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Building Partnerships for Sustainable Peace and Development in the Niger Delta



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# YEARS OF CATALYZING CHANGE IN THE NIGER DELTA OUR GROWTH & IMPACT

## ANNUAL REPORT 2015

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FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA



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Clay Neff  
Chairman, Board of Trustees

## MESSAGE FROM THE BOARD CHAIRMAN AND THE EXECUTIVE DIRECTOR

**It's been five rewarding years of  
catalyzing systemic change  
in the Niger Delta**

Reports show there is poverty in the Niger Delta region of Nigeria. There is conflict. And there is unemployment. But there are also huge potentials to transform the region into one where markets work to create income and job opportunities, where demand for peace is met, where capacity of local institutions is strengthened to deliver better and effective services to communities, and where necessary development infrastructure exists and functions - a new Niger Delta.

We foresee this new Niger Delta with confidence because of the early results we have seen from our last five years of working with local and international partners to catalyze systemic change in the region. We have seen important changes in attitudes, practices and behaviors across multiple actors that we have empowered, including new entrants triggered by our work. And we have seen them become a force for positive social and economic change.

The Partners for Peace (P4P) Network has become a self-sustaining community of over 4,000 peace actors mitigating conflicts in the region. Private investors, bi-lateral donors and global NGOs including USAID, DFID and UNICEF have invested over \$92 million into a region previously considered to be too volatile for sustainable socio-economic building initiatives. Stronger linkage between market actors and farmers of cassava, palm oil and aquaculture is creating new business partnerships and increasing the yield and income of the farmers and businesses alike. Small businesses and entrepreneurs have earned over N132 million in revenues. Supported CSOs are engaging governments to be responsive and accountable and local governments are providing better services to their communities.

Chevron established PIND with a mission of stakeholders partnering together to reduce poverty. Perhaps of most significance is the more effective working relationship between development actors in the region, coordinating actions and resources that are improving lives in the region.

Our results are not the only springboard for our belief in a new Niger Delta. Our confidence is also inspired because of the assets we have honed in these five years – the extensive knowledge we have gained from traversing most nooks and corners of the region, the market driven approach we have tested and mastered, the extensive access to market and peace actors we have inspired and empowered, the technical expertise our team have garnered, the data resources we have gathered from numerous studies and the over 400 cross-sectoral network of partners we have connected because of our credibility.

For us, real systemic change is not about creating dependencies. It is about empowering people with the necessary skills and resources to take action and cascade it to others. That is no easy task. But we, together with our 90 plus partners, have built momentum for this change in the last five years.

We have faced and surmounted some challenges. We grappled with some pilot projects and used lessons learned and research to re-engineer them to success. With over 20 innovations in systems transformation successfully completed and being adopted, and another 30 innovations at full-fledged pilot stage, we can proudly say we have set a new benchmark for development programming in a conflict-prone region.



**Sam Daibo**  
Executive Director

2015 was a momentous year that marked the end of PIND's first phase of funding and the start of our second phase. In the pages of this Annual Report, we tell the story of our beginning in 2010 which was a set-up year for us, our five years of catalyzing systemic change from 2011 to 2015 in priority areas of economic development, peacebuilding, capacity building and analysis and advocacy central to PIND's mission, and the results found through a third party impact assessment of our work. It represents the story of our passionate staff who toiled hard in demanding environments these years, and the donor agencies, governments, civil society organizations, private companies, business membership organizations and local communities who partnered with us in these five years to stimulate economic prosperity for a region in dire need of it. These impacts would not have been possible without your commitment, passion, funds, time, hard work and expertise and we encourage even more of these.

A new strategic plan for 2015-2019 has been charted to help the organization deepen these impacts and broaden our reach to beneficiaries, especially women and youth. Building strong partnerships to promote a self-sustaining Niger Delta community that is socio-economically empowered will remain at the heart of our work in the next five years because the scale and diversity of the challenges facing our Niger Delta region underscores the need for this approach.

Starting this 2015, please join us as we embark on another five years of empowering new and existing actors to break through the systemic barriers to deliver that re-imagined Niger Delta we all aspire to - where 'Peace, Yes!' is a norm and economic prosperity, responsive and inclusive governance abounds for men, women and youth.

Together we have started the systemic change. Together we can continue to make it happen, with the mass strength of our resources and expertise.

Clay Neff  
Chairman of Board of Trustees

Sam Daibo  
Executive Director



# OUR BEGINNING

*Fish farmers association members count the increased profits made from selling fishes harvested from the PIND - supported demonstration pond project*

Despite its vast natural resources, the people of the Niger Delta lack economic opportunities, leading to increased conflicts which in turn further hinders economic growth and increased poverty levels. Due to this lack of peace and stability, the region became a high risk for both donor and private sector investments.

Chevron Corporation recognized the risks posed by this conflict to the region's development and invested an initial USD50million to set up the Foundation for Partnership Initiatives in the Niger Delta, also known as PIND, in 2010 as a regional strategy for addressing the deep rooted socio-economic problems in the Niger Delta rather than the symptoms. PIND was to achieve this by growing networks of international and local partners to collaborate in developing and implementing new solutions that will result in equitable increase in employment and incomes of individuals in the nine states of the region: Abia, Akwa Ibom, Bayelsa, Cross Rivers, Delta, Edo, Imo, Ondo and Rivers.

PIND set out on this mission to reduce poverty by acting as catalysts for systemic change, tackling two mutually interrelated areas of economic development and peace building in a conflict prone region. However, we also understood that there are several barriers that inhibit economic prosperity and human well-being in the Niger Delta, prompting us to add two additional areas of work – capacity building and analysis and advocacy for the development of enabling environment through which we could push for certain conditions required to support economic growth for the local population. These efforts included serving as advocates for the development of a healthy civil society, promoting the development of supportive policies and institutions, and tackling challenges related to gaps in infrastructure such as access to power, transport, information and communication.

We also had the insight that to catalyze systemic change where the resulting economic prosperity from our work would spread widely across the region required multiple actors at all levels changing their practices or behaviors and sustaining those changes. On our own, we could not change each actor one by one. So instead, we set out to spread and multiply our work through other actors in four ways:

- We empowered existing actors through capacity building and introduction of innovations such that they are able to represent their interests in a responsible and self-determined way, acting on their own authority
- We catalyzed new entrants through demonstrating models that work in the Niger Delta
- We spread the change by communicating and sharing information to the extensive direct and indirect networks created by our work
- We supported implementing partners and market actors with technical assistance and other resources to help them overcome practical barriers to change. These include PIND's physical presence in Abuja, Warri, and Port Harcourt, together with the research produced, the contextual understanding that the team has developed, and the platforms that PIND provides.

“ We utilized the initial funding from Chevron to set up a solid organizational structure for PIND, establish partnerships and make substantial progress in an array of initiatives in developing markets, mitigating conflict, building local capacity and increasing awareness and information on the challenges and opportunities in the Niger Delta ”

# HIGHLIGHTS OF OUR 5 YEAR EVOLUTION

2010 – 2015: Evolving a New Development Model for Systemic Change

2010



Registered PIND as a Nigerian non-profit organization



Inaugurated an independent board of trustees to ensure PIND effectively manages and transacts operations in a transparent and accountable manner



Established a fully staffed functional head office in Abuja



Began construction phase of the Economic Development Centre (EDC) in Warri, Delta State, to serve as a hub for PIND's field activities



Held official launch with a broad range of stakeholders in attendance



Commenced sourcing for partnership and collaborations



Reached agreement with GIZ on a business-enabling project to promote economic growth



Commissioned studies in priority areas to inform programs design

2011



Completed youth and gender studies with IYF and CEDPA respectively



Worked with Ministry of Niger Delta Affairs, New Nigeria Foundation (NNF), GIZ, and Development Alternatives Inc. (DAI) to conduct and publish a study on economic opportunities in the Niger Delta



Signed MoU with USAID/Nigeria for an integrated Peace and Development Alliance (IPDA) in which the two organizations provided a 1:1 match of \$25 million each to build institutional capacities



Conducted a scoping study to examine potential conflict issues within the selected value chain sectors of aquaculture, palm oil and cassava



Partnered with USAID on the ADVANCE project to provide small grants support to Niger Delta organizations



Developed and published the 2010-2014 strategic plan using research information from the numerous assessments and studies conducted



Partnered with Accord for Community Development for a local governance strengthening project in Niger Delta States



Engaged DAI to train and lead 5 local NGOs to conduct value chain studies

2012



Completed, officially launched and fully staffed the PIND Economic Development Center (EDC), a center of excellence for testing and sharing models for economic growth through agriculture, in Warri, Delta State



Engaged Crown Agent to conduct a scoping study of PIND's systems and procedural needs as a hybrid corporate social enterprise organization and began developing management systems and procedures foundational for its long-term success and sustainability



Signed agreement with USAID to extend and co-sponsor the Maximizing Agricultural Revenue and Key Enterprises in Targeted States (MARKETS II) project from the north to the Niger Delta



Forged partnership with the Brookings Institution Africa Growth Initiative (AGI) and the NISER on the MODEL project



Commenced CAPABLE Training for Niger Delta Civil Society Organizations with Crown Agents



Worked with DFID to develop concept for MADE project



Flagged off pilot projects in aquaculture, palm oil, and cassava



Established Media Hub to produce films to support development programming in the region



Held the first annual Niger Delta Development Forum (NDDF) in Nigeria

RESULTS



FUNDS LEVERAGED

2010	0
2011	N 18,230,716
2012	N 214,219,724
2013	N 753,500,000
2014	N 525,726,400
2015	N 209,050,000



TRAININGS CONDUCTED

2010	0
2011	18
2012	29
2013	48
2014	87
2015	100



TRAINING PARTICIPANTS

2010	0
2011	1,111
2012	3,543
2013	4,457
2014	5,483
2015	6,281



DIRECT BENEFICIARIES

2010	0
2011	1,149
2012	6,751
2013	8,512
2014	7,546
2015	42,681



IN DIRECT BENEFICIARIES

2010	0
2011	20,584
2012	176,884
2013	45,255
2014	35,961
2015	4,957,254



Launched Partners for Peace (P4P) Network



Implemented new organizational structure to meet PIND's evolving needs as it grew: devolved much of the management decisions to new middle managers and had Sam Daibo take over as Executive Director from Dennis Flemming



Launched another Economic Development Center of excellence in Port Harcourt, Rivers State



Partnered with Devex, a global media development platform, on research to shape the direction for an online NLink community



Fostered the Developing Markets through Alliances in the Niger Delta (DEMAND Alliance) and Peace and Security Working Group (PSWG) coordination platforms



Appointed to the National Council on the Niger Delta responsible for approving policies, programs and projects designed to drive development activities in the region



Commenced local governance strengthening project partnership (LEAD) with USAID and RTI in Niger Delta



Held a Look-Back peer review of our work with stakeholders

2014



Conducted fish feed mill study to inform Delta State Government's policymaking with regards setting up fish



Signed partnership agreement with UNIDO on support for poverty reduction through productive activities in the Niger Delta Region



Partnered with UNIDO, SMEDAN, NDDC and RSSDA to organize a two-day Youth Link Forum



Held first Niger Delta Development Forum (NDDF) in Washington, DC



Rolled out an internal gender policy and strategic framework for action aimed at promoting gender equity in PIND's programming, organizational structure



Commenced implementation of an organizational development project (ODP) to strengthen internal technical skills, organizational learning and management of resources



Managing Director of Chevron Nigeria Limited, Clay Neff joined the Board of Trustees as Chairman, replacing Andrew Fawthrop



Ezeziel Olosupa Shadiya is replaced by Jones Itomba Okoro on the Board of Trustees



Commenced Civil Society Strengthening project SACE with USAID and Chemicon



Held a participatory strategic review (PSR) with wide variety of stakeholders to determine direction for second phase of implementation



Began implementing knowledge management systems to improve learning and innovation within the organization



Set up the Integrated Peace and Development Unit (IPDU)

2015



Prepared and published new strategic plan for 2015-2019



Launched the Appropriate Technology Enabled Development (ATED) Center at the premises of the Economic Development Center in Warri Delta State



Organized the first Making Markets Work for the Poor (MAP) training for development organizations in the Niger-Delta

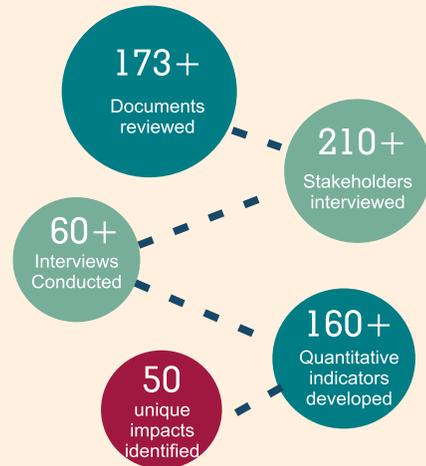
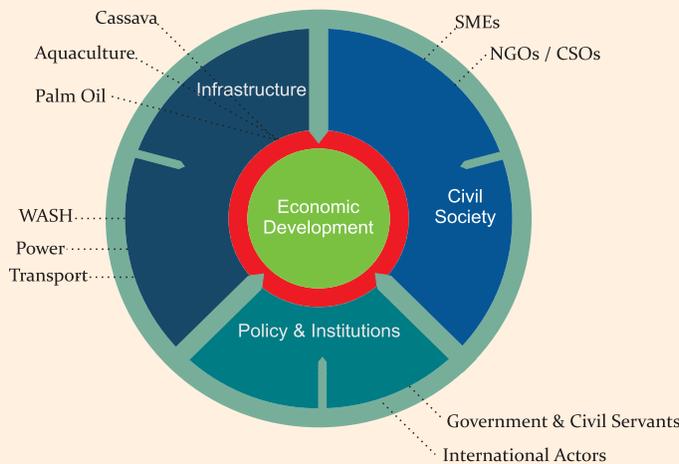


Engaged Initiative for Global Development (IGD) through Niger Delta Partnership Initiatives (NDPI) to carry out an independent impact assessment of PIND's 5-year impact

# INDEPENDENT ASSESSMENT OF OUR IMPACT

In 2015, we commissioned U.S-based Initiative for Global Development (IGD) to carry out an independent third party assessment of our work in the last five years. They identified 6 high level impacts and 50 unique, individual impacts we are creating with our partners in the region.

