations to generate socioeconomic development

Foster stability in vulnerable and conflict-impacted communities in the Niger Delta

Promote analysis, understanding and awareness of socioeconomic needs in the Niger Delta

Social Goal:

Improve the standards of living of communities in the Niger Delta

The four social objectives identified below determined NDPI's four program areas:

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

Providing Services That Generate Social Benefit

Like traditional social enterprises, CSEs address social needs through the goods and services they provide. For NDPI, a key service it provides the Niger Delta is the role it plays as a convener and advocate for development in the region. Its two economic development centers serve as coordinating hubs for a broad range of development projects, activities and training. By supplying expertise, knowledge and resources, NDPI provides support throughout all phases of a project's life cycle.

NDPI also supplies much needed development data and information.

When NDPI started, little accurate information on the region was available, and what data was available was usually outdated. Socioeconomic indicators, demographic trends and conflict data – information critical for designing effective development programs – was scarce. Gaining in-depth knowledge of the environment was time-consuming and challenging during the early stages of the initiative. NDPI recognized that if this shortage of proper data and analysis persisted, development in the region would continue being hindered by a lack of coordination, ill-informed

development actors and inefficient use of scarce resources. To help overcome this challenge, the NDPI and PIND Foundations since their establishment have been collecting data, facilitating multi-stakeholder analysis and sharing the results as a public good, primarily through publications, website and PIND's annual development forum in the Niger Delta. By encouraging the sharing and joint analysis of data with other organizations and government, NDPI is working to promote better development strategies based on a more thorough understanding of the region's needs.

Partnership Networks

A fundamental strength of the CSE model represented by NDPI is found in its approach to partnerships. This approach is predicated on the understanding that the vast majority of stakeholders share a common interest in peace and stability underpinned by sustainable and equitable economic growth and employment. The key is learning how to leverage this shared interest in ways which can mobilize efforts, resources and cooperation to make a positive difference. NDPI is generating that learning and continues to explore a variety of mechanisms for linking people, organizations, projects and resources into growing networks to create a multiplier effect from its development strategies.

NDPI represents a portfolio of partnerships rather than one single partnership. The relationships of the NDPI and PIND Foundations with their donor and implementing partners, both local and international, represent partnerships not only for specific projects, but form the building blocks for multi-stakeholder networks which can link efforts and resources for increased impact. These partnership networks create a new force for positive change in the Niger Delta region and help organizations look beyond their individual projects toward a shared vision of sustainable socioeconomic development.

Partnership Networks link individual development partnerships into broader networks and alliances to:

- Leverage the results and learning from individual projects to scale up efforts and replicate promising approaches.
- Link diverse development efforts and resources to achieve synergies and create a multiplier effect.
- Build the collective influence of people and organizations who share a common vision of peace and development.

