



STRATEGIC PLAN

2020 - 2024



FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA

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Abbreviations

BOT	Board of Trustees	MEL	Monitoring, Evaluation and Learning
CALAEP	Chevron Africa and Latin America Exploration and Production	MoC	Management of Change
CAPABLE	Capacity Building for Local Empowerment	MSME	Micro, Small and Medium Enterprises
CNL	Chevron Nigeria Limited	MSP	Multi Stakeholder Platform
CWC	Central Working Committee	NDLink	Niger Delta Link
DFID	United Kingdom Department for International Development	NDPI	Niger Delta Partnership Initiative Foundation
DDIU	Data Demand and Information Use	NGN	Nigerian Naira
EWER	Early Warning and Early Response	NGO	Non Governmental Organization(s)
FDI	Foreign Direct Investment	NNF	New Nigeria Foundation
GESI	Gender and Social Inclusion	OCA	Organizational Capacity Assessment
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	P4P	Partners for Peace
GMoU	Global Memorandum of Understanding	PIND	Foundation for Partnership Initiatives in the Niger Delta
ICT	Information and Communication Technology	PIP	PIND Integrated Platform
IPDU	Integrated Peace and Development Unit	PPCD	Participatory Partnerships for Community Development
KAP	Knowledge, Attitude and Practice	PSR	Participatory Strategic Review
LCC	Local Community Contractors	RDC	Regional Development Committee
M4P	Making Market Work for the Poor	SMART	Specific, Measurable, Achievable, Realistic and Timely
MADE	Market Development	SWOT	Strength, Weakness, Opportunity and Threat
MARKET	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites	USAID	United States Agency for International Development
MDA	Ministries, Departments and Agencies	WIND-CEEP	Women in Niger Delta Coastal Communities Empowerment Project

Key Results vs. Strategic Targets (2015 – 2019)



Outreach

621,397 farmers + agro-based SMEs reached by PIND and its partners. ⁺



Contribution to job creation

45,849 waged employment enabled through PIND's assistance



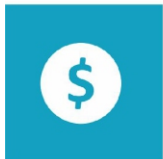
Those with increased yield and productivity

361,149 farmers + agro-based SMEs benefited from PIND interventions and its partners. ⁺



Social capital around peace

9,336 peace actors with improved capacity to tackle conflict and promote peace



Net attributable income change (NAIC)

213,771 farmers + SMEs increased their income to an aggregated **\$83.6 Million** ⁺⁺



Funds leveraged into the Niger Delta

\$42 Million invested by government, private and donor agencies

⁺ PIND's partners included MADE (a project funded by DFID) and Markets II (a project jointly funded by USAID and PIND).

⁺⁺ The results are combined contributions of PIND and MADE only.

Summary

MISSION

Building partnerships for peace and equitable economic development in the Niger Delta

GOAL

Contribute to the sustainable reduction of conflict and poverty in the Niger Delta

PROGRAM AREAS

In fostering partnerships with NDPI, government, private sector and civil society, this strategy is hinged on 2 main programs supported by 3 key enablers:

Economic Development: Facilitate inclusive, sustainable and diversified economic growth enabled by improved analysis, advocacy and capacity building of market actors.

Peace Building: Strengthen conflict management systems and capacities for enabling peace & economic growth, utilizing analysis & advocacy to address constraints to peace

Enablers: PIND's program delivery is enabled by an integrated approach that encompasses capacity building, advocacy, communications, gender and social inclusion.



VALUE PROPOSITION

PIND is a corporate social enterprise with a good knowledge of, and extensive infrastructure in the Niger Delta; endowed with a pool of highly skilled staff and a vast network of partners, with proven models of development that connects economic development with peacebuilding, which are changing lives in the region.