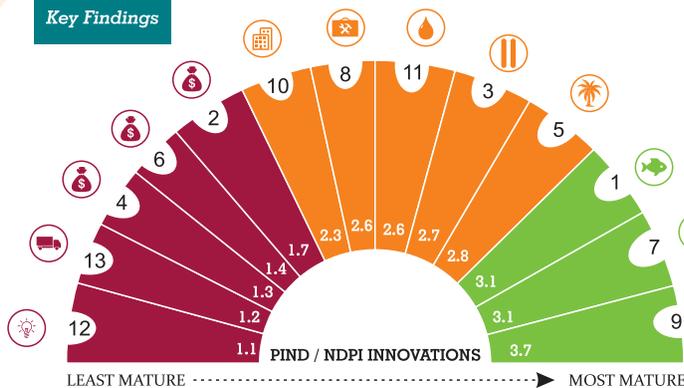
## Analysis of PIND Interventions



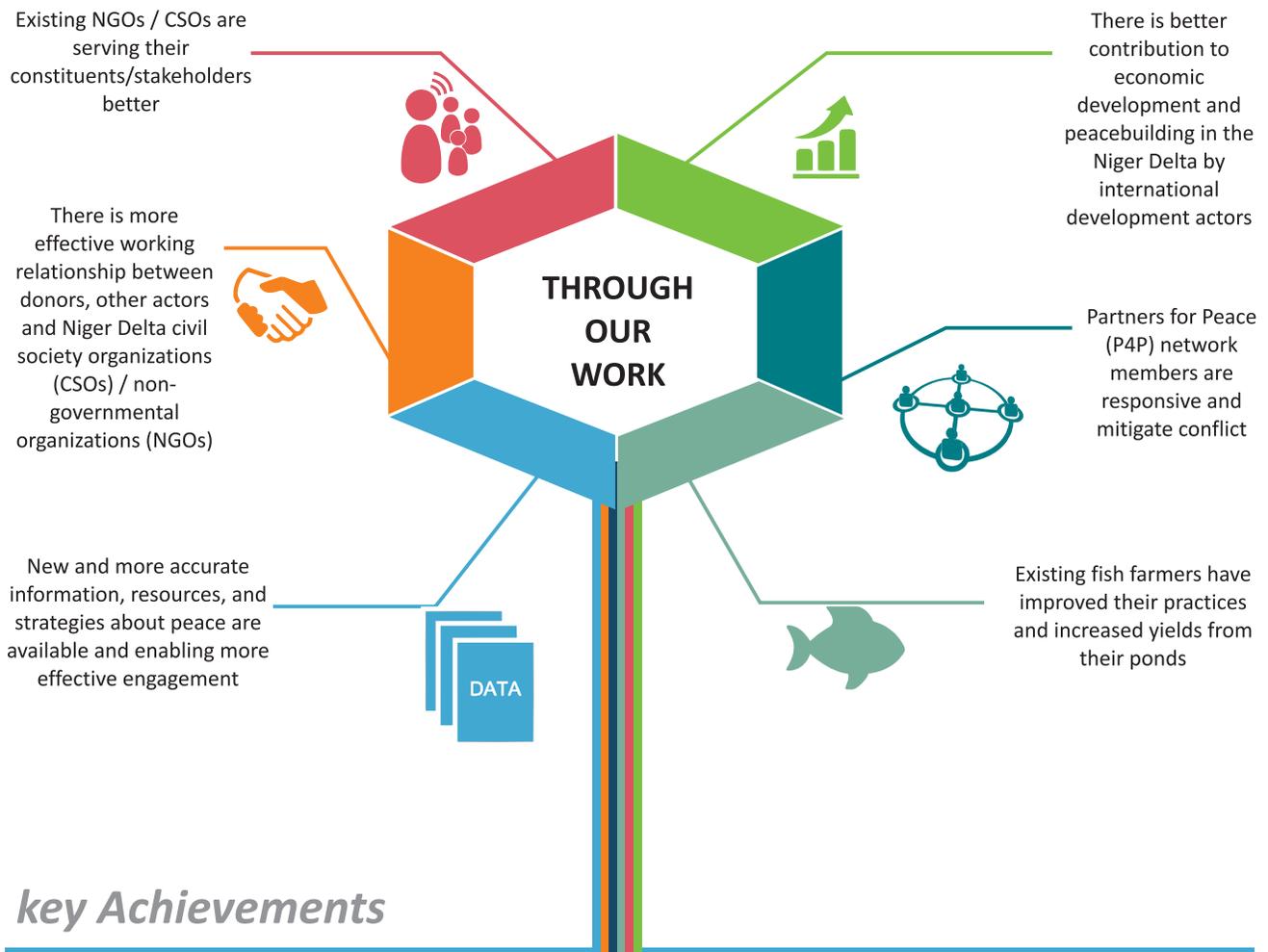
## IGD Innovation and Systemic Change Maturity Model

	Level 1	Level 2	Level 3	Level 4	Level 5
	Ad Hoc	Pilot	Stickiness	Scale	Systemic Change
Coordinated Strategy/ Implementation Plan	No service portfolio or investment	Service portfolio strategy & plan emerges	All actors buy in & agree to play a role in service portfolio	Service portfolio executed & reviewed across all 9 Niger Delta states	Market systems begin to take over and development institutions scale back
Network Development Relationships	Stakeholders are not connected	Small loosely connected networks form around activities	More tightly connected networks gain recognition	Networks expand and are internally driven	Collective networks have reached critical mass across the region
Human Capital Alignment	Raising Stakeholder Knowledge and Awareness	Stakeholders attitudes change	Stakeholders capacity is built	Stakeholders adopt and operationalize actions	Behavioral / Societal norms change
Resources	No Planned Budget or Investment	Funding and investment identified for specific activities	Consistent, committed funding & investment	More funders and investors crowd in	Effective & efficient flows of capital to the Niger Delta to contribute to GDP increase
M&E	No Measurement or easy measurement just for the sake of measurement	New, more appropriate measurement methods & tools identified and tested	Development of strategic M&E plan	Evidence collected and measured consistently within all initiatives and innovations	Investor & Policy makers make decisions based on appropriate, timely & accurate information

## Key Findings



- Innovation 1: Aquaculture value chain development
- Innovation 2: Aquaculture access to finance and financial services
- Innovation 3: Cassava value chain development
- Innovation 4: Cassava access to finance and financial services
- Innovation 5: Palm oil value chain development
- Innovation 6: Palm oil access to finance and financial services
- Innovation 7: Peace Building Network Development
- Innovation 8: SME Network Development
- Innovation 9: NGO/CSO Network Development
- Innovation 10: Institutional Network Development
- Innovation 11: Water, Sanitation, and Hygiene
- Innovation 12: Power
- Innovation 13: Transport (Roads/Waterways/Public Transportation System)



## key Achievements



**Innovations Successfully Piloted** - Working with our partners, we have brought our entire portfolio of interventions to full-fledged pilot stage, with each of their resulting impact driving towards 'stickiness stage', as there is strong evidence of adoption of our innovations by our target groups. We have completed successful pilots of over 20 distinct best practice and technological innovations.



**Existing Actors Empowered** - we have established a self-sustaining, rapidly growing movement of peace actors of nearly 4,000 individuals and developed an expansive network of more than 400 local organizations from business membership organizations, CSOs and NGOs creating change in the region through interventions to shift cultural norms.



**New Resources Catalyzed** - We have made the Niger Delta more attractive by reducing risks, thereby enabling flow of more development investments into the region. Demonstrating this ability to create change has enabled us to catalyze new investment of about N1, 579, 566, 200 (USD 92 million) into the region in both monetary and in-kind resources and more than N123, 300,000 (USD730,000) in new loans from internal financial institutions into the market.

**"PIND is the best thing to happen to the Niger Delta region...They have been successful in their interventions. They have been linking people together"** – **Hon.Remy Chukwunyere, Imo State Directorate of Employment**

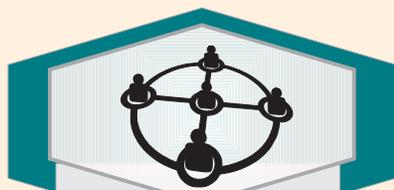
**"I always wished to be an ambassador of peace and P4P enables me to fulfill my dream"** – **August, Cross Rivers State P4P Member**

**"PIND has given us more tools, more channels to better engage key stakeholders with our findings"** – **Ken Henshaw, Social Action, a CSO in the Niger Delta**

**"Because of PIND, we started in the Niger Delta and took over a lot of work from PIND"** – **Qazi Yawar, Private Sector Adviser, DFID Nigeria**

## THE CRITICAL FACTORS OF OUR SUCCESS

The IGD assessment identified six unique competencies of PIND that formed the critical factors for our success in the last five years



We built foundational networks among all stakeholders



We developed and supported critical cross-sector relationships, partnerships and alliances which are stronger than the sum of their individual parts



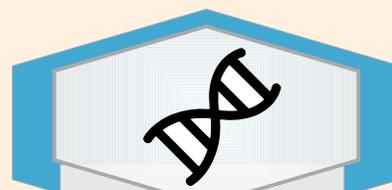
We identified, inspired and empowered local change agents



We committed to sustainable and holistic market led approach



We embraced lean principles to diffuse innovations



We built a strong organizational DNA, with unrelenting focus on our core values and principles



*Members of PIND market development team leads a NIFOR representative on a tour of PIND's value chain projects during the opening of the ATED Centre in July, 2015*



NOW



### A LIGHTHOUSE IN THE NIGER DELTA

PIND, NDPI, and Chevron have “moved the needle” on corporate social responsibility, shared value, and development, to a new level by creating awareness, building knowledge, and changing attitudes, beliefs, capacity, and actions in ways that permanently re-orient the hopes, aspirations, and visions of the people of a society.

PIND and NDPI together function as a “lighthouse in the Niger Delta”, beckoning to other institutions – local, national, and global – to come together in the region. PIND and NDPI shed light on the amazing array of opportunities that exist in the Niger Delta for peaceable and sustainable livelihoods.

This light has revealed a new vision for the region that many can now see and together this vast network of organizations brings resources to initiate market-based systems and create an enabling environment in which many industries can thrive... a concept that until now has eluded the Niger Delta.

These catalytic resources bring hope and are captivating and empowering people of the Niger Delta. IGD would like to use this opportunity to call to action other members of the private sector and development institutions alike to closely examine the PIND/NDPI model and seek every opportunity to replicate it around the world – **IGD**



ECONOMIC DEVELOPMENT FOR  
INCREASED MARKETS  
PRODUCTIVITY AND INCOME



Currently, about 70% of the population of Niger Delta live below the poverty line, with limited amount of disposable income, access to health care, access to safe water, educational attainment, access to shelter and access to gainful employment. Our response was to understand the underlying constraints to economic growth and design sustainable interventions to address them. We adopted a facilitative approach that provides commercial incentives for market actors to invest in economic opportunities that benefit the poor in every sector.

Beginning 2012, we worked with market actors to build three sustainable market systems that produce widespread, long term opportunities for the poor rather than dependency on donor funding.

Our interventions focused on aquaculture, cassava and palm oil value chain development and their access to finance and financial services. Using lean business management principles, we first of all piloted projects in these three value chains, making sure the models work before using significant resources leveraged through the private sector to spread them widely.

PIND's partnerships with private companies in the cassava, palm oil and aquaculture value chains have allowed for increased access to local markets, while improving farmers' agronomic, harvesting and processing practices.

***So confident are PIND's private company partners that they on their own have committed resources to our interventions by fully covering costs of inputs such as herbicides and fertilizer in the cassava demonstration pilot project, fish feed in the aquaculture demonstration pond project and demonstration of harvesting technologies in the palm oil pilot project.***

While we have recorded success in the pilot micro-credit lending scheme, we know availability of capital remains a huge constraint to lending to these medium and small enterprise farming businesses. In our second phase, we will be exploring opportunities for more coordinated access to finance approach that will link additional types of financial institutions to farmers and support seed-stage capital for farming related MSMEs.

## **AQUACULTURE**

The demand for fish in Nigeria is significant yet roughly half of the country's domestic demand is met through imports. We aimed to boost local productivity and reduce operating costs for the region's farmers, processors and sellers. We did this by building the organizational capacity of fish farming associations, improving their fish farming practices through demonstration ponds in partnership with private feed companies, connecting the farmers with local service provider experts to improve their business skills through the NAEC training and increasing their access to new technologies. We also facilitated access to finance for smallholder fish farmers through microfinance banks.

***Between 2013 when we concluded the pilot demonstrations and January 2016, 4 feed companies: Grand Cereals, Topfeeds, Makarkute, and Aller Aqua have each on their own successfully set up demonstrations at different locations across Delta state and Ondo state, engaging the services of at least 5 aquaculture service providers trained by PIND.***

Grand Cereals Limited has gone further to partner with PIND and the Federal College of Animal Health and Production Technology in Plateau State to establish a Vital Fisheries Academy that will increase participation in aquaculture through recruitment from a radio show and provision of practical knowledge.