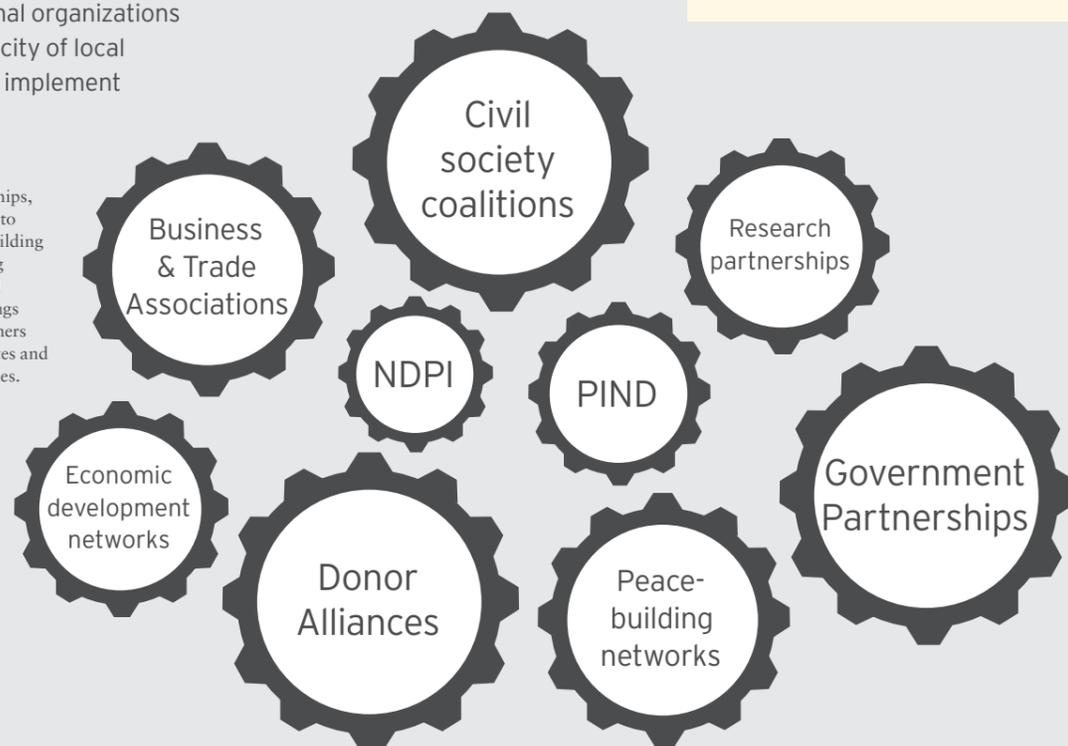
The NDPI and PIND Foundations serve as conveners and facilitators for the partnership networks they create. In the Niger Delta, PIND's Economic Development Centers (EDCs) function as physical coordinating hubs for these networks. International partners base themselves at the EDCs and work hand-in-hand with PIND staff and local partners to implement projects in the field and at the centers' training facilities. Different projects and partners share resources, information and collaborate during trainings at the EDCs, creating synergies that enable individual projects to improve their impact and learning.

NDPI carefully structures its partnerships to efficiently link local organizations in the Niger Delta with relevant development experts and international partners to build local capacity. Experienced international partners are often engaged by NDPI's programs as advisors and mentors rather than as direct project implementers. The NDPI and PIND Foundations play pivotal roles in partnering with these international organizations to build the capacity of local partners as they implement

interventions, thereby creating an effective approach for transferring knowledge. By working alongside international organizations throughout the implementation process, local partners gain practical, hands-on experience that allows them to learn by doing. Local partners who show the potential to learn more are provided with capacity building support over and above the projects for which they have been engaged to implement. As they grow and improve, many are given opportunities for additional work on new projects and in other sectors.

Most of NDPI's projects, therefore, represent a unique partnership of one or more international development partners and consultants working with a collection of local civil society organizations, companies and consultants to implement project activities. The PIND Foundation establishes and coordinates these partnerships from its EDCs in the Niger Delta and provides the operational support and monitoring to make them effective.

Partnership networks enable smaller partnerships, alliances and coalitions to link with each other, building synergies and leveraging impacts. NDPI's annual development forum brings these development partners together to compare notes and brainstorm new strategies.



NDPI uses **market development approaches** to achieve sustainable and equitable economic growth. These approaches focus on strengthening market systems so that they function more effectively, sustainably and beneficially for poor people. They involve:

- Sound initial analysis of markets systems
- Interventions to address the underlying causes of market weaknesses that limit growth opportunities for the poor
- A focus on sustainability, striving for systemic change
- Achieving scale by facilitating "crowding in" of other market players
- A facilitation role for programs and governments
- A fully integrated monitoring and evaluation system, which helps test assumptions to inform the ongoing implementation process



Economic Development Centers, like this one in Warri, Delta State, function as coordinating hubs for NDPI's Partnership Networks and support a broad range of development activities and partners.

