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## MONITORING AND EVALUATION REPORT

Foundation for Partnership Initiatives in the Niger Delta

Quarter Four: October- December 2016

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February 2017

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## ACRONYMS

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ADVANCE	Advocacy, Awareness and Civic Empowerment
ANDD	Advocacy for Niger Delta Development
ATED	Appropriate Technology Enabled Development
AT	Appropriate Technology
BMO	Business Membership Organization
BSP	Business Service Provider
BSF	Bio-sand Filter
CAFAN	<b>Catfish Farmers' Association of Nigeria</b>
CAPABLE	Capacity Building for Local Empowerment
CAWST	Centre for Affordable, Water and Sanitation Technology
CMADI	Coastal Marine Areas Development Initiatives
CNL	Chevron Nigeria Limited
CSO	Civil Society Organization
CBO	Community Based Organization
DSP	Digester Screw Press
EDC	Economic Development Centre
F2F	Face-to-face
FFA	<b>Fish Farmers' Association</b>
IP	Implementing Partners
IPDU	Integrated Peace Development Unit
LCBP	Local Capacity Building Project
LCC	Local Community Contractor
LGA	Local Government Area
LGC	Local Government Council
MD	Market Development
MSDF	Morgan Smart Development Foundation
NAEC	Nigerian Agricultural Enterprise Curriculum
NDDF	Niger Delta Development Forum
NDPI	Niger Delta Partnership Initiative
NGO	Non-Governmental Organization
P4P	Partners for Peace
PBP	Peace Building Program
PLACE	Peaceable Livelihood and Community Engagement
POP	Package of Practice
RDC	Regional Development Councils
LSP	Local Service Providers
SACE	USAID Civil Society Program
SDF	Social Development Fund
SME	Small and Medium Scale Enterprise
SSPE	Small Scale Processing Equipment
UPFFA	<b>Ugboro Progressive Fish Farmers' Association</b>
UUFFA	<b>United Ufoma Fish Farmers' Association</b>
SSTAC	Strengthening Support to Trade Associations and Cooperatives
MAH	Mechanical Adjustable Harvester
MARKETS II	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites
LEAD	Leadership Empowerment Advocacy Development
WAD	West African Development
LFM	Life Flour Mills
HQCF	High Quality Cassava Flour
LPO	Local Purchase Order
CCIDESOR	Citizens Centre for Integrated Development and Social Rights
SHERDA	Self Help and Rural Development Association

## Background

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Foundation for PIND (Partnerships Initiative in the Niger Delta) is a Nigeria-based non-profit foundation providing support for socio-economic development programs in the Niger Delta region of Nigeria. PIND is the Nigerian counterpart of the United States based NDPI (Niger Delta Partnerships Initiative) Foundation Inc. that was established by Chevron Corporation in 2010. Initial funding by Chevron was USD 50 Million over a five-year period from 2010 to 2014 to which NDPI and PIND were able to bring a further \$50M from donor partners including bilateral and multi-lateral aid donor agencies, Federal and State government agencies in Nigeria, private companies and foundations. A second, five-year phase of funding of \$40M commenced at the beginning of 2015 and will last until the end of 2019.

The goal of the Foundation for Partnership Initiatives in the Niger Delta (PIND) is to act as catalyst for the establishment of enabling environment for socio-economic growth in the Niger Delta region of Nigeria, through sustainable multi-stakeholder partnerships. The goal of these partnerships is to reduce poverty and increase welfare benefits by implementing interventions that result in stability and equitable increase in employment and incomes of beneficiaries in nine (9) target States: Rivers, Bayelsa, Delta, Abia, Akwa Ibom, Cross River, Ondo, Edo, and Imo. To deliver on this goal, PIND established four (4) program areas after conducting several comprehensive market assessments and studies. These program areas are inter-related, with reinforcing effects:

1. **Economic Development Program:** Focuses on generating opportunities for market development, poverty reduction and employment generation
2. **Capacity Building Program:** To build the service delivery and engagement capacity of government, civil society and communities.
3. **Peace Building Program:** To strengthen conflict resolution mechanisms for enabling integrated peace and economic growth.
4. **Analysis and Advocacy Program:** Seeks to improve analysis and understanding of systemic constraints to growth in the Niger Delta region

## Strategic Plan Targets

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For the second phase, Foundation for PIND aims to achieve the following targets:

1. Through PIND and its partners, at least 300,000 poor people (PIND- 50,000; MADE- 150,000; MARKETS II- 100,000) in the Niger Delta increase their incomes by 40% or more by the end of 2019
2. PIND and its partners facilitate the creation of at least 20,000 new jobs (Temporary, Seasonal, new, additional) in the Niger Delta region by the end of 2019
3. At least 10,000 people and organizations from all nine States of the Niger Delta learn conflict mitigation tools and apply them towards the mitigation and prevention of conflicts in the Niger Delta by 2019
4. PIND to influence at least \$40M spend by Federal, State governments/agencies, private sector, and other agencies (e.g. INGOs/Development) in new activities that reduce conflict and poverty in the Niger Delta by 2019

## Introduction: 2016 Q4 M&E Report

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This Q4 (October-December 2016) report, is intended to serve three (3) purposes that are linked to needs of key stakeholders:

**The Sponsor:** That is, Chevron- to keep them informed on Program results; establish the Value for Money (VfM) on investment, and showcase the causal link between PIND's impact and Chevron's operation given improved, less hostile operating environment.

**Program Implementers:** That is, Niger Delta Partnership Initiatives (NDPI), PIND- that is, its Board of Trustees (BoT), Monitoring and Evaluation (M&E) committee, Partners, and Program managers- to keep all parties aware of project achievements and constraints; share lessons learned, and seek deeper level of collaborations.

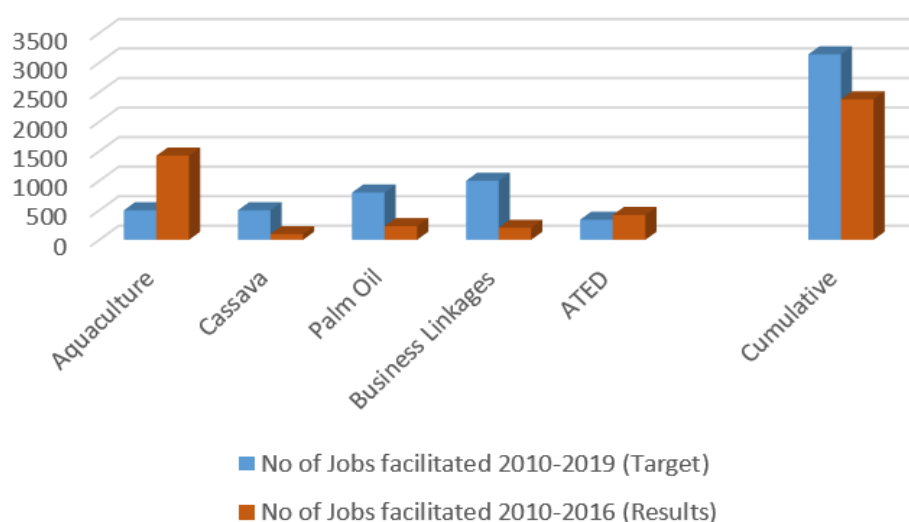
**Project Partners:** That is, SACE program- Strengthening Advocacy and Civic Engagement; LEAD- Leadership Empowerment and Advocacy Development; and MARKETS II; to share successes and challenges for learning and for further collaborations.

# 1 EXECUTIVE SUMMARY RESULTS (Q4)

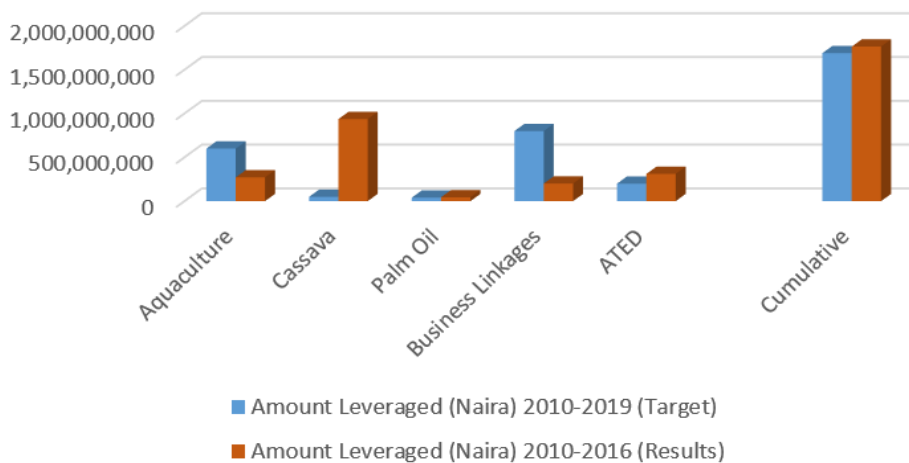
This section provides a progress tracker view of achievements in 2010 - 2016 versus 2010 - 2019 targets for each project.