# 2011 - 2015: Maximizing Yield and Profit in Agriculture

2011



Researched and concluded a scoping study on aquaculture to map market systems, uncover constraints that inhibit growth, find how the poor and marginalized fit in the sector and suggest interventions



Selected the United Ufuoma Fish Farmers Association (UUFFA), comprised of over 500 registered small scale farmers owning over 2,000 ponds, as a strategic association to work with

2012



Reached an agreement with United Ufuoma Fish Farmers Association (UUFFA) and two fish feed companies Ranaan feed and Grand cereals for the demonstration pond pilot project and established eight demonstration ponds at the UUFFA sites



Worked with MARKETS II project to bring together an array of market actors at PIND's Economic Development Center (EDC) to bridge the coordination gap and build better working relationships by having participants share knowledge and experiences



Trained 12 service providers and aquaculture farmers on how to use the Nigerian Agricultural Enterprise Curriculum (NAEC) to teach technical and business management topics to fish farmers



Conducted a study to assess farmers' knowledge and practice in using feed and fingerlings by surveying 80 fish farmers to understand their current farming practices and



Partnered with Delta State Government to conduct a feasibility study to better inform their decision-making in the fish feed sector

2013



Developed and produced aquaculture demo training manual/curriculum as well as training videos



Sourced and imported the motorized adjustable harvester from Malaysia and trained existing local climbers on how to use the technology to harvest fruit



Trained 30 women fish smokers in Fishtown, Bayelsa state, on the use of the Chorkor oven, a clean-burning stove made from local materials that can help fish smokers smoke more fish at the same time with less emission

2014



Expanded the demo-pond project from pilot stage to farmers in Asaba and Ughelli, both in Delta State, with feed company Grand Cereals' investment



Makakwute Feeds Company which had not been involved in the pilot project decided to replicate the model and set up a second demo-pond within the (UUFFA) cluster



Facilitated an intensive 8 day TOT comprising technical and NAEC training for 38 aquaculture service providers drawn from government extension officers, private consultants and lead farmers



Secured first round of United States African Development Fund (USADF) loans for fish farmers via microfinance



Supported the establishment of a pilot Chorkor oven at the UUFFA



Building on the success of PINDs work in Aquaculture, DFID - funded MADE project began actively promoting the demo ponds approach working with PIND trained aquaculture service providers



Carried out assessment of hatchery operation in the Niger Delta led by MARKETS II

2015



Facilitated technical and NAEC training for 12 aquaculture service



Embarked on Fish feed company Topfeeds-sponsored field trip to PIND partner fish farmers association around Delta State, which also doubled as the



Signed a partnership agreement with Topfeeds and MARKETS II to expand project to even more farmers



Made a presentation on growing the aquaculture Sector using the market development approach at the Fisheries Society of Nigeria FISON National conference in Asaba



Established a fish farming academy with Grand Cereals' sponsorship, hosted by Israel Yusuf a.k.a. Dr. Fish, on Crown FM in Warri with an estimated audience reach of 1.5 million listeners



Facilitated disbursement of additional loan of N21, 150,000 by LAPO to 49 members of the UUFFA



Supported the training of five local masons on the construction of the Chorkor oven



Held inception workshop on the improved fish smoking pilot in partnership with DFID-funded MADE project, Frijay Nig.limited, and Wenedel farms

## RESULTS

766

Farmers now have improved practices resulting in 17% increase in farmers' profits

3,045

Farmers - reached directly and indirectly - have changed behaviors and adopted new practices taught by PIND and partners



Fish farmers feel increased pride and excitement in what they are doing and feel more empowered with their new knowledge and success

31

New businesses and 10 new partnerships have been established as a result of stronger business linkages between fish farmers, fish feed companies and business service providers

N 56.2

Million has been lent to 141 fish farmers with loan repayment rates reaching 100%

"We never knew farming clusters existed without the relationship with PIND"  
- Grand Cereals, Fish Feed Supplier

"The first time of lending to UUFFA was like tilling soil - hard work. The second time it was easier, we all have to learn. The vision is for us to have impact on the farmers, do business with farmers, and especially work with those who are really serious about farm business"

- LAPO Micro Finance Bank



Friday Diyen, the chairman of the Camp 74 Fish Farmers Union in Asaba, Delta State, has seen improved profits since using the demonstration pond practices in his farming.

## REALIZING DREAMS THROUGH FISH FARMING: FRIDAY DIYEN'S STORY

I've been a farmer now for six years. In the beginning, as a fish farmer, other farmers and I had the problem of effectively feeding and stocking the fish, as well as knowing what to do before stocking. Of course, as a result we were not making a lot of money. It was not until after PIND's demonstration pond project that we realized we were not farming the right way.

I realized that you don't just stock fish, you have to quarantine them against diseases and other things. We also learned to feed according to bio-mass and other calculations. This bio-mass calculation was not easy, having to scope fish and calculate, but we realized that it was the right thing to do. I see myself growing in the business now. I want to buy my own land and train as many people as I can train to empower them. That is my dream.

*“Between the first demonstration I did in 2014 and now, I've done five or six harvest, and I've seen the impact of these better practices on my profit margin, I would say my profits increased by about 40%. ”*



## GROWING RESPECT FOR FISH FARMING THROUGH ASSOCIATION STRENGTHENING: UGBOROKE FISH FARMING ASSOCIATION'S STORY

While we were working on the demonstration pond, PIND actually strengthened our internal structure. Our internal structure was very very weak, but now it is good. They even helped us get an office. On our farm now, we have a three-bedroom office space that we are using. We were aware of our internal weaknesses before the training, but we did not know how to put these in order. PIND came and did a joint assessment, they scored us and we scored ourselves. We quickly put things in place after that, before when some government people come, we will just be standing under the sun to talk, but now we have an office space that we can take them in. Our records used to be scattered in different hands, but now we are more organized.

Ever since we got ourselves in order, there is an influx of people. People are coming because word has gone out and people can see that a lot of good things are happening there, especially with all these trainings that we are having. The word is spreading without our knowledge, people are coming... they are rushing to come and join the association.

*“While we were working on the demonstration pond, PIND actually strengthened our internal structure. Our internal structure was very very weak, but now it is good. ”*

**Michael Uwehomobosa,**  
Chairman  
Ugboroike Fish Farming Association



Farmers in Ubulu-Uku, Delta State, sort cassava stems to prepare for planting during the cassava demonstration plot project. This project targets improvement in farmers practices and increased use of inputs like herbicides and fertilizers to increase farmers' yield and, ultimately, profitability

## CASSAVA

Nigeria produces cassava primarily for domestic consumption and does not rank among leading exporting countries due to lack of competitiveness in the sector. Recent government policies to boost local cassava market have increased the demand for high quality cassava flour.

Our initial approach was to create linkages for small farmers to big processing firms so as to provide them with a steady market and the processors, the raw materials to enhance local processing capacity to feed the industrial market. Though we saw some minimal results, we soon learned that we hadn't paid enough attention to other major issues particularly around production cost for both farmers and processors, logistics, the fact that cassava must be processed very quickly (generally within 24 hours) and then stored appropriately to avoid post-harvest loss and that the poor infrastructure and relatively few processing plants made it impossible to achieve this transaction early enough to benefit both farmers and the large firms.

***So, in 2014, we cancelled the initial pilot model which wasn't working and undertook a fresh scoping study to further understand both the industrial and food market for cassava. Using results from the scoping study, we went back to the drawing board and re-focused our approach in 2015.***

PIND is currently in partnership with Ere-Egwa Farms, Edo State Government, and Edo State Farmers' Cooperative Agency to establish a cassava farmers-out-growers' scheme on 3,000 hectares of land in Edo State and establish a factory, which will use the feedstock of the cassava as raw materials to produce industrial starch.

We began to boost productivity and yield of regional farmers and processors by working with service provider companies to provide them with best practices in cassava farming, access to efficient harvesting and processing technologies and access to finance and financial services. We have engaged a total of 237 associations with total membership of 5,519 cassava farmers. Our work is still very much at the early stages but our pilot is already showing some results and we will be sourcing opportunities to work with partners to replicate the demo sites across the Niger Delta.

# 2011 - 2015: Improving Cassava Farmers' Outcomes

2011



Carried out Cassava value chain study to understand value chain-related constraints

2012



Carried out scoping study to determine possible cassava pilot interventions



Identified the Edo State Co-Operative Farmers Agency (ESCFA), and began exploring opportunity of linking the farmers to supply fresh cassava tubers to large cassava processors



Began linking the Edo State Cooperative Farmers Agency (ESCFA) to supply cassava to Thai Farm Industries, one of the largest cassava processors in Ogun State

2013



Coordinated cassava starch tests for farmers of the Edo State Cooperative Farmers Agency (ESCFA) to raise awareness among farmers of the kinds of cassava needed for industrial use



Facilitated series of stakeholder meetings between processors, banks, Edo state government and the Edo state cassava farmers agency to partner on a joint venture cassava out-grower scheme in the



Fostered partnership between commercial-scale cassava processors Thai Farms and Edo State Cassava Farmers Association on production of high quality cassava tubers – supported 60 ESCFA farmers to supply 46 tons of cassava tubers to Thai Farms

2014



Faced challenges in the pilot intervention and stopped the intervention.



Conducted fresh study of the Niger Delta Cassava industry focused on productivity gaps in the value chain

2015



Signed partnership with Edo State Government to develop outgrower scheme in the state



Held Inception/stakeholder workshop on a new cassava demonstration plot pilot project (informed by the new study) in Delta State with farmers and input providers



Organized technical training for farmers and established demonstration plots for cassava planting with support of input providers in form of free inputs



Organized technical/practical training on planting, pre-emergence and post-emergence herbicide application, and fertilizer application at the demonstration plot pilot project in UbuluUku facilitated by Notore



Reached a partnership agreement with National Crop Research Institute, UbuluUku Farmers Collective in Delta State, and input companies Notore, Harvest Field Industries, Jubailii Agrotec for the cassava demonstration pilot project to improve farmers' practices and, ultimately, improve profitability of cassava farmers



Notore, without PIND's involvement, conducted training on best practices for farmers at Mbiri on other crops such as maize, tomatoes and yam. For a total of 51 farmers



Commenced identification of cassava processors in Imo state for possible partnerships/linkages and identification of possible farmers for scale up in the state



Continued monitoring activities and progress of the demonstration plot pilot project in UbuluUku to ensure it is working

## RESULTS

292

Cassava farmers trained across 7 demonstration plots and about 1,282 farmers have adopted the best practices taught by PIND and partners



Larger private sector actors are providing financing for smallholder farmers in some clusters for whom they guarantee off-take



There are stronger business linkages between actors in the cassava value chain, resulting in increased commercial activity. Processors like Gonchuks are realizing an increase in profits



About 8 new partnerships were formed via connections made by PIND, including input suppliers, processors, large cassava off-takers, extension agents and trainers, state governments and Ministry of Agriculture

## INCREASING COMMERCIAL OPPORTUNITIES FROM NEW PARTNERSHIPS: THE UBULUKU CASSAVA FARMER'S STORY



*Patrick Masha (far right), chairman of the Eziaba/Ifedinma Farmers Association in Ubulu Uku, Delta State, has built such a strong relationship with input company Notore that the company is starting another demonstration for the farmers in corn.*

**T**his farming group has existed for 6 years before we met PIND, but we've not had these kinds of opportunities before now. The old cassava stems we used before can't produce starch. We have invited many starch companies before to process but none of them went with any good results. PIND connected us to new varieties, and you can see our farms now! With the contacts to the input companies from PIND, the fertilizer gets to us on time, and the herbicides too. The price is also cheaper than before. Now, we make contact with the companies and tell them 'this is the time we need it' and they will bring it to us.

Whenever they have trainings, they call us and even buy inputs for us. When we were doing the demonstration plot project, they provided inputs that were very good to us. PIND introduced us to Notore and the company took us through many lectures on how to properly apply fertilizer, among other things. The input companies are also improving our farming as a whole, even in other crops apart from cassava. For example, Notore on their own said they will do another demonstration plot project for us, but in corn this time. They also taught us to improve our farming in tomato, cucumber and watermelons. You would not know that such can be grown here, but we are planting seeds and they yield produce. We learned that we cannot rely on any one produce. We are very grateful to PIND.

**“ With the contacts to the input companies from PIND, the fertilizer gets to us on time, and the herbicides too. The price is also cheaper than before ”**



*Representative from Notore shows palm fruit farmers how to apply herbicides during the Best Management Practices training in Imo State. By adopting these practices, palm fruit farmers can ensure best results from their farming*

## **PALM-OIL**

In the 1960s, Nigeria was the world's leading producer of palm oil. Though the country still remains one of the largest producers, it now meets domestic demand through imports. **80%** of the country's palm oil is produced by smallholder farmers and processors with poor farming practices and inefficient harvesting and processing techniques. ***We focused our work on helping farmers improve their technical skills, access better processing technologies, secure a more consistent demand for their produce and access finance and financial services.***

Specifically, we have promoted the use and adoption of two innovative technologies:

- The mechanical adjustable harvester (MAH) which increases harvesting efficiency, and drastically reduces risk of injury and death from traditional means of climbing trees to harvest
- Small-scale processing equipment (SSPE) which enables farmers and processors to produce palm oil quantities that are of significant commercial value

# 2011-2015: Increasing Efficiency to Enhance Profitability of Palm Oil Farmers

2011



Engaged DAI to conduct training on value chain analysis for PIND and its network of local partner organizations and consultants



Conducted scoping study on palm oil value chain to understand value chain constraints and help in designing possible intervention

2012



Facilitated a Palm oil stakeholder's workshop in Owerri with 46 individuals, including farmers, large estate producers, processors, input suppliers, end users, and government agencies and banks to build stronger connections



Sourced and imported the motorized adjustable harvester from Malaysia and trained existing local climbers on how to use the technology to harvest fruit bunches

2013



Trained 50 local palm oil harvesters from Imo and Rivers states in the use of the adjustable harvester to harvest palm fruits



Reached agreement with Texmaco, a local agro-machinery company to be a local supplier of the equipment in Nigeria



Carried out the first round of demonstrations on the mechanical adjustable harvester



Organized tour to NIFOR for Eziorso Palm Oil Farmers and Processors Association from Oguta, Imo State, to examine improved technologies in palm oil processing



Signed partnership agreement with NIFOR on training of fabricators from Eziorso on the Small-Scale Processing Equipment (SSPE)



Trained 5 local equipment fabricators from Imo State to learn how to produce the NIFOR small-scale digester screw press

2014



Reached agreement with agro-machinery dealer Texmaco on marketing and selling the mechanical adjustable harvester



Facilitated the training of more fabricators in the region to make the machinery, to ensure enough supply of expertise in producing the machines



Trained processing mill operators to repair, maintain and manage the equipment without external support from NIFOR



Texmaco invested over N18 million to import 130 pieces of the equipment and began to lead its demonstration in target clusters across the region

2015



Continued to promote the adoption of the mechanical harvester



Supported 4 palm oil farmers groups in Cross Rivers to secure loan from LAPO to buy the Mechanical adjustable harvester through an MoU with TEXMACO



Signed partnership agreement with Solidaridad to implement a Best Management Practices (BMP) pilot project following research and travel to see how their BMP intervention has worked in Ghana



Organized stakeholders' workshop with BMP project market actors in partnership with Solidaridad and NIFOR to clarify project roles and responsibilities



Trained 59 lead farmers from Imo, Edo and Delta on Best management practices in Oil Palm farming

## RESULTS

**322** Farmers now have improved business practices

**33** MAHs have been bought and are being shared for use by **592** farmers who have experienced a **30%** increase in profit

**16** SSPEs have been built as new business opportunity by **7** trained fabricators and installed in farming clusters

**168** Farmers using the technology have generated an additional income of **N87 million**



Strong business linkages have developed among a number of processors, fabricators, SMEs and off-takers



Palm oil farmers associations are better organized and strengthened to better serve farmers



## EXPANDING BUSINESSES THROUGH TECHNOLOGY ACCESS: FELIX OMOREGBE'S STORY

*Felix Omoregbe, a palm fruit farmer and palm oil processor, at his farm in Edo State. Following his work with PIND, he has adopted the mechanical adjustable harvester, small-scale palm oil processing equipment, and best management practices*

I started working in oil palm in 1987. Technology to harvest oil palm was always an issue, as well as power. Harvesting was difficult, especially with older palms, because getting to the fruit was so difficult. I also needed something that could help me prune and harvest without much effort and injury from the thorns on the branches. so I worked with a fabricator to convert a filing machine for harvesting. It worked well, but then of course the next problem I had after that experiment was how to power it. I heard about the mechanical harvester dealer from Malaysia, but the cost to courier the equipment from Malaysia to Nigeria was about half a million naira. Where would that money come from for a young farmer? That's when I heard about PIND's work with NIFOR and promoting mechanical harvesters here in Edo State. So I made a trip to NIFOR and found out that PIND left two mechanical harvesters with NIFOR. I arranged to get one of the mechanical harvesters and put it into use, and it worked well.

