



2011 Annual Report

Building Our Base for Effective Development

Mission

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

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Message From the Chairman of the Board of Trustees



Since its establishment in 2010, the Foundation for Partnership Initiatives in the Niger Delta (PIND) has focused on improving the lives of the Niger Delta people. PIND began with a vision for change and, in the short time since its inception, has become an organization with the capability to turn vision into reality. In this report, we are pleased to present the progress that has made this transformation possible.

The concept of partnership remains a core tenet of PIND's approach to development. PIND believes that by working together with diverse individuals, organizations and companies, we can create collaborative synergies that generate the innovation and creativity that will produce sustainable solutions to the development challenges in the Niger Delta.

PIND understands that the complexity of the social, cultural and economic environment of the Niger Delta means there is no single solution to any problem. That is why throughout 2011, PIND cultivated a holistic and multifaceted development strategy. To ensure broad-based economic growth, every PIND program is built on the interlocking elements of analysis, economic development, peace building, and capacity building.

We are grateful to the many local and international stakeholders who are committed to this Foundation and its mission of promoting peace and equitable growth in the Niger Delta. Though significant progress has been made, there is still a long road ahead.

We invite you to learn more about PIND, its vision and strategy, and as we move forward, we encourage you to share in the progress of our work. Your thoughts and comments are most welcome and appreciated.

Andrew Fawthrop

Chairman, PIND Foundation



Introduction to PIND

The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a nonprofit foundation in Nigeria that serves as an operational entity funded by the Niger Delta Partnership Initiative (NDPI). PIND actively participates in the design, development, implementation and monitoring of programs funded by NDPI to provide support for socioeconomic development in the Niger Delta region through dynamic, innovative programs and multi-stakeholder partnerships focused on poverty alleviation and the promotion of peace. The initiative was allocated \$50 million by Chevron Corporation from 2010–2014.

PIND implements projects in collaboration with a diverse group of donor partners including bilateral and multilateral aid agencies, federal and state government agencies in Nigeria, private companies, and foundations. While PIND focuses on participatory program development and administration, the NDPI Foundation is responsible for decision making related to strategic partnerships and overall project funding.

Central to all PIND programs is the understanding that analysis, economic growth, peace building and capacity building efforts are interlocking aspects necessary to ensure broad-based economic growth in the Niger Delta. Targeting the challenges faced in the Niger Delta in accessing markets for growth involves the need for improved dialogue techniques and processes, as well as enhanced institutional capacities and quality analysis to help determine the approach and desired results of each initiative.

PIND focuses on developing interventionist projects that will unlock sustainable economic growth potential for large numbers of poor and disadvantaged people

in the Niger Delta. PIND works to develop viable long-term solutions reached by a broad coalition of partners and targets four programmatic themes:

- Economic development
- Capacity building
- Peace building
- Analysis and advocacy

PIND's major activities in 2011 included:

- Signed a four year alliance agreement with USAID/Nigeria to support a portfolio of programs designed to promote economic development, improve the capacity of government and civil society institutions, and help reduce conflict in the region
- Continued development of PIND's capacity through further staffing
- Construction of PIND's Economic Development Center (EDC) located in Warri
- Commencement of establishing a Media Production Hub at the EDC
- Completion of value chain analyses for three agricultural sectors – aquaculture, palm oil and cassava

- Sponsorship of the Appropriate Technology Enabled Development (ATED) conference
- Signing of an agreement with Accord for Community Development for the Local Capacity Building Program (LCBP)
- Distribution of grants to five civil society organizations (CSOs) under the Advocacy, Awareness and Civic Empowerment (ADVANCE) project
- Establishment of the Partners for Peace (P4P) program
- Completion of a workshop where operators of conflict early warning systems compared methodologies and discussed synergies and potential areas of collaboration
- Awarding of research grants to two organizations under the Small Research Grants Program (SRGP)
- Creation of the 2012 Youth Advocacy Campaign
- Completion of video production training workshops for 36 people including representatives from CSOs and young professionals from across Niger Delta region



Highlight of Year 2011 in Numbers

Research studies conducted	17
Stakeholders engaged through consultation and research	2,150
People trained	1,292
Training programs conducted	18
Partner organizations	52
Value of small project grants awarded to local partners	\$358,856
Local grantees	7
Visitors to PIND website	3,295
Jobs created	37
Projects being implemented	10
Projects being developed	9
New NDPI project funds committed	\$30,380,000
NDPI grants received	\$ 5,456,559
New Partner project funds committed	\$26,659,000
Direct beneficiaries from PIND projects	3,562
Indirect beneficiaries from PIND projects	696,371

The Strategic Progression of PIND

From its programmatic strategy, to each individual project, to guiding the selection of partners, systematic analysis is the cornerstone of everything PIND does.

Driven by the philosophy that foundational analysis is fundamental to crafting successful and sustainable interventions, PIND spent much of 2011 focused on generating the much-needed data to ensure that each program is designed to meet identified needs in the Niger Delta. In keeping with its mission, PIND adopted a participatory research and analysis methodology to ensure consideration of a diverse range of perspectives that would lead to broad-based acceptance and ownership of the findings. The 17 studies that were undertaken in 2011 gave rise to strategic decisions ranging from program and project designs to partnership opportunities.

The study findings included conflict assessments, youth and gender studies, and stakeholder feedback and showed poverty and unemployment as key factors contributing to violent conflict in the region. The research and analysis results led PIND to develop a new strategic direction hinged on equitable economic growth, with particular emphasis on economic opportunities for women and youths. Furthermore, the studies and stakeholder feedback demonstrated that growth can only occur if it is based on thorough analysis and generated in a peaceful environment with capable institutional partners among government and civil society.

Four specific, mutually supporting program areas were chosen – Economic Development, Analysis/Advocacy, Peace Building, and Capacity Building – each one supported by research and analysis. Value chain analyses were conducted to guide PIND's Economic Development strategy; results from the Gender and Youth assessments, conducted in 2010, informed projects within the Capacity Building and Analysis and Advocacy areas; and, going forward, participatory research and analysis scheduled for early 2012 will guide the design and implementation of the foundation's flagship Peace Building project – Partners for Peace (P4P).

In the coming years, the Foundation will continue gathering, analyzing and disseminating such information to support and guide development strategies in the Niger Delta. This new paradigm for development, built on systematic analysis applied through multi-stakeholder partnerships, will continue to define PIND in its steadfast pursuit of better lives for the people of the Niger Delta.

PIND's Approach to Development

Unlocking the Potential of Partnerships

The foundation believes opportunities to produce powerful results come from relating to partners as organizations and individuals with ideas, practices and skills that can enhance PIND's own capabilities and vice versa.

An Integrated Portfolio of Projects

PIND's holistic approach to development can be seen in all aspects of the foundation, from fostering multi-stakeholder partnerships to establishing integrated activities that touch multiple development areas. PIND continues to define itself as a learning organization that continuously evaluates, assesses and adjusts approaches to ensure lessons learned become organizational improvements.

Market-Led Economic Development

PIND's strategy for stimulating more inclusive, economic growth is based on the application of Making Markets Work for the Poor (M4P). The basic concept behind M4P is that improvements in market systems will improve livelihoods and reduce poverty. In 2011, PIND gained a better understanding of the economic market systems of the Niger Delta region and started developing programs to make those systems more accessible and competitive.