## 1.1 Economic Programme: Results

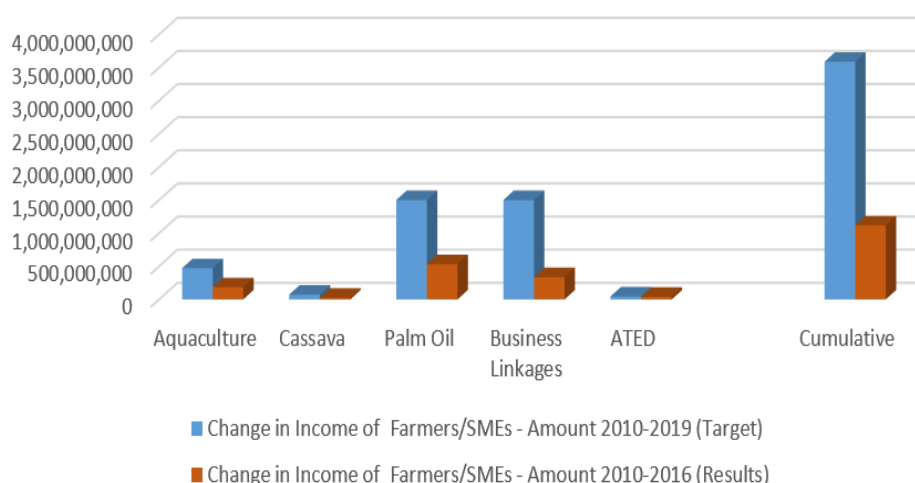
**Economic Development: Number of jobs facilitated**



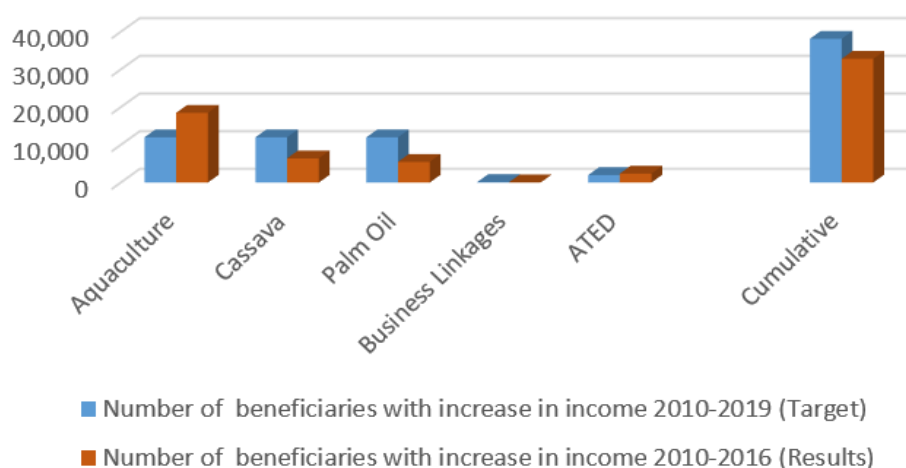
**Economic Development: Amount Leveraged**



### Economic Development: Change in income



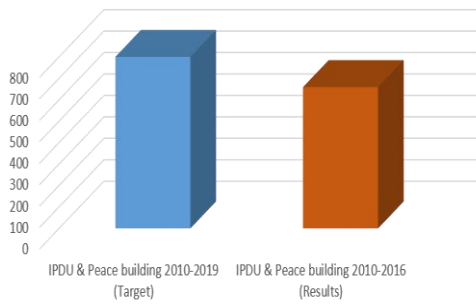
### Economic Development: Numbers of Beneficiaries with increased income



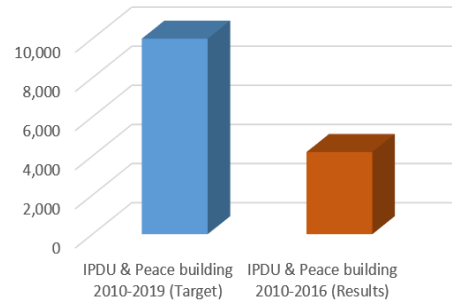
2016 Year Till Date Dashboard (Q4)																	
Economic Development	PROJECTS	No of Jobs facilitated				Amount Leveraged (Naira)				Change in Income of Farmers/SMEs - Amount				Number of beneficiaries with increase in income			
		2010-2019 (Target)	2010-2016 (Results)	2016		2010-2019 (Target)	2010-2016 (Results)	2016		2010-2019 (Target)	2010-2016 (Results)	2016		2010-2019 (Target)	2010-2016 (Results)	2016	
				Target	Result (Q1-Q4 2016)			Target	Result (Q1-Q4 2016)			Target	Result (Q1-Q4 2016)			Target	Result (Q1-Q4 2016)
		Aquaculture	500	1,425	100	1308	600,000,000	271,500,000	100,000,000	21,500,000	471,000,000	183,159,157	88,000,000	63,799,157	12,000	18,500	1,800
Cassava	500	96	50	66	50,000,000	936,572,000	10,000,000	36,072,000	72,000,000	25,165,096	6,000,000	25,165,096	12,000	6,421	2,000	6,421	
Palm Oil	800	232	200	232	40,000,000	44,600,000	10,000,000	26,600,000	1,500,000,000	531,400,335	300,000,000	531,400,335	12,000	5,487	2,700	4,110	
Business Linkages	1,000	203	250	130	800,000,000	200,600,000	250,000,000	26,600,000	1,500,000,000	336,555,088	500,000,000	204,555,088	12,000	68	150	44	
ATED	340	421	37	183	200,000,000	311,614,034	10,000,000	144,217,834	Total Profit from sales all Appropriate Technologies				Number of poor people with increase in income (WASH)				
									44,900,000	40,459,000	3,600,000	1,959,000	8,000	2,387	1,150	2,252	
ED Total		3,140	2,377	637	1,919	1,690,000,000	1,764,886,034	380,000,000	254,989,834	3,587,900,000	1,116,738,676	897,600,000	826,878,676	56,000	32,863	7,800	30,877

## 1.2 Peace Building: Results

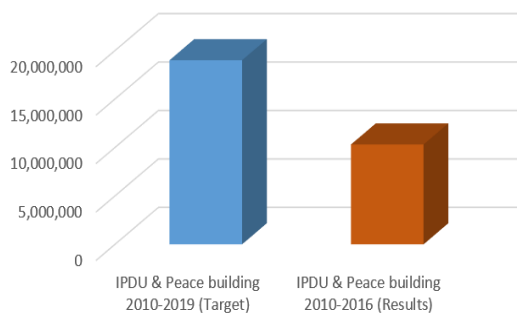
# of Organizations Identifying as Peace Agent in the Niger Delta



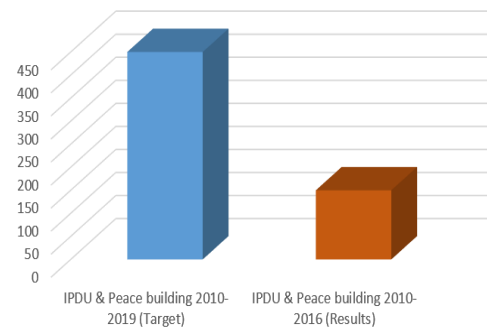
# of people identifying as Peace Agents (P4P members)