Promoting Equitable Economic Growth

An important part of the CSE concept is the notion that many social benefits can be realized through sustainable and equitable economic growth. To achieve this, NDPI applies a market development approach. Unlike more traditional development approaches, which often provide direct funding or assistance to businesses and individuals, market development focuses on improving local economies by expanding and increasing the efficiency of market systems. When market systems – the building blocks of economies – work better, they enable a greater number of entrepreneurs, producers and employees to participate in higher paying economic activities.

When applying this approach to build NDPI's economic development strategy, initial research and analysis was crucial.

With little reliable data available, NDPI began by conducting an economic opportunity analysis with local and international partners to identify key sectors to work in, based on their potential for increasing incomes and employment for the poor. Working with its local and international

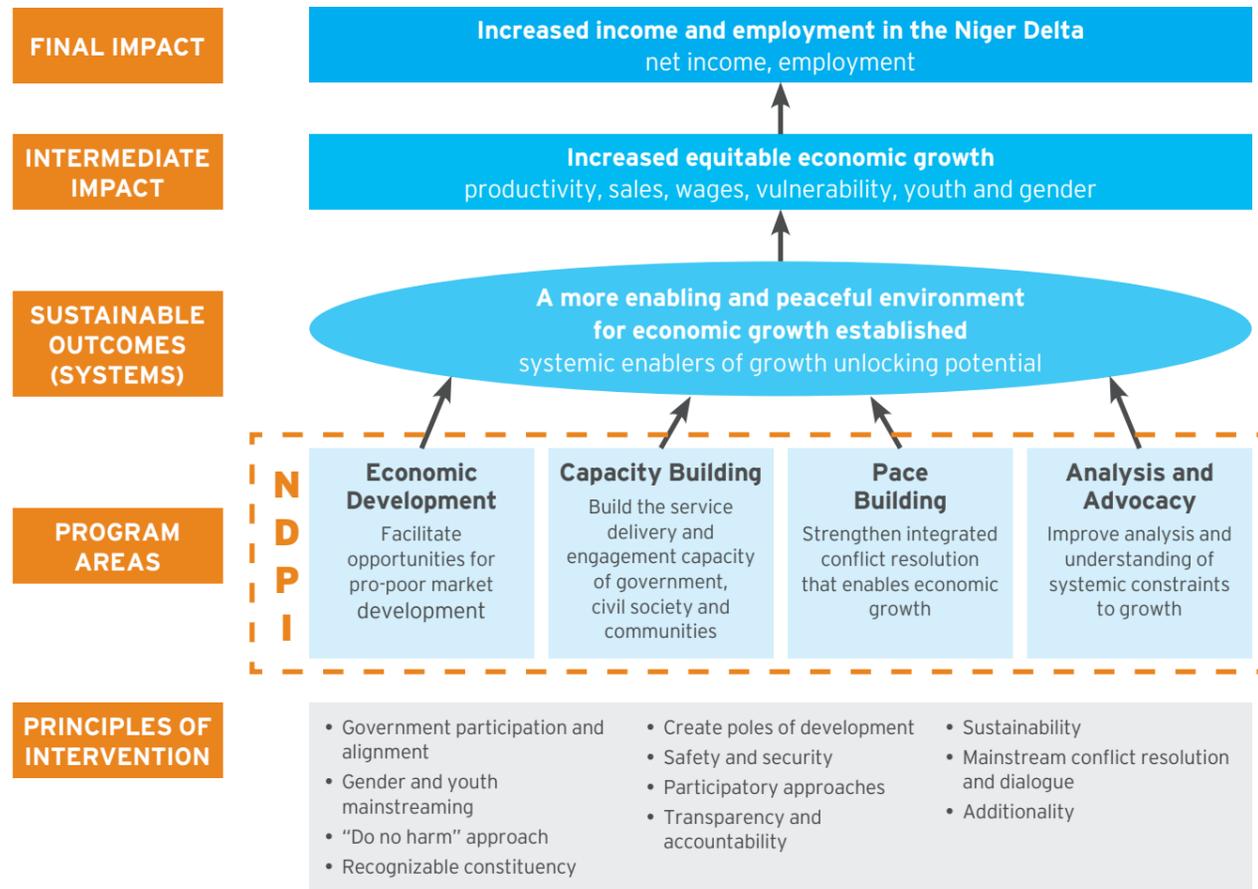
partners, NDPI identified three agricultural value chains with the highest potential for equitable growth and developed a range of partnerships and pilot interventions designed to overcome systemic constraints within each of those agricultural market systems.