Achievements in 2011

Economic Development

PIND's Economic Development program focuses on poverty reduction through application of market development approaches. The method is used to identify and correct constraints in market systems. Markets that are more accessible and inclusive give the most underprivileged in society a path to escape poverty, which in turn promotes a greater degree of peaceful and equitable economic growth.



Economic Development Center (EDC)

Conceived as a coordination hub for regional development activity throughout the Niger Delta, PIND's EDC is scheduled for completion by mid-2012. Throughout 2011 substantial progress was made on this component of PIND's Economic Development program. The EDC will serve as PIND's regional headquarters and house its team of development professionals, project staff from various partner agencies, as well as support for service projects, including a media production hub and an Appropriate Technology Enabled Development (ATED) program.

All EDC activities will be rooted in PIND's overarching goal of developing strategic partnerships and building local-partner capacity by promoting focused, integrated and collaborative efforts. The EDC is envisioned as a place for development professionals to gather and collaborate. It will bring together representatives of local, national and international partners, including multilateral donors, corporate and private foundations, bilateral agencies, and nongovernmental organizations (NGOs). The EDC is where PIND will begin the life cycle of its development projects starting with research and analysis of pilot projects, through design, development, implementation, and finally, active monitoring and evaluation.

EDC Staffing

To build its internal capacity to achieve the vision of the EDC, PIND completed the recruitment of a manager for the EDC in 2011 through the Human Resource firm, Rhizome Consulting and also commenced the process of recruiting the full complement of staff for the EDC ahead of the completion of the center in 2012.

The Long-Term EDC Vision

The EDC represents PIND's vision of using a sustainable, market development approach to reduce poverty through improved incomes and job creation. The EDC will serve as a resource and coordination center for the growing base of market development organizations in the Niger Delta.



The purpose of the Economic Development Center (EDC) is to become an appropriate place for Nigeria's growing base of experience and expertise in applying market development approaches.

Media Production Hub

PIND's Media Production Hub is a video and audio production facility that will enable PIND to better communicate, advocate, and tell its story. By harnessing the power of film, video and radio, the hub will become an essential tool for PIND to inform stakeholders regularly about PIND activities, projects and progress. By capturing and documenting research analysis, lessons learned and outcomes produced, the Media Production Hub will be critical in supporting PIND's programs in the Niger Delta region.



In 2011, a series of video production training workshops was conducted with 36 CSO representatives and young professionals drawn from across the Niger Delta region. The purpose was to build participants' capacity in filming and production techniques and to teach them about the various ways in which video can be used in a development context. The curriculum combined technical skills and theoretical concepts to give the trainees a comprehensive understanding of the techniques and skills involved. Following the workshops, based on demonstrated enthusiasm, interest in film and overall skill-set, five Nigerian youth participants will be hired as full-time staff for PIND's Media Production Hub in 2012. This opportunity will not only provide continuing employment for the youth, but serves to prepare them for possible future work in both general and development-focused media production.



Niger Delta youths and civil society organization communication practitioners were trained in the basics of film production.

Value Chain Analysis



Bill Grant of Development Alternatives Inc. facilitated a participatory analysis workshop with PIND and stakeholders on the findings from the value chain studies on three agricultural sectors.

Systemic analysis is the foundation of all aspects of PIND's program planning, development and execution. Throughout 2011, PIND produced a substantial body of research and analysis to clarify, assess and understand potential opportunities to make markets work better for the poor in the Niger Delta. Data collected from this baseline information is being used to inform much of PIND's Economic Development program strategy.

To determine the economic opportunities in the region, PIND commissioned the New Nigeria Foundation (NNF) to gather data on the Niger Delta's overall economy, key sectors, marginal groups, position of the poor within those sectors and key market constraints in each sector. Based on the data generated, PIND and other development partners such as USAID/Nigeria, DFID/Nigeria, German International Cooperation

Agency (GIZ) and Ministry of Niger Delta Affairs selected the aquaculture, palm oil and cassava sectors as having the highest growth potential and opportunities for participation by large numbers of the poor in the region.

Following the sector selection by the stakeholders, PIND performed thorough value chain analyses of each of the three sectors to:

- Map specific market systems
- Identify the growth segments in the sectors
- Understand how the sectors function
- Uncover constraints that inhibit growth
- Find how the poor and marginalized fit in these systems
- Specify how the market system currently fails to serve their needs

The analyses identified the systemic constraints for each sector commodity and suggested interventions to advance sustainable economic growth in the region.

To begin the value chain analyses, PIND enlisted the support of Development Alternatives Inc. (DAI) to conduct training for PIND and its network of local partner organizations and consultants. With this training, local partners learned how to properly identify growth potential in economic areas and improve market access for the poor. These local partners were then engaged to participate in the design and execution phases of the value chain studies for the three sectors. Read the full value chain reports at <http://pindfoundation.net/about-the-foundation/resource-center/>.



Ayodele Daniel with the wives of members of the Ukwani Multipurpose Co-operative Farm in Ubiaruku Delta state. These women are part of the value chain actors as they are responsible for selling the processed roasted cassava flour produced by their husbands.

Grooming a Pool of Value Chain Analysis Experts

Throughout 2011, PIND worked with a pool of local organizations to conduct value chain analyses of three agricultural sectors in order to determine the most profitable points of intervention for the sectors. The exercise began with a formal training of the participants on the concept and application of value chain analysis. Ayodele Daniel is a project manager with Morgan Smart Development Foundation, Warri, who was part of the year-long journey and he tells about what the experience meant to him.

I was nominated by my organization, Morgan Smart Development Foundation in Warri, to participate in the PIND-sponsored value chain analysis training on how to take a systemic approach to analyzing growth sectors. The training was quite demanding but very informative, especially the practice session component, which took participants to various parts of Warri and its environs to have a feel of data collection from producers, processors and marketers. After the training, I was assigned to lead a team of professionals from other partner organizations to conduct the Cassava Value Chain analysis exercise in the Niger Delta. The aim was to identify the challenges of the flour processing subject matter experts, cassava processors and marketers in the Niger Delta; to identify opportunities for revitalizing the assets through diversification into multiple products and developing supply chains with reliable farmers; and to make recommendations of potential interventions for overcoming systemic constraints to pro-poor economic opportunities within the specified value chain.

From the process, I can now identify and understand the dynamics of a value chain, what's changing, how it's changing, why it's changing, who is becoming more competitive and the reasons why. I can identify the supporting services and influencing factors. Value chain analysis is a development methodology that needs to be entrenched, and I am glad other colleagues and I who worked through the value chain analysis process are now resources in this field.