# of People Reached through P4P facilitated media engagement (Radio/TV)

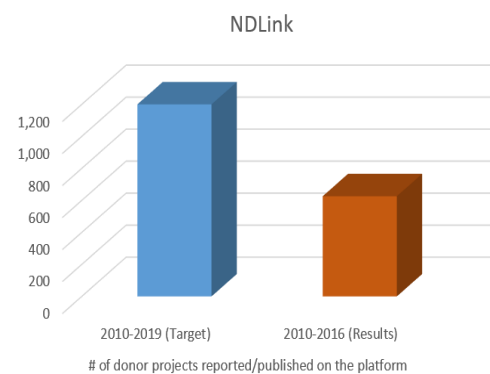
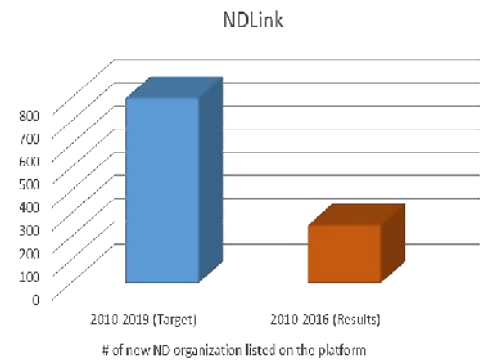
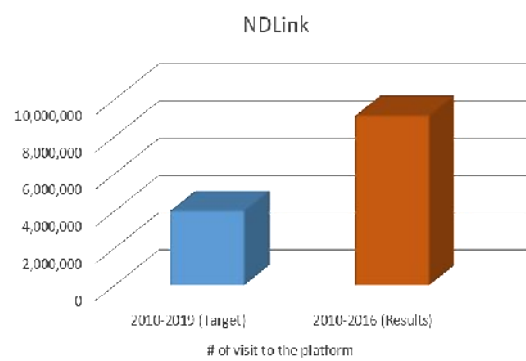
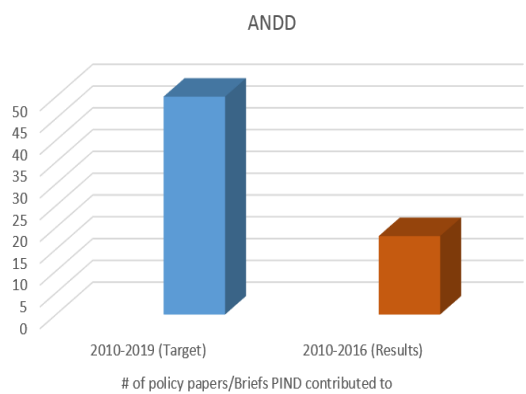
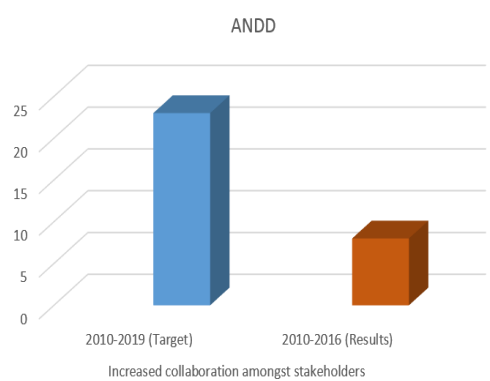
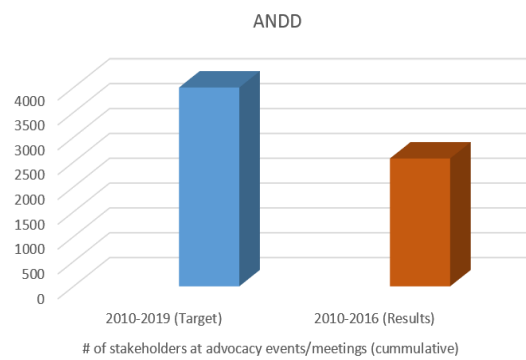
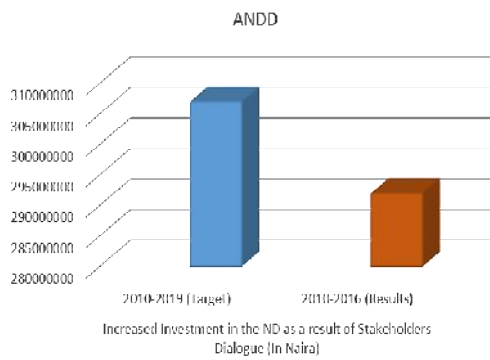


No of stakeholders utilizing PB data

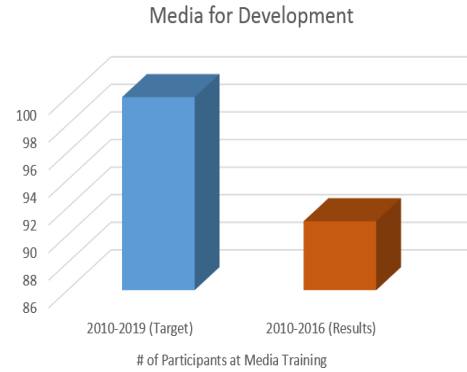
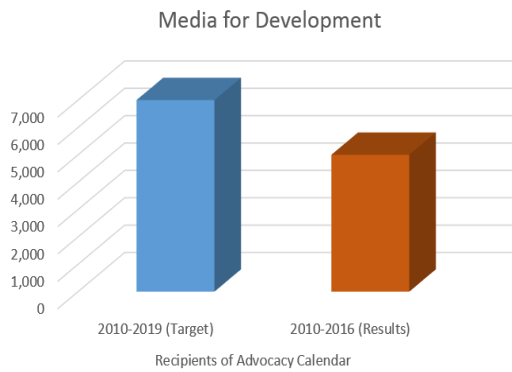
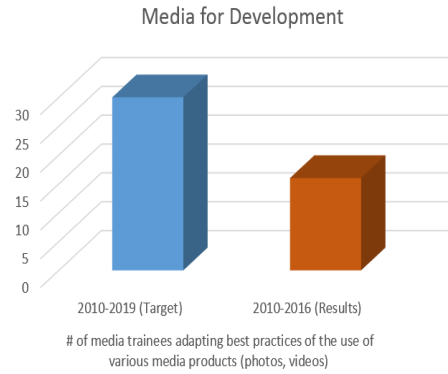
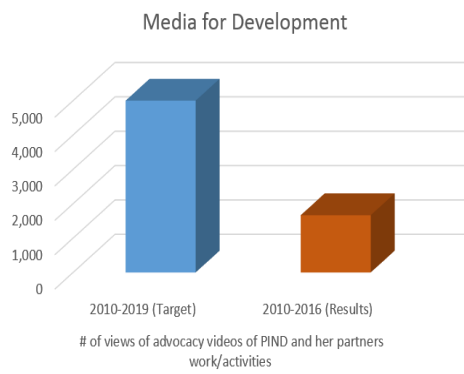


2016 Year Till Date Dashboard (Q4)																					
Peace Building	PROJECTS	# of Organizations Identifying as Peace Agent in the				# of people identifying as Peace Agents				# of People Reached through P4P facilitated				No of stakeholders utilizing PB data							
		2010-2019 (Target)		2010-2016 (Results)		2016		2016		2010-2019 (Target)		2010-2016 (Results)		2016		2010-2019 (Target)		2010-2016 (Results)		2016	
		Target	Result (Q1-Q4 2016)	Target	Result (Q1-Q4 2016)	Target	Result (Q1-Q4 2016)	Target	Result (Q1-Q4 2016)	Target	Result (Q1-Q4 2016)	Target	Result (Q1-Q4 2016)	Target	Result (Q1-Q4 2016)	Target	Result (Q1-Q4 2016)	Target	Result (Q1-Q4 2016)		
	IPDU & Peace building	800	659	100	101	10,000	4,200	1,000	1,008	19,000,000	10,305,124	9,318,375	5,805,124	450	150	300	105				

## 1.2 Advocacy and Analysis: Results

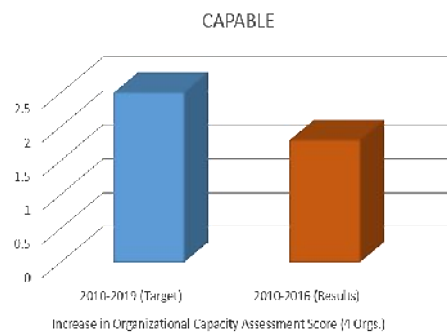
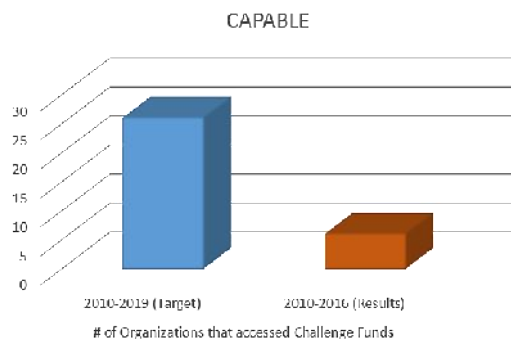
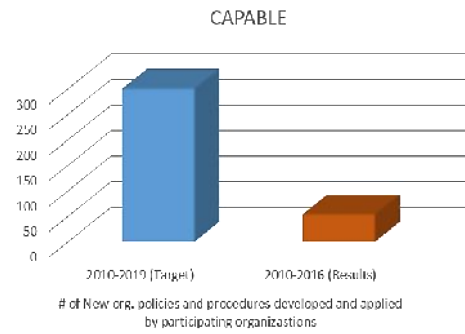
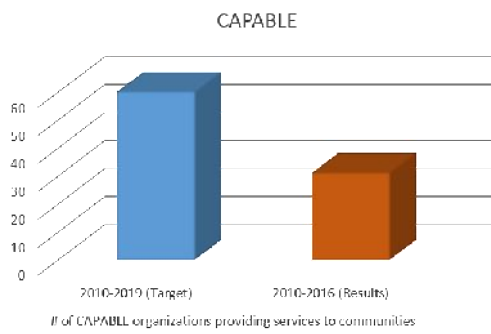






2016 Year Till Date Dashboard (Q4)																	
Analysis and Advocacy	PROJECTS	Increased Investment in the ND as a result of Stakeholders Dialogue (In Naira)				# of stakeholders at advocacy events/meetings (cumulative)				Increased collaboration amongst stakeholders				# of policy papers/Briefs PIND contributed to			
		2010-2019 (Target)	2010-2016 (Results)	2016		2010-2019 (Target)	2010-2016 (Results)	2016		2010-2019 (Target)	2010-2016 (Results)	2016		2010-2019 (Target)	2010-2016 (Results)	2016	
				Target	Result (Q1-Q4 2016)			Target	Result (Q1-Q4 2016)			Target	Result (Q1-Q4 2016)			Target	Result (Q1-Q4 2016)
	ANDD	307,000,000	292,000,000	92,000,000	200,000,000	4,000	2,572	500	974	23	8	5	3	50	18	20	16
		# of visit to the platform				# of new ND organization listed on the platform				# of donor projects reported/published on the platform				# of organizational champions driving collaboration			
	NDLink	4,000,000	9,116,508	3,000,000	7,246,004	800	250	100	48	1,200	626	100	77	250	New indicator	New indicator	New indicator
		# of views of advocacy videos of PIND and her partners work/activities				# of media trainees adapting best practices of the use of various media products (photos, videos)				Recipients of Advocacy Calendar				# of Participants at Media Training			
	Media for Development	5,000	1,666	100	1,636	30	16	5	16	7,000	5,000	1,500	1,600	100	91	20	55