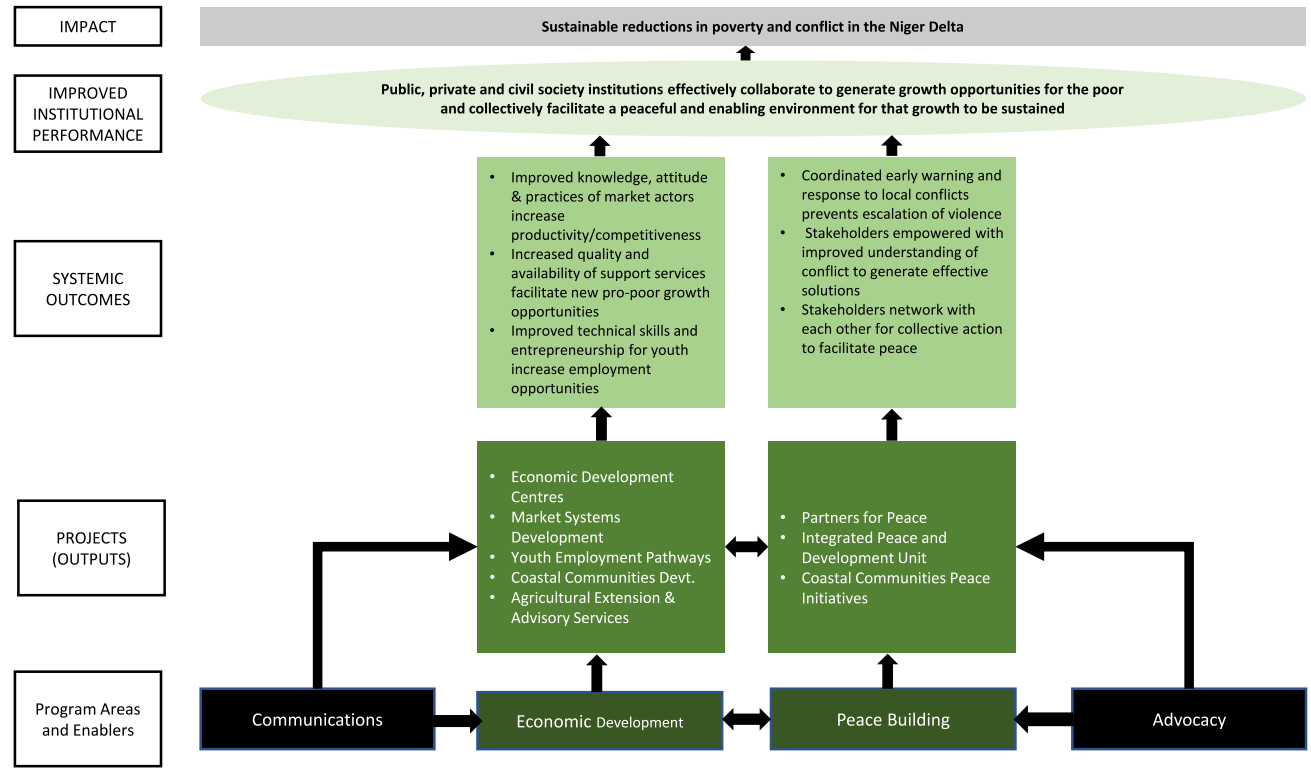
VISION

A strong legacy of sustainable peace and development among communities in the Niger Delta