Value Chain Analysis Findings

Aquaculture

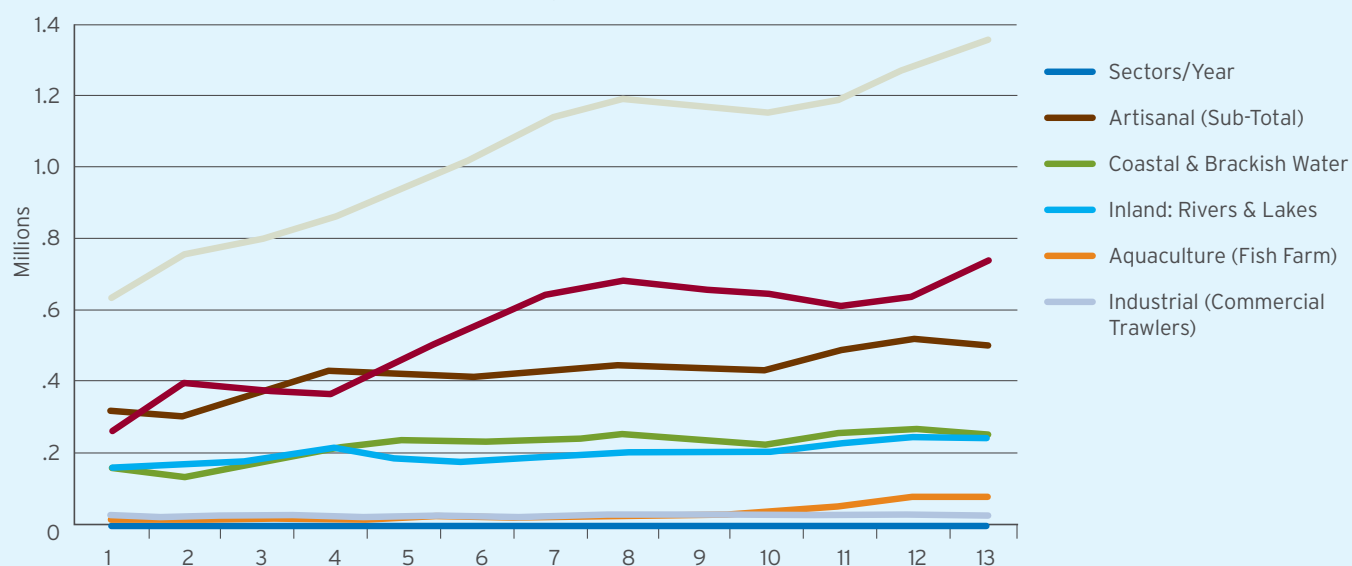


Fresh fish sellers at Mac-iver market in Ogbe-Ijoh at Warri, Delta state were interviewed during the aquaculture value chain study.

PIND's first completed value chain study focused on the Niger Delta's aquaculture sector – one of the most important sectors in the region. Results showed that Nigeria has a continually increasing yet unmet demand for fish and highlighted the great potential of fish farming in response to growing demand. Constraints in the aquaculture value chain included the high cost of imported feed and poor supply of locally manufactured feed into the region, limited supply and quality of parent/brood stock and fingerlings, poor infrastructural facilities within hatcheries and grow-out farms, and poor coordination between value chain actors. Market-driven pilot programs are under development to ease these constraints and increase the supply of fish available for market in the region.

For Nigeria, the total demand for fish is estimated at about 2 million metric tons annually. However supply remains only at roughly 1.5 million tons. Nigeria's annual fish supply comes from both domestic production as well as imports. Imports meet close to 50 percent (746,851 tons) of the country's total fish consumption. Domestic fish production provides the other 50 percent, with 780,704 tons produced annually. Of the domestic production, capture fisheries contribute to roughly 80 percent (627,908 tons) of the total domestic fish supply, while aquaculture meets the rest, at 152,796 tons.

Fish Consumption Data for Various Sectors



Source: Federal Department of Fisheries, cited in PIND Aquaculture Value Chain Study 2011.

Cassava

PIND's second value chain analysis focused on another key agricultural commodity – cassava. Nigeria is the largest cassava producer in the world, with about one-third of the total national output derived from the Niger Delta where many livelihoods depend on cassava as a main source for food and income.

Over the last five years, Nigeria averaged an annual production of about 35 million tons of cassava, yet the country remains a net importer of processed cassava products. PIND's value chain study concluded that critical constraints for cassava processors to meet the demand from growth markets are linked to the reliability and timeliness of supply of tubers and improved coordination between producers, processors and end users. PIND seeks to address these constraints through market-based approaches that focus on small,



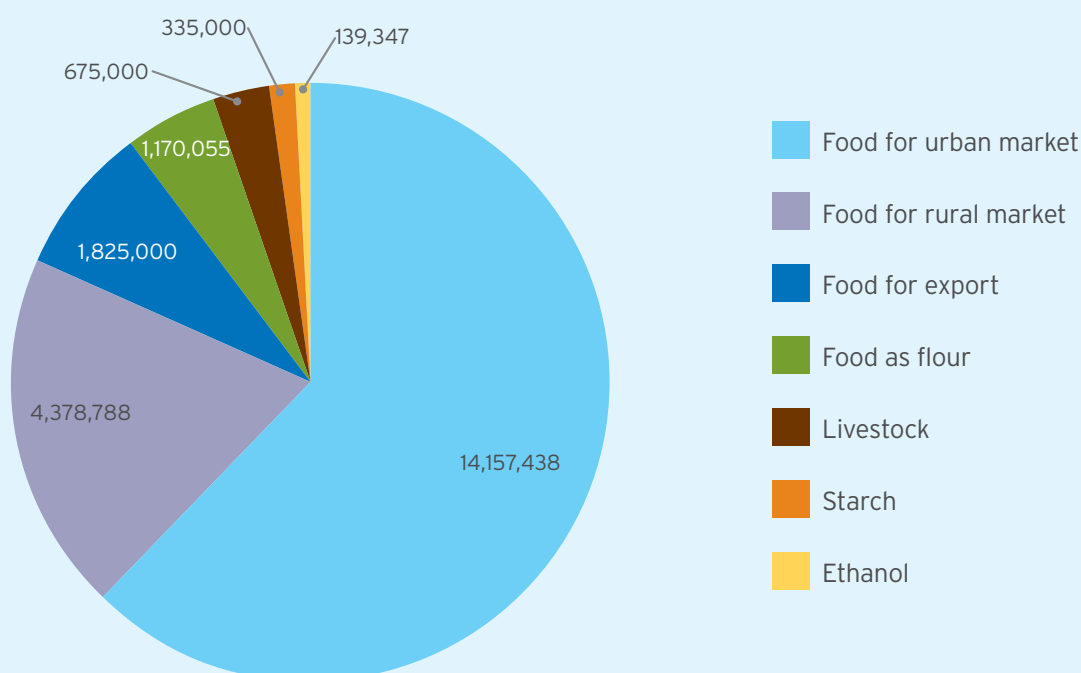
Harvested cassava being moved from the farm to the markets.

commercially oriented farmers and help them supply processors with sufficient volumes of the right quality tubers.

The greatest demand for cassava, 62 percent, is for food used by the urban market sector, while rural demand is estimated at about

19 percent of total demand. Cassava demand for industrial purposes, such as flour, livestock, starch and ethanol, is far less compared to the traditional food demand. This probably is an indication of the low state of development of the industrial products and demand from end markets.

The potential market or demand for cassava products in Nigeria (in metric tons)



Source: PIND Cassava Value Chain Study, culled from Kormawa, 2003, quoted by Echebiri and Edaba, 2008.

Palm Oil

PIND's third value chain analysis examined Nigeria's palm oil sector. Though the country was the world's leading producer and exporter in the 1960s, Nigeria now meets domestic demand as a net importer. The value chain study concluded that growing the size of the overall value chain will require a variety of interventions focused on enhancing linkages between special palm oil (SPO) processors and private farmers and improving processing efficiency, in particular at the smaller, commercial level.

