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## **MONITORING AND EVALUATION REPORT**

Foundation for Partnership Initiatives in the Niger Delta

**Quarter Three:** July – September 2017

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October 2017

## CONTENTS

Executive Summary .....	7
1. Economic Development Program .....	8
2. Peace Building Program .....	20
3. Analysis and Advocacy Program .....	23
4. Capacity Building Program .....	28
5. Partnerships .....	32
6. Government Engagements .....	33
7. Project Support Services .....	34
8. Program Management .....	34
9. Outputs in Q3 and Planned Activities for Next Quarter .....	35
10. Governance and Management .....	36
11. Appendix .....	36

## LIST OF ACRONYMS

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<b>ANDD</b>	Advocacy for Niger Delta Development
<b>ASP</b>	Aquaculture Service Providers
<b>ATED</b>	Appropriate Technologies Enabled Development
<b>BoT</b>	Board of Trustees
<b>BMO</b>	Business Management Organization
<b>BSP</b>	Business Service Providers
<b>BVN</b>	Bank Verification Number
<b>CAPABLE</b>	Capacity Building for Local Empowerment
<b>CBN</b>	Central Bank of Nigeria
<b>CITAD</b>	Center for Information Technology and Development
<b>CNL</b>	Chevron Nigeria Limited
<b>COP</b>	Community of Practice
<b>CSO</b>	Civil Society Organization
<b>DEWT</b>	Delivering Effective Wash Training
<b>DFID</b>	Department for International Development
<b>ESCFAL</b>	Edo State Co-operative Farmers Agency Limited
<b>FFB</b>	Fresh Fruit Bunch
<b>FUPRE</b>	Federal University of Petroleum Resources
<b>GAET</b>	Graduate Agro-Entrepreneurial Training
<b>GMoU</b>	Global Memorandum of Understanding
<b>GRIPP</b>	Getting Research into Policy and Practice
<b>IPDU</b>	Integrated Peace and Development Unit
<b>INGO</b>	International Non Governmental Organization
<b>KEFFES</b>	Koluama I & II, Ekeni, Fish Town, Foropa, Ezetu I & II, and Sangara
<b>LAPDO</b>	Life and Peace Development Organization
<b>LEAD</b>	Leadership, Empowerment, Advocacy and Development
<b>M4P</b>	Making Market Work for the Poor
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MADE</b>	Market for Development
<b>MARKETS</b>	Maximizing Agricultural Revenue in Key Enterprises and Targeted Sites
<b>MDA</b>	Ministry, Department and Agency
<b>MK</b>	Malaysian Knife
<b>MODEL</b>	Models of Development and Experiential Learning
<b>MoU</b>	Memorandum of Understanding
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>NCDMB</b>	Nigerian Content Development and Monitoring Board
<b>NDPI</b>	Niger Delta Partnerships Initiative
<b>NDYEP</b>	Niger Delta Youth Employment Pathways
<b>NECA</b>	Nigeria Employer's Consultative Association
<b>NDDC</b>	Niger Delta Development Commission
<b>NDDF</b>	Niger Delta Development Forum
<b>NGO</b>	Non Governmental Organization
<b>NIRSAL</b>	Nigeria Incentive-Based Risk Sharing System for Agricultural Lending
<b>NNEW</b>	Network of Entrepreneurial Women
<b>OCAT</b>	Organizational Capacity Assessment Tool
<b>OGP</b>	Open Government Partnership
<b>OSOPADEC</b>	Ondo State Oil Producing Area Development Commission
<b>P4P</b>	Partners for Peace
<b>PHCCIMA</b>	Port Harcourt Chamber of Commerce, Industry, Mines and Agriculture
<b>PIND</b>	Foundation for Partnership Initiatives in the Niger Delta
<b>PLACE</b>	Peaceable Livelihood and Community Engagement
<b>PPCD</b>	Participatory Partnership for Community Development
<b>PTI</b>	Petroleum Training Institute
<b>RDC</b>	Regional Development Council
<b>SACE</b>	Strengthening Advocacy and Civic Engagement
<b>SDGs</b>	Sustainable Development Goals

<b>SDIC</b>	Social Development Integrated Center
<b>SME</b>	Small and Medium Enterprise
<b>SMS</b>	Short Message Service
<b>SSPE</b>	Small Scale Processing Equipment
<b>STA</b>	Senior Technical Assistant
<b>STEM</b>	Science, Technology, Engineering and Mathematic
<b>TOHFAN</b>	Tractors Owners Hiring and Facility Association of Nigeria
<b>UK</b>	United Kingdom
<b>UUFFA</b>	United Ufuoma Fish Farmers' Association
<b>VAWG</b>	Violence Against Women and Girls
<b>WASH</b>	Water, Sanitation and Hygiene
<b>YAF</b>	Youth Alive Foundation

## Background

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

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

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

## Strategic Plan Targets

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

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

## Introduction: 2017 Q3 M&E Report

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This 3<sup>rd</sup> quarter (July – September 2017) report, is intended to serve three (3) purposes that are linked to the needs of key stakeholders:

**The Sponsor:** That is, Chevron- to keep them informed on program results, establish the business value of the investment in PIND, and showcase the causal link between PIND impact and a peaceful and more stable operating environment.

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

**Project Partners:** That is Strengthening Advocacy and Civic Engagement (SACE) program, and Market Development Project; to share successes and challenges for learning and for further collaborations.

## EXECUTIVE SUMMARY

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The third quarter of 2017 has produced significant results across the nine Niger Delta States. These were achieved through partnerships with public and private sectors and development actors.

Our partnerships in the aquaculture, cassava and palm oil sectors led to more investments from both the government and the private sector. In turn, they spurred the development of new technologies and the adoption of best practices that boosted agricultural productivity and quality while reducing operating costs. As a result, the number of smallholder farmers, and small and medium enterprises with increased income improved from 1,446 in Q2 to 4,021 in Q3. The net additional income generated by these farmers and SMEs quadrupled from ₦425 million in Q2 to slightly over ₦1.8 billion in Q3. PIND's assistance has also facilitated the creation of additional jobs across the sectors from 848 in Quarter 2 to 1,110 in Quarter 3.

PIND continues to strengthen the self-governing network on peace building – Partners for Peace – in order to facilitate conflict analysis and early intervention in Niger Delta. The network increased its membership from 549 peace actors in 2<sup>nd</sup> quarter to 626 during the 3<sup>rd</sup> quarter. Meanwhile, PIND's center for innovation and research for peace building practices was widely acknowledged for the role it is playing in reducing violence in the region, particularly with the conflict incident reporting and the novel SMS-based early warning platform. Now, 153 stakeholders are utilizing PIND's peace building data for diverse purposes.

PIND's capacity building program is transforming government, civil society and local communities of the Niger Delta into forces for positive social and economic change. PIND's efforts during the quarter, in concert with an array of other development actors, enhanced institutional capabilities to deliver social services and engage in public decision-making, local governance and economic development project management. Already, 9 out of an annual target of 10 organizations are providing improved services to local communities, and 22 organizational policies and procedures were either developed or being applied by organizations that benefited from PIND's CAPABLE program.

Sharing research and lessons learned with partners helps ensure programs are informed by data. During the quarter, there were over a hundred thousand visits to PIND's information-sharing platform that provide a one-stop shop for information related to Niger Delta development. And since the relaunch of the NDLINK platform within the quarter, 150 member organizations have been registered on the platform, exceeding the annual target of 100.

In the last quarter of the year and beyond, we will continue to identify innovations and empower people to adopt them. We will continue to deliver our investment promises with a focus on partnership, collaboration, feedback and continuous learning.

## 1. ECONOMIC DEVELOPMENT PROGRAM

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

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

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

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

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

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

This section shows key achievements in Quarter 3 of 2017 for all projects under the Market Development projects.

### 1.1 Market Development

#### 1.1.1 Key Achievements: Aquaculture

##### Key Indicators of Progress

This section summarizes the following key indicators of progress for aquaculture project as at third quarter of 2017.

The market development projects continued to progress towards the goal of engendering systemic change. As at Quarter 3, 148 jobs were created as a result of adoption of improved practices by Catfish farmers in Delta and Ondo States (see chart 1). Out of these, 16 jobs were created from fish smoking businesses using smoking Kilns.

The amount leveraged by public organization and private enterprises in aquaculture business was met and surpassed within the reporting period (see chart 2). There was additional ₦3.74 million (two percent increase) from private investors in the smoking kilns within the 3<sup>rd</sup> quarter, which moved the total investment from ₦195,578,350 in Quarter 2 to ₦199,318,350 in Quarter 3.

Chart 1

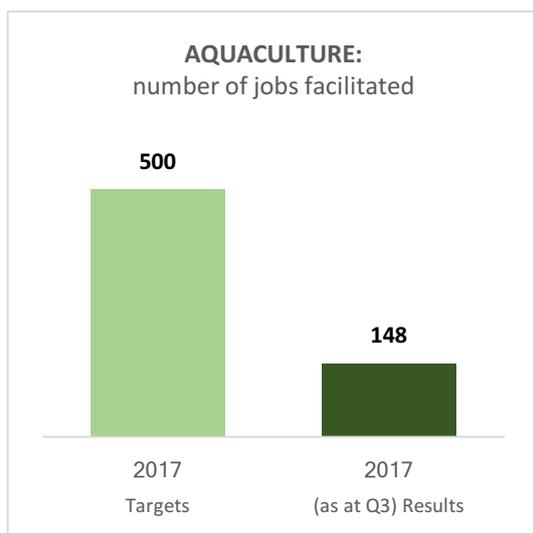
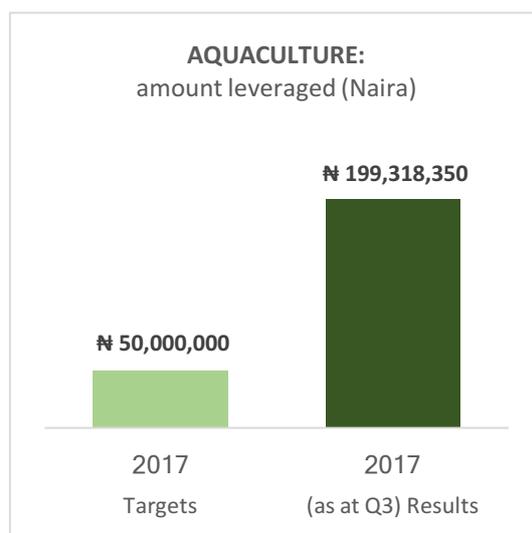


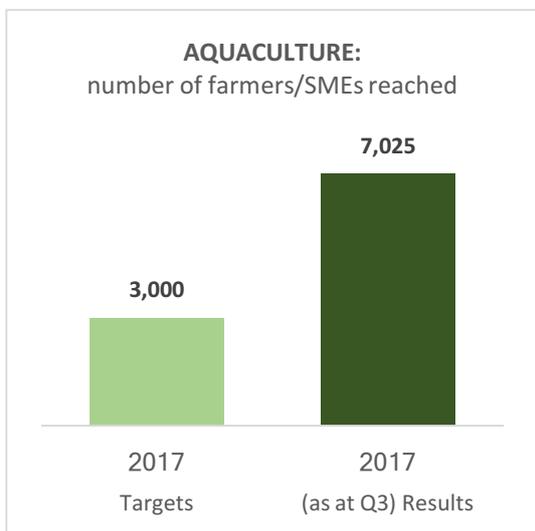
Chart 2



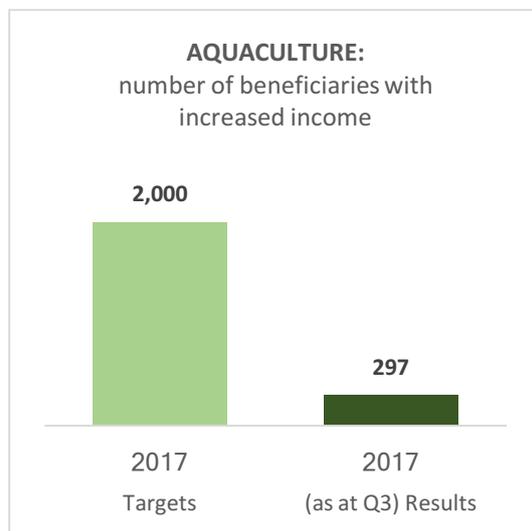
The number of farmers and small and medium enterprises (SMEs) reached through aquaculture interventions was surpassed by 234 percent due to improved pond demonstrations by aquaculture service providers (see chart 3). Most farmers and SMEs were reached at the point of training and through support from service providers and access to information on aquaculture services.