Even with the SSPE, we can now do things faster. Improved technology reduces the workload, but we still need an increased labor force because better technology means we are now able to expand. The number of my workers is increasing because our area of operation has increased. In my farm, we harvest everything together, and we have new palms getting matured. If this year we are harvesting from 50-60 acres, by the following year, another 10-15 acres are added, then more workers will be required. Even though the workload is being reduced with the intervention of the machines, we still need to increase the labour force because we are expanding. I started by employing up to 4 people, but there are days where we have up to about 12 people working in the mill.

My future plan is to raise capital and begin processing palm kernel oil, and to also be able to make use of the palm kernel in other areas. I could also acquire even better technology to expand my business even more.

**“ Improved technology reduces the workload, but we still need an increased labor force because better technology means we are now able to expand ..... I started by employing up to 4 people, but there are days where we have up to about 12 people working in the mill ”**

# Key Constraints Impeding SMEs Competitiveness



## Markets

- Access to Markets
- Corporate and other institutional Buyers, export
- Lack Market info
- Poor product and volume to compete/competitive edge

## Business Dev. Services

- Business Mgt and Tech. Skills
- Quality and affordable local BDS Providers
- Support systems and processes, technology

## Finance

- Lack of capital to grow
- Lack of understanding btw SMEs & FIs
- Poor record keeping
- High risk

## DEVELOPING BUSINESS LINKAGES FOR SMALL AND MEDIUM SCALE ENTERPRISES

*PIND makes a representation on developing SME's at business linkages forum for aquaculture in Warri, Delta State*

The region's small and medium-scale enterprises (SMEs) face many key constraints to their competitiveness and potential, some of which include poor technical and business management skills, poor access to finance and weak access to market information, particularly large institutional buyers. Building capacity among local SMEs is critical to developing an enabling environment in which markets can grow and thrive.

Starting 2012, we set out to build the capacity of the region's SMEs to meet the needs of the market while improving the quality of technical assistance available to these businesses to ensure as many SMEs as possible are achieving their potential. Our initial focus was on facilitating linkages between small businesses and large corporate buyers of goods and services particularly in the oil and gas sector.

Similar to our cassava value chain pilot experience, we soon began to realize, from initial action research activities, that our approach may not achieve the desired results due to big political economy issues and the decreasing number of opportunities in the oil and gas sector relative to the large and increasing number of small firms registered and wishing to supply to the sector. As a result, finding the right model for sustainable SME development in a complex environment like the Niger Delta became a huge challenge to us.

However, our approach of using small interventions to test if models work and carrying out research studies gave us the room to explore different options without too much investment and it wasn't until 2014 that we found our success model by working with a range of SMEs, including business service providers and local service providers using the market driven small business development model. This model is based on thorough diagnostics to identify specific market opportunities and the related constraints impeding the SMEs ability to competitively address the opportunities, and then facilitating targeted customized capacity building activities that would enable them to exploit the opportunities.

We established the Technical Assistance Fund (TAF), a support instrument set up to help SMEs in the region whose activities have pro-poor linkages prospect to access technical support services from Business Service Providers (BSPs) trained by PIND. PIND takes up 50% of the cost of the provision of these technical services. These groups in turn provide services to other SMEs in PIND's three key value chains and also support other local businesses, including a furniture store and a poultry business.

There is a U.S.\$80 million market for chicken in the Niger Delta by oil companies and fast food chains in the region alone, much of which is being supplied from outside the region. To address capacity gaps in poultry production and processing, PIND secured funding from the Nigerian Local Content Monitoring Board and Chevron Nigeria Limited contractor Perfect Works Limited to set up a poultry processing facility in Ondo State to serve 93 poultry outgrowers from all six zones of Ondo State at its initial stages. Construction for this processing plant began in December 2015, and will be completed in 2016. This facility will enable the poultry farmers to take advantage of the USD **80** million market for chicken in the Niger Delta.

In our new strategic plan for 2015-2019, more effort goes into finding models for improving access to commercially driven and sustainable financial services for SMEs and microenterprises, including both savings and credit..

## 2012 - 2015: Building Competencies of SMEs for Larger Markets

2012



Carried out catering and poultry value chain study to identify solutions to value chain constraints



Established the design of the Business Linkages program and began engagement of potential partners

2013



Worked on sourcing and forging dynamic partnerships with major corporations in the Niger Delta region in facilitating a demand driven Niger Delta focused business linkages program

2014



Trained selected Business Services Providers (BSPs) on Small and Medium-Scale Enterprises (SME) Diagnostics and Upgrading as part of drive to improve technical capacity of SMEs



Set up Technical Assistance Fund (TAF) to share the cost of accessing technical support services by SMEs whose business activities have broader pro-poor linkages and economic development prospects

2015



Contracted Business Linkages Facilitators to support identification of market opportunities and SMEs that can leverage such opportunities



Conducted feasibility studies with TAF support to the set up chicken processing plants in Ondo and Warri for Perfect Works and Broad Global (TelAbib) for improvement of local poultry production in the region



Secured Nigerian Content Management Development Board (NCMDB) support for the Ondo Perfect Works poultry processing plant in Akure, Ondo State



Signed agreement with Forum of South-South Chambers of Commerce, Industry, Mines and Agriculture (FOSSCCIMA) to facilitate linkages to market, finance and technical support and designed the Agriculture and Business Linkages for Economic Development (ABLE) Project



Began construction of the Ondo Perfect Works poultry processing plant in Akure, Ondo State



Held sensitization workshop for poultry out-growers in Akure, Ondo State on the poultry processing plant currently under construction and how it will help boost market access



Identified and organized poultry out-growers in Warri, Delta State

## RESULTS

56

SMEs trained and supported by PIND and partners have secured an additional NGN 34.5 million in business loans and NGN 20 million in angel investment to support their businesses



There is increased linkage in the market, with 53 SMEs paying for training from 19 PIND and partners trained business service providers (BSPs) who have stepped down the training to other local providers



SMEs now have improved knowledge and greater grasp of key business skills, including financial management and accounting; proposal writing; understanding of market context; and business linkage opportunities



Supported local SMEs and entrepreneurs have increased business revenues in excess of NGN 132 million and created about 73 new jobs in the region

*"We have increased our clients and our outputs. My clients are very happy and provided me with referrals. We have been able to better market our services and demonstrate our value. I am better able to articulate my organization's business value and what I bring to the table" – DDI Consulting, BSP*

## HELPING SMALL BUSINESSES PROSPER THROUGH RIGHT SYSTEMS: ZAL'S STORY



I started ZAL, my enterprise development firm, nine years ago while I was still in university. I was able to identify an opportunity in the marketplace even then while in school. I started with 25,000 naira and it finished in one week, because I used it all on print banners and flyers. I first heard of PIND during the 2013 Bayelsa State Investment and Economic Forum. I got a phone number from their website and got linked with the Business Linkages team.

We used to just provide businesses development services for SMEs, but with the business linkages program at PIND, we now also provide them other services like business plans, accounting systems, getting them more organized. We also now do business linkages, market linkages and financial linkages. PIND re-organized us, they made us well-structured so we have a clear vision and focus. The business linkages program created a platform to help us package SME products.

Let me tell you a story about Mr. Sylvanus, who runs a poultry business. We first met two years ago and he told us that all he needs from ZAL is money. I told him that business development is not an event, it's a process. He paid the fee to be part of ZAL family and has been with us for 2 years and now he's our greatest ambassador. He got funding from NDDC for his business. Today, he has a truckload of feed that he supplies. He was saying at first that all he needed was a battery cage, but today he has still not bought the battery cage. He has, however, increased his capacity by over 20 percent. He had about 2000 birds, now he has about 4000 birds ready to be put in the poultry. He is making good progress without handouts, but by just getting his systems right.

“I always say that I give PIND credit for 80 percent of what we do. It was not just the diagnostic training we took part in; PIND has enabled us to create that structure that we need to grow a business and we are now doing it very well. As a result of working with PIND, we have increased client base and income by 40 percent. We have also built new products and new services. We now have accounting products and services and a credit scheme running. We on our own started providing micro-credit schemes for all businesses without support from PIND, although they are providing technical support. You will find PIND on our company profile, because of the value we have been receiving, not in terms of money, but in terms of knowledge and ideas.”



## DEVELOPING A PEACE BUILDING NETWORK

*A member of Bayelsa P4P state chapter advocates for peace at a forum on preventing election violence organised by the state chapter*

Violence and conflict have been recurring decimals in the Niger Delta for decades now, manifesting in different ways and festered by multiple drivers increasing the supply of conflict and decreasing the demand for peace. Achieving sustainable peace needs a critical mass of people rooting for peace.

Our peacebuilding work began in 2013, aimed at mobilizing and empowering local peace actors with technical assistance, knowledge, advice, networks and information to develop their own capacity and that of their communities to mitigate conflict, rather than PIND intervening on their behalf. We did this through facilitating the formation of a Partners for Peace (P4P) Network and establishment of an Integrated Peace and Development Unit (IPDU) as a center for innovation and research for peace building practices. PIND also started the Peace and Security Working Group (PSWG) and established a sub-group for the Niger Delta actors to collaborate on issues related to peace and conflict.

National level elections held in 2015, with federal and state-level leadership positions across the region and beyond decided by the ballot. The stakes were high, and the need for community-level engagement on peace was more necessary than ever. PIND's Integrated Peace and Development Unit (IPDU)'s nonviolent election project ran in Rivers, Bayelsa and Delta States between January 15 and March 31, 2015, to help sensitize the electorate on peaceful elections. To do this, the team worked with Academic Associates PeaceWorks (AAPW) to set up the Community Stakeholder Network (CSN), and created an SMS early warning platform with which incident reports on Election Day were sent from trained field observers, especially relating to election malpractices and violence. These reports were then collated and analyzed for a detailed understanding of incidents that took place during elections.

With elections over, the SMS platform is now being used to receive conflict incident reports by the newly-formed PREVENT Team, an integral part of the Partners for Peace (P4P) Network dedicated to early response to and mitigation of these arising conflicts. Such platforms, alongside the trainings PIND provides through IPDU and with partners, further empower local actors to help keep the peace so necessary for the economic development of their communities

### P4P

Partners for Peace (P4P) Network continues to expand its network of local peacebuilders throughout the Niger Delta

Community Stakeholders Network (CSN) engaged in conflict mitigation at the local level that helped ease many election-related tensions in conflict-prone communities



*"Interacting with members of the network and learning from them has changed my orientation, the way I interact with people, the way I present issues, the way I think about issues, the way I see conflict" – Deborah, P4P Member*

# 2011 - 2015: Improving Community-level Capacity for Peace-building

2011



Organized a workshop where implementers of conflict early warning systems gathered to share experiences with conflict and lessons learned



Engaged Professor Darren Kew of Centre for Peace, Democracy and Development, University of Massachusetts to analyze trends and identify PIND's peacebuilding (PB) program strategic focus to meet the most pressing needs of the peoples of the Niger Delta

2012



P4P incorporated as a legal entity by the Nigerian Corporate Affairs Commission, making Network legally independent from PIND



Conducted participatory assessments with stakeholders in the Niger Delta to identify key peace stakeholder groups, the local perspectives and drivers of conflict, and potentials for collaboration



Produced 5 short films to motivate peace actors to continue doing the good work of peace, and show opportunities for peace building



Supported the New Media and Governance Conference, and sponsored the participation of Niger Delta participants



Commenced building the P4P website, a highly interactive website as a virtual forum for groups in the Niger Delta to meet, exchange information on conflict risks and collaborate on peace building initiatives



Began gathering and integrating data on conflict risk factors and locations of peace building initiatives from a variety of sources into the P4P web map

2013



Held consultative workshops in all Niger Delta states to get buy-in from diverse peace stakeholders towards the set-up of a region-wide Partners for Peace Network (P4P)



Held a Peace Camp during which over 110 peace builders (84 males, 26 females) from communities throughout the 9 Niger Delta states formed the Partners for Peace Network (P4P)



Trained the P4P Network in peace building, dialogue facilitation, using new media for research, project management, development of early warning mechanisms and conflict mapping



Established the Partners for Peace Working Group with Fund for Peace and international partners to share peacebuilding information from local peace actors



Activated the Web Map feature on the P4P website, which served as a source material for the Conflict Bulletins



Mercy Corps assessed the stabilization and conflict mitigating opportunities and constraints present in PIND's aquaculture Value Chain pilot project through which conflict analysis and sensitivity was mainstreamed into the project

2014



P4P actualized the Network by drafting and ratifying of a Network Charter, electing a Central Working Committee, and a series of state level trainings on participatory conflict assessments



IPDU collated over 14,000 incidents of conflict risk from a wide variety of sources onto the Peace Map and drafted 9 State-level conflict bulletins



Brought together local peace actors to set up of Niger Delta Peace and Security Working Group to share peacebuilding information

2015



Established and supported a 15-member Community Stakeholders Network (CSN) to handle problems arising during the elections, and address post-election violence and discontent in select LGAs



Trained 135 people who would make up the P4P PREVENT Team on using SMS platforms for early warning on conflict-related issues



Trained 270 participants from the 9 P4P state chapters on Leadership, Strategic Planning and Entrepreneurial leadership.