Possible areas for intervention include increased investment in re-planting and upgrading existing palm plantations with newer, higher oil content varieties and improved coordination between farmers and processors. Palm oil has developed a reputation for negative environmental impact, primarily due to the cutting of forests in Asia to create large palm estates. Focusing on improving local production of palm oil can



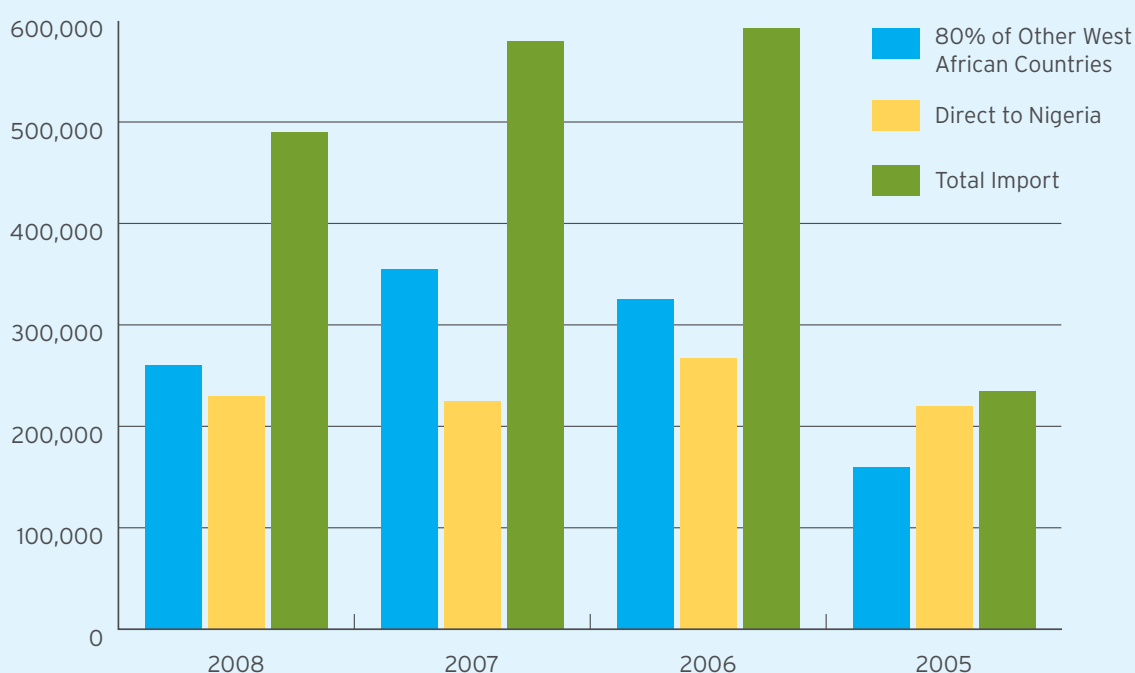
Value chain analysis team member, Chika Emeh tours the nursery beds of the National Institute for Oil Palm Research (NIFOR) during the palm oil value chain study.

help to reduce Nigeria's importation from places where there is high negative environmental impact by oil production while its intervention strategy of re-planting/upgrading of existing palm plantations will help prevent increased destruction of the local ecosystem.

It is likely that more than 80 percent of the palm oil imported into Ghana, Togo and Republic of Benin

is destined for informal trade to Nigeria. PIND's Palm Oil Value Chain Analysis estimates that this would give a total importation of palm oil & fats into Nigeria of about 418,920 mt and 637,400 mt from 2005 to 2008. The cost of importation of this quantity of palm oil and tallow in 2008 would amount to about N98,514 billion.

Trends in Imports: Official and Unofficial (in metric tons)



Source: PIND Palm Oil Value Chain Study, 2011.

Pilot Aquaculture Program

PIND commenced its pilot aquaculture program in 2011. The aquaculture value chain study identified the United Ufuoma Fish Farmers Association (UUFFA) in Ekpan near Warri, Delta state as a strategic Business Membership Organization (BMO) for PIND to pilot its strategies for value chain improvement. UUFFA is a

large cooperative farm with 500 registered small-scale commercial farmers and more than 2,000 ponds. The pilot program aims to build the Association's service delivery capacity as well as its ability to engage more constructively with its stakeholders and public for sustainable growth of the aquaculture value chain

in the Warri area and to produce replicable models for intervention with other BMOs in the Niger Delta region. Additional information was gathered on the Association through a scoping study and an institutional capacity assessment to help the planning and design of the pilot program.



Members of the United Ufuoma Fish Farmers Association showed their facility to the institutional capacity assessment team.

Giving a New Vision to Small-Scale Fish Farmers in Ekpan-Warri

UUFFA Secretary Joseph Edafe spoke about how interfacing with PIND brought new vision to the association.

“We are now working with the vision that our Ekpan fish farm is a gold mine.”

In 2011, the UUFFA was in fragments. When PIND came, they said they cannot work where there is problem, rancor and division. So the first thing they did was to facilitate an understanding of all the factions of the farm, and they were able to bring us together to settle as one body. They were able to resolve conflict amongst us. The coming of PIND opened our eyes to the world, that it can no longer be business as usual. They taught us that we cannot just raise our fish and sell to the local women, but to think of how best we can improvise other means of trying to grow our business. They made us think about our mindset towards building this association – is it something that we want to end today, or is it something we want to go further than here? PIND has been able to open our eyes to see that before us is a gold mine, and we are now working with that vision that our Ekpan fish farm is a gold mine. In the nearest future, I see an association that is well organized, financially strong, and in terms of fish production, rated among the first ten at the least.



Joseph Edafe, Secretary of UUFFA.



PIND Economic Development Center Manager, Dr. Dara Akala, shared the vision PIND has for the association during an exploratory meeting between UUFFA officials and PIND.



The United Ufuoma Fish Farms contain about 2,000 ponds.

Competency-Based Training Through the Formation of Enterprises (CEFE)

Under the Business Enabling Partnership, PIND and GIZ conducted a Training of Trainers (ToT) course for men and women trainers seeking to improve entrepreneurial skills in Edo and Delta states. The goal of the program is to develop and enhance business management skills and personal competencies, especially in the areas of income, employment generation and economic development.



Participants at the CEFE training improved their business skills.

Appropriate Technology Enabled Development (ATED)



The technology used at this fish hatchery where fries and fingerlings are produced within the aquaculture value chain is an example of appropriate technology.

Sustainability is a guiding principle and included in all components of PIND's Appropriate Technology Enabled Development (ATED) program. The program seeks to meet basic human needs throughout the Niger Delta by developing and applying appropriate technologies (ATs)

that take into consideration the unique social and economic needs of communities and entrepreneurs. The program focuses on:

- Increasing awareness and understanding of the development and application of AT for socioeconomic development in the Niger Delta
- Increasing the availability, usability and quality of community infrastructure in the Niger Delta
- Enabling organizations, institutions and individuals with a common interest in AT to share ideas, opportunities and learning to improve their capacity to apply AT concepts in their work



ATED Conference



Panelists participated in discussion at the Appropriate Technology conference in Lagos. (left to right) Dr. Josiah Babatola, Head of Department, Civil Engineering Department, Federal University of Technology, Akure; Dr./Mrs. Princess, Lecturer, Petroleum Engineering Department, University of Ibadan; Cathy Leslie, Executive Director of Engineers Without Border USA; and Nancy Gilbert, PIND ATED Project Manager.



PIND ATED Project Manager Nancy Gilbert presented at the ATED conference.