Community, government, and private sector stakeholders gather during the May 2012 EDC launch in Warri, Nigeria. Since its opening, the EDC is quickly establishing a reputation as a center of learning and a useful hub for development programs and partners, with hundreds of entrepreneurs, farmers and civil society representatives having already participated in its workshops and courses.

NDPI Programs

NDPI's programs reflect its four strategic social objectives. These four programs represent systemic enablers for equitable economic growth that are intended to ultimately increase incomes and employment for the poor in the Niger Delta. The following strategic framework outlines what NDPI is trying to achieve.



Economic Development

NDPI looked at 25 different sectors in the Niger Delta with its development partners and evaluated them according to their potential for sustainable growth and for including large numbers of the poor. Of these 25, three were ultimately selected as the highest-priority sectors to focus NDPI's initial efforts on – aquaculture, cassava and palm oil. Under the guidance of international mentors and advisors, local partners

were identified and trained in value chain analysis and divided into teams to analyze the three agricultural value chains. The analyses identified systemic constraints, or key underlying problems that, if solved, could potentially unlock new growth and employment for the poor.

NDPI's Economic Development program aims to reduce poverty by applying a market development

approach. NDPI's three value chain pilot projects are helping to enhance growth, productivity and efficiency within the Niger Delta's aquaculture, cassava and palm oil sectors. Under the aquaculture project, eight demonstration ponds have been constructed for farmers to learn better fish farming practices to increase their yields and generate greater incomes. Within the palm oil sector, NDPI is partnering



NDPI's aquaculture value chain project uses demonstration ponds to teach improved fish farming practices, helping farmers learn how to increase their yields and earn higher incomes.

with the Nigerian Institute for Oil Palm Research (NIFOR) to train local manufacturers to produce processing equipment to improve extraction rates. Within the cassava sector, NDPI is brokering relationships between smallholder farmers and cassava processors to increase production and incomes.

NDPI has also established a business linkages pilot to apply its market development approaches to help the oil industry increase its procurement of goods and services from local businesses in the Niger Delta. The pilot is evaluating data and developing the potential of local suppliers and service providers in the region.

In May 2012, NDPI established an Economic Development Center (EDC) in Warri, Delta State, to provide on-the-ground resources needed for effective project implementation. The

EDC provides a broad range of economic development services to international donors, companies and government agencies. It has become a center of learning and a useful hub for coordinating development programs and partners; where experts from different organizations, sectors and projects come together to research, analyze and pilot best practices and approaches for development. In July of 2013, NDPI's second EDC was established in Port Harcourt, Rivers State.

NDPI's portfolio of economic development projects also includes an Appropriate Technology Enabled Development (ATED) program, aimed at developing and applying small-scale, sustainable technologies that meet the social and economic needs of communities and entrepreneurs in the Niger Delta. The ATED program supports NDPI's value chain



NDPI's Appropriate Technology Enabled Development (ATED) program introduces simple, new technological solutions for development challenges in the region, such as the bio-sand filter shown above, which is a low-cost means of producing safe drinking water for households.

projects by exploring the most suitable agricultural production and processing technologies while also working with community organizations to use improved technologies for water, sanitation and health.



NDPI's CAPABLE program, implemented in partnership with Crown Agents, improves the capacity of local civil society organizations in the Niger Delta through training.