Prepared report on Niger Delta election-related violence with recommendations for government and civil society



Provided office support grant to P4P



Established the P4P PREVENT team, a subset of the Partners for Peace (P4P) Network dedicated to early response to and mitigation of arising conflicts using the SMS platforms created for the CSN

## RESULTS

3,800

Members in the P4P Network and the 217 organizations identifying themselves as agents of change on the peace map are responsive, help to mitigate conflict in the region and provide healing to the wider community members using dialogue, de-escalation, mediation, and advocacy



The peace map is now an important tool in conflict mitigation by enabling identification of patterns of violence as well as providing an



Government, international development and private sector actors now participate in spreading peace by partnering with P4P chapters and participating in the PSWG



The P4P Network with 9 state chapters and 60 sub-chapters in more rural communities is now self-sustaining with a governance structure, and members contributing their own resources and funds to peacebuilding initiatives in their local communities

## KEEPING A TENUOUS PEACE DURING AND AFTER STATE ELECTIONS: CHIEF KIKILE'S STORY

I am a member of the Bayelsa P4P PREVENT Team. We get information, we act on it to prevent conflict. But where conflict has already come to a stage, we still intervene. Depending on the level of the conflict, we partner with law enforcement agencies in the state. We do our work at state level and community level.



As a community leader, I deal with a lot of conflict, mostly in the form of land disputes and power tussles between families, communities, politicians and community leaders. I had been handling conflict in my own wisdom, but these P4P trainings on conflict resolution were so helpful. After the election, there were some issues that came up that we helped deal with. For example, a police officer got shot from a politician's supporter, and caused a gunfight right there in the polling unit. Youth representing major parties would have clashed but we intervened by calling community chairmen and youth leaders of their communities together, we were able to keep the peace.

**“P4P trainings on conflict resolution were so helpful, not only as a P4P member, but even personally. In my community, I have been using the knowledge of conflict resolution I learnt from P4P to resolve issues. It was a training I got from P4P that I brought down to the council meeting and did a step-down training for my other chiefs, and they all have embraced it. The level of conflict in my community among the youth has reduced. The consciousness and the need for them to embrace peace is heightened and they are applying the methods I taught them. Today, when I go for meetings with my other chiefs they say 'Peace has come!'”**

## VOLUNTEERING FOR PEACE: SOBIBO PRINCEWILL'S STORY



I joined the P4P PREVENT team after the national elections when it started. As part of the PREVENT team, we've taken care of loads of problems from political to cult conflict, land issues, even robberies. For example, a local government chairman threatened the opposition party with violence after a raid on his home, but our intervention was enough to stop further escalation. There is an area between Tombia and Bukuma, a very fertile area where agriculture can thrive, with regular tensions. The last crisis in 2004/2005 saw the community lose 50 people in one night. This conflict is starting again, and P4P is the only group working towards peace in the area right now.

**“P4P has done quite a lot, in spite of the stories of conflict in the news. We all work as volunteers and engage key stakeholders. The reason we've been able to come this far is because of the trainings we had through P4P and PIND. Working with P4P really opened my eyes. When they say "conflict is natural, violence is not", I didn't understand it until after the training.”**



## CAPACITY BUILDING FOR STRONGER CIVIL SOCIETY AND GOVERNMENT INSTITUTIONS

*Participants at the CAPABLE advanced M & E workshop*

All over the world, strong government and civil society institutions are recognized as strong forces for positive social and economic change. Recognizing this, we focused on improving the ability of Niger Delta CSOs to better serve their constituents, engage in public decision-making, and implement effective community development projects.

We targeted trainings at individuals representing their organizations who then passed the learning to the organization's staff and we followed up by providing them with connections and opportunities to network with their fellow participants during training sessions, and on platforms such as the NDLink and Niger Delta Development Forum. Creating this broader civil society network allowed PIND to stay clear of direct program involvement while enabled local CSOs successfully implemented program activities in the region and had a platform for acting with government and individuals. For government institutions at local and state levels, we targeted to strengthen their mechanisms for service delivery, planning, transparency, accountability and public-private dialogue.

From 2011, our capacity building program began collaborating with diverse partners to build and enhance capacity of government, civil society, business members associations, service providers and communities to engage in economic, governance, advocacy and peace-building initiatives and activities. This program has held a total of 282 trainings and trained 20,875 persons in this five years of our work.

Our Advocacy, Awareness and Civic Empowerment (ADVANCE) project co-funded with USAID and the ongoing Leadership, Empowerment, and Development (LEAD), and Strengthening Advocacy and Civil Engagement (SACE) projects, which we co-fund with USAID-Nigeria and our Capacity Building for Local Empowerment (CAPABLE) program offer key resources and trainings for this network and include skills development across a wide range of topics that have dramatically enhanced these organizations' capacity to run effectively and benefit the greater Niger Delta community including:

- Best practices in financial management and accounting, human resources, procurement, and travel and asset management.
- Project management best practices.
- Standardization of financial reporting and authorization.
- Resource mobilization, monitoring and evaluation, advocacy, communications, and strategy planning.
- Development of internal standard operating procedures for all departments.
- Effective training and collaboration with other organizations

*2015 was an election year in Nigeria with new leadership ushered in at state and federal governments. Over the next five years, a primary focus of our capacity building efforts will be in providing support to the new governments of Niger Delta states and federal government to translate their elections manifestos into actionable plans.*

# 2011-2015: Improving Capacity of Government and Civil Society Institutions

2011



Held stakeholder consultations to assess the capacity and needs of Niger Delta-based organizations



Extended the ADVANCE program from the north to the Niger Delta to help build the institutional and operational capacity of Civil Society Organizations (CSOs) under the USAID IPDA partnership, with Pact International



Partnered with Accord for Development to establish the Local Capacity Building Program (LCBP) to help build the capacity of five LGAs to select and implement sustainable community development projects

2012



Partnered with Crown Agent Foundation to establish a Capacity Building for Local Empowerment (CAPABLE) program to enhance the institutional and technical capacity of CSOs in the Niger Delta



Hosted 6 workshops to train 37 representatives from 20 local NGOs on grant application, budgeting and financial management under the CAPABLE project



Provided \$250,000 in sub-grants to 5 competitively selected local organizations under the ADVANCE project to improve capacities for local governance, public-decision making, and project



Trained 43 government officials from Imo and Rivers states on strategic development project selection and management under the LCBP which also ends



Worked with the United Ufuoma Fish Farmers Association to develop a strategic and sustainability plan to guide the association's profitability



Improved the advocacy skills of 25 individuals from the United Ufuoma Fish Farmers Association through partnership with the DFID-funded ENABLE project

2013



Partnered with MARKETS II to train 13 persons (9 males, 4 females) on how to develop and administer organizational capacity assessment (OCA) tools



Trained 16 farmers from three fish farming associations in Delta state on financial management and group



Graduated 18 representatives (11 males, 7 females) from 30 CSOs from the CAPABLE program after completing the three modules on understanding Grants Making and Project



57 communities in the Niger Delta received services from 7 CSOs whose capacity were strengthened by the ADVANCE project



Established Youth Leadership Capacity Building Project (YLCBP) in partnership with Center LSD, a two-year training of 80 youth on entrepreneurship, ICT, project management, peace building and leadership that featured a six-month mentorship program



Began the Leadership, Empowerment and Development (LEAD) program aimed at boosting grassroots governance in Okrika, Akuku Toru and Khana Local Government Areas of Rivers State in partnership with USAID and RTI

2014



Began PIND/USAID's five-year Strengthening Advocacy for Civic Empowerment (SACE) program to strengthen civil society's ability to improve governance



Completed the second run of the Youth Leadership Capacity training and mentoring for 80 youth



Trained a further 80 people from 40 CSOs under the CAPABLE program, on ICT, grant proposal writing, and financial management

2015



Expanded LEAD program's reach from three to six local government areas in Rivers State: Obio-Akpor, Bonny and Tai



Delivered CAPABLE M4P training to 25 participants (10 female, 15 male) from 13 Niger Delta Organizations to develop M4P competencies in the Niger Delta with prospects of becoming co-facilitators for market development projects in the region



Rolled out phase 2 of the CAPABLE program in partnership with West African Development (WAD)

## RESULTS



Network of local participating CSOs/NGOs now serve their constituents better in a gender-sensitive manner, with 30 new policies and procedures developed and being applied from skills gained)



Donors, government and other actors have more productive working relationship with the local CSOs/NGOs due to their increased professional capacities and attitude towards community responsibilities. 24 new partnerships have been formed leading to 14 new collaborative initiatives which has attracted increased operating funds for the CSOs



Trained youth have demonstrated shifts in attitude and mindsets about economic opportunities, especially in ICT



Supported LGAs now proactively address constituents' needs better and better serve the community - Okrika local government increased their budget for social services by 55.4% and LGAs conducted nine public dialogues to solicit community priorities, leading to a 6% increase in funding to locally identified priority sectors and implementation of 16 priority sector projects

## IMPROVING GRASSROOTS GOVERNANCE THROUGH COLLABORATIVE ENGAGEMENTS: SMDI AND MOSES EKPA'S STORY



**Iminabo Austen-Okoroafor, Executive Director of Support for Mankind Development Initiative**

**T**hrough LEAD, we really have learnt a lot about good governance. I am able to identify gaps that government needs to fill and, also seek support from the community. We have achieved a lot. LEAD assigned us to work with Okrika Local Government. They were able to give us a lot of support in terms of access. We did an assessment of the various departments in the council and we did some trainings. They did not have an organized filing system, so we did a training on archiving where we were able to introduce modern filing techniques and hands-on practical equipment. Government staff members now have a better understanding of how to manage their

correspondences in the council. And another big achievement we have recorded is on internally generated revenue.

**“Prior to LEAD, the local government could not account for taxpayers, or even provide a projection of their internally generated revenue. We’ve been able to establish a database for them to do just this. We’ve also been able to do a mapping for local community-based organizations in the area. Now the local government has a database to say the number of organizations that are working.”**



**Moses Ekpa, former Director of Procurement, Okrika Local Government and current Director of Finance and Treasurer, Akuku Toru Local Government Area**

**T**he impact of LEAD on Okrika Local Government has been enormous. Internally Generated Revenue (IGR) is very important, and with LEAD on board we got together civil society and business organizations and others in the entire community to discuss taxation. In addition, we also reformed procurement procedures and budgetary processes. Before, one would not consult before preparing a budget. It was not government sitting on their own to determine what a community needs. This time, the whole community was involved and would say this is our need. LEAD encouraged us to partner with the community to set priorities.

I am proud to say that another impact of LEAD is that we started International Public Sector Accounting Standards (IPSAS) before even the Federal Government and Rivers State Government as a whole started it.

**“If all the knowledge gained as a result of LEAD can be measured in money, we could not pay it.”**



# ADVOCACY FOR NIGER DELTA DEVELOPMENT

*His Excellency, Dr. Ifeanyi Okowa, Executive Governor of Delta State, and the Executive Director of PIND, Sam Daibo at the 2015 Niger Delta Development Forum in Asaba, Delta State*

**A**ccurate socio-economic information and better-informed stakeholders are critical ingredients for improving development practice and creating an enabling environment for economic growth to occur in the Niger Delta, yet there remains a significant gap in the amount of current, reliable data available to guide development planning and learning.

To address this gap, we set out to gather data and generate credible analysis of the key economic, institutional, and peace building constraints in the Niger Delta and then create platforms to convene a wide range of stakeholders from the international donor community, international standard-setting bodies, and actors from the national, state, and local government levels to share the information and foster greater understanding of the underlying causes of development challenges in the region.

In 2015, PIND worked with partners to hold three different editions of the Niger Delta Development Forum (NDDF) in London, Washington D.C and Nigeria respectively. The Nigeria NDDF was keynoted by Professor Patrick Utomi who gave a historical analysis of the challenges plaguing the Niger Delta and offered possible recommendations for a way forward. The presence of state government officials from Rivers, Cross River, Delta, Edo, Imo and Abia States during both plenary and closed sessions at the Nigeria edition of NDDF enriched the conversation immeasurably, situating in context the policy recommendations and the conversations with insight from their respective offices. Most notably,

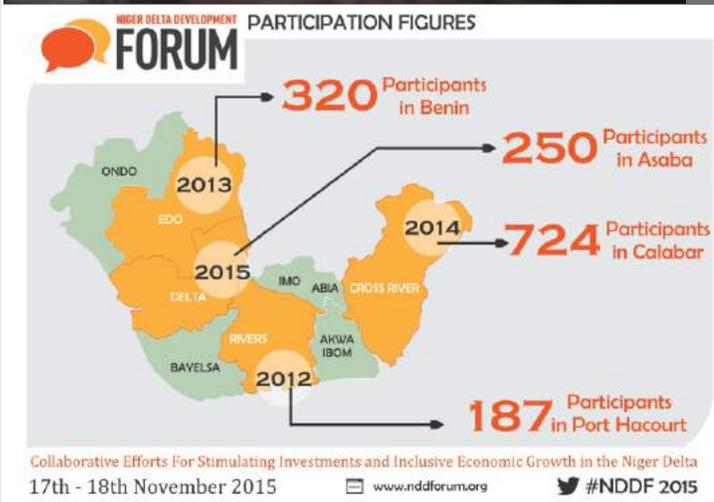
***PIND established a relationship with the Office of the Vice President, culminating in his issuing an address through his representative, the Acting Managing Director of Niger Delta Development Commission (NDDC), Mr. Dan Abia, at the Forum in Asaba, Delta State, and establishing contact with the Vice President Senior Special Assistant on Job Creation. PIND will continue to work to advocate for improved economic development policymaking at the state and national level in the coming year.***



**NDDF Washington D.C.**



**NDDF London**



**Governor Okowa, Sam Daibo at the NDDF Asaba.**

# 2011 - 2015: Advocating for an Eenable Environment for Economic Growth

2011



Concluded a Niger Delta Region Youth Assessment by IYF and gender assessment report by CEDPA



Disbursed first small research grant worth USD 25,000 to two competitively selected organizations

2012



Completed and installed media production hub facility at the EDC in Warri.



