



2010 Annual Report

Building Partnerships for the Future

Foundation for Partnership Initiatives in the Niger Delta



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*Want to travel fast, travel alone.
Want to travel far, travel together.*
– African proverb

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Message From the Chairman of the Board of Trustees

We are pleased to present the first Annual Report of the Foundation for Partnership Initiatives in the Niger Delta (PIND). Our mission is to contribute to the improvement of the standard of living for the people of Nigeria's Niger Delta. In 2010, we began to lay a solid foundation for socioeconomic development through innovative programs and multistakeholder partnerships focused on poverty alleviation and the promotion of peace.

While we know that the governance of partnerships can be challenging, we are confident that working together with diverse colleagues helps to provide creative and lasting solutions to the complex problems faced by communities in the region. Working in partnership enables excellent use of resources, facilitates knowledge sharing and helps produce sustainable positive outcomes.

Our partnerships will be the dynamic force to achieve transformative change by fostering economic development and capacity building leading to prosperity and stability.

We are thankful to the colleagues and numerous local and international stakeholders who are joining us with a shared vision of a Niger Delta where community members are empowered to pursue new opportunities and create better lives.

As we move forward, we are inspired by the prospects for the future. We appreciate your interest in our progress. Your thoughts and comments are most valued and welcome.

Andrew Fawthrop



Andrew Fawthrop
Chairman, PIND Foundation



Introduction to PIND

The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a registered nonprofit organization in Nigeria. PIND serves as an operational entity that actively participates in the design, development, implementation, and monitoring of programs funded by the Niger Delta Partnership Initiative (NDPI). The initiative has allocated funding of \$50 million by Chevron Corporation from 2010 to 2014. The NDPI seeks to leverage an additional \$50 million from other donors, both public and private, in kind and in cash, to provide a total program portfolio of \$100 million.

While PIND focuses on implementing programs through participatory development, the NDPI Foundation is responsible for decision-making related to strategic partnerships and overall project funding. NDPI is incorporated in the United States to efficiently and transparently fund the programs that are carried out by PIND.

The theme of this report, *Building Partnerships for the Future*, accurately describes the efforts undertaken by PIND in 2010 to establish a firm base from which to launch well-conceived, effective and sustainable projects for the coming years. This report highlights the achievements and progress made by PIND during 2010, its first year of operation, and discusses the origins of PIND in the social and economic context of the Niger Delta.

The main activities of PIND's initial year include:

- Selecting trustees and recruiting staff members
- Structuring and incorporating the foundation in Nigeria
- Establishing initial office and operations
- Defining strategic objectives and strategies
- Developing project management and administration processes and procedures
- Engaging and consulting with stakeholders at federal, state and local levels
- Researching the donor community and implementing partners
- Introducing PIND to potential partner donors



Promoting multistakeholder partnership is at the heart of our development model.

Dennis Flemming
Project Director, PIND



The Evolution of PIND

What was originally seen as the primary domain of governments and aid agencies has grown to include an increasing number of private sector donors. The number of local and international nongovernment organizations (NGOs) implementing development programs on the continent has grown exponentially as the number of donors grows. With this increasing mass of players in the development field, many look for the synergies that can come with development partnerships. Most of these partnerships have tended to stay within the narrow realms of like-minded organizations and individuals that offer no real diversity in terms of development thinking and approaches.

The concept of public-private partnerships has changed some of that thinking. The development community is turning more frequently to the private sector to join development initiatives where social benefits could be sustained through various forms of economic opportunity. This engagement offers new opportunities for collaboration between the private sector and development organizations. PIND is part of a new form of public and private sector collaboration, which represents exciting opportunities to produce unique development partnerships that can make a difference.

Chevron pioneered a new concept in public-private partnerships when it established the Angola Partnership Initiative (API) in 2002, partnering with international aid agencies, such as the United States Agency for International Development (USAID)

and the United Nations Development Programme (UNDP), to help rebuild Angola after years of civil war. The initiative did not focus on Chevron's business interests and operational areas, but on development programs that sought to bring stability and growth in the areas most affected by conflict. This focus enabled Chevron and its donor partners to find more common ground in working together but still generated a diversity of thinking that produced some innovative results, such as the establishment of Angola's first microfinance bank and improvements in commercial agriculture. API continues to generate important benefits for Angola to this day.

For Chevron, the experience was an important learning opportunity and the company was eager to try the model again, building upon what it learned in



The development community is turning more frequently to the private sector to join development initiatives where social benefits could be sustained through various forms of economic opportunity.



From the creeks and waterways to the green lands of the Niger Delta, existing levels of socioeconomic development in the region show that much effort is needed to improve the lives of the people.