PIND partners with Engineers Without Borders (EWB) to design, manage and implement the ATED program. In late 2011, EWB and PIND jointly sponsored a conference in Nigeria to promote a better understanding of AT, its application and the importance of sustainably addressing various development challenges. The conference was attended by a diverse group of more than 130 people from various companies, universities, NGOs and government institutions. Presentations were given on a variety of AT topics such as the use of AT in agricultural development and community water and sanitation projects.

As part of the project identification process, PIND solicited proposals from regional development councils (RDCs) in five Niger Delta states to study how AT can help support local community needs in the Niger Delta. After completion of competitive bidding, PIND

commissioned a project submitted by KEFFES RDC in Bayelsa state. KEFFES communities are Koluama I and II, Ekeni, Fish Town, Foropa, Ezetu I and II and Sangana.

The project began working with relevant communities on plans to introduce a new fish smoking technology to improve process efficiency, increase fish sales and grow more successful livelihoods for the many Niger Delta residents who depend on fish smoking. Water and sanitation projects also were ranked as priorities in the proposals submitted by the RDCs. In partnership with the Water and Sanitation Rotarian Action Group (WASRAG) of Rotary International, ATED completed field assessments of water supply systems in three Niger Delta states to determine how AT solutions could be applied to help solve the region's water, sanitation and hygiene (WASH) problems.



To determine if the appropriate water system technologies were in use, the WASRAG team visited several communities in the Niger Delta to ascertain a baseline of their water, hygiene and sanitation conditions.



Capacity Building

PIND believes that an integral component to economic development is the building of capacity within government, civil society and communities. Environments conducive to economic growth are those with strong mechanisms for service delivery, planning, transparency, accountability and public-private dialogue. Therefore, PIND's Capacity Building aims to improve the abilities of civil society, government and business representatives to improve public decision making, local governance and project development for equitable socioeconomic growth.

Local Capacity Building Program (LCBP)

“PIND and Accord,
we thank you for
training us to serve our
communities better.”

— Akuku Toru
Vice-Chairman of LGA



(right) – Honorable Stanley, Vice-Chairman of Akuku Toru LGA in Rivers state and other members of the Project Management Committee (PMC) attended the capacity building workshop for 25 local government officials and community representatives on project management techniques, conflict resolution and peace building skills.

PIND understands the importance of its alignment with the government's role of ensuring the effective service delivery of community development projects. In March 2011, the Nigerian government allocated N1.35 billion to fund the Niger Delta Development Commission (NDDC) special infrastructure development program. PIND and Accord for Development, a local NGO based in Port Harcourt, also reached an agreement in 2011 for

the establishment of the Local Capacity Building Program (LCBP) to help build the capacity of five local government areas (LGAs) to strengthen their capacity to select and implement sustainable community development projects. PIND and Accord for Development organized interactive forums with Akuku Toru LGA in Rivers state and Oguta LGA in Imo state with local government officials and community representatives to provide a platform for participatory

and inclusive decision making. Forum participants were trained to plan and appraise potential NDDC-funded infrastructure projects that are feasible, viable and add value to income-generating community infrastructure projects. Through the training, PIND helped LGA officials who are responsible for project selection gain a better understanding of which projects would be sustainable and provide benefit to the most people.

Advocacy, Awareness and Civic Empowerment (ADVANCE)



PIND and USAID/Nigeria representatives at the IPDA MoU signing ceremony.

In February 2011, PIND signed a Memorandum of Understanding (MoU) with USAID/Nigeria for an integrated Peace and Development Alliance (IPDA) to reduce conflict, improve institutions and foster socio-economic development in the Niger Delta in which the two organizations will provide a 1:1 match of \$25 million each. Under the IPDA, PIND and USAID/Nigeria partnered to support the previously established ADVANCE project.

The project is implemented by Pact International to help build the institutional and operational capacity of civil society organizations (CSOs) in the Niger Delta. Training was provided to five CSOs to strengthen their skills and abilities to promote civic education, enhance awareness of peace building and transparency issues, and maintain inclusive community participation in governance and development planning.

Following the training, the CSOs were encouraged to include in their activities issues of women, youth and people with disabilities. The project provided small grants to trainees for implementing advocacy and community engagement activities and to practice what they had learned about keeping accurate expense records and progress reports.



Members of Amato-Amaraku community in Imo state worked together to elect their representatives for the ADVANCE project grant being implemented by Forward Africa.



Building Youth Champions in Amafor Isingwu Community



(left) – Pastor Chibuzo Nwachukwu is a leader of the youths in Amafor Isingwu in Abia state. He participated in the capacity building workshop organized by Forward Africa under the USAID Nigeria/PIND/Pact Nigeria ADVANCE project on “Strengthening Local Involvement in Governance for Economic Growth and Development.” Since then, he has spearheaded the Amafor-Isingwu group activities including, mobilization, step-down training organization, community needs assessments and efforts to engage with the elected representatives.

“The Ebite road in our community of Amafor Isingwu leads to the National War Museum Umuahia, Abia state and the major town in the city. The contract to construct the road was awarded over two or three years ago by the Anambra-Imo River Basin Authority. After the initial scooping and grading of the road, the contractor abandoned the project. The rains over the years left the road worse than they found it.

Following the capacity building workshop organized by Forward

Africa titled *Strengthening Local Involvement in Governance for Economic Growth and Development*, in which nine youths and nine women from our community participated, we were taught to begin asking questions about what the government is doing with money appropriated in the budget and to monitor and supervise government projects that we know of in our community. On getting home, we stepped down the training in order to mobilize other Isingwu community members to take action, especially on the

abandoned road project that provides access to major markets for our community. We threatened to write protest letters to the government of Abia state about the road. On getting aware of the wind of change in the community, the contractor went back to work and in a short period – less than two months later – 80 percent of the road was completed. I thank God for the training program that exposed some of us to this knowledge that with our little effort we can bring positive changes to our community.”



The Ebite road in Amafor Isingwu leads to the National War Museum Umuahia, Abia state and is a very important access road for the rural farmers to transport their produce to neighboring markets. Chibuzo, Forward Africa (FOFA) representative and other community members monitored the road work project.

Helping Local Farmers Meet Federal Ministry of Agriculture and Rural Development (FADAMA) Grant Criteria in Five LGAs



Mrs. Elizabeth Adebajo, Project Coordinator.

In October 2011, Antof Rural Development Center (ARRDEC), an Oron based nongovernmental organization, became one of five grantee organizations under the USAID Nigeria-PIND-PACT Nigeria Advocacy, Awareness and Civic Empowerment (ADVANCE) project focused on improving the institutional and operational capacity of Niger Delta based civil society groups. The ARRDEC grant targets improved access to and the use of FADAMA grant funding by local farmers in five local government areas in Akwa Ibom state. Mrs. Elizabeth Adebajo, the Project Coordinator, gives insight on the necessity of the intervention and progress being made.



FADAMA facilitator, Mr. Unyienyin trained farmers in Urue Offong/Oruko LGA at the session held in December 2011. Overall, in five LGAs, 470 men and 494 women were trained, and 15 new FADAMA Community Associations were formed to help farmers gain access to grant funding from the Antof Rural Development Center.

“Oron, Okobo, Urue Offong Oruko, Udung Uko and Mbo are five local government areas in Akwa Ibom state. These five LGAs are low lands subject to seasonal flooding and water logging, popularly known as FADAMA lands. Sadly, most local farmers in the five LGAs have not been able to access the grant due to their inability to meet the requirements.