The number of PIND's beneficiaries (fish farmers) with increased income remain same within Quarter 2 (see chart 4). It is envisaged that an ongoing impact study on demonstrations of improved practices will improve the figures by Quarter 4.

**Chart 3**

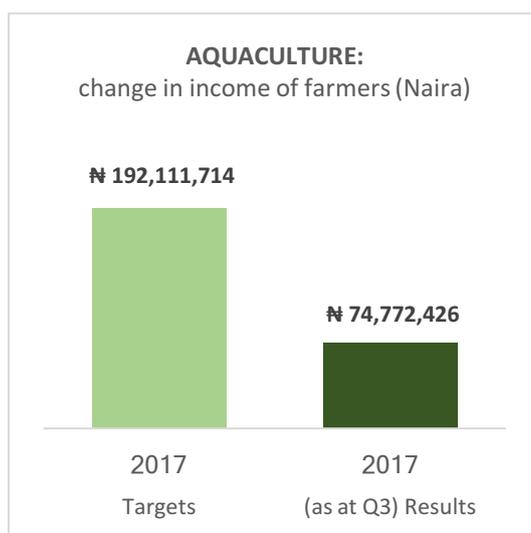


**Chart 4**



There was an increase in additional income by 6.8 percent (NGN4,755,075) this quarter with respect to Q2 additional income of NGN70, 017,35. The total additional income as at Q3 stands at NGN74,772,426 - see chart 5. Given the observable adoption of smoking kilns by fish smoking business, this figure is likely to change as more additional income is expected to be evidenced from the ongoing impact study on demonstrations of improved practices in Warri clusters.

**Chart 5**



## **Narrative of Progress**

### **More fish farmers across Niger Delta acquired improved skills through Aquaculture Service Providers**

Within the quarter, 503 fish farmers received training on improved catfish production through Aquaculture Service Providers (ASP) across the Niger Delta region. Out of this, 160 of the farmers benefitted from three ASPs in Cross River (30 farmers), Delta (100 farmers), and Ondo (30 farmers); while 249 received training through an ASP in collaboration with Vital Feed company in Ondo and Rivers States.

### **PIND's support to hatchery operators yield dividends**

Eight out of 12 hatchery operators from the Niger Delta region have started seeing increased production of fish seeds through facility upgrade and capacity building supports provided in April 2017 by PIND/Market II collaborations. A follow up assessment of the hatcheries was conducted in the reporting period to determine the outcomes of the interventions. The assessment revealed that the eight hatcheries have increased their production by an average of 30,000 fish seeds/cycle, an equivalent of additional turnover of ₦2.4 million per cycle, which usually is six weeks.

### **Uptake of smoking kilns by processors deepens in the Niger Delta**

During the quarter under review, an assessment was carried out on the adoption of Smoking Kilns facilitated through Peter Michael, a Business Service Provider in Delta and Edo States. The assessment revealed that fish processors found smoking kilns very useful for their smoking business. Fish processors reported that introduction of smoking kilns brought game-changing benefits to their business. They stated higher customer retention rates due to improved quality of smoked fish, and a strengthened bottom line.

From the assessment of the smoking kilns in Q3, the processors with smoking kilns of 150kg capacity had ₦25,842 as weekly gross margin, amounting to ₦9.9 million for the 16 functional smoking kilns. In terms of the volume of fish processed, 40 percent of the fish processors who adopted smoking kilns works all year round, and 60 percent of the processors make use of the smoking kilns two months in a year.

In addition, the sale of five new smoking kilns of 100kg capacity, worth ₦3 million were brokered by ASPs who are collaborating with fabricators, in Delta and Edo States, to encourage sales and uptake of the technology.

## **2.1.2 Key Achievements: Cassava**

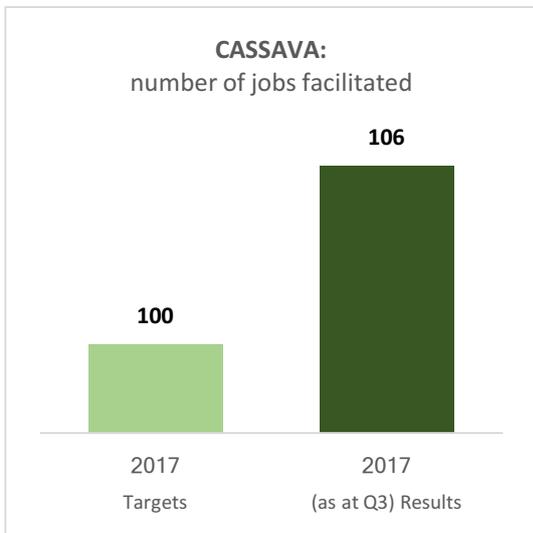
### **Key Indicators of Progress**

There were no significant changes in 3<sup>rd</sup> quarter for most of the key indicators of progress for cassava interventions, principally due to seasonality of cassava production. However, the number of outreach indicator at output and outcomes levels have reasonably increased due to the scale up of improved cassava production demonstrations using co-facilitators.

The number of job created within the sector was surpassed in the reporting period (see chart 6). This is expected given the current scale up efforts through the use of input companies and agro-dealers in driving cassava interventions.

Although no additional amount was leveraged in the reporting period, PIND has surpassed the target of total amount leveraged by public organizations and private enterprises in cassava (see chart 7).

**Chart 6**



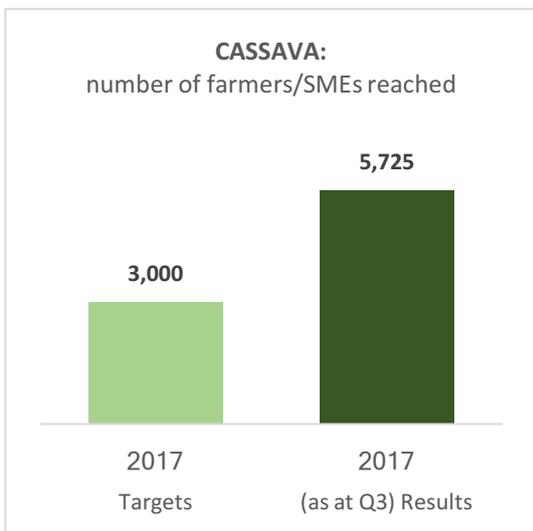
**Chart 7**



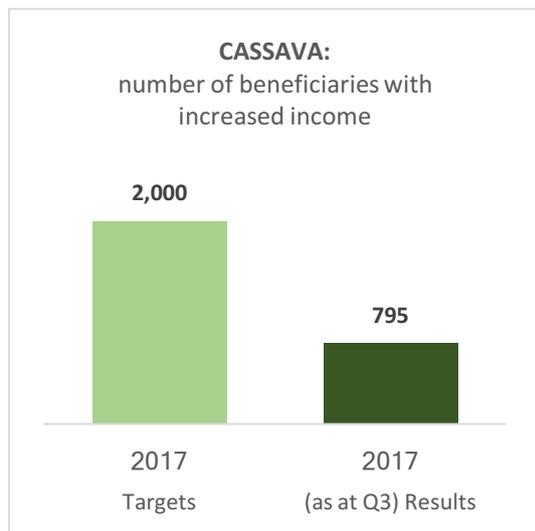
The outreach target for cassava interventions was met and surpassed by 190 percent within reporting period (see chart 8). Similar to the aquaculture interventions, this achievement was driven by trainings, supports from agro-dealers and input suppliers, as well as access to information on cassava production.

No significant progress was recorded this quarter for beneficiaries with increased income. Cumulatively, only 795 targeted beneficiaries have reported increase in their incomes (see chart 9). Current result is expected to change when the ongoing scale up efforts are measured.

**Chart 8**

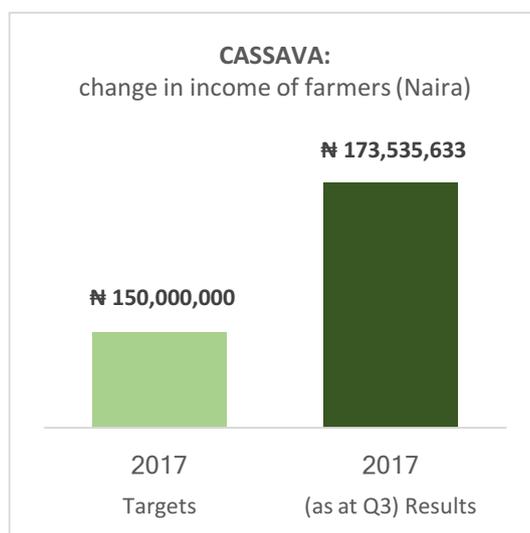


**Chart 9**



There was no change in this quarter from what obtained in the 2<sup>nd</sup> quarter for the indicator measuring changes in income of farmers (see chart 10). Additional income would be computed from the current scale up with co-facilitators engaged once the impact assessment study on cassava intervention is completed.

**Chart 10**



## Narrative of Progress

### Expansion of the Demo Plot Model - increasing scale, better outreach

As part of improving agronomic practices in cassava cultivation in the Niger Delta region, PIND partner agro chemical companies, Harvestfield and Candel, collaborated with agro dealers to train 1,261 farmers in Abia, Akwa Ibom, Edo, Imo and Ondo States. The input companies confirmed during an ongoing impact assessment that their partnership with PIND triggered the right incentives to drive the model and continue to invest needed resources that ensure more farmers are exposed to improved practices that would guarantee better outcomes from their farming businesses.

### Organized Nigerian graduate farmers adopt Demo Plot Model

With a bid to scaling up the demo plot intervention in Ondo state, PIND brought together key stakeholders for an inception workshop to dialogue on potentials in cassava production, processing and marketing. It was also an avenue to present the demonstration plot model that uses a more practical demonstration approach to support farmers in improving their productivity.

Having seen the abundant opportunities in cassava production, processing and marketing and the attendant result of the demonstration plot model showcased by PIND and her partners, the Organized Nigerian Graduate Farmers (Ondo West chapter) independently organized a demonstration programme and training for farmers in Ondo West. The training which was facilitated by Harvestfield Industries Limited was attended by 285 farmers. The association also established a demonstration farm to showcase improve agronomic practices in cassava cultivation from land preparation, planting material selection to harvesting/storage.

With membership strength of over 200 farmers each having an estimated 5 hectares of farmland, this presents a potential of 1,000 hectares of farmland to be cultivated by these graduates using improved practices.

### Renewed interest for better collaboration to drive agricultural financing for PIND partners

Access to finance is critical for the growth of the cassava sector. Without financial access actors in the cassava value chain are unable to take hold of emerging opportunities in the sector. Through PIND's facilitation, two major actors in the region, the Edo State farmers' cooperative agency and THAI farms, are

being considered for the Central Bank of Nigeria (CBN) Anchor Borrowers' Scheme for the cultivation of 2,000 hectares of cassava farms ahead of the 2018 planting season.

The Edo farmers' cooperative agency has compiled and forwarded to Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL)<sup>1</sup> a list of 1,000 cassava farmers complete with contact details and Bank Verification Numbers (BVN) drawn from 12 communities in Edo State, while Thai farms has confirmed interest and undertaken to offtake the harvest; a key requirement for participation of farmers in the scheme. Once documentation is completed CBN/NIRSAL will provide credit of up to ₦300,000 to each participating farmer for the 2018 planting season in line with the scheme.

### 2.1.3 Key Achievements: Palm Oil

#### Summary from the Palm Oil Q3 Dashboard

Palm oil sector dashboard figures have reasonably increased this quarter partly due to increased adaptation of the improved processing technologies, such as Small Scale Processing Equipment (SSPE) which is delivering desired incentives to the processors and other key players. Also with the adoption of improved best management practices by the lead farmers in the last two years, farmers have commenced seeing better results through more Fresh Fruit Bunches (FFB) yields and reduction in the cost of farm maintenance. Below are the charts explaining the changes.