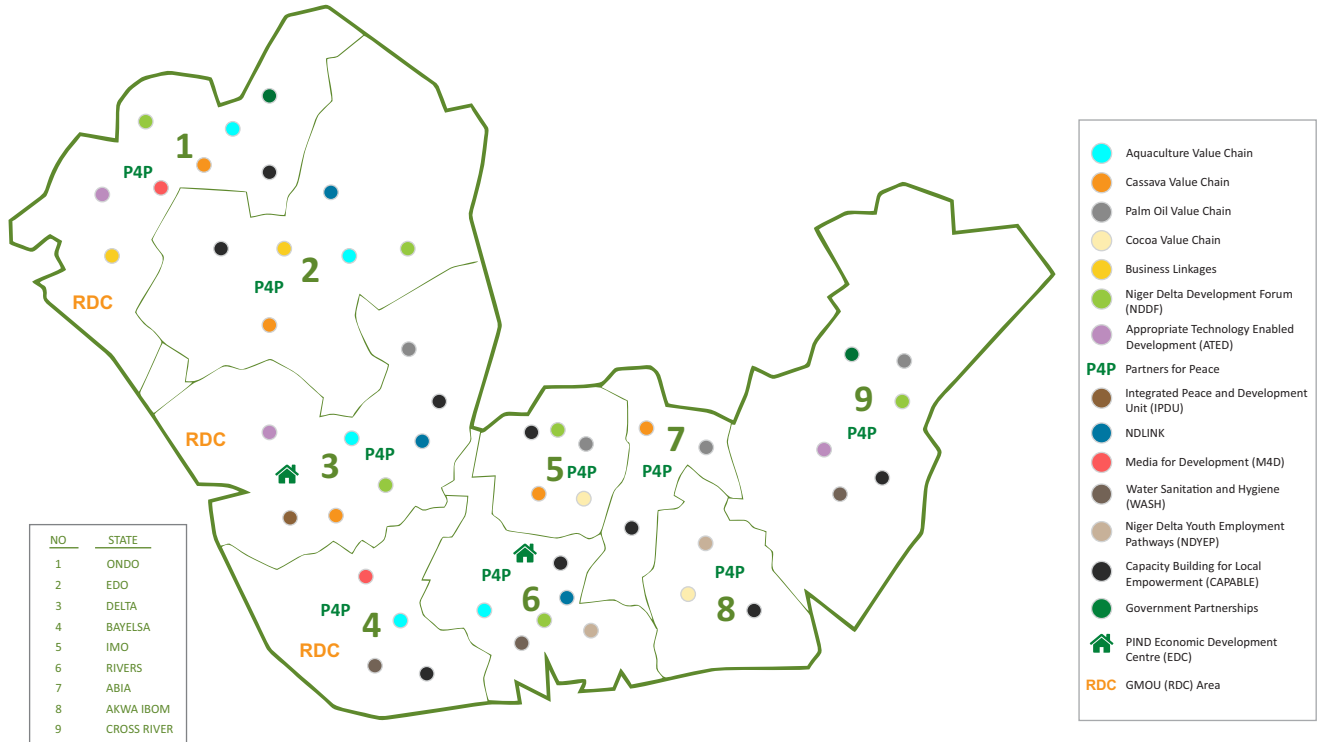
STRATEGIC OBJECTIVES

1. Expand program benefits to 150,000 farmers and MSMEs to increase their income by 40%
2. Facilitate the creation of 20,000 new jobs of which 50% will be youth and other vulnerable groups
3. Deliver economic benefits to 10,000 people in GMoU communities through job creation and income generation interventions and facilitation of clean energy
4. Strengthen the effectiveness of 5 Regional Development Committees as grassroots development organizations in the GMoU/coastal communities
5. Enable active engagement of 5,000 peace actors in conflict mitigation and reduction and positively affect up to 3 million individuals with peace building interventions
6. Influence US\$ 25 million spend by donors, federal and state governments in new projects that reduce conflict and poverty in the Niger Delta
7. Raise US\$ 6.5 million from private sector and donor community for PIND programs

Programmatic Framework



Program Footprints



Strategic Cycle Process

STRATEGIC CYCLE

PIND adopted a multi-step process to ensure intervention and organization consistently respond to current environment drivers.

Participatory Strategic Review

165 face-to-face interviews and focus group discussions took place in Nigeria involving 14 stakeholder groups. 12 interviews took place in the USA among Chevron and Washington DC based development community (where NDPI is located). Data was carefully analyzed and interpreted by technical teams. High level recommendations have reflected the needs and views of the Niger Delta and included in this plan such as:

- Increased partnership with development partners, private sector, government, and local organizations to expand and sustain development outcomes;
- Focused business value delivery to CNL through increased program activities in the GMoU communities; and
- Improved communication of achievements and program results to raise visibility and enhance PIND's reputation.