Angola. The Niger Delta region of Nigeria was the obvious choice for the next attempt. The region has many complex development challenges. Yet there is a noticeable lack of coordination and collaboration among the many development partners in the region.

From the creeks and waterways to the green lands of the Niger Delta, existing levels of socioeconomic development in the region show that much effort is needed to improve the lives of the people. The Niger Delta is home to more than 31 million inhabitants. People 30 years and younger comprise more than 62 percent of the population, and about 70 percent live in poverty. About 46 percent of the employed persons in households earn less than 5,000 Naira (\$32) per month, and 44 percent are engaged in agriculture. Crude oil production accounts for 90-95 percent of Nigeria's export revenue and about 80 percent of government revenue.

During the peak of the nation's oil boom of the 1970s, life expectancy in Nigeria was 60 years. In 2000, national estimates dropped life expectancy to 46.8 years.*

Learning From Past Experiences

The innovative model that established participatory mechanisms in the Niger Delta began in 2005 under the Global Memoranda of Understanding (GMOU) that engaged communities through Regional Development Committees (RDCs) together with state and local government agencies, and local non-government organizations (NGO). The participatory partnerships formed in this process included stakeholders in the planning, implementation, monitoring and evaluation of programs with high standards of accountability and transparency. PIND recognizes

*Sources: United Nations Development Program, Niger Delta Human Development Report 2006; Niger Delta Regional Development Master Plan

that these multistakeholder partnerships provide a key to generating creative, positive solutions to the complex problems faced by communities in the Niger Delta. PIND works to facilitate broader and more diverse partnerships.

A New Approach

Promoting partnership and strong collaboration among diverse stakeholders hinges on the recognition that no single organization can address the problems in the region. A new approach is required, one focused on participatory development through partnerships, operating with transparency and accountability. Thus, the NDPI was created in 2010. The challenge from Chevron was to make the initiative even bigger and better than API. So Chevron doubled its initial API investment to \$50 million for NDPI. It established two foundations, the NDPI Foundation in the U.S. to coordinate development project funding and the PIND Foundation in Nigeria to coordinate project implementation. Both foundations were created as models of partnership, with the Chevron representative directors outnumbered by independent directors – experienced development professionals coming from diverse disciplines and backgrounds. NDPI intentionally blurs the rigid lines between donors and implementers, focusing instead on multistakeholder partnerships.

Success in the Niger Delta is fundamentally linked to the socioeconomic development and peaceful coexistence of communities in the region. PIND

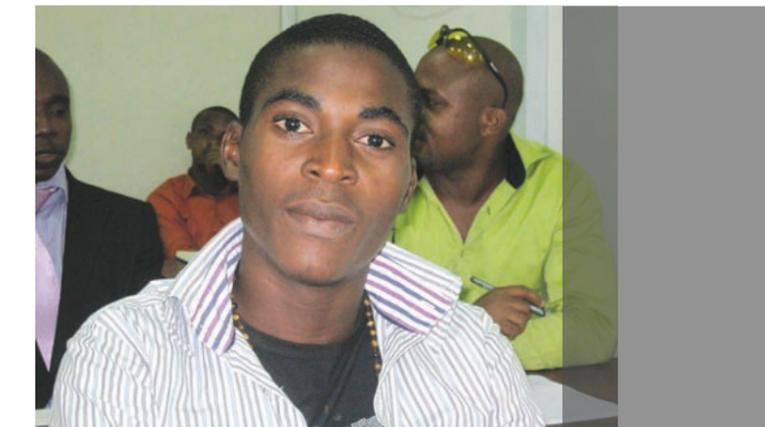
is dedicated to the establishment of partnerships for creating sustainable development. The foundation will design, fund and build broad stakeholder support for programs and activities that will contribute to poverty alleviation and the promotion of peace in the Niger Delta, thereby creating an enabling environment for the economy to grow. Combining donors, both public and private, PIND will help form partnerships that will support programs and activities. As a result, expanding networks will be generated in the Niger Delta that are committed to improving the standard of living and addressing the root causes of conflict in the region.

Embracing the Concept of Partnership

PIND seeks to collaborate with a diverse array of partners (including bilateral and multilateral aid donor agencies), federal and state government agencies in Nigeria, private companies and foundations.

PIND's efforts are already showing promise in its very first year. In less than a year from its inception, PIND has already confirmed new partnerships with donors, who are quickly recognizing the opportunity for using this unique model of partnership to bridge relationships and efforts between the many development actors in the region. For the development community, PIND is an interesting, unique organization that bears watching. The organization represents new paradigms for development partnerships.