Most jobs created were from 350 processors patronizing 35 SSPEs installed in the quarter. As a result, the target of facilitating the creation of 308 jobs in 2017 has been met and surpassed by 163 percent (see chart 11). Only a third of the 2017 target have been achieved with regards to the amount leveraged by public and private enterprises in palm oil as at 3<sup>rd</sup> quarter (see chart 12).

Chart 11

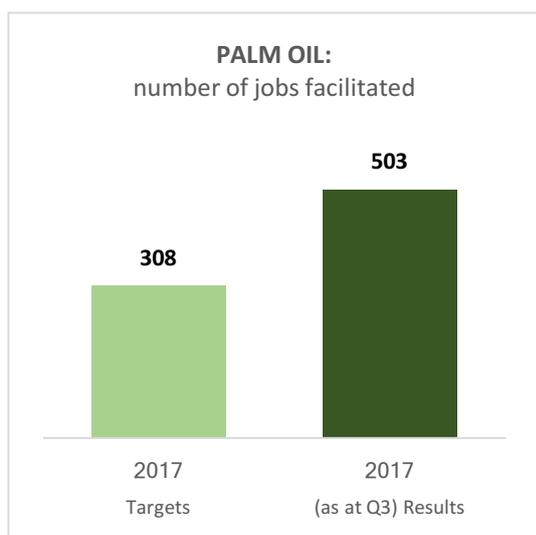
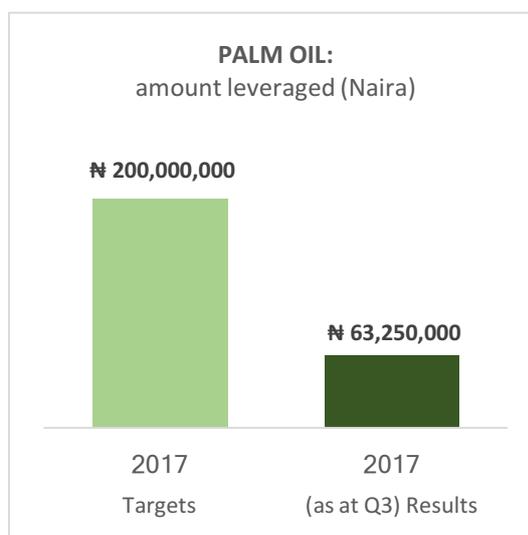


Chart 12



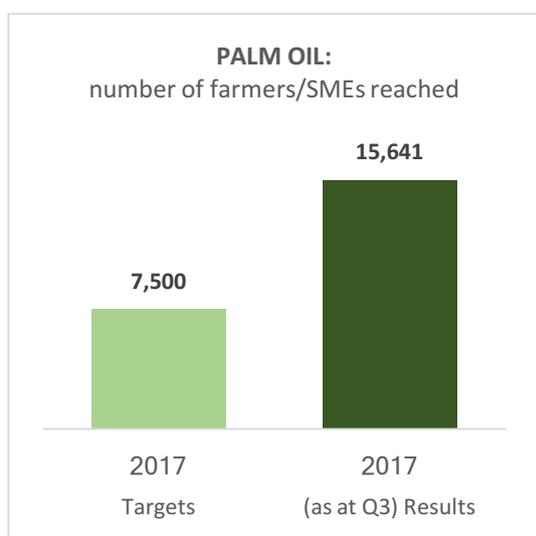
Building on the positive reactions from farmers and SMEs towards adopting best management practices, harvesting technologies and improved processing interventions, the 2017 outreach target was met and surpassed as at the 3<sup>rd</sup> quarter<sup>2</sup> of 2017. The target was surpassed because of the large number of farmers

<sup>1</sup> NIRSAL is designed with the objectives of enabling the flow of affordable financing to all players along entire agricultural value chains. It reduces the risks of financing institutions while granting agricultural loans by building the capacities of both banks and value chain actors on good practices in agricultural financing, loans utilization and repayment.

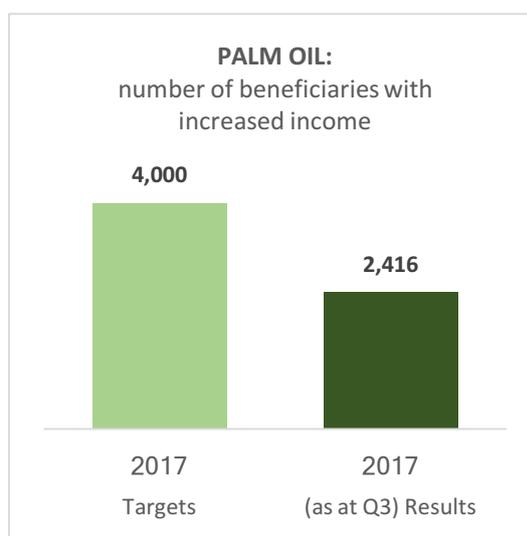
<sup>2</sup> The result achieved is broken down as follows: agro-dealers selling equipment (20); fabricators selling SSPE equipment (37); millers using new technology (1,581); farmers/processors in demonstrations for using new technology (1,643); farmers using Mechanical Harvesters/MK (1,611); lead farmers adopting BMP (97); farmers attending BMP field days (2,018); total beneficiaries reached through demos (8,634)

who accepted and participated in the best management practices for oil palm farmers, increased number of processors adopting the SSPE in their processing businesses, and more farmers using improved harvesting technologies. (See chart 13). Also, the number of palm oil farmers reporting changes in their incomes increased within the reporting period (see chart 14). These included 1,616 farmers supplying FFBs and 800 processors.

**Chart 13**

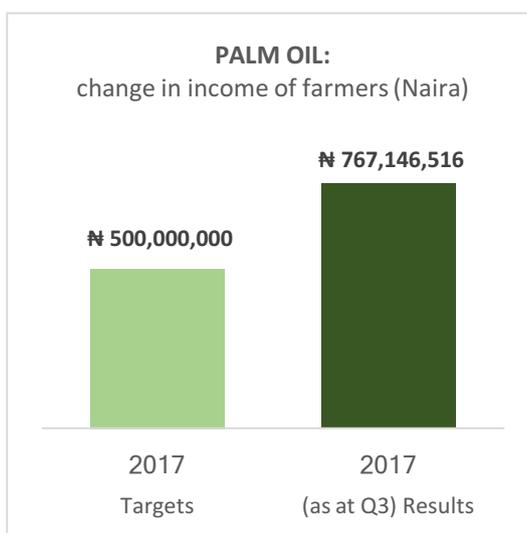


**Chart 14**



Changes in the income of palm oil farmers were met and surpassed<sup>3</sup> in the third quarter (see chart 15). The total incomes generated by 222 processors and 195 farmers leading on best management practices came to ₦585,335,978 in the reporting period, bringing the net additional income to ₦767,146,516.<sup>4</sup>

**Chart 15**



<sup>3</sup> The average number of palm oil processors per SSPE increased from 8 to 10 in Q3, and with the more BMP who had increased yields from their plantations, more income accrued to them than anticipated in the beginning of the year.

<sup>4</sup> The ₦585,335,978 was the net additional income from 195 BMP farmers and 222 processors only for quarter three of 2017 only, while ₦767,146,516 was the net additional income for Q1, Q2, and Q3 of 2017 in the Palm Oil sector.

## Narrative of Progress

### Building new partnerships for distribution of improved seeds

To help farmers gain access to high yielding seeds, PIND has partnered with Okomu Oil Palm Company, a large plantation with access to high yielding seeds that can produce over 25 per hectare. Okomu will be making the seeds available for distribution to trained nursery operators in the Niger Delta. Through the partnership with Okomu, smallholder farmers gained access to 60,000<sup>5</sup> seedlings raised by trained nursery operators in the Niger Delta.

To ensure success of the project, Okomu organized a training for 10 nursery operators from Akwa Ibom, Cross River, Delta, Edo, Imo and Ondo States. The training was designed to equip the trainees with the knowledge of best practices in handling seeds at pre-nursery and nursery settings. Prior to the training, the nursery operators had paid 70 percent of the cost of seeds they intended to buy upfront. This shows their eagerness to partner with PIND and Okomu in addressing the issues around effective distribution of high yielding seedling, while making profits.

### 195 lead farmers are increasing Income at lower cost

In order to improve oil palm yields and productivity in the Niger Delta region, PIND introduced best management practices to palm oil leader farmers. These best management practices are innovative approaches to intensify yields un underperforming mature oil palm stands. Lead farmers were trained in the identification and implementation of improved agronomic techniques through the use of 'Best Management Practices'. Demonstration plots where best management practices are introduced were established in the farms of the trained lead farmers for other farmers to learn and copy.

In this quarter, an assessment of the lead farmers showed that yields have increased by four tons per hectare. These additional yields were seen by the farmers who had adopted the best practices from between two years and one-half years. The additional yield gives each farmer ₦407,500 extra from two and half hectares of plantations. Similarly, farmers see reduction in the cost of managing their farms by 20 percent through adoption of the best management practices as it helps them to be more prudent. They are saving ₦107,925 on maintenance cost for two and half hectares. The total increased income for 195 lead farmers is ₦100,507,875. These lead farmers have trained a total of 4,620 farmers in the last one?? year. PIND will be monitoring the trainee farmers as they begin implementing best management practices.

## 2.1.4 Key Achievements: Business Linkages

### Key Indicators of Progress

Findings from the impact assessment and reports from the Linkage Facilitators show that at the end of Quarter 3, the business linkages initiative has reached 1,561 Micro, Small and Medium Enterprises (MSMEs)<sup>6</sup> These MSMEs are supported by seven active Business Service Providers (BSPs), GroFin Nigeria Limited<sup>7</sup> and PIND, to access business advisory services, new market and finance to expand operations.

Within the reporting period, the Nigerian Content Development and Monitoring Board (NCDMB) approved ₦45 million for the training of the first batch of poultry out-growers in Ondo State by Perfect Works. Adding this amount to the ₦81 million (US\$ 225,000) invested by Broad Global for the purchase of cold room and feed mill equipment brings the total amount leveraged to ₦126 million within the reporting period (see chart 17).

As a result of these investments, 373 new jobs were created (see chart 16). An additional 46 enterprises are being assessed after which a comprehensive report will be produced. This assessment is expected to be concluded in November 2017.

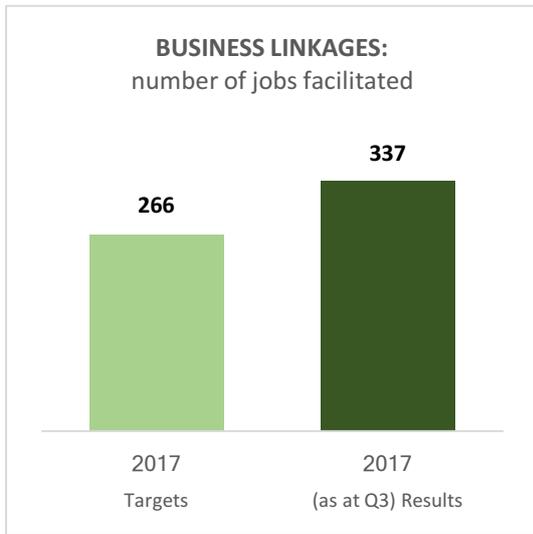
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<sup>5</sup> Okomu will be providing 60,000 seedlings of oil palm for farmers.

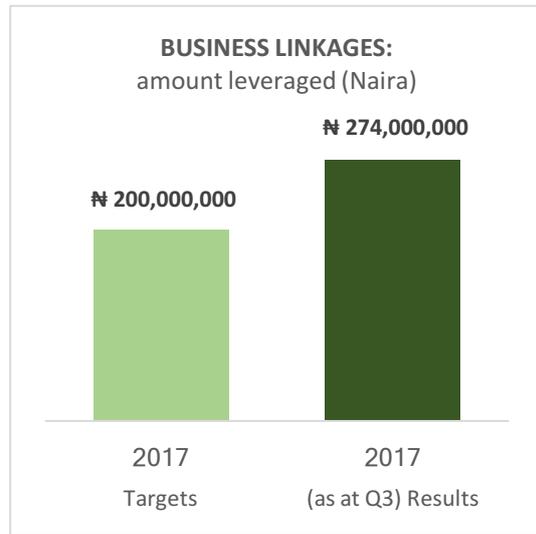
<sup>6</sup> Nine BSPs' MSMEs outreach are 1561. Out of this numbers medium-scale enterprises are 19, small businesses are 85, while micro businesses are 1,457.