ARRDEC, supported by the Akwa Ibom FADAMA team, Akwa Savings and previous beneficiaries of the FADAMA loan, trained farmer groups on institutional and organizational development. The workshop ensured the transfer of skills to enable formation of associations that meet the FADAMA criteria for the local farmers groups and independent farmers. They also were trained on

business management skills and understanding leadership roles and responsibilities related to running associations.

By the end of the training, which had in attendance an almost equal representation of men and women, 15 FADAMA Community Associations (FCAs) were formed for the five LGAs and a total of 964 local farmers benefitted from the process.”

Changing the Orientation of Amato-Amaraku Women to Engage with Elected Representatives

Mrs. Blessing Dike is an Amato-Amaraku community woman in Imo state. She shares how the orientation of the women of her community has changed regarding participation in governance following their attendance of the Strengthening Local Involvement in Governance for Economic Growth and Development workshop held by USAID Nigeria/PIND/Pact Nigeria ADVANCE project grantee, Forward Africa.



Amato-Amaraku community members, including Mrs. Blessing Dike (in yellow blouse) attend the training on how to be involved in their own governance.



Mrs. Dike at a follow-on community engagement event with other women of Amato-Amaraku community planned how to engage their elected leaders using the skills acquired from the ADVANCE training.

"In Amato-Amaraku my community, we the women receive wrappers, food items and money from candidates only to be neglected after the election. We saw those gifts as the only benefits we get as community members for participating in elections. I attended a workshop organized by Forward Africa where they taught us especially as women to begin

engaging our representatives at the local and state levels, so that poverty can be reduced in our communities. As a result of the training, we the women are now aware that we can get much more benefits from our representatives as a community than the paltry sums politicians give out during campaigns. We now know we have been missing a lot just because we

did not know that it is our right to interact with our representatives to bring to their attention what we need as a community, which when included in the budget will bring development to the community and gradually remove poverty."



Peace Building

PIND's peace building activities are predicated on the understanding that peaceful, harmonious communities are a prerequisite for regional long-term economic growth and development. Healthy market systems flourish in peaceful societies. Jobs created through economic development initiatives, in turn, help reinforce peace.

Partners for Peace (P4P) Program

The cornerstone of PIND's peace building program is the foundation's flagship project, the Partners for Peace (P4P) program. P4P's mission is to identify and work with organizations and individuals committed to protecting and asserting their rights to a peaceable livelihood in the Niger Delta. There is an opportunity to build upon the shared interests and growing recognition for peace building in the region by coordinating promising local initiatives and establishing a strong network of local stakeholders who are already working to promote peace and reduce conflict.

The P4P program has three components:

- Voices - designed to identify and recognize existing building blocks for peace building
- Action - to enable those efforts to flourish and grow
- Network - to generate sustainable, collective action to resolve conflict and promote peaceable livelihoods

PIND seeks to integrate peace building into its three other programmatic areas – economic development, capacity building,

and research analysis – by examining how conflict impacts these areas and how PIND projects can be best designed to help mitigate this conflict. In 2011, as part of its Economic Development program, PIND conducted a scoping study to examine potential conflict issues within the selected value chain sectors of aquaculture, palm oil and cassava. PIND has subsequently focused on integrating peace building activities in all potential project interventions proposed for these sectors.

Early Warning Systems Workshop

In late 2011, implementers of conflict early warning systems gathered for a workshop to share experiences with conflict and lessons learned. The workshop provided a starting point for attendees to link, build on early warning systems, and grow a network to help combat violence and promote peace within the region.



“The framing of conflict in economic terms underscores the importance of economic programming as the primary vehicle available for peace work at present. Consequently, a foundation-based peace building agenda in the Niger Delta should be indirect and integrated into economic development efforts in a way that fosters the creation of social capital – also known as a culture of peace.”

– Professor Darren Kew
University of
Massachusetts, Boston



Presentations during the conflict Early Warning Systems workshop in Warri, Delta state.

Analysis and Advocacy

PIND believes accurate information and better informed stakeholders are vital to the effectiveness of its programs. The Analysis and Advocacy (A&A) program supports research that provides analysis, understanding, awareness and advocacy on the economic, institutional and peace building constraints in the Niger Delta. By establishing a network of institutions and individuals engaged in relevant studies, PIND fosters an exchange of learning between all groups to broaden the scope of analysis regarding socioeconomic challenges in the region.

Small Research Grants Program

The Small Research Grants Program (SRGP) is designed to engage policymakers, civil society, think tanks, researchers, academia and students in the promotion of strategic research and publications. These stakeholders form an advocacy and research network to address socioeconomic needs in the Niger Delta. In 2011, PIND awarded small

research grants of US\$25,000 each to two organizations – Aries Concept Nigeria Limited and the South-South office of the National Center for Technology Management (NACETEM). Aries Concept is using its research grant to identify and analyze traditional gender norms and their impact on generating equitable socioeconomic development in

Akwa Ibom, Bayelsa and Ondo states. NACETEM is undertaking technical skills mapping in Bayelsa, Delta and Rivers states to identify the capacity for accelerated technology-based socioeconomic development. Both research projects will inform and influence development policy and practice in the Niger Delta.



PIND awarded a small research grant to NACETEM to conduct technical skills mapping in the Niger Delta.

Livelihood Grant Distribution to Empower Niger Delta Women

PIND engaged the Morgan Smart Development Foundation in February 2011 to distribute grants to 66 Niger Delta women, 13 of whose photos were used in PIND's 2010 wall calendars to highlight and celebrate the hard work, strength and resilience of the women of the Niger Delta. The grants were provided to expand and advance the women's livelihood-creation activities primarily focused in the producing, trading and selling of various agricultural commodities.



Mrs. Angela Adeyan, a domestic poultry farmer in Ekpoma, Edo state, is one of the recipients of the livelihood grant for women.





Gender Study

In the first quarter of 2011, PIND concluded a gender assessment report conducted by the Center for Development and Population Activities (CEDPA) to identify and analyze the Niger Delta's traditional gender norms and their potential impact on development efforts. Qualitative data was collected through participatory and interactive focus groups and key informant interviews in eight of the nine states of the Niger Delta. This research, supplemented by secondary data from literature reviews, investigated issues of gender such as how gender issues are constructed within and among different ethnic and religious groups, how they are framed in both civil and customary law, and how they shape one's access to resources, security and decision-making structures. The key findings that emerged from the study revealed that many women struggle with cultural traditions regarding widow rites, their inability to inherit land, and their exclusion from decision making both in the household and the family. In addition, the study cited women's lack of income generating opportunities due to a lack of marketable skills.

In 2011, PIND used these findings to integrate gender considerations into all of its program designs and plans. Find the full report on <http://pindfoundation.net/about-the-foundation/resource-center/>.

In addition to household chores, women are expected to engage in farming or fishing. Women's lack of skill training, access to quality inputs and access to technologies prevent them from improving their yields and productivity.

– PIND Gender Study Report, 2011

“... when a woman shows that she has money, that man will tend to leave the responsibility to her. He will tell the children, ‘go to your mother, she has money’.”