Success in the Niger Delta is fundamentally linked to the socioeconomic development and peaceful coexistence of communities in the region. PIND is dedicated to the establishment of partnerships for creating sustainable development.





The PIND Board of Trustees

Oversight by Board

To contribute to ensuring that PIND effectively manages and transacts its operations in a transparent and accountable manner, the Board of Trustees has the statutory responsibility for:

- Making decisions on PIND's programs, operation and direction
- Approving annual funding allocations for operations and administrative expenses
- Approving new project execution plans
- Approving project implementers

Members of the board are professional men and women experienced in development, coming from diverse disciplines and backgrounds. They were selected based on their ability to provide sound leadership to the PIND Foundation. To ensure the autonomy as an entity separate from founding sponsor Chevron Corporation, the Board of Trustees is comprised of three Chevron staff and four independent members. The board was inaugurated on October 22, 2010, and holds meetings three to four times each year. The board consistently communicates and maintains sound relationships with the management and staff of PIND.

Members



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

With more than 36 years of oil industry experience in the areas of upstream operations and commercial development, he has served in executive positions for Unocal and Chevron on exploration, development, power and pipeline projects in Bangladesh, Brazil, the Caspian Region, China, Egypt, Indonesia, Russia, the U.K. North Sea, the U.S. Gulf of Mexico and Alaska, and West Africa.



Dennis Flemming
Project Director, PIND

With over 24 years of experience, his focus has been on establishing corporate community engagement and

sustainable development partnerships. His work includes the CDI Foundation in Papua New Guinea and Chevron's Angola Partnership Initiative in Angola.



Professor Femi Ajibola
Managing Director and Chief Executive Officer
 New Nigeria Foundation

With an extensive career in academia, research and consulting, he now leads a nonprofit NGO that

emphasizes the development needs of Nigeria and the resultant empowerment of its citizens. He is a Professor of Agricultural Engineering, a Fellow of the Nigerian Society of Engineers, a Fellow of the Nigerian Academy of Engineering and a former Deputy Vice-Chancellor for Obafemi Awolowo University at Ile-Ife.



Ezekiel OlaSupo Shadiya
Executive Director
 Nigeria National Petroleum Company/
 Chevron Nigeria Limited Joint Venture

With a distinguished career of 30 years in the

oil industry in the United States and Nigeria, he is experienced in operational joint partnerships. He has held various positions of increasing responsibility in Chevron in upstream operations, human resources, gas-related projects, marine services and deepwater assets.



Anire Celey-Okogun
Chief Executive Officer
 Channelle Microfinance Bank

In her current role, she is responsible for more than 8,000 small and medium-sized depositor accounts

and offers her skills from nearly 20 years of experience as a retail banker. She serves as a member of the National Association of Microfinance Banks, the Nigerian Bar Association, and the International Bar Association.



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

A community development specialist, she founded and

manages an organization that promotes good governance and sustainable development in rural communities. She also serves as a member of the Board of Trustees of the Rivers Community Development Foundation.



Chief Edwin Porbeni
Chairman and Managing Director
 Ezot Enterprises Limited, Courier Plus

With more than 50 years of experience in logistics, transportation and

shipping, he began his career as Quarry Staff for the Nigerian Port Authority in 1960 and has served as Agencies Manager for the Nigerian National Shipping Line and Shipping Manager for Alraine Nigeria.

The Staff of PIND



Dennis Flemming
Project Director

Manages overall activities of PIND Foundation

We want to be seen as an organization that displays integrity and transparency when dealing with our partners.



Sam Ogbemi Daibo
Deputy Project Director

Manages program staff and coordinates PIND's support for economic development

We have an ambition to be different, have a long-term perspective to development, independent and local. We have our fund and a network in the Niger Delta that gives us the ability to operate in the region.



Yela Joseph Alagoa
Monitoring and Evaluation Officer

Coordinates monitoring, evaluation, data gathering and reporting of PIND's program

We are a responsible organization that provides leadership and innovations in the development of the Niger Delta.



Oroma Wodi
Administrative Officer

Coordinates logistics and provides administrative support for PIND's staff and office

We are a team of fully motivated and well-rounded individuals with a shared mission to succeed.



Chichi Nnoham-Onyejekwe
Communications Officer

Coordinates public relations events; prepares newsletters, brochures, annual reports and manages the website

Our approach to partnership is unique...it's a strong motivating factor for my colleagues and me.



Micah Mendie
Analysis and Advocacy Program Officer

Coordinates PIND's research, advocacy and engagements at different levels to promote understanding and awareness of socioeconomic needs

We have considerable autonomy and local identity, allowing us to position ourselves distinctively and work in different ways from many established actors.