<sup>7</sup> GroFin is a pioneering development financier specialising in financing and supporting small and growing businesses across Nigeria. The company combines medium term loans and specialised business support to grow emerging market enterprises.

**Chart 16**

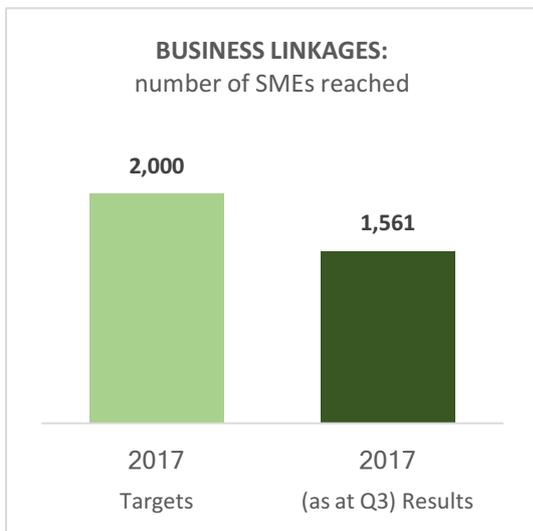


**Chart 17**

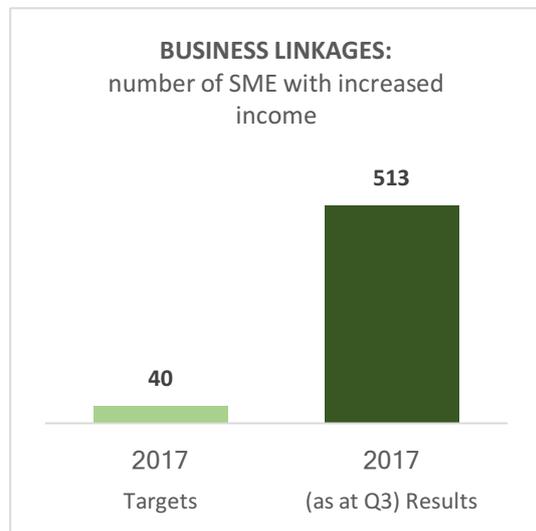


Out of the 1,561 MSMEs reached as at Q3, 513 have experienced increased income (see charts 18 and 19). There is a general sense that the current outreach number will change by the time ongoing studies of the SMEs is completed. The BSPs are currently updating their client SMEs. The studies included quantification of additional income created by MSMEs which will be reflected in the next reporting period.

**Chart 18**

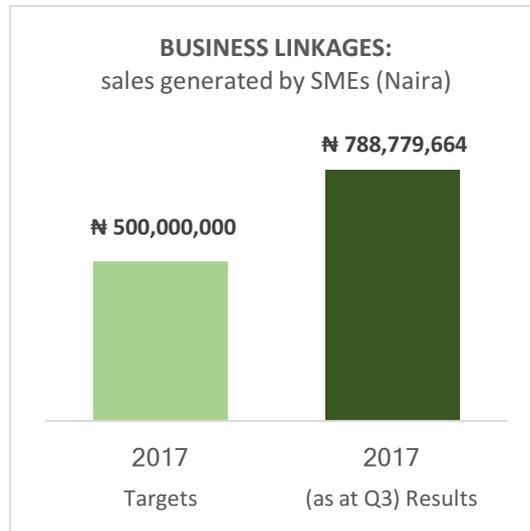


**Chart 19**



Small and medium enterprises supported by PIND increased sales in the reporting period. By the end of the quarter, the target was met and surpassed by over 150 percent (see chart 20). The increased sales figure recorded in 3<sup>rd</sup> quarter refers to the 48 SMEs evaluated in the period. The remaining assessment would provide more plausible results from the MSMEs. This target is already being considered for an upward review.

Chart 20



### Narrative of Progress

#### Increased outreach by business support providers leads to bigger outcomes and Improved MSMEs' Performance

Within the quarter, PIND continued its assessment of the outreach and impact of the Business Service Providers on small enterprises in the region. Initial submission from seven of the nine active BSPs show that they have reached additional 1,561 enterprises (19 medium enterprises, 85 small enterprises and 1,457 micro enterprises) since participating in the PIND BSP training program. It also revealed that about 513 of the enterprises have witnessed improved performance as a result of the support provided by the BSPs.

An in-depth assessment of 36 of the enterprises showed increased performance in revenue and business expansion. They generated additional ₦551 million in annual sales and revenue. The support they received were mainly around access to new market, business services and access to finance. PIND is in the process of concluding an assessment of a sample of 82 enterprises to ascertain the overall impact on jobs, income and revenue. The study is being finalized and a report, laying the key findings, would be produced at the end of the field assessment.

#### New loans and investments for private sector growth in the Niger Delta

Reports from PIND's facilitators and partners showed that the business linkages initiative leveraged investments from private and public institutions valued at ₦126 million during the quarter while two SMEs secured loans worth ₦33 million from GroFin Nigeria Limited. Dorbudee Integrated Concepts, PIND's business linkage facilitator, supported two SMEs to access loans worth ₦33.1 million from GroFin. The SMEs include, Icequeen Foods and Beverages obtained ₦16.8 million loans from GroFin to purchase new equipment and improve working capital while Fingerchops Limited got additional ₦16.3 million to purchase new generator and increase their working capital to meet increased demand for their bakery products.

Other investments included a ₦45 million approved by the NCDMB for the commencement of the Perfect Works/Graduate Agro-Entrepreneurial Training (GAET) farmers training program. Fifty poultry farmers in Ondo state will be trained in the first batch of the training program.

Additionally, Broad Global Limited, promoters of Telabib farms, invested ₦81 million (that is US\$224,955) to order for feed mill and cold room equipment for the Telabib chicken processing project in Delta state.

#### Building sustainable platforms to enhance linkages between SMEs and key market actors

The Port Harcourt business linkage forum conceptualized by PIND provides a platform for businesses around the Port Harcourt axis to network with large buyers of goods and services, financial institutions and business development services providers. The second edition was led by two major market actors, the Port Harcourt

Chamber of Commerce, Industry, Mines and Agriculture (PHCCIMA) and Wider Perspectives Limited. This time, PIND did not make any financial contribution to the event. This demonstrates a good example of market actors taking ownership of value adding initiatives. The forum had in attendance over 100 SMEs, financial institutions and large buyers of goods and services.

### 2.1.5 Key Achievements: Appropriate Technologies Enabled Development

#### Key Indicators of Progress

There was no change from the second quarter status for number of jobs created (see chart 21). However, the amount leveraged by private organizations increased 4 times more that the annual target (see chart 22). Within the quarter, ₦16.041 million was leveraged from an extension of the UNICEF programme cooperation agreement (₦6,941,000) and United Purpose<sup>8</sup> to deliver Water, Sanitation and Hygiene (WASH) training.

Chart 21

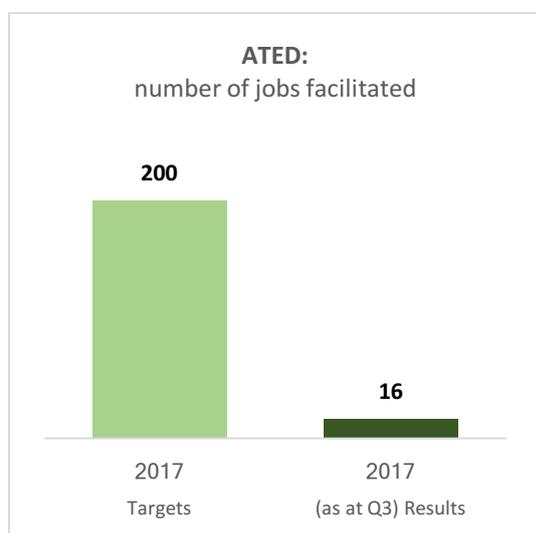
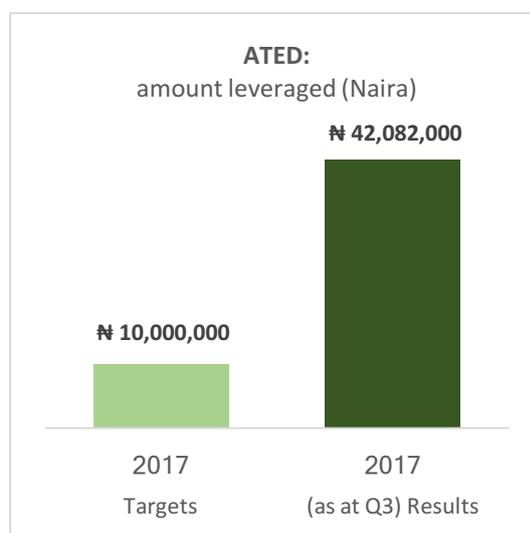


Chart 22



Within the reporting period, ₦1.8 million profit from sales of all appropriate technologies was reported. The profit was from the sales of over 600 bio sand filters deployed to Dodo River, through social entrepreneurs who also accessed incentives from the installations of the BSFs. Each bio-sand filter produced an average of ₦3,000 profit for the social entrepreneurs. Also, an average of 378 households who received BSFs as at Q3 were saving an average of ₦6,349.2 per household in a month totalling ₦2.4 million in a month<sup>9</sup> (see chart 23).

The number of beneficiaries with increased income remained same since first quarter (see chart 24). The figures for Q3 was compiled recently and yet to be quality assured.

<sup>8</sup> United Purpose is an international development charity with an innovative community led approach to delivering the Sustainable Development Goals and eradicating global poverty and inequality.

<sup>9</sup> These results will be validated in the forthcoming studies planned for 1<sup>st</sup> quarter of 2018.

Chart 23

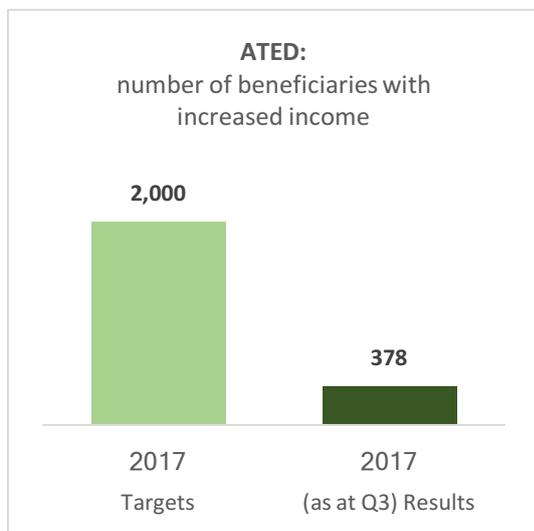
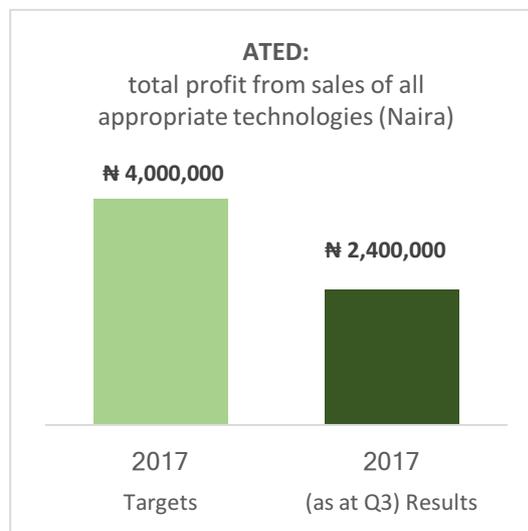


Chart 24



## Narrative of Progress

### Additional funds leveraged in WASH program

During the period under review, United Purpose Nigeria committed additional ₦9.1 million to support PIND's WASH capacity building program. In Quarter 3, the organisation invested ₦10 million in PIND's Delivering Effective Wash Training (DEWT) program.