Strategy Design Workshop

PIND leadership discussed approaches and alternatives and produced a strategic recommendation path forward for 2020-2024.



Pathway to Strategic Delivery

MISSION Statement

PIND is a Nigerian non-profit organization building partnerships for peace and equitable economic development in the Niger Delta.

VISION

PIND wants to achieve a legacy of sustainable peace and development among communities in the Niger delta. Specifically, we want to:

- Mobilize increased government funding and support for peace and economic development through influencing and advocacy work.
- Generate a multiplier effect for business opportunities and job creation.
- Increase in funder and investor interest in the Niger Delta.
- Be the recognized leader in the provision of information, analysis and development expertise on the region.
- Establish new networks of diverse partnerships that build local capacities.
- Attract a diverse range of Nigerian and international organizations to the region.
- Actively promote coordination of development activities in the Niger delta that bridge relationships between the private sector, government, civil society organizations and communities.

VALUES

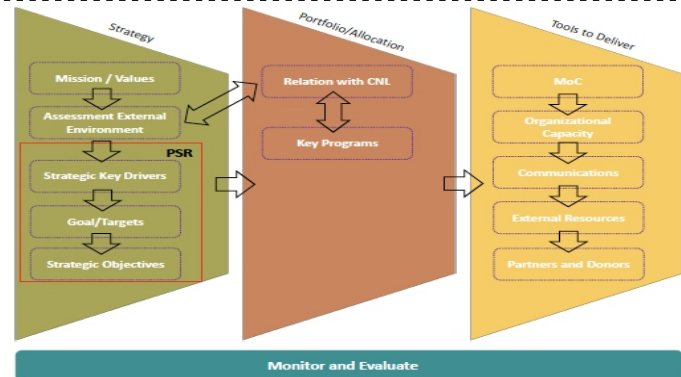
PIND guides, informs and measures itself by belief and commitment to:

Partnership and Collaboration – moving beyond responsibility for independent results to a relationship that involves co-creation, shared goals, interdependency and organizational transformation.

Innovation and Learning – actively looking for better ways to add value in what we do, and being recognized as a model that others want to emulate, and applying effective strategies for reducing conflict and poverty.

Integrity – demonstrating honesty, transparency and accountability for the effectiveness of our actions and our use of resources and open in our judgements and communications with others.

Sustainability – having strong funder relationships, consistent revenue raising ability and track record, being recognized as a development partner.



Analysis of External Environment / Key Drivers / SWOT

External Environment

Political

- ⑩ New players in key MDAs
- ⑩ Increased focus on Northern States
- ⑩ New admin at the Centre with lots of changes
- ⑩ Rivalry between the 2 leading parties

Economic

- ⑩ Reduced GDP
- ⑩ Low FDI but increasing remittances by Nigerians in a diaspora
- ⑩ Government focus on stimulating agriculture and access to finance
- ⑩ Appetite for banks to lend to the Agric sector
- ⑩ Donor funding trend – DFID reduced/EU increased

Social

- ⑩ Increasing inequality, population
- ⑩ High level of entitlement mind-set
- ⑩ Increase in unemployment
- ⑩ Conflict is reduced but could resurge due to inequality
- ⑩ High rate of poverty

Technological

- ⑩ Growing number of youth engaged in ICT, Behavioural science
- ⑩ Artificial Intelligence, 4th revolution
- ⑩ Automating government processes
- ⑩ Cyber security
- ⑩ Wide penetration of mobile and internet use

Legal

- ⑩ Youth Not Too Young to Run
- ⑩ Petroleum Industry law: PIGB
- ⑩ Changes in government regulations e.g. Taxes, registrations etc.
- ⑩ Restriction of importation to encourage local production