## 1.4 Capacity Building: Results



2016 Year Till Date Dashboard (Q4)																	
Capacity Building		# of CAPABLE organizations providing services to communities				# of New org. policies and procedures developed and applied by participating organizations				# of Organizations that accessed Challenge Funds				Increase in Organizational Capacity Assessment Score (4 Orgs.)			
		2010-2019 (Target)	2010-2016 (Results)	2016 Target	Result (Q1-Q4 2016)	2010-2019 (Target)	2010-2016 (Results)	2016 Target	Result (Q1-Q4 2016)	2010-2019 (Target)	2010-2016 (Results)	2016 Target	Result (Q1-Q4 2016)	2010-2019 (Target)	2010-2016 (Results)	2016 Target	Result (Q1-Q4 2016)
		CAPABLE2	60	31	10	7	300	54	10	4	26	6	5	0	2.5	1.8	0.18
		Number of organizations representing marginalized constituencies				# of CSOs receiving assistance & engaged in advocacy interventions				Number of public discourse on key democratic governance issues				# of organizations showing net change in STAR Index			
		2010-2019 (Target)	2010-2016 (Results)			2010-2019 (Target)	2010-2016 (Results)							2010-2019 (Target)	2010-2016 (Results)		
SACE		120	57	40	19	88	35	32	35	84	35	24	29	166	43	32	35
		# stakeholders receiving direct project support/assistance				# of Community Priority Projects included in LGA budgets				# of interventions by CSOs				Increase in LGA Capacity Index score			
LEAD		4,028	3,118	1,096	186	26	16	10	0	57	71	36	55	2.5	3.6	0.18	3.6

## 2 ECONOMIC DEVELOPMENT PROGRAM

The Economic Development Program of PIND contributes to Goals 1,2,6,7 and 8 of the Global Sustainable Development Goals (SDGs).

**Goal 1:** *End poverty in all its forms everywhere.*

**Goal 2:** *End hunger, achieve food security, improve nutrition, and promote sustainable agriculture.*

**Goal 6:** *Ensure availability and sustainable management of water and sanitation for all.*

**Goal 7:** *Ensure access to affordable, reliable, sustainable, and modern energy for all.*

**Goal 8:** *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.*

This section shows key achievements in Q4- that is, October-December, 2016 for all projects under the Market Development Program.

### Market Development

#### 2.1.1 Key Achievements- Aquaculture

##### Support Market Aquaculture Service Providers (ASP) Driving Demonstrations of Best Practices across The Delta

Three ASPs are now actively managing demonstrations across Delta, Ondo and Cross Rivers state implementing the ASP-led model and reaching 200 direct farmers with technical and business training. These ASPs are managing ponds to demonstrate best pond management to increase fish farmers' yield. Similarly, same set of farmers received business training from the ASPs. The ASP adopted the use of Nigerian Agricultural Enterprise Curriculum (NAEC) for aquaculture in training the farmers. From surveys, it is estimated that for every direct beneficiary in aquaculture, an average of four other farmers will learn improved business and technical skills from farmer colleagues. Hence, an estimated 800 other farmers are expected to copy-in best practices in both business and technical skills from the activities of the ASPs, within the next 12 months

##### Promotion of Value Addition on Cultured Fish

After a 5-day technical training for fabricators of fish smoking kiln, seven (7) fabricators (six male and one female), collaborated to construct a standard 100kg kiln. These fabricators because of the trainings have been able to form a network of trained fabricators and are working in various locations in the Niger Delta to promote the adoption of the technology. Similarly, three (3) new Chorkor ovens were installed in Imo and Ughelli in Delta state in the quarter.



*Trained Fabricators with the constructed fish smoking kiln*

## 2.1.2 Key Achievements- Palm Oil

### Increased Access to Improved Seedlings Intervention Kicked off

The access to improved seedlings intervention commenced with PIND facilitating linkages between oil palm clusters in Ondo and Cross Rivers State and service providers. Service providers are constantly providing information to farmers on the cost-benefit of buying viable seedlings. Two associations in Ondo (Oil Palm Growers Association of Nigeria – OPGAN) with about 200 members and Cross River (National Palm Producers Association of Nigeria -NPPAN) with about 250 members have made orders for the new hybrid seedling. A potential customer is currently in discussion with these associations for the planting of sprouted nuts worth three million naira on a **200 hectares' farm land**

### More Processors have Access to Improved Processing Mills

This quarter, three (3) new improved processing mills were installed in Jesse - Delta, Isiala Mbano - Imo and Enwar - Edo state, bringing the total of adopted mills to 43. These mills from our projections are expected to create 10 new jobs and generate additional income for an average of 24 processors.

## 2.1.3 Key Achievements- Cassava

### Farmers Groups Set up Stem Multiplication farms of Improved Cassava Variety in Delta State

As a follow-up on the recently concluded demonstration of best agronomic practices in cassava cultivation in Delta state, Ezeafa/Ifedinma Farmers Association in Ubulu-Uku with over 800 farmers as members has established an improved variety stem multiplication farm of about 1.5ha. The stems are expected to cover about 15 ha of farm land over a year within the Ubulu-Uku cluster. Similarly, farmers in Mbiri have also set up an improved variety stem multiplication farm of about 1 ha which is expected to produce stems for planting about 10ha over a year within the cluster.

### PINDs Activities Increased Cassava Production in the Ere-Egwa Outgrowers scheme through Mechanized Farming

During the quarter, PIND cassava intervention activities contributed to increased cultivation/establishment of mechanized cassava farms in the region. 500ha cassava farm was established in Orogho, Edo state through a partnership with Ere-Egwa Farms Limited. Upon maturity, the farm is estimated to produce 12,500 tons of Fresh Cassava Roots at an average yield of 25 tons per hectare. 25 farmers within the community who are part of the Out-growers scheme are currently receiving economic benefits from the farm.

## 2.1.4 Key Achievements- Business Linkages

### Changes at the firm level: Sales and Employment generated

#### Forty million NGN Loans Facilitated

Within the quarter, PIND BL project facilitated a N40.2M loan from GroFin (a Finance Solution provider to SMEs, working in the Delta with funding support from Shell) for two of its partner SMEs for the expansion of their operations. Granpa Agro-Allied Farms, a small fish feed manufacturing company, secured a N20.7M loan facility from GroFin to purchase new equipment and improve working capital. The loan will enable Granpa Agro-Allied Farms to increase its capacity from three (3) tonnes a day capacity to eight (8) tonnes a day to meet the growing demand for quality locally-produced fish feed.

Zeti Nig Ltd, another PIND partner SME in the Palm Oil value chain, also secured a loan worth N19.5M from GroFin to improve their working capital and expand operations. The loan, facilitated by a joint effort of the BLI and Palm Oil Teams, will enable Zeti Nig Ltd to increase its demand for Fresh Fruit Bunches (FFBs) and its ability to meet the SPO (Special Palm Oil) quantity requirement of PZ Industries.

### Changes at the Support Market Level/ Market System Changes

The team also continued to provide support to the BSPs to enable them increase their outreach and the quality of their services to SMEs. The following outcomes were recorded from our activities with our partner BSPs during the quarter:

Three (3) BSPs completed the assessment and development of upgrading plans for 10 newly registered SMEs. GSI Akure utilized the diagnostic tools to assess and develop upgrading plans for four (4) SMEs in Ondo State. Dawdrin Consulting also applied the assessment tools to diagnose and

develop upgrading plans for two (2) SMEs in Imo State. In the same vein, Wider Perspectives completed further assessments and development of upgrading plans for four (4) SMEs in Port Harcourt using the PSC assessment and reporting tool. The BSPs reported that the company assessment process afforded them a better understanding of the opportunities and challenges that the SMEs face, thus they could proffer better value-adding solutions.

The team during the quarter collaborated with Wider Perspectives, which also doubles as one of our Linkages Facilitators, and the Port Harcourt Chamber of Commerce, Mines and Industry (PHCCIMMA) to organize the first business linkages forum in Port Harcourt. The forum brought together SMEs, financial institutions and large buyers of goods and services based in Port Harcourt. It provided the participants an opportunity to network and build business relationships that will lead to growth for their firms. The forum attracted about 90 participants and up to 30 SMEs indicated interest to register with Wider Perspectives for business support.

## MARKETS II

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### PIND and MARKETS II interventions in the Niger Delta

**PIND's collaboration with the PIND-USAID** co-funded program- MARKETS II primarily focuses on aquaculture, cassava and cocoa farmers in the region, and supports agricultural finance and agribusiness capacity building activities, **which complement PIND's overall** regional development efforts. Farmers networked by MARKETS II in these areas benefit from best management practices through demonstration ponds/plots; capacity building; and linkages with financial assistance, inputs, and a ready market for their products. MARKETS II and PIND activities in the Niger Delta under the aquaculture, cassava and cocoa value chains are captured in their respective sections below

#### Aquaculture

MARKETS II conducted training for an aquaculture service provider - TASK - to guide 12 potential hatchery grant applicants in responding to the request for application (RFA). The hatcheries selected to receive the RFA were based on the 2014 hatchery assessment conducted by MARKETS II and PIND. There are two hatcheries in each state: Ondo, Delta, Cross River, Edo, Rivers, and Bayelsa states. TASK provided potential applicants with technical guidance on budgeting, self-assessment, certification, and **developing a quality concept paper in line with the RFA's requirements**. Also, Group dynamics and leadership training was conducted for the new executive and BOT of United Ufuoma Fish Farmers Association in the quarter. This was aimed at enhancing the effectiveness of the new council members and also to improve their functional relationship with the trustees.