### More stakeholders demand PIND WASH trainings

PIND has positioned itself as a major hub for building capacity to manage change in the WASH sector. PIND's WASH trainings are designed to empower practitioners with an understanding of the fundamentals of the WASH sector. The trainings focused on deepening understanding around the core principles for planning, designing and implementing activities to improve sustainable and equitable access to domestic water supply and sanitation facilities and improve hygiene behaviours. There has been an increase in the number of agencies/organizations demanding for and attending PIND trainings, including the National Water Resource Institute, Federal Ministry of Water Resources, United Purpose, Action Against Hunger, Save the Children, are demanding for and attending PIND trainings.

### ATED Center:

#### Adaptation of Bio-digester by research students from the collaboration with Academic Institutions.

The Mechanical Engineering Department of Federal University of Petroleum Resources (FUPRE), Delta State visited the Appropriate Technology Enabled Development (ATED) demonstration center to learn about the existing technologies in the center. The ATED center also demonstrates innovation around sustainable building and eco-friendly practices. As an outcome of the educational tour to the ATED center, two final year students that participated in the tour have commenced a project design and fabrication of a portable Bio-digester to produce pure methane gas for power generation. The main aim of this project is to optimize the production of bio methane through the use of cow dung waste to generate electricity within FUPRE.

### Other awareness creation tours to ATED Demonstration Center

A total of seventy-nine (79) persons visited the ATED center either through carefully planned awareness event or educational tours. These visits allowed for learning on appropriate technologies. Positive actions evolved within the quarter included:

- Two academic and training institutions namely Petroleum Training Institute (PTI) Warri and National Center for Energy and Environment visited and commenced talks with PIND on possible collaborations.
- Thirty-Eight members of the Old Students' Association of Saint Peters Claver College, Akhalope are interested in adopting some of the building technologies in a proposed construction of a Science

- Lab at the school.
- A STEM champion student from the UK working with Hopes and Dreams and Green Knowledge Foundation in collaboration with PIND also hosted the Science, Technology, Engineering and Mathematics (STEM) challenge competition for Secondary School students on Renewable Energy. The students were appreciative of the exposure to various technologies and were enlightened by new knowledge gained during a three-day training. The group that won the competition constructed a wind turbine.
- A team of five staff from Rize FM Warri also visited the ATED center to develop media contents for their radio program. There are ongoing discussions on a possible collaboration with PIND.

#### **Fabrication of Malaysian Knife locally is working.**

As part of the ATED value chain support, PIND identified in-country manufacture of the harvesting device to help bridge the supply gap. The market opportunity, design, and function of the Malaysian Knife (MK) was shared with a local engineering firm, AIS Energy and Procurement Service Limited, Port Harcourt, to explore local production. AIS has produced over 70 samples and 6 samples have been distributed for functionality testing in 3 locations, including Okomu Oil Palm Company, Presco Plc, and Omoregbe Farms, Benin City. PIND plans to use test result towards improving the design and support link to MK users in the region.

## **2. PEACE BUILDING PROGRAM**

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The Peace Building Program of PIND contributes to Objective 16 of the Global Sustainable Development Goals.

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

This section shows key achievements in Quarter 3 of 2017 for all projects under the Peace Building program.

### **2.1 Peace Building**

#### **2.1.1 Key Achievements: Peace Building Program**

##### **Key Indicators of Progress**

This section summarizes the following key indicators of progress for Peace Building program as at third quarter of 2017.

The Partners for Peace (P4P) has continued to attract more and diverse organizations and individuals from Niger Delta region. Out of an annual target of 166, a total of 114 organizations are identifying as agents of peace on the Peace Map as at Quarter 3 (see chart 25). Similarly, the Partners for Peace Network (P4P) registered a total of 626 new members as at Q3 out of an annual target of 1,000 (see chart 26).

Chart 25

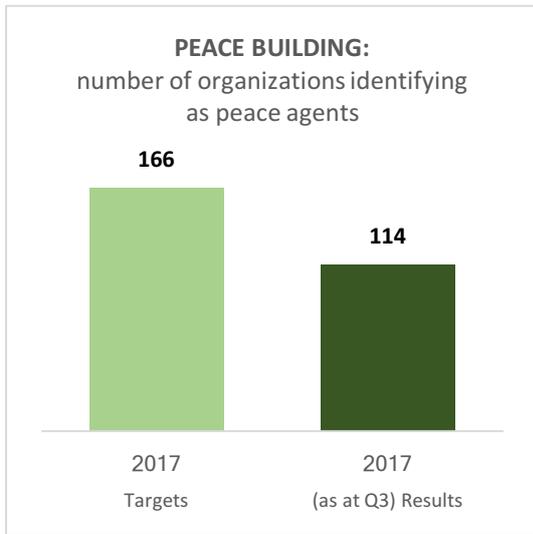
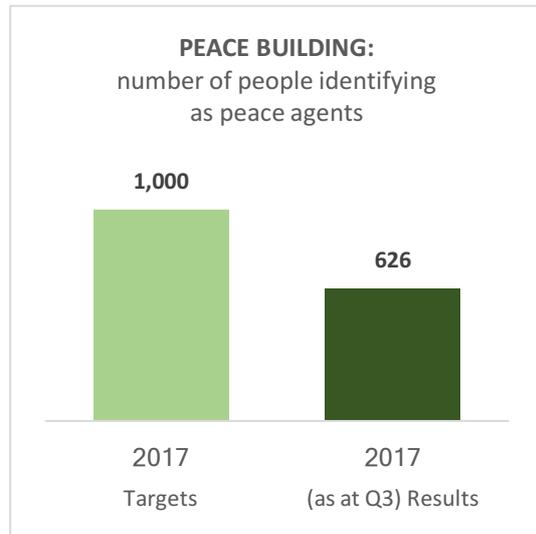


Chart 26



More than 5 million people have been reached thus far through the P4P facilitated media engagements via TV and radio (see chart 27); and over 153 Partners for Peace Stakeholders utilized PIND's peace building data in the quarter (The US Consulate uses the PB conflict trackers to inform decisions on security matters, P4P Prevent Committees uses the PB conflict Trackers in the planning of Interventions), surpassing the annual target of 150 members (see chart 28).

Chart 27

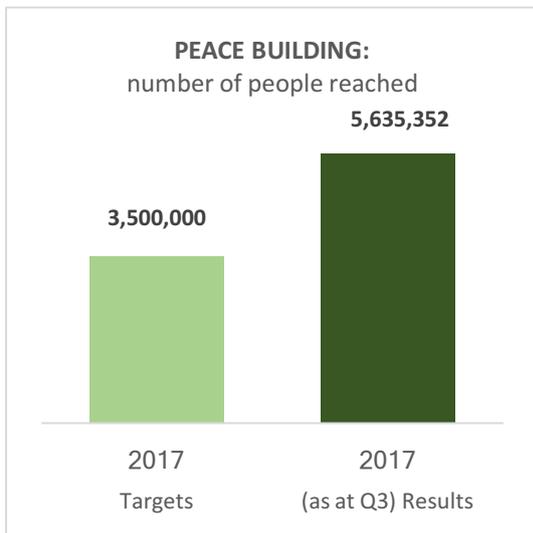
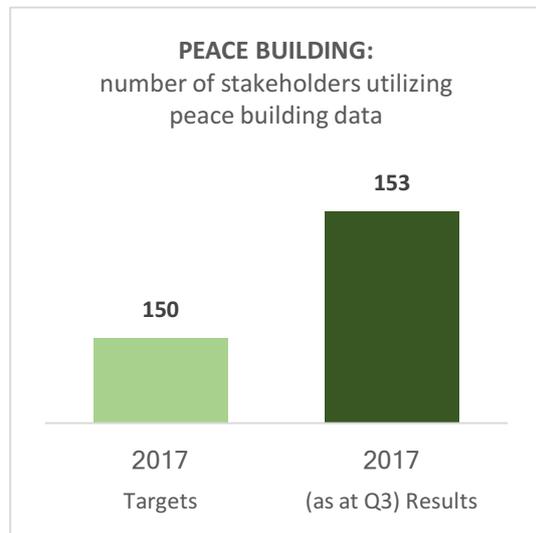


Chart 28



## **Narrative of Progress**

### **Partners for Peace networks resolved lingering communal conflicts**

State P4P chapters have demonstrated increased skills in addressing inter-communal violence. These are outcomes of improved capacity particularly on mediation and negotiation which have been built over time. The State chapters have increased confidence to engage community stakeholders in conflict resolution. The Bayelsa P4P chapter, for example, successfully resolved inter-communal conflicts in Ekeki, Yenagoa, Bayelsa State through series of engagements with conflicting parties in the community. Similarly, in Cross River State, the P4P chapter successfully resolved a crisis that erupted between youths from the Quo and Netim communities in Odukpani Local Government Area.

### **Resource mobilization and conflict assessment training for Delta State Partners for Peace members**

In line with the sustainability strategy for the P4P network, 23 members of the Delta State P4P chapter were trained in resource mobilization. PIND's Capacity Building for Local Empowerment (CAPABLE) model on resource mobilization was adapted and tailored to P4P network peculiarities. As an outcome, the P4P chapter was particularly motivated to catalyse resources to fund conflict mitigation and resolution activities in the State.

Similarly, in a bid to institutionalize the utilization of data for conflict analysis and planning within the P4P Delta State chapter, another 27 members were trained on conflict analysis and planning. The training led to the development of State Chapter Action Plan focused at addressing specific conflict situations in the State.

### **Workshop on reducing violence against women and girls**

As a means to ensure that key stakeholders have the necessary understanding of issues surrounding violence against women and girls (VAWG) in Rivers State, PIND organized a two-day training that highlighted the importance of gender mainstreaming in the process of getting research into policy and practice (GRIPP). The 54 persons that participated in the training were from key state government agencies, including Ministry of Women Affairs, Ministry of Social Welfare and Rehabilitation, Ministry of Justice, National Orientation Agency, National Human Rights Commission, Nigerian Security and Civil Defence Corps, and civil society organizations.

### **Support to CNL's GMOU way forward**

PIND continued to maximise the opportunity of community engagement involving Chevron Nigeria Limited (CNL) and local communities in the region. Since 2003, CNL has reshaped its community engagement strategy through a General Memorandum of Understanding (GMOU) signed between the company and clusters of communities impacted by the company's onshore operations and government. As part of ensuring sustainability of the GMOU, PIND trained 33 members of the Regional Development Councils (RDC) in Bayelsa, Delta and Ondo States on conflict incident reporting. A specific objective was to increase the capacity of community members to send early warning messages to PIND's Integrated Peace and Development Unit (IPDU)<sup>10</sup> SMS platform as part of the effort to link the RDC communities to PIND's early warning architecture.

Also, within the reporting period, the capacity of 39 members of the Peace Committees of the RDC communities was strengthened in mediation, negotiation and advocacy to enable them to mitigate and resolve conflicts in their respective communities.

### **Support to Cross Rivers State Government**

Further to its responsibilities to the Memorandum of Understanding (MoU) entered with the Cross River State Government in 2016, PIND continued its support to the State Government by providing tailored trainings for key officials to effectively manage conflicts especially inter communal land disputes, which is a key driver of conflict in the State. Twenty six staff members of 5 State Ministries, Departments and Agencies (MDAs) participated in PIND's training in the quarter. These MDAs include the Ministry of Chieftaincy Affairs and Community Development, Ministry of Justice, Ministry of Women Affairs, Department of Boundary Adjustment and Office of the Senior Security Advisor on Mediation and Conflict Analysis.

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<sup>10</sup> IPDU is a unit within PIND's peacebuilding program that provides operational-level support to PIND's Partners for Peace networks in the Niger Delta region.

### 3. ANALYSIS AND ADVOCACY PROGRAM

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

**Goal 16:** *Strengthen the means of implementation and revitalize the global partnership for sustainable development.*

This section shows key achievements in Quarter 3 of 2017 for all projects under the Analysis and Advocacy program.

#### 3.1 Advocacy for Niger Delta Development

##### 3.1.1 Key Achievements: Advocacy for Niger Delta Development

###### Key Indicators of Progress

This section summarizes the following key indicators of progress for PIND's Advocacy for Niger Delta Development (ANDD) as at third quarter of 2017.