Environment

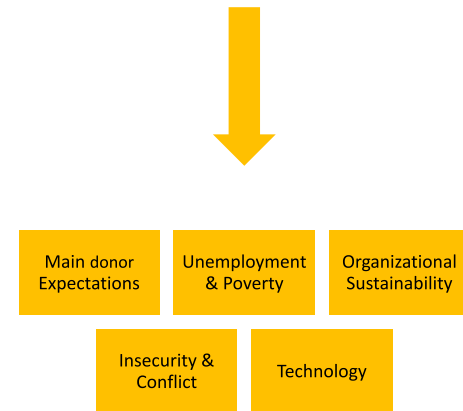
- ⑩ Increase in illegal refining of oil/Increase deforestation
- ⑩ Increase share of renewable in energy mix
- ⑩ Climate change – risk to agriculture
- ⑩ Water – flooding/Air pollution
- ⑩ Illegal bunkering and pollution

Analysis of External Environment / Key Drivers / SWOT

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Strong reputation – mission resonates with community and stakeholders, values are understood and demonstrated • Programmes are inclusive of critical target group - youths, e.g. NDYEP and youth as peace building actors and women • Very strong endorsement on programmes, particularly economic empowerment & peace-building • Unique and innovative approach to delivery – multi-stakeholder partnership model • Strong engagement and valued relationship with stakeholders • Contribution of reputation value to CNL • Strong convening power among development partners • Stakeholders perception on positive development outcomes on interventions and targets • Reputation of providing opportunities for collaboration to model good practices & support to diversity • Very good knowledge and experience of the region • Ability to attract credible partners for development based on track record of positive reputation underpinned by PIND's core values. 	<p>Opportunities</p> <ul style="list-style-type: none"> • Leveraging strong reputation to engage new partners and secure additional funding • Opportunities to contribute more reputational value to CNL through program interventions • Exploring opportunities to strengthen relations with government stakeholders to influence policies in the region • Using positive outcomes from interventions to seek replication • Serve as mentor sharing models/approach with development actors in the region • Innovative about addressing inclusivity concerns in programmatic approach
<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited understanding of PIND's operational/governance structure by stakeholders • Insufficient synergy across teams/programme areas • Weak/inadequate communications and public information • Physical location • Too many interventions affecting delivery 	<p>Threats</p> <ul style="list-style-type: none"> • Misperception due to weak communications • Misplaced expectations from beneficiary communities • Insufficient funding • Negative backlash from new approach • Misconception of relationship with CNL

Strategic Key Drivers



Stakeholder Engagement Plan

Stakeholder	Current Level of Influence	Current Level of Support for Activities	Expectations (Issues of Interests/Concerns)	Engagement Protocol
CNL	High	High	<ul style="list-style-type: none"> ➤ PIND's programs located in GMOU communities ➤ PIND's impact felt more in CNL areas of operation 	<ul style="list-style-type: none"> ➤ Socialization on draft strategic plan especially on programs tailored towards GMOU communities
CALAEF	High	High	<ul style="list-style-type: none"> ➤ PIND continues to enhance Chevron's reputation ➤ PIND delivers more strongly to CNL and sustains its support 	<ul style="list-style-type: none"> ➤ Socialize on draft strategic plan through ED and NDPI
NDPI	High	High	<ul style="list-style-type: none"> ➤ PIND stays on its mission ➤ PIND's continued value delivery to Chevron, CNL and the Niger Delta ➤ PIND's sustainability is assured 	<ul style="list-style-type: none"> ➤ Socialization ➤ Draft plan review and input
PIND BOT	High	High	<ul style="list-style-type: none"> ➤ PIND stays on its mission ➤ PIND's continued value delivery to Chevron, CNL and the Niger Delta ➤ PIND's sustainability is assured 	<ul style="list-style-type: none"> ➤ Socialization ➤ Draft plan review and approval
NDPI Board	High	High	<ul style="list-style-type: none"> ➤ PIND stays on its mission ➤ PIND's continued value delivery to Chevron, CNL and the Niger Delta ➤ PIND's sustainability is assured 	<ul style="list-style-type: none"> ➤ Socialization ➤ Draft plan review and input
PIND Staff	High	High	<ul style="list-style-type: none"> ➤ Sustainability of PIND ➤ Stability of workforce ➤ Organizational Capability 	<ul style="list-style-type: none"> ➤ Town Halls ➤ Effective Internal Communications
Donors (DFID, USAID, Ford Foundation etc.)	Medium	Medium	<ul style="list-style-type: none"> ➤ Partnerships ➤ PIND role as convener and thought leader in the Niger Delta 	<ul style="list-style-type: none"> ➤ Visits ➤ Advocacy on key issues ➤ Communication products
Government (Federal and State MDAs)	Medium	Low	<ul style="list-style-type: none"> ➤ Economic Growth, Employment and Peace ➤ Partnership with a capable local NGO 	<ul style="list-style-type: none"> ➤ Visits ➤ Advocacy on key issues ➤ Communication products
Private Sector	Medium	Medium	<ul style="list-style-type: none"> ➤ PIND's expertise in program design and execution ➤ PIND as convener and catalyst ➤ Investment in a peaceful and stable environment 	<ul style="list-style-type: none"> ➤ Marketing visits/meetings ➤ Marketing products and targeted communications ➤ Site visits
Beneficiaries	Low	High	<ul style="list-style-type: none"> ➤ Continued program delivery by PIND and partners ➤ Economic growth and reduced conflict 	<ul style="list-style-type: none"> ➤ Program delivery ➤ Human interest stories