#### Cassava

MARKETS II registered 200 farmers for cassava stem multiplication in Edo state. MARKETS II also conducted NAEC training for 20 lead farmers supported by the Wealth Creation Agency (WECA) of Ondo state. The farmers were trained on cassava production and business dynamics, including value addition. 300 farmers were registered for cassava stem multiplication in Cross River and Delta states.

In the reporting period, MARKETS II established five demo plots for stem multiplication in Edo, Delta, and Cross River states and conducted training for 499 farmers on stem multiplication principles and agronomy practices in Edo, Delta, and Cross River.

#### Cocoa

MARKETS II supported private and public sector partners and 13,082 cocoa farmers in 224 groups in Ondo, Abia, Edo, and Cross River states during the quarter to improve their productivity, adopt good farming practices, and attain certification. MARKETS II is also monitoring beekeepers that were trained as pollination service providers, which in turn increases cocoa yields and community income through pollination service revenues and honey production.

## ATED

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### Value Chain Support: Fabricators in the Niger Delta Improved Skills in Kiln Fabrication

Despite the introduction of Improved Fish Smoking Kilns (sequel to the successful pilots of fish smoking intervention), access to the technology in the Niger Delta has remained a constraint due to lack of capable local fabricators to replicate the model. Addressing this would stimulate the market for the Kiln and create opportunities to further enhance the capacity for fabricating other appropriate technologies in the region.

Therefore, PIND identified seven (7) fabricators (including a female) selected across five (5) States in the Niger Delta, based on their willingness to participate, and trained them in the art of fabricating a 100 kg fish smoking kiln. The training conducted at the EDC Warri included how to source materials for the kilns without any significant increase in the cost of the kilns fabricated.

The Lead fabricator, Yomi Adebisi, coordinated the others during the practical segment. The confidence demonstrated by the fabricators during the training provides some assurance that they can attend to the growing demand for smoking kilns, and have the innovative capability to be creative around other appropriate technologies. They have been referred to our partner MADE to enable them **access MADE's Technology Adoption Grant (TAG)** for smoking kilns to expand their market.

As part of the strategies to broaden the market, it is expected that the fabricators will adopt the broker model in promoting the technology, whereby they will commission brokers to market the technology, while they concentrate on kiln construction.

#### **WASH: 408 Rural Households in the Niger Delta Get Safe Drinking Water Through Partners' Support**

The Rotary Club of Parkdale-High Park, Toronto, Canada and Rotary Club of Oxbow Lake, Yenagoa, Nigeria, The Rotary Foundation and Dodo River Regional Development council partnered with PIND to bring safe drinking water to 1200 households in five communities (Amatu 1, Amatu 2, Bilabiri 1, Bilabiri 2, and Bisangbene) of Bayelsa State. This partnership saw all stakeholders jointly investing N24M into this project, which was facilitated by PIND's **seed grant of \$20,000 to the Dodo River RDC** allied with on-going technical support.

The project has successfully moved from planning stage to implementation. The first set of 600 bio-sand filters were moved to the communities with 408 installed by the end of the quarter while plans are on to install the remaining 792 BSFs during the first quarter of 2017.

#### **ATED Centre: Increased collaborations with Academic Institutions**

In order to create awareness of, and promote the adoption of various technologies available within the ATED Centre, PIND hosted a number of visits by different academic institutions, ranging from the primary to the tertiary level. After several visits from the Federal University of Petroleum Resources (FUPRE), Warri to the ATED centre, a number of potential areas for collaboration were identified, which include:- the Mechanical Sand Sorter for Bio Sand Filters, Mechanical Adjustable Harvester (MAH) and Incinerator for Menstrual Hygiene Management.

The Vice Chancellor of the University also believes that the final year students **can benefit from PIND's** market development training, or an entrepreneurial skills course. To this end, Faith Soya of the Market Development team was invited as a panellist on an entrepreneurial skills competition by final year students of the Mechanical Engineering Department. To really signpost their interest in PIND's Market development approach, the University leadership has requested that a paper be presented by PIND at the 2016/17 orientation programme for new students.

### 3 PEACE BUILDING PROGRAM

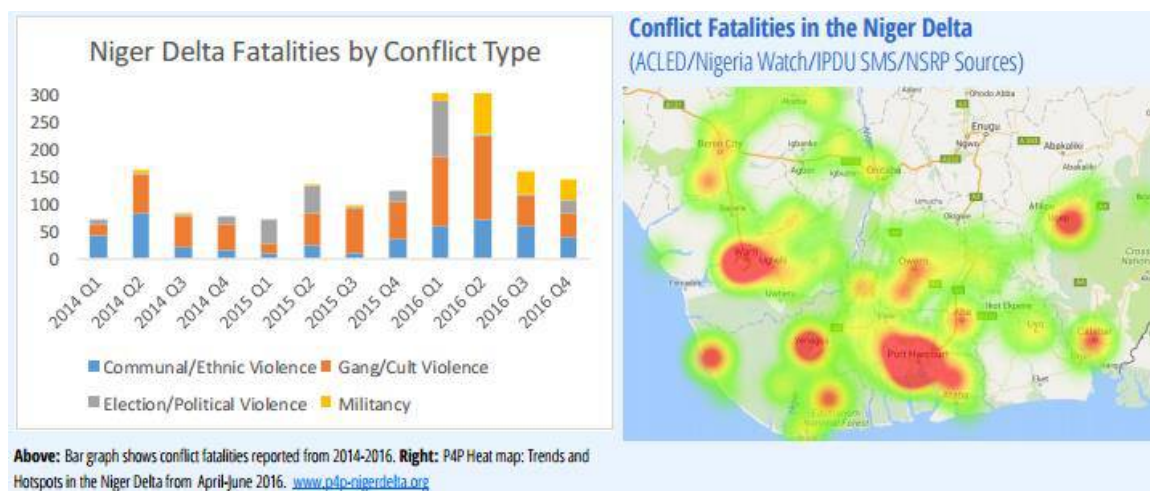
The Peace Building Program of PIND contributes to objectives 16 of the Global Sustainable Development Goals (SGDs).

**Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.**

This section shows key achievements in Q4- that is, October-December, 2016 for all projects under the Peace Building Program.

#### 3.1.1 Partners for Peace – Key Achievements

Violence in Q4 was reported lower than in the first half of the year. On a per capita basis, however, violence was especially high in four States, namely- Delta, Rivers, Cross River, and Imo. During the quarter, the Imo State Chapter focused on resolving cult and militant violence. Rivers focused on communal and election tensions. Edo and Bayelsa focused on election-related tensions, and Abia and **Ondo Chapters focused on reducing pastoral conflicts.** PIND's peacebuilding program provided mentoring and technical support in these matters, including training and technology for early warning, project budgeting, and storytelling. PIND also continued to produce conflict data analysis and conflict trackers for the Network and provided financial support for radio and TV outreach. During this quarter, the Network continued to grow, both in terms of membership and impact.



#### Growth Performance on various Peace Building Program platforms

##### Partners for Peace (P4P) Network

The P4P Network is independently incorporated with its own Board of Trustees, Central Working Committee (CWC), nine State Chapters, and 70 Sub-chapters. Members include traditional rulers, **government officials, civil society actors, youth leaders and women's leaders, and others.** While growth slowed in the immediate aftermath of the 2015 elections, it has continued to climb every quarter since. In Q4 the network grew by 278 to reach a total of 4,859 members; 37% of which are women and 659 of which are organizational members.

##### PREVENT Committees

Each Chapter has its own PREVENT Committees (15 members each), for the management of urgent conflict issues as they arise. The PREVENT Committees are represented by CSOs, those with knowledge of armed groups, those connected to the security services, traditional rulers, and others. They are also represented by key specialized groups (women, youth, and in one case, the disabled). They each have a WhatsApp group to communicate and organize between meetings. During this quarter, PREVENT Committees conducted 15 interventions across the region.

##### Peace & Security Working Groups (PSWGs)

During Q4, PSWGs met in Washington DC and Abuja to coordinate and discuss peacebuilding efforts. There are 76 members in the NDPSWG Google Group, 150 on the Abuja PSWG list, and 25 who have attended meetings in DC.

#### ICT and Social Media

Members of these platforms continue to interact in a lively social media space. In Q4, the P4P Facebook page grew by 55 to reach 4,259 followers. Each chapter also has its own Facebook page. P4P's Twitter page grew by 21 to reach 692 followers. Data on conflict trends and the locations of 609 Peace Agents (320 Peace Agents in the Niger Delta) is collated and presented on the Peace Map for better scoping, networking, and analysis. An IPDU SMS Early Warning Platform enables PREVENT Committee Members and other trained field monitors to send in regular reports that are integrated into monthly and quarterly conflict trackers along with other data sources. The Peace Map has an automated alert function that sends emails to Peace Agents in states where spikes in violence are reported. Between October and December 2016, over 78 incidents were reported through SMS.