PIND continued to improve analysis and understanding of systemic constraints to growth in the region as well as mobilizing stakeholders to introduce policy changes that will enable such growth. As a result, PIND facilitated investment valued at ₦7.7 million as at third quarter (see chart 29). While the target for total value of investments in the Niger Delta was met and surpassed, only half of the stakeholders PIND planned to engage at advocacy events and meetings have been achieved as at third quarter (see chart 30). However, this current result is expected to change after the Niger Delta Development Forum (NDDF) scheduled to hold in November 2017.

Chart 29

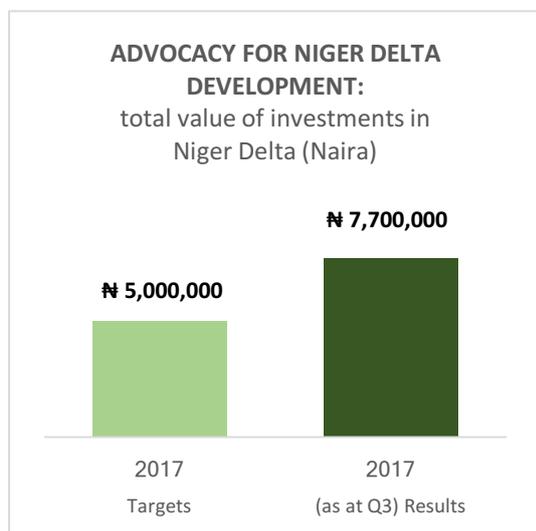


Chart 30



Nine (9) new strategic collaborations were established in the reporting period (see chart 31) (Engagement with Niger Delta Support - NDSP4 Project, The Executive Governors of Ondo and Edo states). Conversely, just a quarter of the 2017 target has been achieved as at third quarter with regards to PIND's contribution to the development of policy papers and briefs (see chart 32).

**Chart 31**



**Chart 32**



### Narrative of Progress

#### Direct advocacy efforts led to increased investment and strategic partnerships

PIND’s direct advocacy efforts has led to an increased investment of ₦7.7 million as at Quarter 3. These investments were made by the Henrich Boll Foundation, Nigerian Governors’ Forum, and the Cross Rivers State Government as contributions to Cross Rivers State Growth and Development Strategy.

Similarly, new strategic collaborations have been established with the governments of Edo and Ondo States and the Niger Delta Dialogue Committee. Additional collaborations formed were with Shoprite Nigeria, Rivers State Senior Secondary Schools Board, Delta State MSME Development Agency, Ondo State Oil Producing Area Development Commission (OSOPADEC) and the European Union funded Niger Delta Support Program. The collaboration with OSOPADEC led to the engagement of a Technical Adviser to the Board on Institutional Development, based on the request of the Commission.

In order to increase their effectiveness and ensure the success of advocacy strategies, PIND tailored its individual advocacy strategies to the specific context and opportunities. Seven (7) strategic advocacy events have been organized with 416 persons in attendance, with 28 percent women represented.

These advocacy events provided opportunity for PIND to make contributions to the development of policy papers. So far in 2017, PIND contributed to development of 4 policy papers, including recommendations to the Delta State Ministry of Agriculture and Natural Resources on the adoption of ‘cluster approach’ in fish farming; review of the Akwa Ibom State Agriculture Policy; and the development of Cross Rivers State Fiscal Policy.

#### Advocacy Support to WASH

In March 2017, PIND marked the World Water Day with inauguration of WASH facilities in four secondary schools in Rivers State. There have been several follow-on engagements with Rivers State Education Board on plans to scale up the project. This has led to the adoption of WASH by the Rivers State Senior Secondary Schools Board and institutionalization of schools’ environmental health clubs in 258 senior secondary schools in the State. In this reporting period, the PIND concluded plans to conduct a training of trainers on hygiene promotion. Both members of the State Schools Management Board and zonal directors of 23 Local Government Areas will be trained, and they will in turn step down the training to all school principals, teachers and students in the public schools in the State.

### Collaboration with Niger Delta Development Commission

As a follow-up to the MoU signed with the Niger Delta Development Commission (NDDC) in April 2017, PIND further engaged the commission in the development of a work plan and a budget for a PIND/NDDC partnership interventions in aquaculture and cassava value chain in the Niger Delta. Additionally, PIND engaged and embedded two Consultants as Technical Advisers to the Managing Director of the NDDC. One adviser is on strategy and transformation while the other is on partnership and development.

### 3.1.3 Key Achievements: NDLINK

#### Key Indicators of Progress

This section summarizes the key indicators of progress for the NDLINK as at third quarter of 2017.

Increased activity and significant interaction was recorded on the website this quarter. This resulted in 108,962 visits, bring to the total number of visits to the platform to a little over a million as at Quarter 3 (see chart 33). 150 organizations have been added to the platform, exceeding the annual target of 100 (see chart 34).

Chart 33

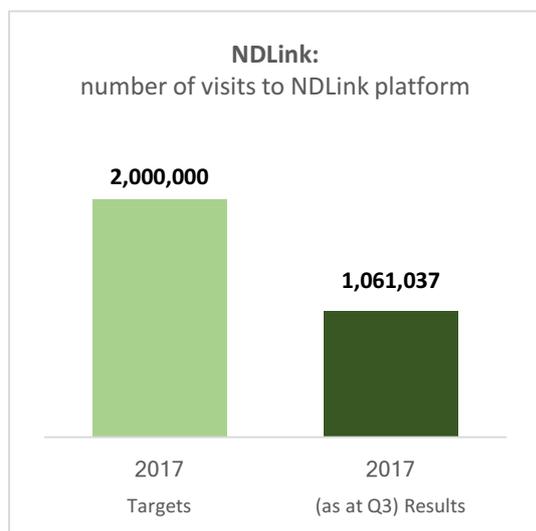
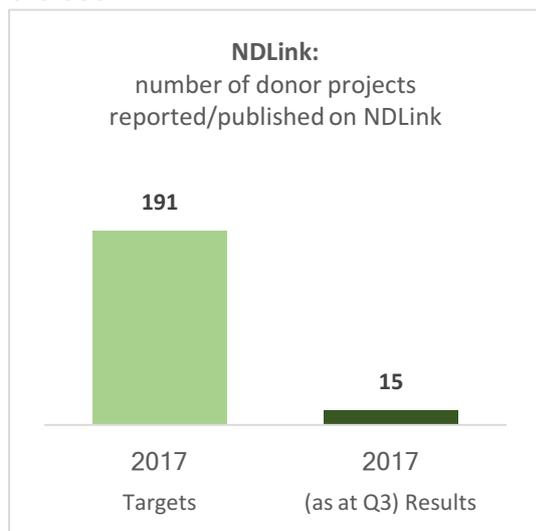


Chart 34

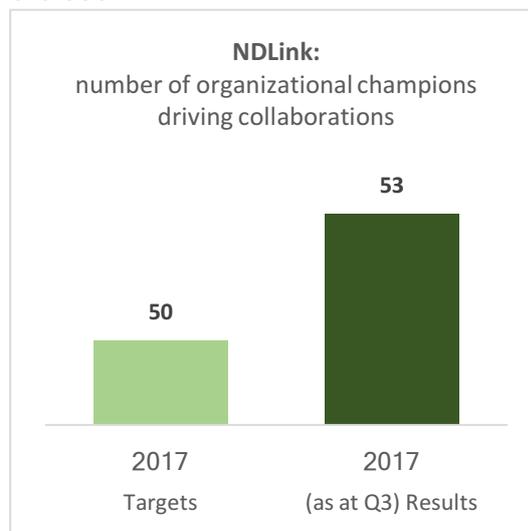


As at Q3 the third quarter, 15 Projects was reported (see chart 35), and 53 organizational champions are driving collaborations (see chart 36).

**Chart 35**



**Chart 36**



## Narrative of Progress

### NDLink Website Redesign

The new NDLink website was launched and the redesign has set the project well on its path for sustainability. The website redesign process also featured great collaboration with all teams within PIND. This has significantly contributed to the increased number of users that visit the platform, particularly on their mobile devices. There are also wide variety of contents on the platform which includes a database of business and agricultural input service providers. This is aimed at increasing the number of visits to the platform.

## 3.1.4 Key Achievements: Media for Development

### Key Indicators of Progress

This section summarizes the key indicators of progress for PIND's Media for Development as at third quarter of 2017.

With the implementation of a social media dissemination strategy for the advocacy videos across PIND's various social media platforms, the number of views of these videos have significantly increased from 955 in fourth quarter of 2016 to 38,949 in third quarter of 2017 (see chart 37), exceeding the annual target by over 2,000 percent. This target is already being considered for an upward review. Similarly, the target to get media trainees adapting best practices in the use of various media products have been met and surpassed (see chart 38).

Chart 37

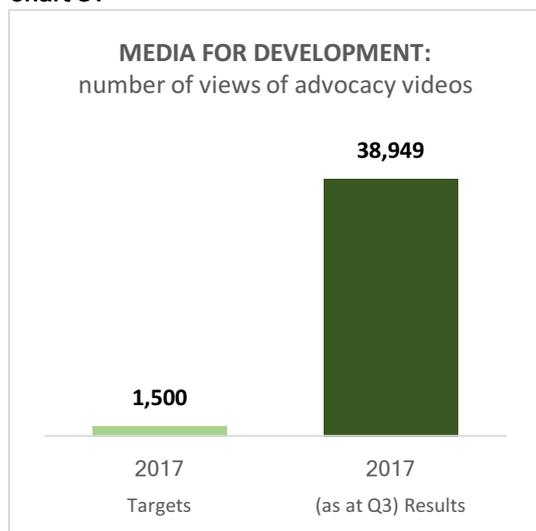
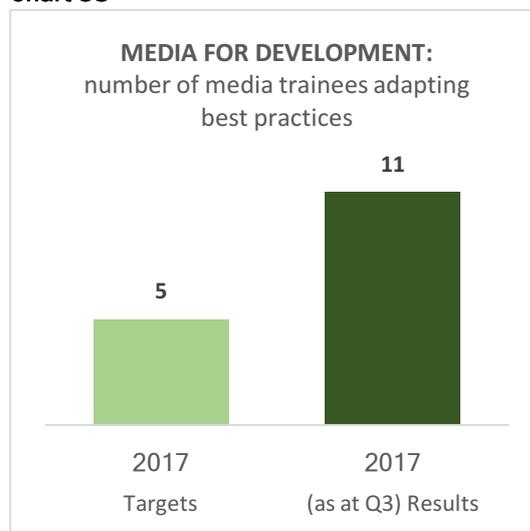


Chart 38

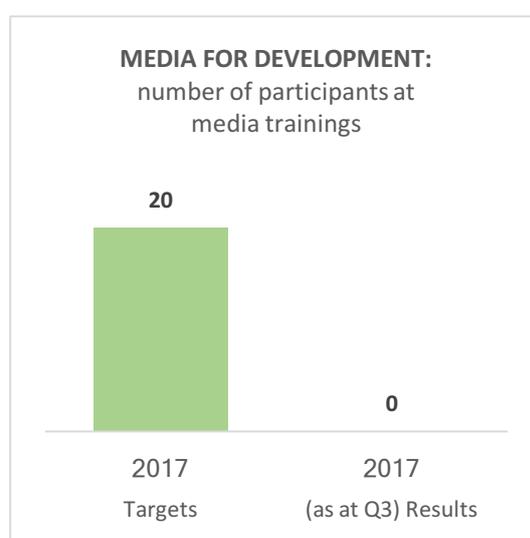


The strategy to increase viewership and engagement with PIND's advocacy videos contributed to the increase observed with the number of organizations with improved media products used to communicate their work in Niger Delta (see chart 39).

Chart 39



Chart 40



## Narrative of Progress

### P4P network adopted improved media strategies for communication and advocacy

In the third quarter of 2016, a media training was conducted for members of the partners for peace network to use the media for its communication and advocacy work. As a follow up, a training effectiveness survey was conducted in the reporting period. The survey revealed that out of the 18 participants, all 11 respondents had adopted over 70% of the training modules administered during the training to communicate peace building interventions and messages. This has led to improved quality of photograph that communicates more effectively of P4P interventions.