Capacity Building

NDPI's Capacity Building program focuses on enhancing the service delivery of government, civil society and communities in the Niger Delta. One way NDPI builds the capabilities of local organizations is through the solicitation of small grants and contracts. Once the partners have been selected, NDPI facilitates capacity assessments to understand their organizational challenges and how to best address them. NDPI also increases their organizational strength through regular training programs, such as the Capacity Building for Local Empowerment (CAPABLE) project being implemented in partnership with Crown Agents. Under CAPABLE, representatives from local civil society organizations (CSOs) complete three training

modules to improve their skills in a variety of areas – computer literacy, financial management, grant application and budget development. Other initiatives such as the Local Capacity Building Program (LCBP), completed in September 2012, increased the skills of local government officials and community leaders to better

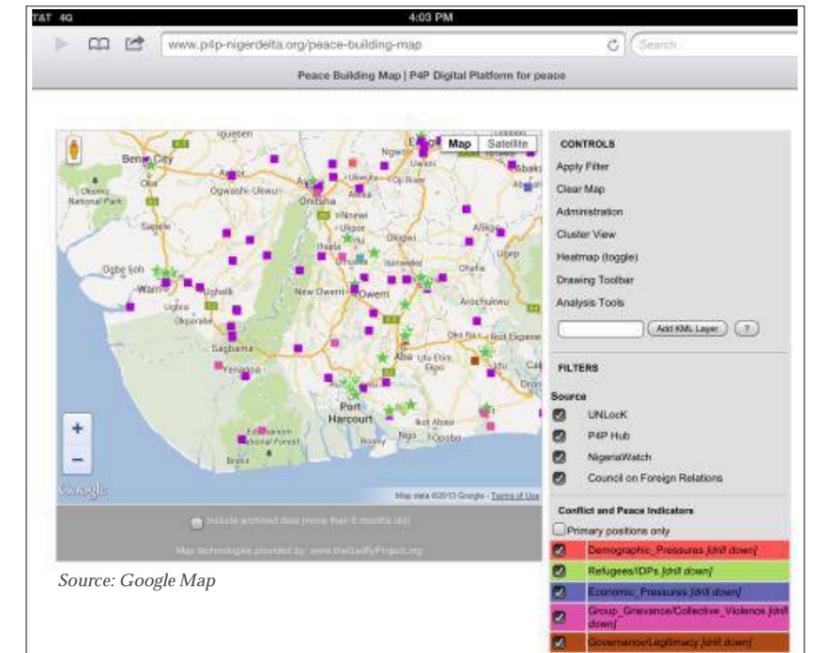
design and implement community development projects. NDPI is also partnering with the United States Agency for International Development (USAID) to build the institutional and operational capacity of local organizations under its Advocacy Awareness and Civic Empowerment (ADVANCE) program.



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

Peace Building

NDPI's flagship peace building project, Partners for Peace (P4P), began in early 2012 to identify, establish and build a network of local organizations and individuals committed to reducing conflict in the region. Using social media, forums and documentaries, P4P is linking individuals and institutions into a network for discussing and addressing conflict issues. P4P is using social media to engage network participants, promote P4P activities and expand the network of peace building advocates. The P4P website contains various tools for addressing conflict including a Web map that shows where conflict and peace building initiatives exist in the region. A variety of short films have also been produced by NDPI's media production hub to generate interest and collective action for addressing conflict as part of the P4P program. The films are being used in workshops across the Niger Delta to inspire action and frame discussions about opportunities for peace building.



Source: Google Map

NDPI's Partners for Peace (P4P) project has established a website (www.p4p-nigerdelta.org) that includes a map which tracks incidents of violence and conflict in the region. This helps a network of stakeholders analyze trends, identify hotspots and set priorities.



www.p4p-nigerdelta.org



Analysis and Advocacy

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

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

As part of its Analysis and Advocacy program, NDPI created the Niger Delta Development Forum as a platform for improving



The Niger Delta Development Forum serves as a platform to improve understanding and generate interest in new approaches, strategies and partnerships that can enable systemic changes to reduce poverty and conflict in the region.

understanding and interest in new, innovative approaches for promoting economic development, building institutional capacity and promoting peace within the region. The first forum was held in Port Harcourt in 2012 and included 180 participants from government, civil society and the private sector representing NDPI's existing

partnership networks as well as other interested development organizations. During the forum, diverse collections of stakeholders brainstormed new strategies and means for working together that continue to be followed up. Because of the high interest and turnout during the 2012 forum, another is scheduled in 2013.