#### Conflict reports

##### Conflict Patterns and Trends

Many organizations in Nigeria are gathering data on conflict drivers and fatalities. Each focus on different issues, locations, and time periods. Integrating these data sources on a single platform allows for cross-validation and triangulation to better identify hotspots and trends so that Peace Agents can target their efforts. Sources currently integrated on the Peace Map include: P4P (IPDU SMS Early Warning), WANEP Nigeria, FFP's UNLock, NEEWS2015/ TMG, NSRP Sources, Council on Foreign Relations, Nigeria Watch, and ACLED. In Q4 we added CIEPD to this list, as they crowd-source incidents of conflict risk and vulnerability in the Niger Delta. As of December 31, 2016, we have coded, formatted, and uploaded 7,045 incidents since 2009 in the Niger Delta alone (24,404 nationally), making it the most comprehensive dataset on conflict risk in Nigeria publicly available.

##### Geo-Locating Peace Agents

To close the gap between early warning and response, peace building initiatives are mapped onto the platform so that users can see not only where the need is, but where there may be assets for conflict mitigation to be enhanced and leveraged. As groups become organizational members of the P4P Network, they are mapped onto the platform. Other stakeholders can also log on and map their own initiatives and focus areas. Currently there are 609 self-identified initiatives mapped nation-wide. Users can down-select by state, LGA, and focus area (e.g. Gender, Youth, Economic Development, etc.) to query initiatives relevant to their mandate.

##### Conflict Trackers

Data from the map is regularly aggregated in the form of monthly and quarterly Conflict Trackers which are used by the P4P Chapters, Prevent Committees, and others in their conflict assessment and mitigation planning workshops. The Conflict Trackers provide a background of the main issues affecting peace and security by state. They highlight the main patterns and trends observed and detail specific incidents at the LGA level. Furthermore, the Conflict Trackers provide a prognosis with possible recommendations for de-escalating or mitigating identified conflict triggers. The Conflict Trackers also list questions to consider in the analysis of the current conflict dynamics, including any data or significant information that may not be reflected in the bulletin. They also aim to encourage local analysts to consider possible Peace Agents able and willing to intervene as well as potential short-, medium-, and long-term strategies to mitigate the conflict dynamics. Data used to generate the Conflict Trackers comes from the Peace Map as well as through the IPDU SMS Early Warning Platform. These are widely published, including on Relief Web (<http://reliefweb.int/>)

#### PIND Peace Building Program links up with its Economic Development Program

Efforts linking peacebuilding with economic development are an integral part of PIND's strategy for promoting peaceable livelihoods and a sustainable network. Between September and November 2016, an entrepreneurship training in the form of Business Clinics took place in Bayelsa, Imo and Akwa Ibom States. In addition, the Imo P4P Chapter has taken strides to organize interested members into a Co-operative with the farmers clustered into different value chains (poultry, fishery, oil palm, and cassava). This cooperative enables farmers within the network to better coordinate and to drive the agricultural value chains. Activities carried out within the cooperative help to improve the livelihoods of the network members and the wider community as well as indirectly contributing to peacebuilding.



### Partners for Peace Activities Contributed to Reduction in Election-Related Violence in Edo and Ondo

**P4P's work in reducing election-related violence using PIND's** Early Warning and Early Response (EWER) system has recorded some good success as was witnessed in both the Edo and Ondo elections that were largely peaceful. This approach was pioneered in these two States and its impact in mitigating election-related violence is much more positive than in Bayelsa where P4P had earlier utilized a different approach.

The ability to leverage a broad range of partnerships involving the election management body, the Security agencies and civil society is the cornerstone **of this success story. Also, as PIND's EWER** system is tested positively to reduce election-related violence, it opens more opportunities for more partnerships with relevant agencies as was seen in the willingness of Security agencies involving the DSS, NSCDC and the Military to attend a training on the P4P Peace map in December in Port Harcourt. These partnerships may increase the chances of successfully reducing this and other types of violence.

### More Partners Adopt the use of PINDs Early Warning, Early Response System

**PIND's EWER system has moved beyond** serving just PIND to also catering for a larger ecosystem of Peacebuilding organizations have received funding for EWER activities from donor organizations. Two organizations; Nembe City Development Foundation (NCDF) and Sustainable Initiative for Social Development (SISDEV) who had secured funding from international donors to implement EWER projects in Bayelsa and Rivers States respectively are currently using our EWER platform to achieve their project goals.

## 4 ANALYSIS AND ADVOCACY

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Analysis and Advocacy Program of PIND contributes to objective 17 of the Global Sustainable Development Goals.

**Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.**

This section shows key achievements in Q4- that is, October-December, 2016 for all projects under the Analysis and Advocacy Program.

### 4.1.1 Key Achievements ANDD

#### 2016 Niger Delta Development Forum

The 5th edition of the Niger Delta Development Forum (NDDF) held October 19 – 20, 2016 in Owerri, Imo State. The theme of the forum was towards self-sustaining development in the Niger Delta: narrating and showcasing a re-imagined Niger Delta. NDDF 2016 brought together 373 participants from the private sector, public service, government representatives, media, Nollywood practitioners and development actors.

The forum had 26 subject matter experts who served as panellists, lead discussants and moderators in four focus areas - Economic diversification and digital economy; Regional cohesiveness: the role of Federal and State government institutions; Peace, conflict mitigation, elections and development; Climate change and the green economy. Notable amongst the speakers were:- Ambassador Nkoyo Toyo (Cross River State Government), Dr Ogaga Ifowodo (Board member, NDDC), Hon. Minister of Environment represented by Sir Peter Idabor (DG, NOSDRA). Some Nollywood dignitaries Monalisa Chinda, Tmac Omatshola and Hilda Dokubo were also present. The summary/full report, pictures and video are on the forum website – [www.nddforum.org](http://www.nddforum.org)

**Key Recommendations from the four syndicate sessions:**

#### Regional Cohesiveness: The role of Federal, Regional and State Government Institutions

1. The nine governors of the region need to come together and chart the course for development of the region. Individual states need to begin to take responsibility for development of their quota of the region. The private sector cannot drive or take lead on this magnitude of development. They need to leverage/match government resources for sustainable development to take place.
2. National councils should be strengthened for better coordination within the states. Framework should be designed for citizen participation through a bottom-up approach that provides strong linkages with community benefits systems of governance. This is aimed at empowering and assisting citizens to adapt to the changing times.

#### Peace, Conflict Mitigation, Election and Development

1. There is need for credible elections to achieve peace in the Niger Delta. Deepening the practice of democratic governance in the country is one of the fundamental solutions to the challenges in the Niger Delta.
2. The Amnesty Program should focus on effective reintegration of the youths and women as a key strategy in curbing restiveness. Addressing the socioeconomic issues will create the enabling environment to fast track reintegration. The federal government should also start designing programs targeted at nonviolent youth. Faith- Based organizations need to become actively involved in the reintegration process.

#### Session 3: Climate Change and the Green Economy

1. The Federal government needs to review the national policy on the environment and make it more comprehensive to include synergising with communities in erosion management, stoppage of desertification, promotion of awareness of climate change and oil spillage, as well as stoppage of gas flaring.
2. The government and environmentalists should take a closer look at the issue of gas flaring which constitutes great danger to people and environment so as to improve the environments we all live in.

3. Agriculture should be mechanized and industrialized. Large scale subsistence agriculture can do more harm to our environment (land). Stakeholders should advocate year- round crop and animal production

#### Session 4: Economic Diversification and Digital Economy

1. The private sector needs to take a lead in initiating and using digital technology to promote **'start up'** businesses in the Niger Delta.
2. Private sector players in the agriculture sector should plug technology into the existing processes across the agricultural value chains within the region.
3. Government and corporate institutions should partner with technology experts to develop **systems that can support the collection of farmers' information for the purposes of proper tracking of the quantity and quality of produce, authentication of farmers and for planning /implementation of business development and support services.**

#### 4.1.2 Key Achievements NDLink

##### PIND Facilitates Infographics training for Participatory Partnership for Community Development (PPCD)

PIND conducted a one-week infographics training for the staff and partners of PPCD to help improve their story telling and presentation capacity.

PPCD, an initiative of the NNPC/Chevron Joint Venture (JV), was established to build the capacity of the Regional Development Committees (RDCs) to enable them effectively implement the Global Memorandum of Understanding (GMOU). The GMOU is a tripartite agreement on community development between the JV, the communities and State Governments in the areas where it does business in the Niger Delta.

Aimed at bridging the knowledge gap on infographics, the training had the following objectives: To develop better story telling techniques; Improve online access and knowledge of presentation tools; To acquire knowledge on how to use CorelDraw to design presentations. The modules covered in the training were: Story telling skills; Data visualization: Canva and Piktochart; Maximizing power point; Basics of Corel Draw. The 4-day training had a total of 21 participants: 10 female and 11 male .