## 4. CAPACITY BUILDING PROGRAM

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The Capacity Building Program of PIND contributes to Objective 5, 16 and 17 of the Global Sustainable Development Goals.

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

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

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

This section shows key achievements in Quarter 3 of 2017 for all projects under the Capacity Building program.

### 4.1 Capacity Building for Local Empowerment

#### 4.1.1 Key Achievements: Capacity Building for Local Empowerment

##### Key Indicators of Progress

This section summarizes the key indicators of progress for Capacity Building for Local Empowerment (CAPABLE) project as at third quarter of 2017.

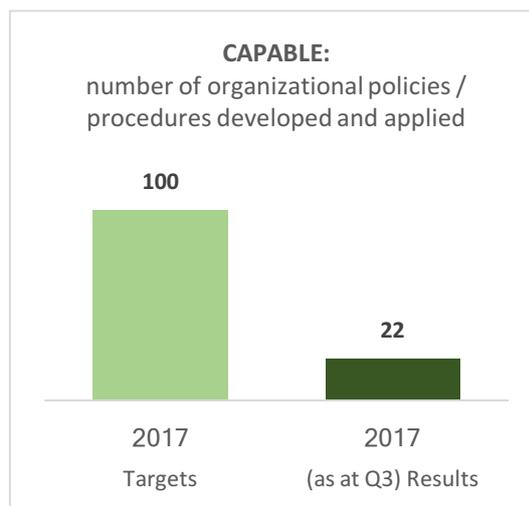
So far, nine (9) organizations that benefited from PIND's CAPABLE project is providing improved services in targeted communities across the region (see chart 41). But there was no change in the number of organizations developing and applying policies and procedures in third quarter. However, 22 organizations that benefited from CAPABLE programs have developed policies and applying procedures within the year (see chart 42).

Important to note that an annual learning forum, scheduled for October 2017, will provide an opportunity to harvest related results for the indicators covered in the charts below.

**Chart 41**



**Chart 42**



The choice for CAPABLE was a deliberate effort to expand the capability of home-grown organizations in order to build a sustainable eco-system of local capacity in Nigeria. To measure progress made in the year, OCAT<sup>11</sup> assessments were conducted on some organizations that benefited from CAPABLE, which were used in the measurement of net organizational change. The average OCAT score was 2.4, exceeding target (see chart 44).

**Chart 43**



**Chart 44**



## Narrative of Progress

### CAPABLE M4P outcomes

A survey on outcome of the CAPABLE market systems development training delivered under partnership with DFID-funded Market Development (MADE) project since 2015 was conducted during the quarter. Report of the survey showed that organizations and service providers who participated in the trainings on market systems approaches and experience sharing workshops have been applying knowledge and skills, changing approaches and practices and generating resources for community interventions. Some specific findings included:

- Eight organizations who applied for funds with proposals designed using ‘making market work for the poor’ (M4P) approach received funding for interventions in Niger Delta communities.
- Over 50 information sharing forums were held by organizations who attended the training, reaching over 3,000 participants.
- Organizations have also reviewed their project development and implementation policies to align with M4P principles.

### CAPABLE Community of Practice (COP).

There was robust engagement during the quarter including sharing experiences on coaching and mentoring – tailored hands on support to increase efficiency. Continued circulation of relevant information regarding opportunities for resource mobilization, promotion of CAPABLE training organizations activities, and discussion of enabling environment for CSOs including the controversial NGO Regulation Bill. Other activities explored within the quarter include:

- Coaching and mentoring inception workshop to reach a common understanding with the 8 experts engaged for post-training CAPABLE support on the approach to employ in providing coaching and mentoring services. Templates for reporting were developed also.
- Consultative meeting with 11 technical experts to review and revise existing M&E training materials, as well as develop framework for a two-part M&E training to improve on training delivery and comprehension.

<sup>11</sup> OCAT assesses 10 domains, with a list of assessment criteria and attached weight for each domain. 4 is the highest obtainable score.

### **Group dynamics and leadership training for regional development committees**

CAPABLE collaborated with Participatory Partnership for Community Development (PPCD) project to deliver a tailored training on group dynamics and leadership for two regional development committees, KEFFES and the Dodo River, in Bayelsa State. This was part of PIND's support to strengthen implementation of Chevron Nigeria Limited's Global Memorandum of Understanding (GMOU) with communities in the Niger Delta. Twenty persons<sup>12</sup> from both regional development committees participated in the training. Participants were executives and members of the committees. PIND will continue to provide post-training support to ensure skills are applied and actions from training are adequately implemented.

## **4.1.2 Key Achievements: Strengthening Advocacy and Civic Engagement Project**

### **Summary from the Strengthening Advocacy and Civic Engagement Project Q3 Dashboard**

#### **Narrative of Progress**

#### **Strengthened capacity of partner organisation in the Niger Delta to advocate for inclusive economic reforms and equitable economic growth**

Progress during the year remained strong, with Niger Delta partners recording significant impact. Niger Delta partners exceeded expectations regarding net advocacy change with 44 organizations showing a positive net change against the SACE's 2017 target of 36. This overachievement is accounted for by the increase in clusters from eight to ten and the fact that some clusters have more cluster members than anticipated. With regards to net organizational change – Net Organisational change measures how interventions have helped organisations on the drivers of change, a total of five Niger Delta partners showed positive change and three had no change. No “anchor organization” showed a net negative change. The remaining two Niger Delta partners – Nigeria Employer's Consultative Association's (NECA's) Network of Entrepreneurial Women (NNEW) and Life and Peace Development Organization (LAPDO) – are new partners who were only first assessed in this year. Therefore, 62.5 percent of Niger Delta partners assessed in both 2014 and 2017 have shown net improvement.

Already this year, DFID awarded a £2 million grant to Youth Alive Foundation (YAF) to undertake work in pursuit of the anticorruption pillar of the Open Government Partnership (OGP). What is particularly notable about this is that YAF are collaborating in a consortium with two other SACE partners – Center for Information Technology and Development (CITAD) and Social Development Integrated Center (SDIC) – to implement the anticorruption work. The project exceeded its target for campaigns, achieving 111.1 percent of the target of nine campaigns. This was as a result of the project – in response to a request from PIND during late 2016 – on-boarding an additional two partners (NNEW and LAPDO) in the Niger Delta in 2017.

Both partners have completed on-boarding processes – including completion of their work plans, advocacy plan, and campaign plan – and have commenced implementation. Unfortunately, the project suspended Edo State Co-operative Farmers Agency Limited (ESCFAL) for fraud-related issues in the reporting period. At this time, ESCFAL is making progress against their corrective-action plan and discussions are on-going to potentially resume the grant in 2018.

## **4.1.3 Key Achievements: Gender Mainstreaming**

### **Summary from Gender Mainstreaming Q3 Dashboard**

This section summarizes the dashboard indicators as at third quarter of 2017.

Nine (9) business management organizations (BMOs) including the United Ufuoma Fish Farmers' Association (UUFFA) in Warri involved women in making key decisions (see chart 45), and some of these BMOs now have women in leadership role as executive officers. As at third quarter, seven (7) BMOs have appointed women as executive officers (see chart 46).

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<sup>12</sup> 3 females and 17 males from KEFFES RDC and 5 females and 15 males from Dodo River.

Chart 45

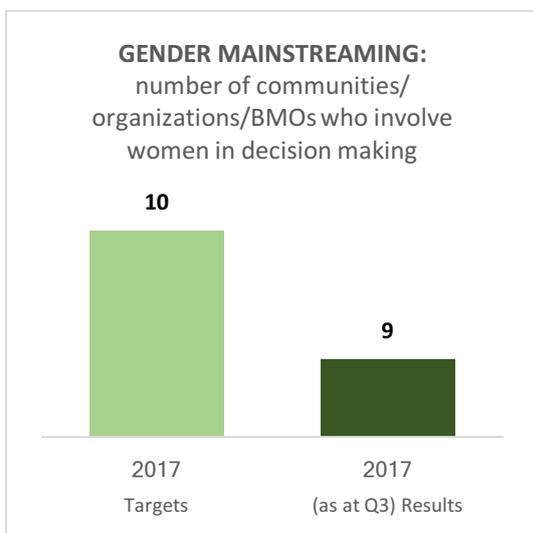
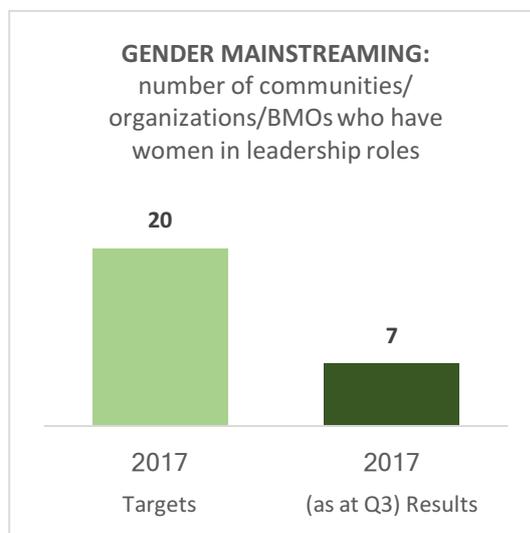


Chart 46



Low progress was reported in the reporting period for women with improved access to information (see chart 47), while the target for participants attending trainings and other events was exceeded by 157 percent in the reporting period (see chart 48).

Chart 47



Chart 48



## Narrative of Progress

### Assessment of PINDs Gender Mainstreaming

Report of assessment of progress made in mainstreaming gender within PIND during the quarter showed that PIND got an aggregate rating of MODERATE against commitments and priorities set in the strategic objectives contained in PIND's Gender Policy. Rating was based on findings from interviews, desk reviews and key observations. So far, significant progress has been achieved in facilitating access to equal opportunities and benefits for women and men in all its corporate policies, strategies, guidelines and administrative procedures.

PIND's efforts in promoting equal representation, voice and participation of both women and men at all levels within PIND's structure was considered as another area PIND has done very well. However, there were certain areas that require further strengthening. These include:

1. Undertaking a series of activities to further popularize the gender policy, the implementation plan and the M&E framework. Need to summarize the core/thrust of the policy into 2-3 pages to ease reading.
2. Develop Gender checklist (one-two page maximum) for each intervention areas with specific guidance provided on what they need to constantly look out for while planning, implementing and evaluating activities to ensure that they effectively mainstream gender.
3. Disaggregate allocation of budgets and investments, including differential impact of investments and budgets for women and men.
4. Carry out regular gender capacity audits to identify capacity needs and expose PIND consultants to training and information resources.
5. Create deliberate platforms or opportunities to regularly discuss sexual harassment and discriminations issues.
6. Develop and support more women specific activities that will help build and amplify women's self-esteem, confidence and negotiation skills.
7. Make Gender mainstreaming matrices accountability documents for all PIND's departments.

## 5. PARTNERSHIPS

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### **PIND partnership interventions with NDDC and OSOPADEC**

PIND is strategically contributing to the reform agenda of the new board of NDDC by providing two senior technical assistants (STA) to the NDDC Managing Director; one on strategy and transformation and the other on partnership and development. The STA on strategy and transformation is the driving force behind the reforms including – restructuring the balance sheet, reform of the governance system and restoring the core mandate. In addition, his counterpart on partnership and development has been able to facilitate diverse partnerships between the Commission and several development assistance agencies and NGOs.

As a follow-up to the MoU signed with the commission in April 2017, PIND further engaged Niger Delta Development Commission (NDDC) in the design of a costed work plan for the PIND/NDDC partnership interventions in aquaculture and cassava sectors in the Niger Delta.

Furthermore, PIND is providing support to Ondo State Oil Producing Area Development Commission (OSOPADEC) in strengthening its institutional capacity to deliver on its mandate efficiently and effectively. There are many systemic issues inherent in the setup of the agency and the way it has been operating to date that need to be addressed to reposition for effective service delivery in its mandate areas. To this end, a leadership retreat is being planned for the top staff and the board to revisit the vision, mission and strategy for delivering inclusive economic and social benefits to the communities.