Launched Youth Advocacy Campaign to generate awareness on issues concerning Niger Delta youth



Flagged off the Models for Experiential Learning (MODEL) project to share development models in the Niger Delta with a workshop that identified three models for research and analysis - Akassa Development Foundation Model, Songhai Farm Initiative, and Bonny Utility Company model



Signed partnership with Washington, DC-based Brookings Institution's Africa Growth Initiative (AGI) and Nigerian Institute for Social and Economic Research on a MODEL project to promote more effective strategies for development in the Niger Delta



Contributed to an expansion of the economic activities of four youth groups by awarding them with technical assistance grants (TAG)



Held the first annual Niger Delta Development Forum (NDDF) in Port Harcourt

2013



Researched and analyzed the three models for development and held dissemination workshops of the development models



Commissioned Devex, an online development media platform, to do a study on the market for an online development community for Niger Delta development practitioners



Launched NDLink, an online development platform for Niger Delta development practitioners

2014



NDLink marked its first full year with 900 members and 11 strategic partners and an average monthly membership growth rate



Partnered with UNIDO to host YouthLink Forum, with Chude Jideonwo of youth-focused Y-Naija giving the keynote and other youth leaders as panel discussants, as well as workshops on resume-writing and skills development



Worked with NDPI and 10 local partners to hold the first NDDF outside Nigeria in Washington, DC, with the theme "Collaboration for Growth and Stability in the Niger Delta"

2015



Worked with Netherlands-based non-profit Akvo to train CSOs on improved reporting using the Akvo Really Simple Reporting (RSR) tool



Began outreach to new state governments following gubernatorial elections in seven of the nine Niger Delta states for possible partnerships on socioeconomic development, agriculture, and peace building



NDLink began mapping development projects in the Niger Delta as part of work to be a go-to resource on all things development in the



Profiled 8 Niger Delta women who excel in using conflict resolution and mitigation skills to resolve crisis for 2015's International Women's Day



NDLink surpassed 1,000,000 page views in two years



Held NDDF in three locations: London, UK, "; in Washington, DC and Asaba, Delta State, Nigeria, with theme "Collaborative Efforts For Stimulating Investments and Inclusive Economic Growth in the Niger Delta"

## RESULTS



Our presence and success proves that market development in the Niger Delta works and has inspired other international development actors to get involved in the region



This presence of additional international actors and their financial commitments has pulled an increase of N1, 579, 566, 200 in development funds into the region



Federal and state government actors now work in partnership with development actors, donors and the private sector to achieve systemic change in the Niger Delta



Government officials see PIND as a desirable partner and facilitator for other partnerships, with momentum building for larger institutional changes through government stakeholders

5

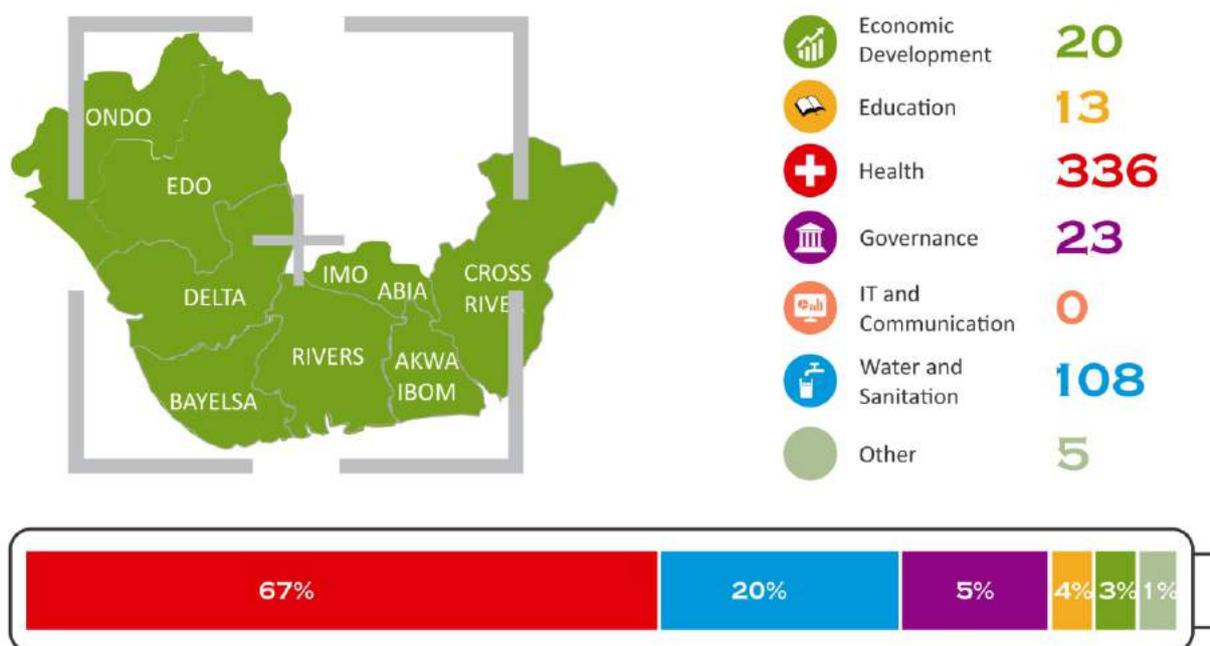
Policy changes have been recorded as a result of government officials' high regard for PIND and use of PIND's produced research

"All in government see PIND as collaborative... PIND is absolutely trusted in government... They are not hoping to get something out of it. Just giving good advice"  
- Ministry of Agriculture

**N**DLink, PIND's development-focused online community, is leading the effort to document and track donor sponsored projects in the in the Niger Delta. For the majority of 2015, NDLink worked with CSOs and other implementing partners to collect project related information on donor projects, culminating in a three-day training on the use of Akvo's Really Simply Reporting (RSR) tool in September 2015, where 40 persons from 20 organizations were trained on the tool. By the end of 2015, NDLink was able to document **over 500** development projects from across the region.

As part of our advocacy to influence more development support to the Niger Delta, we established a presence in the region in form of our Economic Development Centers of Excellence from where we pilot interventions to show effective development models for the region and provide physical security, such as secure office locations and vehicles, which also saves international actors entering the region time, money, resources, and the need for specialized personnel. We also set up or played key role in various donor coordination and outreach mechanisms

### What kind of development projects are on NDLink's NDDevelopment Map?



*In five years, this program has produced 14 research studies, had 1,625 individuals participate in trainings and sensitization workshops, has about 2,000 members signed up on the NDLink communication platform and over 1,400 attendees of the NDDF conference. The new 2015-2019 strategic plan puts at top priority deeper engagement with higher state and national governments to move the development dialogue towards more positive policy decisions*



## INCREASING NGO'S VISIBILITY AND FUNDING ATTENTION THROUGH SKILLFUL REPORTING: MIND AFRICA'S STORY

**Olere Iluebbey,**  
Executive Director,  
MindAfrica.

**A**t MIND Africa, we empower children and youth from economically disadvantaged communities to give them skills, hands on tools and knowledge that they require to succeed in the society by making them better able to favourably compete with their counterparts all over the world.

Early last year, I met an organisation who had partnered with NDLINK and he told me about them. We registered with NDLink and have seen many benefits. For one, from being on the platform we have been approached by individuals and organizations just because they've seen what we do. We have also gotten capacity building opportunities through NDLink and participated in the NDDF in Asaba last year.

Through the AKVO training, we learned how to report our impact, which is key when giving your reports. We thought we would need a camera crew, but we learned from the training how to take pictures and record video messages. The Akvo training really brought home the point that our stakeholders and potential donors need to see the impact we're making, so putting it online helps your advocacy so you don't always have to introduce yourself.

Since the training, we have ensured that we are sending out our reports on time which has also improved our interaction with our stakeholders. It has also given us a format with which to present our reports. As a result, we have attracted donors since last year, and we get good responses from them".

**“As a result of the training, we have attracted donors since last year, and we get good responses from them. Because we put our reports online, so we don't always have to introduce ourselves.”**



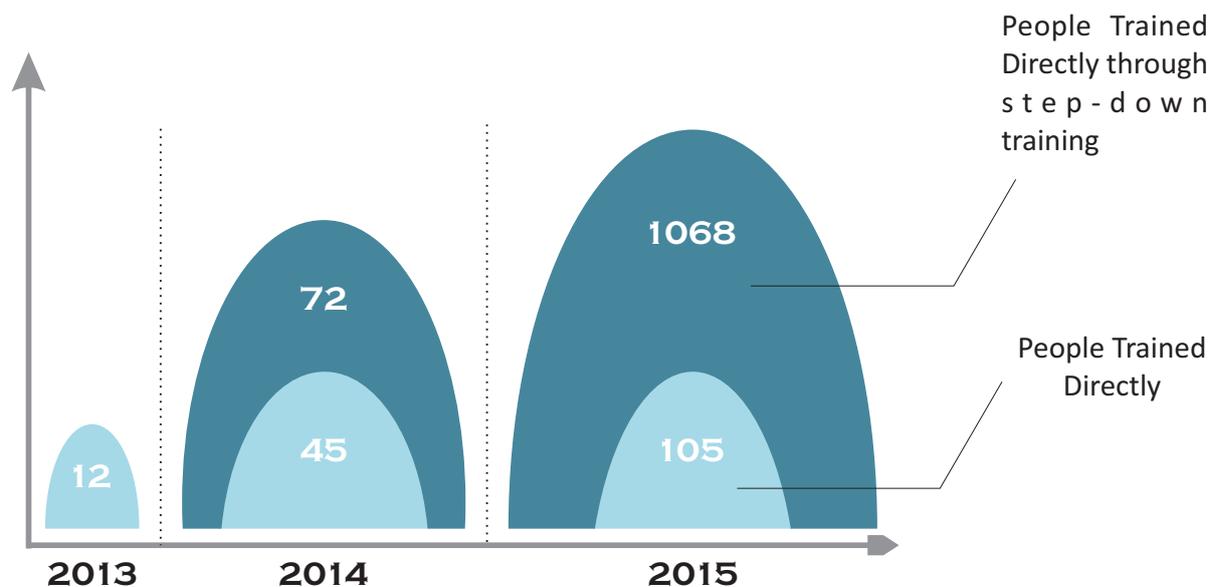
# IMPROVING ACCESS TO WATER, SANITATION AND HYGIENE (WASH)

*Demonstration of water filtration process using the Biosand filter (BSF). The BSF removes over 95% of water impurities, reduces green house emissions and deforestation*

**W**ASH indicators in the Niger Delta remain poor, with many people lacking consistent access to clean water and sanitation facilities. In collaboration with partners from government, the private sector, and civil society, PIND focused on addressing WASH-related challenges within Niger Delta communities primarily by sourcing and sharing simple, easy-to-use technologies that provide clean water and produce more sanitary household conditions.

## WASH

PIND's WASH team has trained social entrepreneurs throughout the Niger Delta on building, fixing and marketing the biosand filter, enhancing businesses while promoting clean water.



We took a unique approach to WASH in two ways: we established targeted intensive pilots in specific communities and interweaved entrepreneurship into the pilot by training social entrepreneurs close to communities where the filters are most useful to promote, sell, build and fix locally-made water filters. In addition to the filter making clean water more affordable and improving the health of households from better access to clean water, our empowerment of social entrepreneurs aimed to ensure local buy-in and ownership, which is key to long-term sustainability. We further added techniques to encourage faster adoption of the Biosand filters (BSFs) where community members who receive the BSFs from funded grants sign contracts to consistently, continuously and correctly use the BSFs or have it reassigned.

*Our success in WASH in the last five years has attracted additional funding from donors and private sector for us to provide technical and project management support to their WASH projects and programs - a 400,000 USD UNICEF grant to PIND to promote WASH practices as mechanisms for peace building in the region; a collaboration between Rotary District #9140, Water & Sanitation Rotarian Action Group (WASRAG), Procter & Gamble (P&G), Foundation for Partnership Initiatives in the Niger Delta (PIND), Niger Delta Partnership Initiatives (NDPI) and H2O for Life (H2O) for a 750,000 USD WASH in Schools project to provide clean drinking water, sanitation, and hygiene to students in 30 schools in the Niger Delta and; a 130,000 USD partnership between Oxbow Lake Rotary Club, Yenagoa, Parkdale HighPark Rotary Club, Canada, Rotary Districts 9140 in Nigeria and 7070 in Canada, The Rotary Foundation and Dodo River Communities Rural Development Association in Bayelsa State to reach 1,200 households with Biosand water filters.*

Our new strategic plan will see us pursue a value chain approach to the supply and distribution of WASH technologies, with increased attention to access to finance for WASH entrepreneurs from 2016.