##### NDLink Supports Startup Port Harcourt Week for Young Entrepreneurs in Rivers

NDLink sponsored the STARTUP PORT HARCOURT WEEK organized by Netopps – an ICT company, with the theme “Collaboration for a Sustainable Development”. The conference brought together entrepreneurs, local leaders, thought/change leaders, and friends together over five days to build momentum, explore opportunities, and tackle together the many challenges of the startup community in Port Harcourt. The core mission of Port Harcourt StartUp Conference was to develop and support the growing entrepreneur community in the city, By bringing these entrepreneurs together, they were able to connect, share, and learn from one another.

The event took place from Sunday, November 27th to Saturday, December 3rd at various locations across Port Harcourt. As was mentioned earlier, the event was to connect leading and budding founders within and outside Port Harcourt to build momentum, explore opportunities, and address the many challenges of the start-up ecosystem in Port Harcourt. Highlight activities include a day-long hackathon tackling the challenges of living in Port Harcourt, pitching sessions, exhibitions, basketball competitions, and a tour of the Garrison Tech Cluster.

Over the course of the week, speakers from the Port Harcourt entrepreneur community shared their stories to motivate and inspire the entrepreneurial community.

#### 4.1.3 Key Achievements M4D- Media for Development

##### Repositioning Media for Development Unit to meet the needs of PIND's Programs

A series of key informant interviews with strategic program personnel was conducted to provide perspectives on how media for development can improve support to PIND programs in achieving its overall goals and objectives. This led to a report on a proposed implementation strategy for the Media for Development Unit, which recommended the following:

1. Produce media products to increase awareness of systemic constraints and opportunities within the Niger Delta. Projecting a rebranded image of the region and its potential.
2. Identify media stations (both television and radio) to disseminate information and create awareness on opportunities and constraints to systemic growth while showcasing best practices for adoption.
3. Collaborate/partner with media stations to disseminate information and provide a platform to broadcast media products.
4. Increase media engagement to show case existing and new media products (video and audio).
5. Engage program officers to fully understand the benefits of utilizing the services of the media for development unit by understanding what they stand to gain by harnessing the power of media in carrying out their project and program activities and interventions.
6. Explore unconventional means of showcasing media products (such as organized community screenings for target groups, film festivals and other public screening opportunities).
7. Support the implementation of the ATED MarCom plan.

## 5 CAPACITY BUILDING PROGRAM AND PARTNER PROJECTS

The Capacity Building Program of PIND contributes to Objectives 5, 16 and 17 of the global sustainable development goals.

**Goal 5: Achieve gender equality and empower all women and girls**

**Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.**

**Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.**

This section shows key achievements in Q4- that is, October-December, 2016 for all projects under the Capacity Building program with its partner projects.

### 5.1.1 Key Achievements- CAPABLE II

**CAPABLE Training Strengthen Business Management Organisations and Civil Society Organisations in the Niger Delta.**

The second batch of Market Development System Approach to Development Programming (M4P) training, a collaborative initiative between PIND and MADE was delivered to Niger Delta organizations during the quarter. Thirty participants from 17 organisations participated in the training. The training provided an opportunity for participants to gain knowledge on M4P Concepts, principles and applications. A key outcome was the capacity built of participating organizations to develop draft interventions using M4P principles. Twelve draft designed were later submitted to PIND and MADE. These will be reviewed with the aim of supporting outstanding interventions.

The Group Dynamics Training organized by PIND and its partner, USAID/MARKETS II, was attended by **the leadership and members of two aquaculture farmers' associations** : Alero Fish Farmers Association, Egbokodo and United Ufuoma Fish Farmers Association, Ekpan, both in Warri, Delta State. The two groups found the knowledge gained on stages in group development very instructive and came up with action plans to **move to the next level**. **“The training has opened our eyes to recognize the importance of effective communication, team work and carrying all members of the association people along in decision making. We are going to implement the action plan from this training.”**Mr. John Ihesinaulo, President of UUFFA said.

The Community Resource Development Organization (CREDO) attended the CAPABLE ICT and Social Media training in October. Uduakobong Albert Ekong, CREDO Program Officer who participated gave this report about the training outcome for CREDO:

**“Pre-training, I had very low level of ICT skill. From the class, I learnt how to create content, and the need to be brief and precise. We learnt that we don’t have to be everywhere as you must know your target audience. Following this, my organization now have three social media platforms – a Website, Twitter Handle and Facebook page. We have stepped down the training to the three staff that did not attend. The ICT and Social Media training has really helped CREDO”.**

### 5.1.2 Key Achievements - LEAD

**Summary of LEAD Summative Evaluation Report**

LEAD in Rivers State, a project funded by PIND and USAID and implemented by RTI International, lasted for three (3) years (between August 2013 – August 2016). It was aimed at creating a sustained momentum towards improved local governance by building accountable and effective local government through capacity strengthening of local governments and civil society for improved service delivery. The project objectives include:

- Strengthening Local Government Capacity and Increasing Transparency of Local Government Operations,
- Increasing Capacity of Local Organizations and
- Improving Service Delivery and Support for Local Economic Development

The overall purpose of this evaluation was to help PIND and USAID assess the LEAD project outcomes against its set objectives, document learning and make recommendations for future support. The evaluation also sought to answer questions relating to project relevance, impact, partnerships, effectiveness, efficiency and sustainability while employing the use of key informant interviews, focus

group discussions with selected well informed stakeholders and the review of relevant project documents.

On the relevance question, all the **respondents agreed to the fact that the project's objectives were relevant to beneficiaries' needs, promoted gender inclusiveness and addressed youth concerns** through the Youth Economic Empowerment Project (YEEP) and the training workshops on conflict resolution and peace building.

Almost all the project objectives were met through the conduct of various activities throughout the lifespan of the project. The few activities that were not carried out included- the Council Effectiveness Training for councillors who were not present/elected into office during the lifespan of the project and the Community Partnership Projects in some CLGAs due to non-provision of counterpart funding by the LGA. Political instability which led to the introduction of the care-taker committee system at the LGAs also affected the project negatively.

The summative evaluation documented some positive changes in the state, LGAs and among the CSOs and CBOs. Notable amongst these were: the development of the first audit manual in the state, the **transition of the state's and LGA's financial management system to being IPSAS compliant**, development of three year Service Improvement Plans and five year Strategic Plans by each of the CLGAs, the establishment of trained WASH units and committees in the communities and LGAs, the establishment of the Right Path Development Initiative Network of CSOs which was facilitated by the project and the 180 youth beneficiaries of the YEEP project.

A number of critical success factors were also identified, which include-

- available funding support,
- a strong desire for good governance by the people of Rivers state,
- the fact that the partner CSOs were domiciled in the state,
- rural level acceptance of the project,
- the expertise of the project implementation team.

### 5.1.3 Key Achievements- SACE

The Strengthening Advocacy and Civic Engagement (SACE) project is a Partnership Initiative in The Niger Delta (PIND) / USAID-funded project implemented by Chemonics International between January 2, 2014, and January 1, 2019. **Its objective is to strengthen civil society's ability to influence the development and implementation of key democratic reforms at the national, state, and local levels.** The project supports increased engagement and efficacy of civil society to influence public institutions **whose function it is to serve citizens' interests. The project explicitly engages marginalized populations** such as women, youth, and the disabled in the process and emphasizes the importance of leadership and innovation.

The program has four components:

1. Strengthened institutional, organizational, and technical capacity of targeted civil society **organizations' (CSO) coalitions and networks** to advance targeted democracy and good governance initiatives.
2. Strengthened partnership (engagement) between CSO-led coalitions and networks and targeted Government of Nigeria (GON) institutions and key stakeholders to advocate for and monitor select democratic reforms aimed at strengthening transparency, accountability, and responsiveness of government institutions.
3. Strengthened public awareness, discourse, and support for key democratic governance issues such as transparency, accountability, and good governance
4. Strengthened capacity of partner business membership organizations (BMOs) and CSOs in the Niger Delta to advocate for inclusive economic reforms and equitable economic growth.

SACE exceeded the target number of CSO members trained as project trained 288 persons as against 250 target, demonstrating good performance. Activities carried out included a Niger Delta Review Workshop, Data Analysis and Visualization workshop. Project clusters conducted capacity building activities reaching 240 persons in the Niger Delta.

The Bill on State Youth Development Fund, a youth empowerment initiative sponsored by SACE partner Youth Alive Foundation, passed its first reading in Akwa Ibom State House of Assembly. SACE Disability Rights Cluster also successfully advocated for the insertion of inclusive education clauses into the Disability Law in Akwa Ibom State. This has been passed by the State House of Assembly now **awaiting the governor's ascent.**

As a result of persistent campaign and advocacy on government by the Open Budget Cluster anchored by Social Development Integrity Centre/Social Action (SDIC), Akwa Ibom State government has for the first time published its budget in its official website. The State House of Assembly Speaker, Hon. Onofiok Luke also undertook to pursue the issue of devolved constituency budget hearings as part of the budget process.

The Niger Delta Civic Engagement Forum (NDCEF), an annual SACE platform for public discourse on the governance and civic engagement issues affecting the Niger Delta region was held during the quarter with 374 (275 men and 109 women) participants. An outcome of the forum was that 76 civil society groups signed on to the demand for a Marshal plan for the development of Niger Delta and increased transparency of the Niger Delta Institutions such as the Niger Delta Development Commission.