Bosede Eitokpah
Capacity Building Officer

Coordinates capacity building of government, nongovernment and community organizations to generate socioeconomic development

I joined PIND because of my passion for connecting with people in order to support positive change. I joined to be part of a team that I believe would be dynamic in addressing development issues in Nigeria's Niger Delta.



Robinson Ariyo
Peacebuilding Program Officer

Coordinates PIND's outreach program to foster stability in vulnerable and conflict-impacted communities

We are like an explorer trying to find our way through a terrain with very few sign posts and a map still in its preparatory stages.



Pamela Mark
FGN Engagement Consultant

Our strength is secured in our funding, an expert team of personnel drawn from several areas and participatory styles of decision making.

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

– African proverb





Program Focus Areas



Economic Development

Concentrating on programs to benefit the poor and disadvantaged, emphasizing the needs of youth and women, and generating sustainable economic opportunities for micro, small, and medium-sized enterprises, PIND seeks to generate employment in the region, building upon its strengths in tapping new potential areas of non-oil related economic growth, such as in agricultural development, making markets work for the poor.



Capacity Building

Strengthening the skill and ability of government, civil society and communities to encourage the development of broad-based economic growth.



Peace Building

Fostering stability and promoting increased consensus among key stakeholders through deliberative dialogue and other conflict resolution approaches.

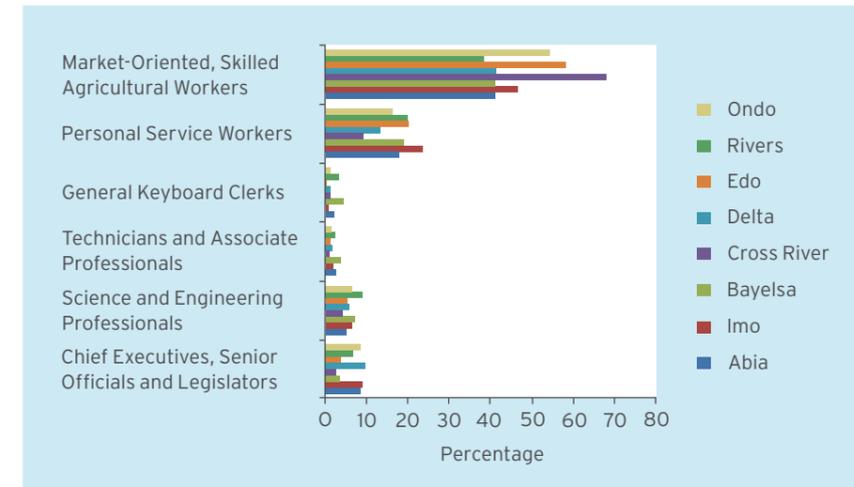


Analysis and Advocacy

Through studies and assessments, gain understanding and awareness of the socioeconomic needs in the Niger Delta and identify strategies for addressing those needs.



Percentage of Working Population in Niger Delta States by Occupation



Source: Adapted from NBS; Harmonized Nigeria Living Standard Survey 2008/09 July 2010

Approximately half the population of the Niger Delta is dependent upon agriculture for their livelihoods. Increased agricultural production, processing and trading represent significant opportunities for economic growth and sustainable development in the region, particularly in the rural areas. PIND is studying these opportunities to identify where and how it can generate increased growth and employment.

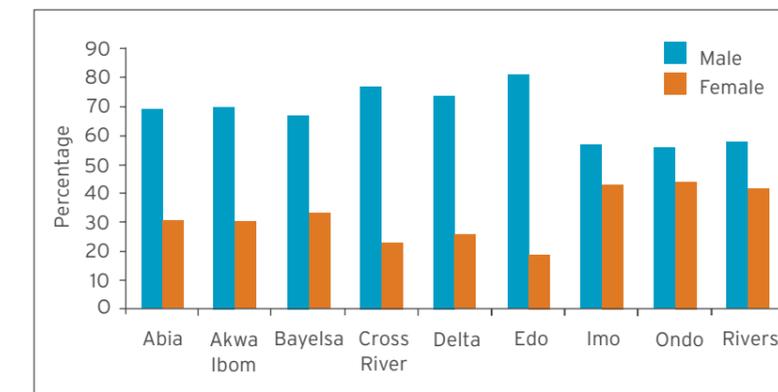
Bananas and plantains constitute major staple food crops for millions of people in the Niger Delta.