– Woman respondent in Rivers state



Youth Study

Also in the first quarter of 2011, in order to better understand and integrate the needs and desires of youth into its programming, PIND concluded a Niger Delta Region Youth Assessment conducted on its behalf by the International Youth Foundation (IYF). The research goals were to gather quantitative and qualitative baseline data on youth in the Niger Delta, as well as to identify existing youth-related interventions in order to benefit from lessons learned and best practices. Key findings that emerged were that youth feel marginalized by both the government and oil companies. Also, there is a desperate need for education and training, not only in technical skills but also social skills such as teamwork, communication and conflict management. Finally, the youth engaged during this study inspired PIND to take decisive action in an effort to change the negative stereotypes of youth in the Niger Delta. This led to the 2012 Youth Advocacy Campaign. Full report on the 2011 Youth Assessment is available from <http://pindfoundation.net/about-the-foundation/resource-center/>.



While there is no uniform definition of youth in the Niger Delta, it is common to view young people from this area using a “*deficits model*.” That is, young people are often characterized as poorly educated, lacking job skills, and prone to militancy or violence. The data from this assessment revealed that young people view themselves in much more nuanced ways. In particular, young people see themselves as having great potential and motivation to improve their circumstances. However, they described their lack of access to skills or resources that could assist them in succeeding as a major obstacle to their development.

– PIND Niger Delta Youth Assessment Report, 2011

2012 Youth Advocacy Campaign

The Youth Advocacy Campaign was designed to generate awareness and interest in the issues, needs and aspirations of the Niger Delta youth.

These youth, aged below 30 years, are more than 62 percent of the population in the region and frequently are a source of negative media coverage – often characterized as poorly educated, lacking job skills and serving as a source of conflict. In reality, according to studies conducted by PIND and the International Youth Foundation (IYF), this misrepresentation overlooks the majority of Niger Delta youth who are working hard to make a living and contribute meaningfully, both socially and economically, to society. PIND's 2012 calendar, distributed in late 2011, was the centerpiece of the campaign, focusing on the identification and promotion of positive images and contributions of Niger Delta youth and their beneficial impact on the socioeconomic development of the region. The project produced a range of both print and video products, which have helped to explore issues related to youth in the region.

Visit <http://pindfoundation.net/PIND-calendar/PIND-calendar-project.html> to discover PIND's campaign to support a brighter future for youths in the Niger Delta.



Obinna Onyema is a member of the Umuokanne Youth Transport Association in Imo state. He is a secondary school leaver who became the bread winner of the family upon the death of his father. With the motorcycle purchased for him by the youth group, he now supports his mother and siblings and also saves money towards his university education.



Young girls are employed in a tailoring business set up with the support of the Dynamic Ladies Association, an all female social and charity youth group based in Akwa Ibom state. The association members make monthly contributions to create seed funding to help their members start businesses.

Looking Ahead to 2012

Throughout 2011, PIND conducted the analysis that will inform every phase of its program and project development in what promises to be a busy 2012. In addition to ensuring that all programs are both applicable to the needs of the people and produce sustainable results, these studies will prove a valuable contribution to the available data on socioeconomic conditions in the Niger Delta. PIND will continue to generate and aggregate data

and communicate findings to governmental agencies, donor partners, CSOs, the private sector and host communities to help guide socioeconomic development within the Niger Delta.

In 2012, PIND will continue to work with existing partners to develop program ideas and implement identified projects. Furthermore, PIND will always be looking to forge new partnerships and broaden its base of valuable stakeholders dedicated to the pursuit of

better lives for the people of the Niger Delta through collaboration, mutual support and partnership.

The board of trustees and staff recognize and thank the Nigerian federal government and its agencies, Niger Delta state and local governments and agencies, donor partners, CSOs, the private sector, implementing partners, and host communities for their continued support.





PIND Partners

Accord for Community Development (Accord)

Capacity Building Program

- PIND and Accord for Community Development worked to improve the capacity of five LGAs in the Niger Delta states of Imo and Rivers to deliver sustainable development projects to boost income generation and economic growth for the poor.

Economic Development Program

- Accord also worked with PIND on the analysis of economic value chains to determine potential pilot projects.

Centre for Development and Population Activities (CEDPA)

Analysis and Advocacy Program

- CEDPA worked with PIND to conduct a gender assessment of the Niger Delta, collecting baseline data on key gender issues used by PIND in integrating gender considerations into its programming.

Centre for Development Support Initiatives (CEDSI)

Economic Development Program

- Drawing from the wealth of their development experience, CEDSI provided creative insights into PIND's projects and activities. CEDSI made strategic inputs into the production and design of PIND's 2011 calendar, which highlighted the livelihoods of women in the Niger Delta and what they do to support their families.

Community Resources Development Organization (CREDO)

Economic Development Program

- In 2011, CREDO worked with PIND on the analysis of economic value chains to determine potential pilot projects.

Development Alternatives Inc. (DAI)

Economic Development Program

- DAI is providing strategic guidance to PIND in establishing and implementing the economic development program, helping with its design, development, implementation and evaluation strategies.
- DAI has also provided international mentors to train PIND staff and its partners in value chain analysis.

Engineers Without Borders (EWB)

Economic Development Program

- PIND collaborated with EWB to establish the Appropriate Technology Enabled Development (ATED) program, which included identification and research of technologies suited to development needs in the Niger Delta and establishment of an ATED Center located within PIND's Economic Development Center.

Forward Africa

Economic Development Program

- In 2011, Forward Africa worked with PIND on the analysis of economic value chains to determine potential pilot projects.

Capacity Building Program

- Forward Africa also received a sub-grant through the ADVANCE project to facilitate community involvement in governance for economic growth in six local government areas of Abia and Imo states.

Analysis and Advocacy Program

- The group also supported the identification of youth groups making positive contributions in the Niger Delta for the PIND 2011 Youth Advocacy Campaign.

German International Cooperation Agency (GIZ)

Economic Development Program

- PIND and GIZ worked together on the Business Enabling Partnership project to promote economic growth for micro, small and medium enterprises (MSMEs).

International Youth Foundation (IYF)

Analysis and Advocacy Program

- PIND partnered with the International Youth Foundation (IYF) on an assessment to provide baseline data on youth needs and issues in the Niger Delta as well as the 2012 PIND Youth Advocacy Campaign.

Living Earth Nigeria Foundation

Economic Development Program

- In 2011, Living Earth Nigeria worked with PIND on the analysis of economic value chains to determine potential pilot projects.

Ministry of Niger Delta Affairs

Economic Development Program

- The Ministry worked with PIND in 2011 to analyze economic data on the Niger Delta to identify and prioritize growth opportunities for the poor.

Morgan Smart Development Foundation (MSDF)

Analysis and Advocacy

- PIND worked with the Morgan Smart Development Foundation to coordinate a small livelihood enhancement grant program for 73 Niger Delta women who support their families through various livelihood activities. MSDF also supported the identification of youth groups making positive contributions in the Niger Delta for the PIND 2011 Youth Advocacy Campaign.

Economic Development Program

- The group also participated in the analysis of economic value chains to determine potential pilot projects.



New Nigeria Foundation (NNF)

Economic Development Program

- NNF worked with PIND in 2011 to collect and analyze economic data on the Niger Delta to identify and prioritize growth opportunities for the poor. NNF participated in analysis of economic value chains to determine potential pilot projects.

Niger Delta Professionals for Development (NIDPRODEV)

Economic Development Program

- NIDPRODEV worked with PIND in 2011 to study micro, small and medium Enterprises (MSMEs) in the city of Warri in Delta State. The group also participated in the analysis of economic value chains to determine potential pilot projects.

PACT Nigeria

Capacity Building Program

- In 2011, PACT worked with PIND on the Advocacy, Awareness and Civic Empowerment (ADVANCE) project to build the institutional capacity of Niger Delta CSOs in partnership with USAID.