## 2011-2015: IMPROVING ACCESS TO CLEAN WATER

2011



Co-sponsored an appropriate technology conference in Nigeria in partnership with EWB-USA to promote understanding, application and relevance of ATs in sustainably addressing development challenges



Partnered with the Water and Sanitation Rotarian Action Group of Rotary International to conduct field assessments of water supply systems in the Niger Delta state and how to apply AT solutions to solve the region's WASH problems



Solicited proposals from regional development councils (RDCs) in five Niger Delta states to study how AT can help support local community needs in the Niger Delta

2012



Partnered with the Dodo River RDC, and LAPDO to pilot the Biosand water filter in Amatu II community in Bayelsa State, as well as in Azama and Kokodiagbene in Delta State

2013



Partnered with Aqua Clara International to train 12 persons to construct bio-sand water filter, hygiene education and business model options for the local production of the Biosand filter in the Niger Delta



Continued implementation and monitoring of the Biosand pilot project in Amatu II, Azama and Kokodiagbene



Began training of more social entrepreneurs on fixing and building locally-made Biosand filters to boost affordability and adoption of the filters, and supported them to market and sell filters to local communities

2014



Continued to build a network of qualified social entrepreneurs to sell Biosand filters in local communities, with CSOs/NGOs and Rural Water and Sanitation Associations (RUWASAs) trained



Began providing technical support to improve WASH in 30 schools in the Niger Delta with partners Rotary District 9140, international Rotary Clubs, WASRAG, Procter & Gamble, and H2O for Life



Worked with Delta State Territorial Approach to Climate Change project to disseminate 106 Biosand filters in Ashama and Akugbene communities in Delta State

2015



Established first partnership with Rotary Club for the promotion of the Biosand filter



Signed agreement with Procter and Gamble and Rotary Club on a two-year project to improve WASH practices in 30 schools around Niger Delta



Attained gold standard certification for the Hydrad Biosand filter by The Gold Standard Foundation to earn carbon credits, as communities now use filters instead of purifying water by boiling with firewood



Got grant from UNICEF to improve WASH programs' responsiveness to conflict in Rivers, Bayelsa, Akwa Ibom, Edo, and Delta States, under UNICEF's European Union-funded Niger Delta Support Program (NDSP)



Partnered with Center for Affordable Water and Sanitation Technologies (CAWST) to train 18 people from WASH-focused organizations on latrine selection, citing and construction for community-led total sanitation (CLTS) Support

## RESULTS

**270** Households in target communities now use the BSF



The BSF has changed community norms around potable water in pilot communities, with costs related to health reduced by N2, 800 per household and cost of buying water sachets by N4, 000 per household and productivity increased from time saved acquiring water and positive health impacts



Social entrepreneurs are investing in training on best practices in WASH and entrepreneurship as a result of their changed knowledge, attitudes, and beliefs on WASH and are also gaining important social capital in their communities.

**29**

New BSF social enterprises have been established due to increased demand for BSFs and the social entrepreneurs report the demand for purchased BSFs outpaces both the supply



## MAKING CLEAN WATER ACCESSIBLE THROUGH PEACEBUILDING: CIEPD'S STORY

Niyi Lawal, Executive Director of Community Initiative for Enhanced Peace and Development (CIEPD), led some of the trainings carried out under the UNICEF/PIND partnership to mainstream peace building in water and sanitation programs

I was in charge of the United Nations Children's Fund (UNICEF)/PIND project that we just completed a few weeks ago. CIEPD is a conflict resolution organization, so what we did with the Water, Sanitation, and Hygiene (WASH) project was to ensure that conflict does not arise from all the projects that are being implemented. The challenges with implementing WASH projects can be enormous. UNICEF has been doing a lot of WASH programs, but they noticed conflict arising from them. WASH teams in the local government areas (LGAs) have components like the Open Defecation-Free (ODF) program and the Community-Led Total Sanitation (CLTS), but their work often met a lot of resistance.

We developed a curriculum for the training of WASH officials on peace building and conflict sensitivity. Members of these WASH teams were part of this training and were exposed to different techniques with which to analyze conflict. We worked in 2 LGAs in Rivers and 2 in Akwa Ibom. At the state level, we had Rural Water Supply and Sanitation Agency (RUWASSA) representatives join the training, as well as staff of ministries that the Rivers State RUWASSA is under. We trained 60 people in total.

After the training, a lot of things has now changed. In the WASH teams in the LGAs, we were able to improve the relationship between the UNICEF WASH consultants and the local government team. We have also been able get WASH teams in LGAs to hold project coordination meetings between key local government staff, the director and the chairman of the council. These meetings hardly ever used to hold, and had not happened in the past year. This has now brought increased understanding between the WASH unit and the local government.

Also as a result of this partnership, government WASH teams also engage communities differently now. They are now able to bring to attention salient issues that might bring conflict in a community. Some of the local government WASH units now have weekly and monthly plans. There is now somebody in charge of a particular cluster, so they work more efficiently. Community people that benefitted in the training now tell us that they have been able to apply some of the lessons from the training to resolving other community level issues.

**“PIND helped to bring co-ordination to the entire program, as well as quality control. The Foundation was also able to work with the NGOs in areas where they had issues and helped to manage relationships. We at CIEPD also took away some things we want to bring into our work from PIND, like the ‘Do No Harm’ concept. We will be using that tool going forward.”**

CENTRE OF EXCELLENCE  
FOR DEMONSTRATION  
OF APPROPRIATE TECHNOLOGIES



PIND's ATED Centre

**A**ppropriate technologies (ATs) are devices that are sustainable, require fewer natural resources and produce less pollution. They are small, where possible, in order to place more control at the grass roots level, and are appropriate to the context, taking into account environmental, ethical, cultural, social, political, and economic factors. When properly utilized, they generate huge social and economic benefits. Our work to provide leadership in appropriate technologies began in 2011 with the aim to source and share existing or new appropriate technologies that meets the needs of communities and small business in the Niger Delta.

We attained a major milestone with the launch of our Appropriate Technology Enabled Development (ATED) Centre at the premises of PIND's Economic Development Centre (EDC) in Warri, Delta State, on July 8, 2015. PIND built its Appropriate Technology Enabled Development (ATED) Center on the premises of the Economic Development Centre because of the linkages between appropriate technology's commercial potential and the small and medium-scale business development work being done at the EDC.

The Centre showcases working examples of technologies that reduce energy consumption, recycle waste, and provide alternatives to traditional power sources. A disastrously warming climate, coupled with dwindling energy resources, has created a situation where it is increasingly necessary to adopt energy efficient technologies and renewable power sources and we set an example with a 75% energy reduction on the ATED Centre building compared to conventional buildings by modelling it based on the *passive haus* design concept that achieves all year thermal comfort with minimal energy expenditure.

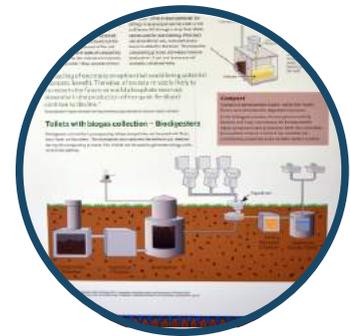
The many environmentally-friendly building innovations that the Center features are to enhance sustainability and provide the ATED team a platform through which to launch climate change advocacy in the Niger Delta.



***Hydraform blocks provides cooling***



***Solar water heater helps to trap energy and heat up water for use in the kitchens***



***Biodigester converts human and food waste into gas for cooking***

***Such innovations will, in the long run, markedly reduce the amount of money spent on bills for such things as electricity and gas.***

The launch of the ATED Centre provided a most ample opportunity for PIND to share information on appropriate technologies that we promote in our programming to local community leaders, local civil society organizations, and various international development organizations present.

By 2019, we envision the ATED Centre of Excellence will be recognized across the Niger Delta, leading in research, capacity building, education, training on appropriate technologies and in particular in low-cost solutions for WASH and in energy efficiency and renewables, in collaboration with academic and sector institutions.



## PROMOTING CLIMATE CHANGE AWARENESS THROUGH GREEN BUILDINGS: PROF. PETER ODJUGBO'S STORY

Prof. Peter A. Odjugbo, Professor of Applied Climatology at University of Benin in Edo State, wants to use some of the innovations he saw at the ATED Centre at the university and make them standard practice throughout the state

Ordinary Nigerians are aware that the climate is changing, even though they may not understand technical language. I do not know of any government policy for environmentally-conscious building in the Niger Delta. People who put in place environmentally conscious aspects into their design do so more out of individual interest, or as non-government organizations.

**“PIND’s ATED Centre is the first attempt that I know of to promote environmental responsibility through building in Nigeria.”**

I’ve been to the ATED Centre several times, but the first time I went was at the launch, where I took part in the stakeholders meeting on climate change activism that took place before the official launch.

I am interested in the innovations used. I liked the laterite bricks used, so I started discussing with people on how we here in UNIBEN can find that innovation and use it here. I reached out to the Ministry of Environment here in Edo state and we are trying to see how we can bring these innovations to government’s attention. More people should be aware of the building, so I broached the topic to my department here in UNIBEN. We are working on an MOU with the ATED team as we speak. I would like to work with the ATED team at PIND on further environmental research to help promote green building in the region.

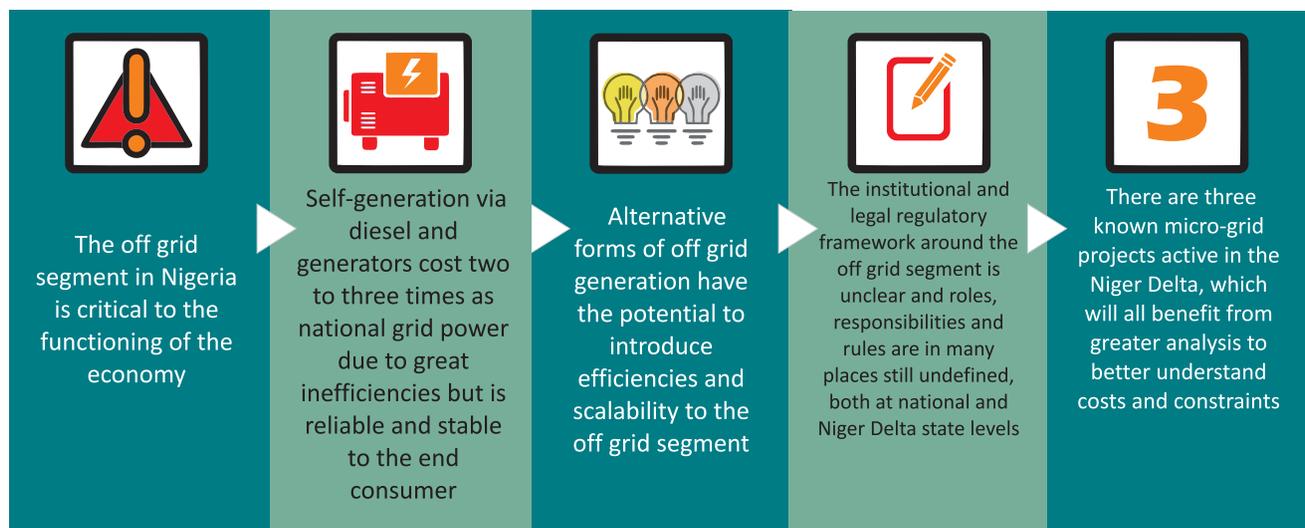


# POWER INFRASTRUCTURE DEVELOPMENT

**E**nergy plays a vital role in economic growth, progress, and development. Yet an estimated 60-70% of communities in the Niger Delta are off-grid, and those who are connected suffer from frequent outages. Improved access to dependable electricity for industry, business, micro-enterprises, and households, coupled with other enabling factors, increases economic growth, generates meaningful employment and entrepreneurial opportunity. Recognizing this, our 2015-2019 strategic plan put the development of programs to stimulate access to power and other utilities critical to pro-poor development at the heart of the next phase of PIND's enabling environment work.

As is the PIND tradition, we began looking into this power sector by trying to understand the electricity value chain. Together with our U.S-based strategic partner, Niger Delta Partnership Initiative (NDPI), we partnered with DAI's Extractives Group in 2015 to do an electricity value chain scoping study aimed at finding reliable information on the current market dynamics of the power sector in the Niger Delta and identifying opportunities (if any) for PIND and NDPI to engage in the sector to help bridge the gap that is currently a strong impediment to private sector market growth and productivity.

## OFF GRID ELECTRICITY VALUE CHAIN FINDINGS



**Our follow up cluster selection and power market demand analysis showed four types of sites for potential intervention**



The insightful electricity value chain study report and follow up cluster and market demand information now serve as powerful advocacy tools. We have begun to use these to engage with various stakeholders in a bid to use our strong convening power to get cross-sector actors to work together to deliver new low-cost innovative energy solutions to underserved markets in the region.

Over the next years, we will continue engagement of these key value chain actors, including government, private sector and financial service providers towards piloting the power infrastructure innovation



GOING FORWARD:  
THE NEXT 5  
YEARS OF  
SYSTEMIC CHANGE

**P**IND prides itself as a learning organization, with a deep commitment to using learning from our successes, challenges, failures and feedback of stakeholders we work with to continuously improve our performance and impact.

Our new 2015-2019 Strategic Plan is informed by two key reviews – a Look Back Peer Review in 2013 and a comprehensive Participatory Strategic Review (PSR) with stakeholders in 2014. Starting in 2015, it has set a clear direction to guide our second phase of partnership-based work for the next five years. The plan sees us continue to focus on our four key strategic areas of work but with more emphasis on identifying opportunities to deepen their impact and broaden their reach, ensuring to mainstream gender, youth and conflict sensitivity for equity.

The 2015 third party impact assessment of our work by IGD looked beyond our laudable impacts and achievements in the last five years to the challenges we encountered, opportunities we missed, approaches we could have either pursued, or given more clarity and priority to from the start and newly arising opportunities we could quickly key into. Through findings, observations, feedback from stakeholders interviewed in the field, data analysis and IGD's subject matter expertise, the impact assessment has made recommendations which we will key into over the next five years in order to achieve our plan to increase the impact and reach of our first phase innovations and progress towards systemic change

## FOCUS FOR THE NEXT FIVE YEARS

-  Intensify our focus on developing enabling environment by increasing our engagements with state and federal governments and catalyzing cross-sector resources for infrastructural development of the region
-  Bolster the demand side of our value chain development by creating more linkages into larger markets
-  Increase wider access to finance across all our value chain and SMEs development by sourcing for additional sources of funding beyond microfinance banks
-  Establish stronger partnership with media institutions to intensify our focus on changing the narrative of the Niger Delta through social campaigns and promoting awareness of our innovations
-  Intensify our focus on developing enabling environment by increasing our engagements with state and federal governments and catalyzing cross-sector resources for infrastructural development of the region
-  Explore opportunities to apply market-based approach to our WASH interventions
-  Explore partnerships with technology-focused organizations to integrate ICT support for development and market actors
-  Work with our partners and other organizations to promote replication of our proven systemic change model across the region, Nigeria and beyond
-  Continue to evolve our M&E system to deliver consistent measurement of impacts and market-based measurements

## A PASSIONATE AND COMMITTED LEADERSHIP AND STAFF

The IGD impact assessment attributed PIND's success in the last five years to strong organizational DNA built through excellent governance and strong leadership and powered by extremely passionate and committed staff. We are proud to present and celebrate our winning leadership and team and say a big THANK YOU, including those who have moved on to other pursuits within the period.