The Approach of PIND

PIND has established a set of principles to guide how it handles its programs and activities. Under these principles, PIND seeks to:

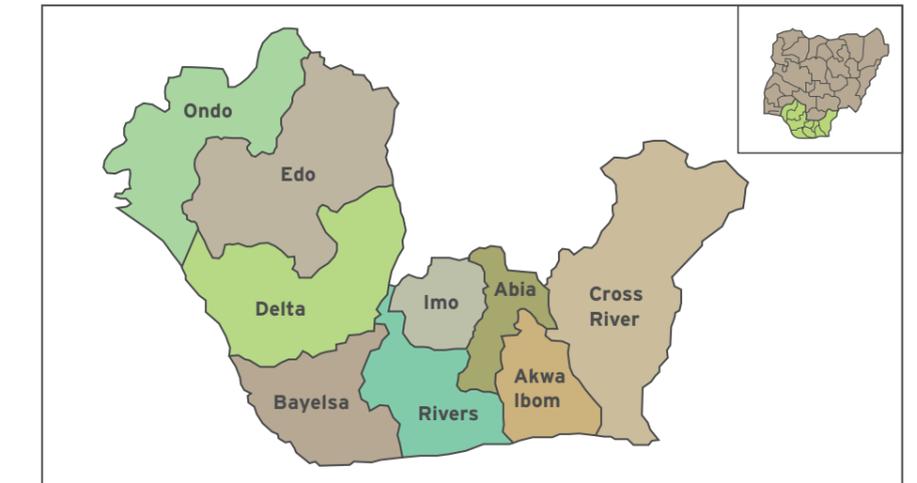
- Work within the social and economic guidelines of the Nigerian government
- Work at the national, regional and community levels
- Work in a participatory manner
- Leverage resources
- Combine international best practice with local expertise
- Conduct impact assessments
- Promote sustainability
- Focus on gender, youth and social inclusion

Percentage of Employed Niger Delta Residents by State and Gender 2008-2009



Source: Adapted from National Bureau of Statistics, National Manpower Stock and Employment Generation Survey Report July 2010

Where PIND Works - The Nine States of the Niger Delta



The Niger Delta is occupied by more than 30 million inhabitants. The states with higher population sizes are Rivers, Delta, Akwa Ibom and Imo. The average density is about 265 inhabitants per square kilometer.



Achievements in 2010

Organizational Governance and Management

PIND was registered as a nonprofit organization in Nigeria on July 1, 2010. Following PIND's inauguration of an independent board of trustees in August of 2010, revised documents were submitted to Nigeria's Corporate Affairs Commission (CAC). A new certificate of incorporation was issued to PIND in early 2011.

Briefings on PIND's activities in Nigeria were provided to representatives of the Nigerian National Planning Commission. PIND also was registered as a nonprofit foundation with the commission.

Plans were put in place for the supply of the foundation's finance, procurement, IT, legal and compliance support services.

Headquarters Office and Staffing

The initiative's fully staffed functional headquarters was established in Nigeria's capital city of Abuja to be in close proximity to the federal government and international donor agencies. The Abuja office accommodates nine program staff with additional space for at least two partner researchers and trainers. The office has a conference room suitable for hosting meetings, small seminars and training activities (with capacity for up to 30 people).

PIND began the early construction phase of the Economic Development Centre (EDC) located in Warri, Delta State, which will also serve as a hub for PIND's field activities. The EDC will also house the proposed Appropriate Technology Enhanced Development Center to support training and programs for beneficiaries from throughout the Niger Delta region.

Through a rigorous process, the PIND staff for the Abuja office was recruited through Rhizome Consulting, a human resource consulting firm based in Abuja. PIND initiated the recruitment of a manager for the EDC.

In its first year, PIND concentrated on effectively communicating to internal and external audiences, to deliver information that was accurate, timely and accessible. PIND launched a website to provide information about the initiative's goals, strategy, funding, program areas and partners. The website is a platform for contacts, feedback and updated perspectives on effective development partnerships. Visit <http://pindfoundation.org>



Launch

On October 22, 2010, PIND introduced the foundation to a cross section of stakeholders. The launch was held at the Transcorp Hilton Hotel in Abuja.

PIND's Chairman Andrew Fawthrop, members of the board of trustees, management and staff of PIND participated in the launch event. In his welcome address, Mr. Fawthrop explained that PIND is a unique way to build partnerships with national and multinational donors to develop new solutions for the development challenges faced by the Niger Delta region.

Dignitaries involved with the occasion included Honorable Minister for Niger-Delta Affairs, Elder Godsdan Orubebe, represented by Mr. Benjamin Ameh; Senate President, Senator David Mark, represented by Senator Victor Udoma-Egba; and PIND's Chairman as well as Chairman and Managing Director of Chevron Nigeria Ltd., Andrew Fawthrop. Others were representatives of Delta, Edo and Ondo states; Minister for Environment; the World Bank; the U.K.