Progress to Date

Though NDPI is still early in its development, the initiative has already made significant strides in generating outputs, mobilizing partnerships and building local capacity. The following table provides a brief summary of NDPI's progress to date.

Indicator	Total through Q1 - 2013
Direct beneficiaries	10,202
Indirect beneficiaries	956,687
People trained	5,051
Training programs conducted	51
Partner organizations	155
Additional donor resources leveraged	\$49,689,000
Organizations provided technical assistance	176
Jobs created	432
Local businesses supported	93
Local business owners and employees trained	414

Key Lessons Learned

Coordination Increases Impact

Experience with NDPI to date has shown that donors, implementers, companies and governments in the Niger Delta are looking for collaboration. Because of its flexibility, NDPI is demonstrating that a CSE can be useful in facilitating and coordinating the collaboration so many stakeholders desire by sharing knowledge broadly and linking various initiatives and partners.



Finding the Right People Is as Important as the Right Model

NDPI goes beyond conventional development models and embraces new approaches to partnerships that generate solutions aimed at addressing the root causes of poverty and conflict. While experience has demonstrated that partnership models for social investment are important, the models are still dependent on the people who will make them work. Thus, building partnerships and strengthening capacity starts with people first. A good model with the wrong people will not likely succeed, but the right people will often find a way to make a bad model work. Learning what to look for in selecting staff and partners to work with takes experience, patience and intuition.



Using Data and Analysis to Drive Decision Making

Complex problems require complex solutions. NDPI recognized that the complexities of the Niger Delta and the long list of development project failures meant that it needed to invest extra time and resources in understanding the region's problems and how they can be addressed. This emphasis on the need for data and analysis to drive project decision making, not only during the design phase of projects but throughout their life cycle, is critical to producing sustainable results.



The Value of Leveraging Influence

The biggest untapped leverage potential of a CSE like NDPI comes more from influence than from funding. By engaging with stakeholders using data and analysis as its basis for decision making, NDPI has established a level of credibility with stakeholders that has led them to turn to NDPI as a source of advice and guidance on development issues. This enables NDPI to influence decisions and policy in a way that promotes broader support and commitment for achieving development goals in the Niger Delta.