### 2015 BOARD OF TRUSTEES



**Clay Neff**

Chairman and Managing Director of Chevron Nigeria Limited



**Mina Ogbanga**

Founder / CEO Centre for Development Support (CEDS)



**Prof. Femi Ajibola**

Chairman and Managing Director of New Nigeria Foundation



**Anire Celey Okogun**

Chief Executive Officer Chanelle Microfinance Bank



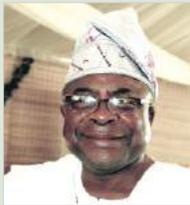
**Jones Itomba Okoro**

Development and Community/ Public Health Expert



**Sam Daibo**

Executive Director PIND



**Ezekiel Olasupo Shadiya**

Director Nigeria National Petroleum Corporation/ Chevron Nigeria Limited Joint Venture

### 2015 LEADERSHIP TEAM



**SAM DAIBO**  
Executive Director



**DARA AKALA**  
Programs Director



**SYLVESTER OKOH**  
Field Projects Manager



**BOSE EITOKPAH**  
Capacity Building Program Manager



**JAMES ELEKWACHI**  
Market Development Project Manager



**JOSHUA SAMSON**  
Project Support Services Manager



**OLAYINKA ANYACHUKWU**  
Finance & Admin Manager



**NANCY GILBERT**  
ATED Manager



**CHINWE NNOHAM-ONYEJEKWE**  
Knowledge Systems Manager



**ESE EMERHI**  
Advocacy Program Manager



**FLORENCE AGBEJULE**  
Field Operations Manager



**SOLA AFOLAYAN**  
Planning, Monitoring & Evaluation Manager

## TEAM MEMBERS



**MYKE EKPE**  
Security Manager



**ALICE AROGUNDADE**  
Dep. Field Operations Manager



**NKASI WODU**  
Peace Building Coordinator



**PRECIOUS AGBUNNO**  
Market Development Officer



**MISAN EDEMA-SILO**  
Market Development Officer



**TIMI KIAKUBU**  
WASH Coordinator



**NABEEL ADEYEMI**  
Program coordinator  
Value Chain Appropriate Technology



**FAITH SOYA**  
Market Development Officer



**AFRICAS LAWAL**  
P4P Network Coordinator



**IFEYINWA NWOSU**  
Admin Officer



**EYIWUNMI AKAPA**  
Executive Assistant



**ABDUL GARBA**  
Finance Officer



**SARATU ABIOLA**  
Communications Officer



**SUPER AFENO**  
IPDU Research Coordinator



**ADAORA EZEOKANA**  
Procurement Officer



**DAYO IBITOYE**  
NDLINK Content Coordinator



**BARANANYE MARCUS**  
Admin Officer



**SHADRACK ANIGBO**  
Project Accountant



**OTEHERI ODJANI**  
Team lead, Media hub



**BRIGHT PETER**  
IT Administrator



**ANDREW ADU**  
ATED Coordinator



**AYODEJI AKINTOLA**  
Project Accountant



**SEGUN ELUJOBA**  
IT Administrator



**OLUFEMI JOHN**  
M&E Officer



**MATTHEW SMART**  
Video Editor



**EMMANUEL NWALA**  
Production Coordinator



**MIRABEL GBABO**  
Admin Officer



**LAJU AKPERI**  
Knowledge Management Trainee



**YEMI OMIRE**  
Capacity Building Trainee



**TUOYO BLESSING**  
Market Development Trainee



**TOSIN ILAWOLE**  
Market Development Trainee



**EMMANUEL BRAIMOH**  
Sound Technician



**BLESSING ALLEN-ADEBAYO**  
Market Development Trainee



**JEFF CHIMA**  
NDLINK Intern



**BELEMA OKARI**  
Office Assistant



**HELEN AKPATA**  
Office Assistant



**JULIANA TETE**  
Office Assistant



**DORIS ALOH-TAH**  
Office Assistant



**HOPE AKPAN**  
Office Assistant



**MESHACK GBOGBOR**  
Driver



**YEMI MABIAKU**  
Driver



**SUNDAY AMADU**  
Driver



**KEHINDE IGBORO**  
Driver



**FRANK JOSHUA UKPONG**  
Driver



**JAMES ONALO**  
Driver



**IKECHUKWU EHIRIM**  
Driver



**VICTOR OGHENEOVO**  
Driver



**ISSAC DUSSU**  
Driver



**DAVID ADAMGBE**  
Driver

## ABUJA TEAM



## WARRI TEAM



## PORT HARCOURT TEAM



## OUR FINANCIAL ACCOUNTABILITY

**P**IND's account has been audited every year since 2010 when we began operations. Each year in our annual report, we share our audit status report for transparency. We are proud of the good standing our audited accounts have maintained every year and 2015 is not different.

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

We have audited the financial statements of Foundation for Partnership Initiatives in the Niger Delta, which comprise the statement of financial position as at 31 December 2015, statement of operating activities, statement of changes in net assets and statement of cash flows for the year ended, and a summary of significant accounting policies and other explanatory information.

#### Managements' responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the provision of the Companies and Allied Matters Act, CAP C20, Laws of the Federation of Nigeria 2004, and for such internal control as management determines is necessary to facilitate the preparation of financial statements that are free from material misstatement.

#### Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing selected procedures depending on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Opinion

In our opinion, the financial statements give a true and fair view in all material respects, the financial position of Foundation for Partnership Initiatives in the Niger Delta as at 31 December 2014, its financial performance and cash flows for the year ended in accordance with International Financial Reporting Standards and the provisions of the Companies and Allied Matters Act, CAP C20, Laws of the Federation of Nigeria 2004.

#### Report on other Legal and Regulatory Requirements

In accordance with the requirements of schedule 6 of the Companies and Allied Matters Act, CAP C20, Laws of the Federation of Nigeria 2004, we confirm that:

- (1) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
- (2) in our opinion, proper books of account have been kept by the foundation, so far as appears from our examination of those books;
- (3) the foundation's statement of financial position and activities are in agreement with the books of account.



**SOLOMON O. ADELEKE**

FRC/2013/ICAN/00000000765

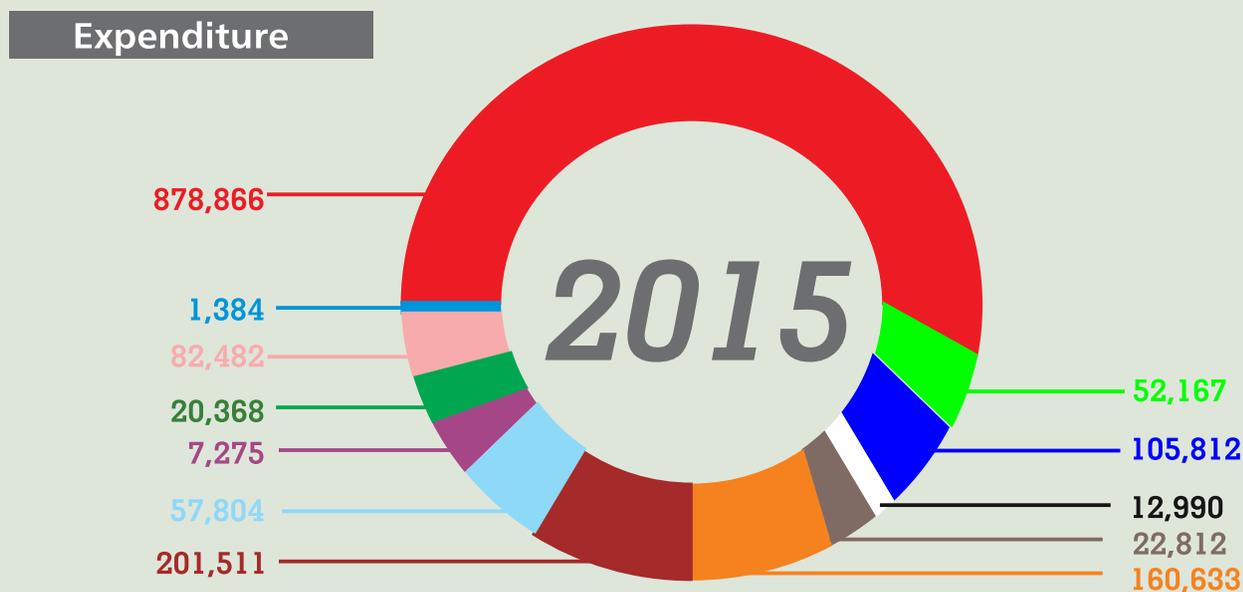
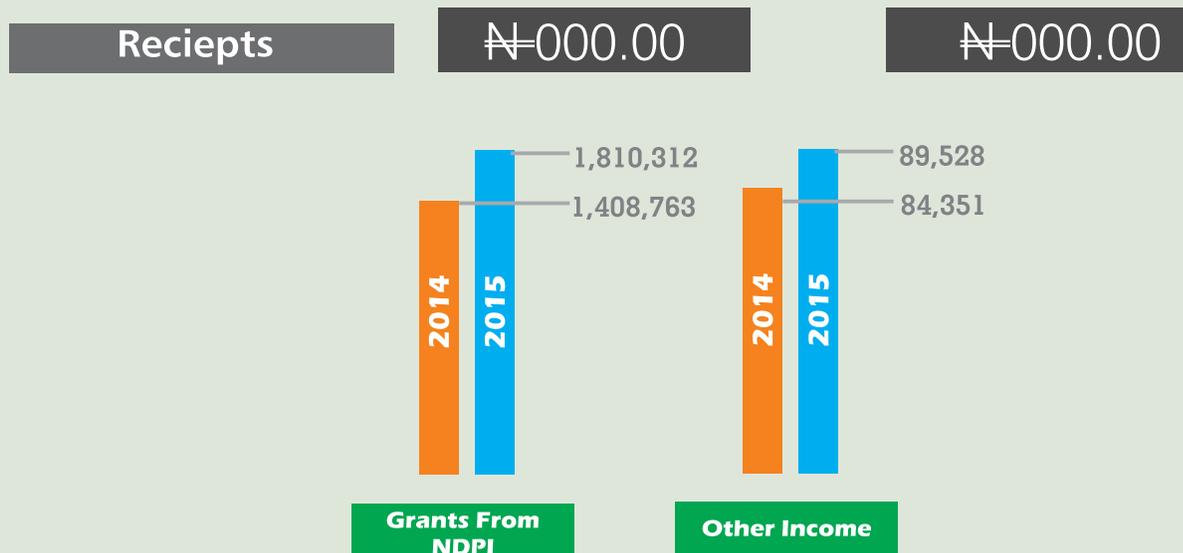
for: Baker Tilly Nigeria

(Chartered Accountants)

Abuja, Nigeria

8 June, 2016

# FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA STATEMENT OF OPERATING ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER, 2015



- Consultancy
- Legal, Audit and other service fees
- Finance expenses
- Training and other expenses
- Grant contribution and capacity building cost
- Net book value of assets written off
- Insurance
- Technical assistance and monitoring cost
- Depreciation
- Travel, Accommodation and meeting expenses
- Publicity cost
- Office and operational expenses

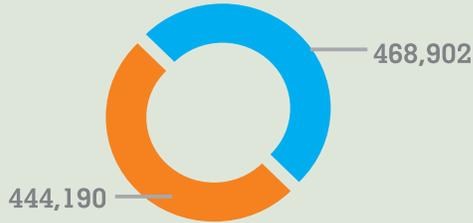
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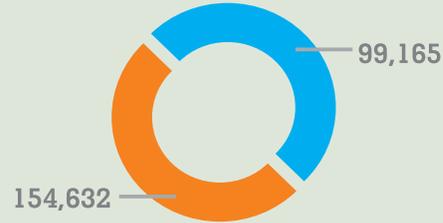
**Assets and liabilities**

2014 2015

**Non-current assets**



Property, plant and equipment

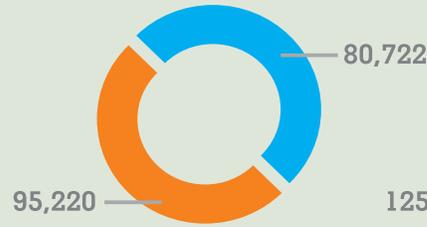


Long term prepayment

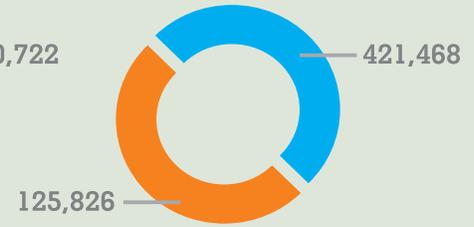
**Current assets**



Receivables

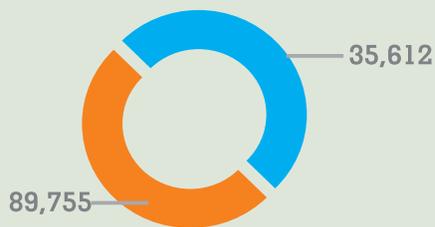


Short-term prepayment

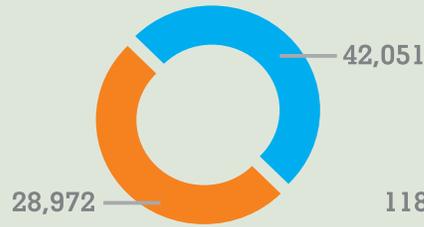


Cash and cash equivalents

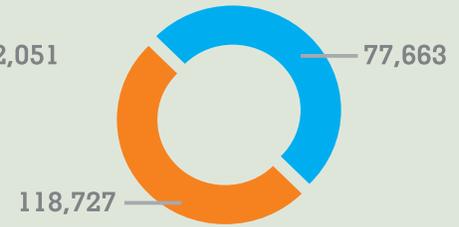
**Liabilities**



Accounts payables



Accruals



Total liabilities

**Total accumulated fund and liabilities**