Left and right – Mr. Benjamin Ameh; and Andrew Fawthrop

Department for International Development (DFID); the German Technical Cooperation agency (GIZ); African Development Bank (ADB); UNDP; the European Union; the World Bank; the Open Society Initiative for West Africa; and members of the civil society groups.

The event included a panel discussion titled "Rethinking Partnerships in the Niger Delta," moderated by Professor Femi Ajibola, CEO of the New Nigeria Foundation.

The discussion focused on how to facilitate new stakeholders' partnerships for socioeconomic development in the region, identify opportunities for such development, catalyze the process and identify indicators for evaluating success of the initiative.

The launch officially set PIND in motion toward achieving its goal and establishing an environment conducive for work on a variety of planned activities including assessments, creation of the EDC in Warri and peace initiative planning.



Top: from left to right: Dr. Abiodun Onadipe, of the United Nations Development Programme; Senator Victor Ndoma-Egba, Deputy Senate Leader of the Federal Republic of Nigeria; Professor Femi Ajibola, CEO of New Nigerian Foundation, and trustee of PIND; and Mrs. Mina Obanga, CEO of Centre For Development Support Initiatives, and a trustee of PIND. **Bottom:** Cross section of guests

Effective use of research findings enables PIND to plan strategically, increase program impact, derive community ownership and contribute to lasting change.

Research and Strategic Planning

PIND gains the consistent involvement of community members in the design and implementation of programs by conducting assessments and studies in order to better understand the socioeconomic needs in the Niger Delta. This approach helps ensure that programs are designed to meet identified needs.

In 2010, PIND commissioned studies in priority areas including business market research development, conflict management, youth employment, gender integration, agriculture and advocacy programs.

Gender assessment

One of PIND's goals is to integrate gender participation and awareness of gender issues into every aspect of project design and implementation to foster equitable participation and benefits for both men and women.

To help achieve this objective, PIND commissioned the Center for Development and Population Activities (CEDPA) to conduct a gender assessment. Recommendations from the study will support PIND's ability to incorporate gender issues into program plans and designs. Field data collection was completed and being analyzed by the end of 2010.

Economic development

PIND worked with consultants from the Springfield Center and Development Alternatives Incorporated (DAI) to meet with potential donor partners and assess their approaches to economic development in order to prioritize projects and opportunities for its economic development strategy. This assessment helped PIND to understand how much analysis and capacity building is needed for itself as well as its partners in order to undertake effective and sustainable projects aimed at promoting economic growth for the poor in the Niger Delta region.

Youth assessment

The International Youth Foundation (IYF), with the support of PIND's Analysis and Advocacy Program Officer, commenced field work to conduct a youth study that will identify key issues and needs of youth in the Niger Delta. Quantitative and



A focus group discussion session with women in Edo State

qualitative demographic data was collected and being analyzed by the year's end. The findings will identify existing youth-related policies and programs and develop recommendations that will assist PIND in the planning of future program content.

Advocacy and conflict assessment

Knowledge of the sources and types of conflict in the Niger Delta and the existing approaches to conflict management will help guide PIND's peace-building program area.

PIND conducted studies to identify ongoing and past advocacy programs, donor and implementing agencies, and capture lessons learned through past experience in the area of conflict resolution. Research findings will be used to create a strategic framework and plans to monitor and evaluate peace-building programs.



A focus group discussions session with male youths in Delta State

Sourcing Partnership and Collaboration Opportunities

PIND seeks partners and donors from the public and private sector to create dynamic, multistakeholder partnerships that take advantage of the synergies of involving diverse organizations and interests.

In 2010, PIND commenced discussions with several development partners, funders, Civil Society Organizations (CSOs) and communities on partnership possibilities and intervention opportunities.

Discussions were conducted with the USAID in order to focus on collaboration for integrated peace and development programs. These programs will help by increasing employment opportunities in the Niger Delta. Discussions with the U.K.'s DFID Economic

Growth team and their Governance and Social Development teams also examined collaboration opportunities.

PIND and GIZ reached agreement on a business-enabling project designed to promote economic growth and create a new link to other business development centers in Nigeria. The agreement supports establishment of the EDC in Warri. Also, under the agreement, 45 farmers have been trained on the application of business concepts in agriculture.



Representatives of PIND and GIZ Cooperation Agreement signing meeting on Business Enabling Partnership for Economic Development Centre, Warri



Third from left, Chief Omoyene of Benbo Farms in a business planning exercise during training

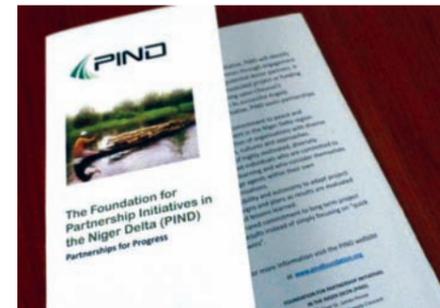
Making Progress

PIND commenced work on project development with local and international implementing partners in several program priority areas. An emphasis was placed on economic development projects.