Self-Help and Rural Development Association (SHERDA)

Economic Development Program

- In 2011, SHERDA worked with PIND on the analysis of economic value chains to determine potential pilot projects under PIND's economic development program.

Self-Help and Rural Development Association (SHERDA)

Economic Development Program

- In 2011, SHERDA worked with PIND on the analysis of economic value chains to determine potential pilot projects.

United Nations Development Program (UNDP)

Capacity Building Program

- PIND partnered with the United Nations Development Program (UNDP) through a cost-sharing agreement on the design of a Social Sector Investment Framework to fund community development projects in collaboration with the Ministry of Niger Delta Affairs and other development partners.

United States Agency for International Development (USAID/Nigeria)

Integrated Peace and Development Alliance (IPDA)

- Through the IPDA, PIND and USAID seek to increase agriculture-related incomes, improve the capacity of government and civil society institutions, and reduce conflicts and improve economic opportunities among vulnerable communities in the Niger Delta.

Auditors' Report

To The Board of Trustees Foundation for Partnership Initiatives in the Niger Delta (PIND)

We have examined the financial statements of the Foundation for Partnership Initiatives in the Niger Delta (PIND) for the year ended 31 December, 2011 set out on pages 3 to 10 which have been prepared in accordance with the accounting policies set out on page 2.

Respective responsibilities of management and auditors

As stated in Note 13 to the financial statements, the management of the Foundation for Partnership Initiatives in the Niger Delta is responsible for the preparation of the financial statements. It is our responsibility as auditors, to express an independent opinion, based on our audit, on those financial statements prepared by the management.

Basis of opinion

We conducted our audit in accordance with International Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes an assessment of the accounting principles used and the significant estimates and judgments made by the management, and an evaluation of the overall adequacy of the presentation of the financial statements.

We planned and performed such audit procedures and obtained all the information and explanations which we considered necessary for our audit. We believe that our audit provides us with a reasonable basis for our opinion.

Opinion

In our opinion, the Foundation has kept proper books and the financial statements, which are in agreement with the financial statements; give in the prescribed manner the information required by the Companies and Allied Matters Act, Cap. C.20.LFN 2004 and give a true and fair view of the state of affairs as at 31 December, 2011 and of its statement of receipts and payments, and cash flow for the year then ended in conformity with generally accepted accounting principles in Nigeria.

BAKER TILLY NIGERIA
CHARTERED ACCOUNTANTS
ABUJA, Nigeria
28 March, 2012





Foundation for Partnership Initiatives in the Niger Delta (PIND)

Statement of Accounting Policies

1. Basis of accounting

The financial statements are prepared under historical cost convention.

2. Receipts

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

3. Transactions in foreign currencies

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

The accounts of the Foundation are maintained in Naira.

4. Fixed Assets

Fixed assets are stated at cost less accumulated depreciation.

5. Depreciation

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

	Percentage
Land & Building	2-3 $\frac{1}{3}$ %
Motor vehicles	25%
Furniture and fixtures	25%
Office & Communications Equipments	25%
Tools, Machine & Equipment	25%

6. Taxation

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

Foundation for Partnership Initiatives in the Niger Delta (PIND)

Balance Sheet as at 31 December, 2011

	Note	2011	2010
Fixed assets	3	27,621,055	28,001,567
Capital work in progress	4	81,358,674	–
Current asset:			
Prepayments & Advances	5	7,132,280	2,344,811
Cash and Bank balances	6	78,269,281	107,788,984
Less:			
Current liabilities:			
Accruals and payables: Amount falling During within one year	7	<u>(87,570,279)</u>	<u>(33,529,764)</u>
Net total assets	8	<u>106,811,011</u>	<u>104,605,598</u>
Accumulated funds:		<u>106,811,011</u>	<u>104,605,598</u>



Foundation for Partnership Initiatives in the Niger Delta (PIND)

Statement of Receipts and Payments for the Year Ended 31 December, 2011

	Note	2011	2010
		N	N
Receipts during the period:			
Funds received from NDPI	8	570,270,586	178,913,487
Interest income		36,149	–
		<u>570,306,735</u>	<u>178,913,487</u>
Payments during the period:			
Research and analysis		153,884,270	–
Management and support staff cost		152,940,298	24,956,645
Program staff cost		104,683,623	22,547,000
Travel expenses		59,290,207	2,856,450
Stakeholders' relations		20,758,796	2,217,090
Consulting fees		20,657,247	10,398,259
HR Administration and recruitment costs		20,210,489	8,482,995
Communication expenses		14,814,729	2,239,732
Financial management services		5,968,035	2,522,125
Bank charges		3,938,725	449,829
Printing and postages		3,050,845	547,135
Office supplies		2,761,873	748,493
Legal fees		2,739,000	915,000
Grant contribution		2,164,000	–
Office rent		1,928,921	–
Motor vehicle repairs and maintenance		1,648,611	470,047
Insurance		1,500,084	255,441
Meeting expenses		1,118,442	271,161
Media Hub production		801,632	–
Audit fee		575,000	348,750
Electricity		237,000	80,000
Monitoring and evaluation cost		196,920	–
Safety service expenses		51,500	183,500
Freight and shipping		44,560	–
Depreciation		8,590,163	3,051,961
		<u>584,554,970</u>	<u>83,541,613</u>
Exchange gain		<u>(16,453,648)</u>	<u>(160,844)</u>
Total payments		<u>568,101,322</u>	<u>83,380,769</u>
Surplus for the period		<u><u>2,205,413</u></u>	<u><u>95,532,718</u></u>

Foundation for Partnership Initiatives in the Niger Delta (PIND)

Cashflow Statement for the Year Ended 31 December, 2011

	2011	2010
	N	N
Cash flow from operating activities:		
Operating surplus before working capital changes	10,795,576	98,584,679
Working capital changes	(32,105,628)	31,184,953
Net cash inflow from operating activities	<u>(21,310,052)</u>	<u>129,769,632</u>
Cash flow from investing activities:		
Acquisition of fixed assets	(8,209,651)	(31,053,528)
Net cash outflow from investing activities	<u>(8,209,651)</u>	<u>(31,053,528)</u>
Cash flow from financing activities:		
Capital grants	–	9,072,880
Net cash inflow from financing activities	<u>–</u>	<u>9,072,880</u>
Net increase in cash and cash equivalent	(29,519,703)	107,788,984
Cash and cash equivalent as at 1 January, 2010	107,788,984	–
Cash and cash equivalent as at 31 December, 2011	<u>78,269,281</u>	<u>107,788,984</u>



PIND Board of Trustees



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Andrew Fawthrop

Chairman and Managing Director
Chevron Nigeria/Mid-Africa Strategic Business Unit
Chevron Africa and Latin America Exploration
and Production



Professor Femi Ajibola

Managing Director and Chief Executive Officer
New Nigeria Foundation



Mina Ogbanga

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



Dennis Flemming

Project Director
PIND

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

– African proverb



Ezekiel OlaSupo Shadiya

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



Anire Celey-Okogun

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Channelle Microfinance Bank



Chief Edwin Porbeni

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PIND Staff in 2011



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Trustee



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- Morgan Smart Development Foundation
- PIND Program Staff and Consultants
- SilverBullet
- Water and Sanitation Rotarian Action Group (WASRAG)

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- Design: Information Design & Communications



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IDC 092495-0912

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