### **Partners coordination and engagement**

One of the PIND's strategic objective is to promote collaboration, coordination and shared learning amongst development partners in the Niger Delta. In view of this, PIND has participated in a series of coordination meeting with key development partners in the region. These partners included, but not limited to, the United Kingdom Department for International Development (DFID) South South and South East region, DFID funded Market Development Project, DFID funded Facility for Oil Sector Transparency and Reform (FOSTER), Stakeholders Democracy Network (SDN), European Union Niger Delta Support Program, BRACED Commission.

Within the reporting period, a meeting was convened by DFID South-South/South-East region in Enugu. At the meeting, seven organizations represented discussed the structure and mechanisms for coordination and how to harmonize development efforts in the Niger Delta. The DEMAND Alliance model initiated by PIND was explored as a model to adopt for this coordination effort. Resulting from the meeting, a template to map development interventions and organizations was designed and shared with the partners.

### **Tackling the issue of lack of access to credit by farmers and entrepreneurs in the Niger Delta**

Smallholder-led agriculture value chains in the Niger Delta and greater Nigeria face a shortage of financial options needed to grow family-owned enterprises and improve economic livelihoods. Financiers (banks, MFIs) are dependent on and look to the government of Nigeria for subsidized or zero cost loans, guarantees, insurance and know how. The private sector's perpetual reliance on government programs suppresses risk-taking and innovation which, in turn, limits opportunity for enterprises, families and individuals to fully develop and expand. The absence of options in the financial services industry has created the opportunity for PIND and DFID-funded MADE to fill this long-lasting void and strategically utilize philanthropic and public resources to catalyze private sector capital in pursuit of development results and financial returns throughout different agriculture value chains.

In the reporting period, MADE engaged the services of an international financial services expert to provide assistance in the design of an institutional and operational framework for a Trust Fund in partnership with Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL). The findings from the consultant's assessment was not favourable to establishing a Trust Fund because of some regulatory impediments. It was on the strength of this that the establishment of an off-balance sheet Special Purpose Vehicle (SPV) is recommended. In next quarter, PIND will be working out the modalities for the incorporation of the SPV for the sole purpose of financing agriculture value chains in the Niger Delta.

### **Raising more resources for development**

During the reporting period, PIND won three contracts worth more than US\$ 2 million. Ford Foundation committed US\$ 2 million for the Niger Delta Youth Employment Pathways (NDYEP) project designed to address youth job readiness, workforce development, and job creation in three priority states of Abia, Akwa Ibom, and Rivers. Additional funding of US\$ 100,000 from Shell Nigeria's All On Foundation was secured.

Similarly, Bechtel Nigeria is investing US\$ 200,000 in PIND's project in the Ilaje communities in Ondo State. The objective of this project is three-fold: (i) Protect eco-system services that provide economic and security benefits to communities; (ii) Develop sustainable energy sources that protect the health and safety of women fish smokers; and (iii) Improve the sustainability of the fish smoking value chain.

## **6. GOVERNMENT ENGAGEMENTS**

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### **Delta State MSME Development Agency**

As part of PIND's support the Delta State MSME agency, a sector expert was engaged by PIND and embedded at the agency to understand the internal working of the agency in order to guide technical support.

### **Courtesy visits to Ondo and Edo States**

PIND paid a courtesy visit to the Executive Governor of Ondo State in August 2017. The Governor urged PIND to work with his cabinet to develop an MoU that will guide the partnership between Ondo State Government and PIND. The signing of the MoU will be concluded in Quarter 4.

Also, Edo State Governor expressed commitment to working with PIND in the agricultural sector of the state and requested PIND's assistance in articulating a policy direction for quick-win initiatives for the agriculture sector that can drive economic growth and development in the State. PIND is currently working with the Ministry of Agriculture and Natural Resources to develop the state's agriculture policy.

### **Engagement with Akwa Ibom Commissioner for Economy Planning**

During the quarter, PIND met with Mr. Sunday Udo, the Akwa State Commissioner for Economic Development and Manpower Planning to discuss the features of Niger Delta Development Forum (NDDF). The meeting looked at objectives and achievements of the forum with the possibility of the State hosting the 2017 edition. Mr. Udo welcomed the proposal with commitment to relate the visit to the State Governor and assurance that State will be happy to host the forum. Subsequent visits were scheduled to follow up on this commitment.

## 7. PROJECT SUPPORT SERVICES

### Contracts awarded

PIND's procurement and contracting systems and processes remain dynamic and relevant. During the quarter, PIND activities involving third party engagement were quite substantial. A good mix of contracting instruments were used during the reporting period as indicated in the table below.

Instruments	Number processed	Total value committed	Total value committed by gender			
			♂		♀	
Professional Services Contract	13	₦942.4 million (salaries totalling ₦847 million included)	11	₦95.37 million	2	₦25.8 million
Services Order	53	₦85.1 million	39	₦66.8 million	14	₦18.3 million
Purchase Order	17	₦46.3 million	15	₦44.3 million	2	₦1.9 million
Master Services Contract	2	₦17 million	2	₦17 million	0	0
Grants	22	₦19.04 million	17	₦14.6 million	5	₦4.5 million
MOU	11	₦74.3 million	9	₦69.2 million	2	₦5.1 million
Total amount committed	118	₦1.184 billion	93	₦307.27 million	25	₦55.6 million

The estimated total cost of paying PIND's consultants, drivers and office assistants remuneration totalling **₦847,000,000** is included in the contract value awarded to females because the Human Resources function is provided by a company managed by a female. The actual annual management fee charged by the company for managing PIND's consultants, drivers and office assistant is **₦25,820,000**

## 8. PROGRAM MANAGEMENT

Significant programme management achievements and challenges experienced during the reporting period include:

**Business Linkages:** The major challenge encountered during the quarter was working with very limited human resources. However, in the course of the quarter, a second business linkages facilitator was engaged which helped in coordinating business linkages activities in the eastern axis of the Niger Delta. This helped to reduce workload pressure.

**Aquaculture:** Poor access to finance by fish farmers continues to limit widespread adoption of aquaculture production in the region. Although a few micro finance banks still continue to lend to fish farmers, the scale is still very limited and farmers complain about their unfriendly loan products and lending rates.

**Cassava:** PIND carried out a quick review of previously established and ongoing demonstrations across several locations and identified weak monitoring of the demos by partners. It was also identified that even though input companies are interested in the model and adopting it, some input companies are not driving the model as expected without PIND's involvement as they are more interested in the activities that relate to the demonstration of their own inputs.

The demo plot model involves training and demonstration of improved farming practices not exclusive to the use of agrochemicals, but a whole range of improved practices from land preparation, stem selection, planting till harvest. Being a market systems intervention, this challenge if not addressed could limit the scale and eventual exit of PIND from the intervention.

PIND therefore reviewed the demo plot scale up strategy this quarter and approved the identification and selection of entrepreneurial agro-dealers who would be trained and supported with limited grants to drive the scale up and effective management of demo plots. Selected input companies will also be supported to reach target numbers under the reviewed strategy which will guarantee effective management and scale up of the demo plot intervention to achieve its vision.

**ATED Value Chain Support:** The major challenge this quarter was caused by weather. The increased/decreased rain levels discouraged farmers in Mbiri and Obior farming cluster in Delta State from contracting tractor service providers (TOHFAN). Most of the farmers do not have accurate information about the size of their plots. This makes it difficult for tractor service providers to plan and charge appropriately. Tractor service providers need to know actual plot size in hectare, so as to aggregate and mobilize to site. To address this challenge, PIND instituted a knowledge session during the quarter. This session was used to demonstrate the necessity of knowing the sizes of farm plots, encourage the formation and adoption of tractor booking agents who can accurately account for seasonal changes.

In Ondo State, farmers were unable to reconcile their loan dates from financial institutions with cropping dates. Most reconciliation were postponed to February 2018.

**Peace Building:** A key lessons learnt for us his quarter was the need for us to become more strategic in our support to CNL and the GMOU way forward by including the support in our 2018 planning. This way, PIND will be able to allocate enough time and resources for carrying out those activities, without sacrificing the implementation of other activities in the operating plan.

Also, another lesson is the need to provide a non-transactional incentive to encourage regular reporting of conflict incidents by the peace actors. The establishment of the virtual top-up gateway in the IPDU SMS platform could go a long way in providing this incentive.

**Capacity Building:** Need to be more mindful of organizational realities in terms of planned and unplanned engagements when planning and implementing coaching and mentoring or any 'handholding' activities.

Providing clear course content and timetable to participants on commencement of training and reaching agreement early on in the year will help forestall any controversy concerning duration of training.

For more details on challenges and lessons learned, please click on the link below:

[https://drive.google.com/drive/u/1/folders/0BxuUEO\\_4DC78WEdrUHN2NmpKRjg](https://drive.google.com/drive/u/1/folders/0BxuUEO_4DC78WEdrUHN2NmpKRjg)

## 9. OUTPUTS IN Q3 AND PLANNED ACTIVITIES FOR NEXT QUARTER

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Significant programme management achievements and challenges experienced during the reporting period include:

**Please find link to Quarter 3 Outputs:**

[https://drive.google.com/open?id=0BxuUEO\\_4DC78TOxjQU8tQV9vM28](https://drive.google.com/open?id=0BxuUEO_4DC78TOxjQU8tQV9vM28)

**To read the report of interventions carried out by Cross River State P4P chapters, please follow this link:**

[https://drive.google.com/open?id=0BxuUEO\\_4DC78bUx6b3FNdF94bU0](https://drive.google.com/open?id=0BxuUEO_4DC78bUx6b3FNdF94bU0)

**To read the reports of PIND's market development research in Quarter 3, please follow this link:**

[https://drive.google.com/drive/u/0/folders/0B172\\_yNs8Ka\\_V0JHSUNBNXUwZzg](https://drive.google.com/drive/u/0/folders/0B172_yNs8Ka_V0JHSUNBNXUwZzg)

**Please find link to Quarter 4 work plan:**

<https://drive.google.com/drive/u/1/folders/0B4B-qSIUWzM8V5ib2M1Nk04VVU>

## 10. GOVERNANCE AND MANAGEMENT

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### Programs and Projects Sub Committee Meeting

The 3rd quarter P&P subcommittee was held on the 21<sup>st</sup> of September 2017. Key outcomes of this meeting include:

- Completion of an overarching Strategy for the ATED project
- The scrapping of the PMRS tool based on non-performance by the consultants and the adoption of Sales Force tool to be adapted by Vera Solution commencement of the requirement gathering and systems design for optimizing PIND's systems and making monitoring and reporting more efficient
- The need to review timeline of DCED full audit action plan and ensure strict adherence to its compliance
- Review dashboard and ensure all program/intervention managers have access to it every quarter.

### Audit and Compliance Sub Committee Meeting

The 3rd quarter audit and compliance subcommittee was held during the quarter. Key outcomes of this meeting include:

- As a follow-up to the close out of three (3) projects, namely; Leadership, Empowerment, Advocacy and Development (LEAD); Models of Development and Experiential Learning (MODEL); and Peaceable Livelihood and Community Engagement (PLACE), an evaluation of the PLACE project is on the way and should be completed by October 2017.
- PIND external audit review gave PIND a clean bill of performance record. It however noted that PIND needs to ensure that its assets are well labelled in all the three locations.
- The PIND internal process review reported that the systems and controls are quite adequate and may not need bimonthly review as initially recommended by the Board of Trustees. However, a bi-annual review was recommended.
- The internal process review recommended that PIND include non-circumvent and non-competitive clauses in our contract engagement tools and templates. However, PIND's lawyers said that those clauses do not necessary apply to PIND as it is not a business entity.

## 11. APPENDIX

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This section provides a link to detailed information on results reported in this document as well as what activities were completed during the quarter that led to these results. For sustained results and project implementation, as it was in 2016 are linked to the 2017 Annual Work Plan.

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

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

[https://drive.google.com/drive/u/0/folders/0BxuUEO\\_4DC78WGxObUVZSjBFMzQ](https://drive.google.com/drive/u/0/folders/0BxuUEO_4DC78WGxObUVZSjBFMzQ)  
[https://drive.google.com/drive/u/1/folders/0BxuUEO\\_4DC78WEdrUHN2NmpKRjg](https://drive.google.com/drive/u/1/folders/0BxuUEO_4DC78WEdrUHN2NmpKRjg)