Business Training for Farmers

In December 2010, the first training began under the cooperation agreement between PIND and GIZ. In Abraka, Delta State, small-scale commercial farmers learned how to improve the management of their farms as businesses. They were trained following the National Agricultural Enterprise Curriculum

(NAEC). The training was organized in collaboration with the All Farmers Association of Nigeria (AFAN). During the training, the participants were exposed to participatory and experiential learning methods.



“As a farmer you need some training to improve at your work. That is why when I was invited to the training, I did not delay to accept. Before the training, most of us did not know that farming is a business at all...but from that experience, I now know it is a business. Farming is part of business...we were taught how to manage it...we didn't know the difference between personal expenses and business expenses before. They trained us on how to differentiate between personal and business expenses. I also learned that the time you have to bring out your business to the market matters. There is a right time to bring out our business products to the market. For example, I am a fish farmer. At times I will bring out my products, and when you invite the buyers, they will pay a very cheap price...but this time around, after the training, I know the right business time to bring out my products. You know most of the training for farmers doesn't get done in the villages. They do it in the townships and we the local farmers are not invited to attend. Doing the training in the village was good.”

– Samuel Atigogo, a fish farmer and NAEC Trainee, resides in Iro Abraka in Delta State

“...the training was about planning. The more you plan, the more you stand the chance to succeed.”

– Chief C.O Omoyene, Oil Palm Farmer, Benbo Farms, resides in Ojeta, Abraka, Delta State

“....now, after the training, at the end of the week or a month, I will look through my expense sheet, then I will look at my profit too...”

– Evelyn Atitigbe, poultry farmer, resides in Abraka, Delta State

PIND can ensure peace...no doubt PIND is a good initiative. We need to collaborate with PIND in meeting up our target of training 50,000 youths on agriculture.

Honorable Minister for Niger-Delta Affairs,
Elder Godsdoy Orubebe

Youth Employment in Agriculture

Gainful employment, particularly for youths, is a key factor for economic development and peace building. Shortly after the conclusion of the Nigerian government's amnesty period granted to Niger Delta militants, PIND entered into discussions with the Delta State government to explore job creation collaborations for amnesty participants and unemployed youths through the stimulation of commercial agricultural production and downstream processing.

PIND worked with the Delta State government ministry of agriculture and market research company Raphia Red Ltd. on a study that focused on agricultural market systems and opportunities for youth employment in agriculture. Findings showed clearly that there are income growth and employment opportunities within agriculture in the state. PIND reviewed the study's value chain analysis to identify information required before development of a project on oil palm production and processing. The preliminary study will assist in PIND project plans that will support and improve economic opportunities and livelihoods for about 1,000 unemployed youth.

Economic Development Centre at Warri

The first phase of construction began on the EDC at Warri, Delta State. The center will provide business development services, training and market research to support micro-, small- and medium-sized enterprises in the Niger Delta region. The project site was cleared and leveled and an initial funding of \$2 million approved for construction of the facility and pilot program activities. An architect was engaged to design the facilities, and local contractors were invited to bid on the construction job. The center will be located on a three-acre parcel of land in the community of Egbokodo, within the environs of Warri. The center will support a broad range of projects and programs while providing PIND with a recognizable base of field operations.

As part of the planning for the new center, PIND worked with Raphia Red Ltd. to conduct a study of existing business development centers in the Niger Delta region to compare experiences, services and ideas with those under consideration for the EDC at Warri.

Jointly with GIZ, PIND produced a concept proposal for the Warri center. GIZ has supported a similar project called the Business Information and Technology Center (BITC) in Nasarawa state. That center is now self-sufficient through revenue generation, a goal shared for the center in Warri.

Appropriate Technology Enabled Development (ATED) Program

In 2010, PIND started developing a partnership with Engineers Without Borders (EWB), toward the establishment of an Appropriate Technology (AT) center in Warri. The project will identify, research, promote and apply various technologies suited to the local context of the Niger Delta that support community infrastructure needs and social entrepreneurship opportunities.

The project will draw upon EWB's network of partners. It is expected to foster a steady pipeline

of individual project and economic development opportunities. PIND and EWB partners commenced project development discussions with other development partners including the United Nations Department of Economic and Social Affairs and Rotary International while a concept proposal has been developed and circulated to program partners.