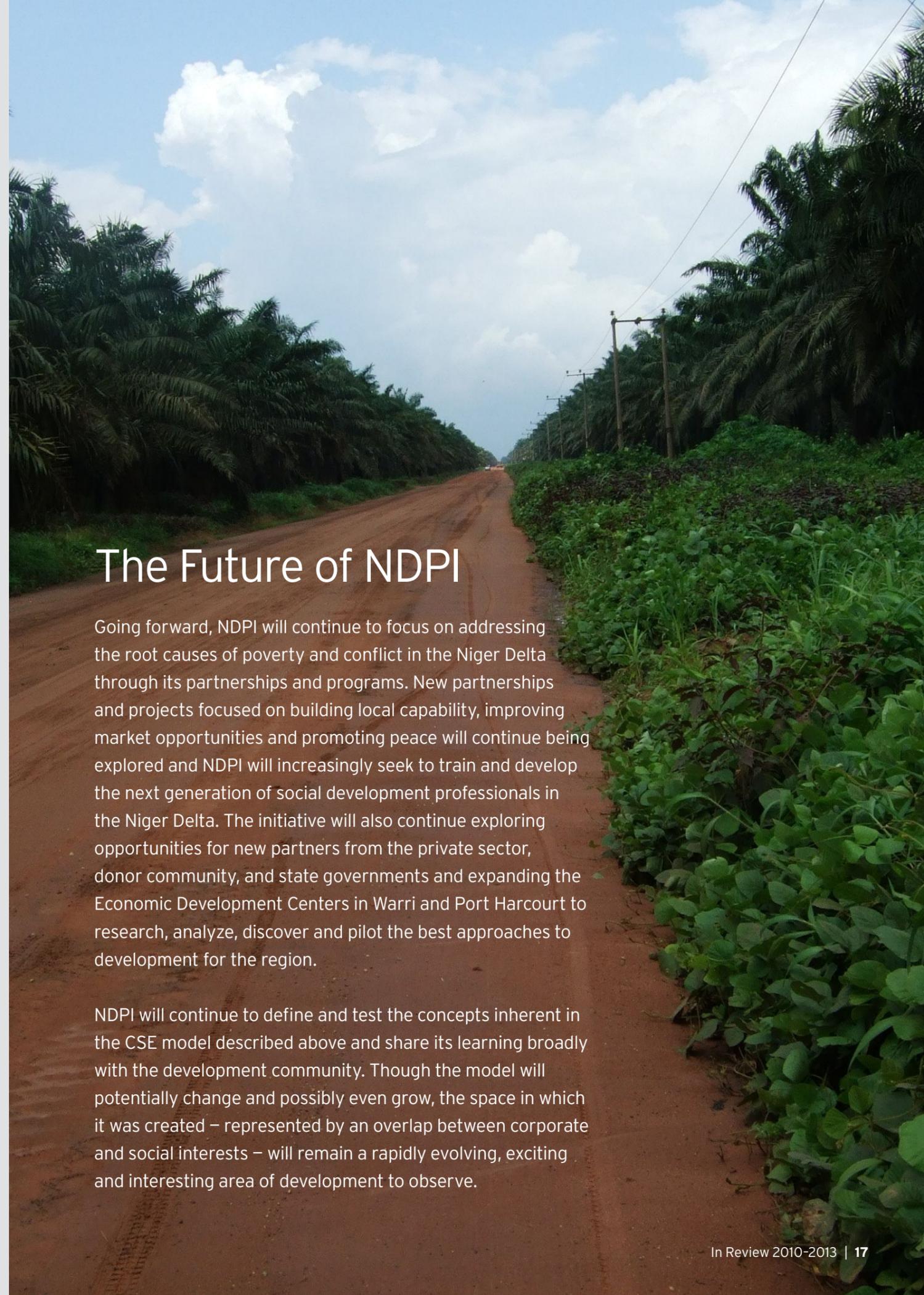
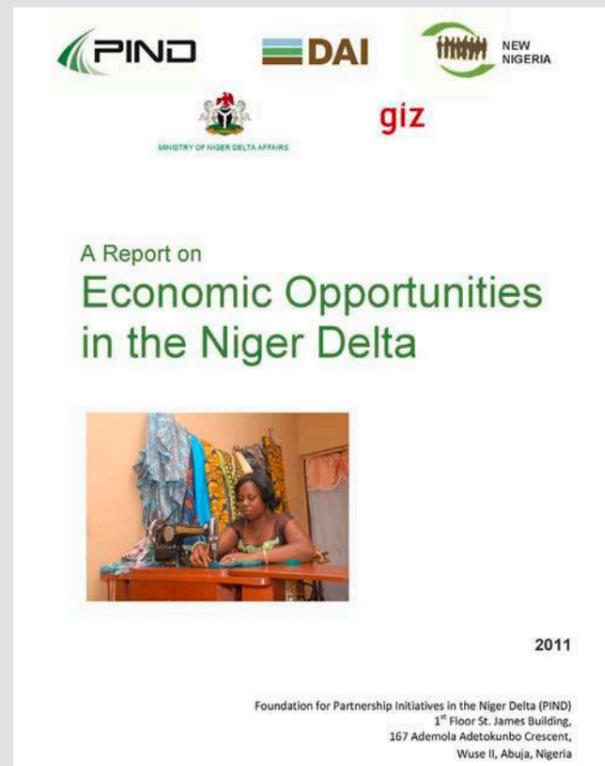
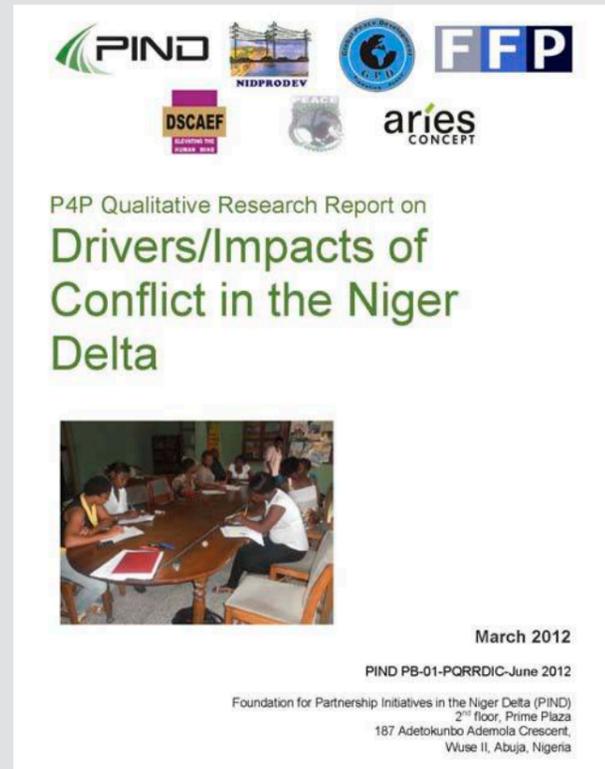
Having the Flexibility to Continuously Learn and Adapt