On boarding process for a new Niger Delta partner, NECA Network of Entrepreneurial Women commenced during the quarter. The project also completed recruitment process for the Deputy Chief of Party and Senior Program Manager.

#### 5.1.4 Key Achievements- GENDER

##### Assessment of Post 2016 IWD Actions

**As part of activities to celebrate the 2016 International Women's Day with the theme of 'Pledge for Parity' and in solidarity with women across the world, PIND organized a forum on Pledge for Parity: Support Niger Delta Women in Agriculture.** This was done in partnership with MARKETS II, and the Working Fingers Initiative International (WOFII), a coalition of women-focused organizations in Delta State, **promoting women's empowerment and gender equality.** The 101 participants were women farmers in Aquaculture, Cassava, Palm Oil and Poultry value chains, government, financial institutions officials, civil society organizations, the media and other key value chain actors from Niger Delta States.

**To help PIND and its partners to ascertain actions that have been taken in line with the forum's outcomes, an assessment was commissioned, which turned in the following key findings:**

1. Participants have been networking and building linkages. Reaching out to other participants and value chain players has helped to provide information and collaborations resulting to better and more cost-effective ways of building enterprises.
2. Mentoring exercises and information sharing following the forum have had a spiral effect on the performance of many.
3. The art of exploring possibilities and actual engagements such as: purchase of large acres of land for different kinds of women-based crops; purchase of modern technologies in order to improve production; engagement with financial service providers to access loans to improve their individual and collective businesses are all examples of actions taken that are empowering.
4. Women are now engaging government in partnership together with CSO organizations in advocating for women-friendly policies.
5. Women associations after the forum are seeking opportunities to engage business development services from service providers to improve their skills sets and learn new skills/strengthen their capacities in agricultural enterprises.
6. Actions are taken by women to move from subsistence farming to enterprise-based agriculture.

## 6 PARTNERSHIPS

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This section provides highlight of partnership programs in Q4 2016.

1. Clarification of stakeholder roles and responsibilities for progressing the Cross Rivers State 30- Year Growth and Development Strategy, Development of a framework for the long-term perspective plan and **providing support to the State Government's** Ministry of Agriculture as well as technical support on Gender and Peace Building.
2. Ongoing support to Delta State Jobs Creation Committee, identification of aquaculture clusters and development of plans for aquaculture skills development by PIND in 2017 and support to the Delta State Government in developing an Agric Sector Policy and Strategy as foundation elements for agric development in the State
3. Under the leadership of New Nigeria Foundation, PIND is part of a consortium of development partners providing technical support to the Akwa Ibom State Government in formulating its Agriculture Policy.
4. PIND signed a new Program Cooperation Agreement with UNICEF in August 2016 to implement key activities under the Niger Delta Support Program funded by the EU. The implementation of the activities under four main categories continued in Q4 2016. These include- mainstreaming of conflict sensitivity into WASH programs, TOT for Delivering Effective WASH Training, water safety planning, Social and Economic Research on Clay pot Ceramic Filters.
5. Completion of the construction of water and hygiene facilities for the first batch of 11 schools under the WASH in Schools projects funded by Procter and Gamble with matching contribution from the Rotary Club International.
6. PIND in partnership with Wennovation, organized Agrihack- a technology challenge, in Warri to encourage youth in the region to use technology to implement and promote agricultural businesses. Two teams were selected from each of the four cities (Ibadan, Warri, Cotonou, Lome) who went through a 5-weeks virtual pre-incubation program. In November, these teams participated in a week onsite pre-incubation where a **prize money of €1850** was awarded to each of the top four performing teams at the end of the program. These four teams, that is, Lizi (Lome/Togo), Fisher\_innove (Cotonou/Benin), Team Agroinnova (Ibadan/Nigeria), and Team Safari (Warri/Nigeria) are now being incubated into businesses.
7. **PIND and CNL's PGPA opened up conversations to expand PIND's program activities in the GMoU communities and build the capacity of PPCD to enhance its effectiveness in providing support to GMoU institutions.** A draft plan of action to achieve this goal in 2017 is currently under review by both PIND and PGPA leadership.

### PIND's Engagement with NDDC

PIND has had several engagements with the Niger Delta Development Commission (NDDC). A fallout from these engagements is the development of a Memorandum of Understanding (MoU) which is awaiting signing by both parties.

Key areas that the MoU will address include:

1. Project identification, design, implementation, project monitoring and evaluation that will stimulate Public Private Partnership (PPP) in Micro Small Medium Enterprises (MSME) and in embedding a sustainable approach to economic and social impact for beneficiaries through pro-poor market access development and implementation (especially to producers, processors and other market actors, including access to finance), in various agricultural value chains (cocoa, palm oil, cassava, aquaculture)
2. Research, analysis, information gathering, in governance, advocacy, peace building and conflict resolution; as foundational elements of economic development in the region while paying special attention to the needs of marginalized groups such as women and youths;
3. Trainings and post-training support to senior level NDDC staff and partners in key identified skill areas;
4. **Support to existing structures within the Commission's Planning, Monitoring and Evaluation Unit.** These supports will include but are not limited to conducting the review of the Niger Delta Master Plan to incorporate recent changes, views and priorities of stakeholders; provide



any other related services that will embed a robust evidence-based, results-oriented Monitoring, Evaluation, and Learning (MEL) Framework for NDDC.

5. **Platforms where NDDC can leverage PIND's international and national network to implement its mandate;** Support NDDC in repositioning and rebranding the image of the Commission with a view to positively communicate impactful results to beneficiaries, partners, and stakeholders; and to be able to attract partnerships.

## 7 LESSONS LEARNT/CHALLENGES

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This section contains key lessons learnt and the challenges encountered by projects during implementation in the quarter.

### Peace Building

The challenge is in the issue of getting the P4P state chapters to fully grasp the principles of financial accountability and transparency remains in a key challenge in the Network

Lesson Learnt shows that the smooth transition of power from one tenure in the CWC to another is **evidence that the PB facilitation team's approach of engagements, consensus building and transparency is key to the growth and sustainability of the network.**

### Capacity Building

Challenges

- Poor response to call for Challenge Fund Application by CAPABLE organizations caused PIND to delay providing Challenge Fund support till 2017. PIND will ensure that it uses multiple communication avenues to reach target organizations for such announcements in future.
- Large number of participants for M4P training affected classroom and group work space and attention. Reason was that instruction for participation was received by different participants from both PIND and MADE. Issue of aligning communication in this regard has been discussed and agreed upon by both partners.
- Use more than one channel to reach organizations on project information to ensure message is received and acted upon.

Lessons learned during this period were centred around collaborative activities. It was mentioned that there is need for firm understanding about point of contact for communication with participants to avoid conflicting instructions

## 8 GOVERNANCE AND MANAGEMENT

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### NDPI/PIND Joint Board Meeting

A joint meeting of the boards of NDPI and PIND, the third in the series and the second to be held in Nigeria, took place on the 20th of October 2016 at **PIND's conference room in Abuja**. Key outcomes of the meetings were:

- Minutes of last Board meeting confirmed
- Update on outcomes from action items identified during the last Board meetings
- Update on progress of projects already approved and in various stages of execution
- Update on alliances and negotiations with other donors and fundraising plans
- M&E Committee Report accepted by the Board
- Board accepts sustainability plan as outlined by PIND and NDPI
- Summarize resolutions and agree upon tentative date for next meeting

The two boards as part of their engagement also took part in the opening session of the NDDF, Owerri and also had an interactive session with some key PIND partners in Abuja to gain first-hand knowledge of how the partnership is working.

### Leadership Meeting

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A brief leadership meeting was held in November 2016 during the Annual staff retreat primarily to **announce change in PIND's executive management**. In the first week of December, this information was disseminated widely to all partners.

PIND's new Executive Director and Deputy Executive Director in the persons of Dr Dara Akala and Mr Olatunji Idowu, respectively are not new faces in the organization, which will ensure continuity.

The press release issued to the effect of this change can be found here: <http://pindfoundation.org/dr-dara-akala-steps-in-as-pind-executive-director/>

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## Other activities

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The Annual retreat was held in Uyo, Akwa Ibom in November where 2016 performance were reviewed and plans developed for the next operating year were presented and reviewed to ensure the alignment of all programs/projects with the organizational goal of enhanced effectiveness in program delivery.

A review of the current Gender policy document was commissioned to include areas on People Living with Disabilities (PLWD).

## 9 APPENDIX

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This section provides link to detailed information on results reported in this document as well as what activities were completed during the quarter that led to these results. For sustained results and project implementation, End of Year (EoY) activities, as it was in earlier quarters in the year are linked to the 2016 Annual Work Plan.

The newly created Evidence Bank serves as a repository for supporting documents for results that are reported. This is one of the processes that PIND adopts as it moves towards a much more robust evidence-based monitoring and evaluation approach to Program management.

**This link only works for people with access to PIND's Google drive. Upon request, access can be shared with partners and other stakeholders:**

<https://docs.google.com/spreadsheets/d/1k557DI1T7zExRkCH5auujrOk7FeXQtg6U012RIBN2AU/edit?ts=58356ce3#gid=980015092>