Social Sector Investment Action Plan

PIND and UNDP identified a shared interest in exploring new attempts at contributions of multiple donor resources into a well-designed social action fund based on successful models in Mozambique, Angola and Malawi. Chevron, through the Angola Partnership Initiative, worked closely with the Fundo de Apoio Social, one of the models UNDP is using as a basis for its design work, and found the model to be a very effective means of applying donor funds for community projects with the structured,

participatory involvement of communities, along with local and state government.

PIND advanced discussion with UNDP on setting up the design team for the Social Sector Investment Action Plan for Niger Delta. The team will research and design a multidonor trust fund to support community development in partnership with the Federal Ministry of Niger Delta Affairs.

Negotiations continued in December on the MOU with UNDP, who continue to work with the Ministry of Niger Delta to finalize plans and terms of reference for the design team.



Appropriate technology-driven development will increase awareness and understanding of the development and application of ATs for socioeconomic development; increase the availability, usability and quality of community infrastructure; enable organizations, institutions and individuals with common

interests in AT to share ideas, opportunities and learning in ways which improve their capacity for applying AT concepts in their work.

Beneficiaries: Broad range of rural and urban communities, social entrepreneurs, local investors, technicians, universities, students and engineering societies



Looking Ahead to 2011

As PIND moves into its second year, the board of trustees and staff offer thanks for the support received in 2010 from 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.

PIND will strive to consolidate the partnership discussions and program ideas initiated in 2010, forge more alliances, and implement identified projects.

In 2011, findings from the series of studies undertaken will help refine PIND's strategic framework and program plans.

The mission of PIND remains constant—pursuit of better lives for the people of the Niger Delta through collaboration, mutual support and partnership.

PIND

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CAC/IT/No 39281

Principal Professional Advisers

Banker

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Nigeria

Auditors

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Maryland, Lagos
Nigeria

Solicitors

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Nigeria

For additional information about the Foundation,
please visit PIND's website:
www.pindfoundation.org

Auditor's 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 period ended 31 December 2010 set out on pages 3 to 9, 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 11 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 2010 and of its statement of receipts and payments, and cash flow for the period then ended in conformity with generally accepted accounting principles in Nigeria.

BAKER TILLY NIGERIA
CHARTERED ACCOUNTANTS
ABUJA, Nigeria
March, 2011

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 the 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 accounts prepared for the period ended. The accounts of the Foundation are maintained in Naira and also have a domiciliary account.

4. Fixed Assets

Fixed assets are stated at cost less cumulative 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 and Building	2-3½ %
Motor Vehicles	25%
Furniture and Fixtures	25%
Office and Communications Equipment	25%
Tools, Machines and Equipment	25%

6. Taxation

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

FOUNDATION FOR PARTNERSHIP FOR INITIATIVES IN THE NIGER DELTA (PIND)
BALANCE SHEET
As of 31 December 2010

	Notes	2010
		₦
Fixed Assets	3	28,001,567
Current asset:		
Prepayments	4	2,344,811
Bank balances	10	107,788,984
Less:		
Current liabilities:		
Accruals and payables	5	(33,529,764)
Net total assets		<u>104,605,598</u>
Accumulated funds:		
Capital grants	6	9,072,880
Surplus for the period		95,532,718
		<u>104,605,598</u>

FOUNDATION FOR PARTNERSHIP FOR INITIATIVES IN THE
STATEMENT OF RECEIPTS AND PAYMENTS
For the period ending 31 December 2010

	Notes	2010
		₦
Receipts during the period:		
Funds received from NDPI	7	<u>178,913,487</u>
		<u>178,913,487</u>
Payments during the period:		
Consulting fees		10,398,259
Management and support staff cost		24,956,645
Program staff cost		22,547,000
Legal fees		915,000
Financial management services		2,522,125
Public relations		2,217,090
HR administration and recruitment costs		8,482,995
Communication expenses		2,239,732
Travel expenses		2,856,450
Printing and postage expenses		547,135
Office supplies		748,493
Meeting expenses		271,161
Audit fee		750,348

	Notes	2010
		₦
Electricity		80,000
Group life insurance		255,441
Safety service expenses		183,500
Motor vehicle repairs and maintenance		470,047
Bank charges		449,829
Depreciation		<u>3,051,961</u>
		<u>83,541,613</u>
Exchange gain		(160,844)
Total payments		<u>83,380,769</u>
Surplus for the period		<u>95,532,718</u>



Photographs courtesy of:

Center for Development and Population Activities (CEDPA)

International Youth Foundation U.S.A

Morgan Smart Development Foundation

Staff of the Foundation for Partnership Initiatives in the Niger Delta (PIND)

Young Consultants LTD

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