NDPI defines itself as a learning organization that evaluates, assesses and adjusts approaches to ensure project resources generate the most impact. This continuous learning is possible by NDPI having a field presence in the Niger Delta through the EDCs. Field staff and partners pilot interventions and assess impacts at each step to ensure they are on the right track. This means NDPI's development strategies are based more on local analysis and experimentation than on standardized approaches from somewhere else. NDPI's analytical capacity and its flexibility to identify, adapt and apply locally driven development solutions makes it a valuable partner to other development actors who are limited by rigid policies and processes in implementing their programs.

Diverse Governance Enhances Decision-Making

Having a diverse governance structure, represented by the boards of the NDPI and PIND Foundations, helps to balance the perspectives of Chevron's interests and the socioeconomic needs of the region. Having experienced, development professionals as independent directors on each board provides a wealth of expertise, guidance in decision making, and credibility. Chevron discovered that having a majority of independent directors on the boards of these foundations was much more about adding value than sharing control.

NDPI developed credibility with stakeholders early in its development by focusing on researching and understanding challenges and opportunities in the Niger Delta before progressing with implementation plans.



The Future of NDPI

Going forward, NDPI will continue to focus on addressing the root causes of poverty and conflict in the Niger Delta through its partnerships and programs. New partnerships and projects focused on building local capability, improving market opportunities and promoting peace will continue being explored and NDPI will increasingly seek to train and develop the next generation of social development professionals in the Niger Delta. The initiative will also continue exploring opportunities for new partners from the private sector, donor community, and state governments and expanding the Economic Development Centers in Warri and Port Harcourt to research, analyze, discover and pilot the best approaches to development for the region.

NDPI will continue to define and test the concepts inherent in the CSE model described above and share its learning broadly with the development community. Though the model will potentially change and possibly even grow, the space in which it was created – represented by an overlap between corporate and social interests – will remain a rapidly evolving, exciting and interesting area of development to observe.

More information can be found at the
NDPI and PIND websites at:

www.ndpifoundation.org

www.pindfoundation.org