Program Delivery Optimization

Integration is practiced to deliver optimum value to key stakeholders like CNL, beneficiaries etc. in areas such as:

- Leveraging expertise
- Co-design of projects
- Joint project implementation and reviews

Programs and Interventions are integrated through the different functions: Communications, Advocacy, Capacity Building, Gender and Social Inclusion



Communication

1. Position PIND as a go-to organization and its experts as thought leaders
2. Produce knowledge products and disseminate them regularly
3. Improve our branding & leverage partnership (brand promotion)

Organizational Capabilities

1. Increase partnerships with development partners, the private sector, government, etc.
2. Enhance research, case studies, op-ed, briefs and bespoke products to stakeholders
3. Convene stakeholder sessions to examine and advocate on critical issues

External Resources

1. Revamp communications/dissemination platforms e.g. website etc. to be more easily accessible
2. Develop consumable products e.g. research briefs, practice papers of models, marketing material
3. Build third party advocates + “hype-men”

Overall Program Strategy

Strategic Objectives	Outcomes/ Targets	Deliverables/ Outputs	Metrics
1. Expand program benefits to 150,000 farmers and MSMEs to increase their income by 40%	210,000 small and medium-scale farmers and entrepreneurs achieve increased yields, productivity or sales	300,000 micro, small and medium-scale farmers and entrepreneurs access new and improved inputs, products, services and technologies	<ul style="list-style-type: none"> ➤ Number of farmers and enterprises reached with improved products and services ➤ Number of farmers and enterprises recording positive change in productivity ➤ Number of farmers and enterprises recording positive change in income
	150,000 small and medium-scale farmers and entrepreneurs achieve 40% income increase	Improved performance and inclusiveness of selected market systems that are important for poor people	<ul style="list-style-type: none"> ➤ Net attributable income change (NGN) ➤ Net attributable income change (%)
2. Facilitate the creation of 20,000 new jobs of which 50% will be youths and other vulnerable groups	20,000 people gain waged and self employment	Increased employment opportunities, especially for poor men and women, in target markets	<ul style="list-style-type: none"> ➤ Net additional jobs created ➤ Aggregated number of demonstrable changes in the circumstances of target population where there is evidence of attribution to PIND's work on employment
3. Deliver economic benefits to 10,000 people in GMoU communities through job creation and income generation interventions and support facilitation of clean energy	Improved livelihood of 10,000 people in GMoU communities	Increased availability and sustainable management of energy	<ul style="list-style-type: none"> ➤ Number of businesses and households with improved access to affordable clean energy
		Improved performance and inclusiveness of selected market systems that are important to GMoU communities	<ul style="list-style-type: none"> ➤ Number of youths with applicable skills for employment in selected sectors ➤ Number of youths accessing employment and income-earning opportunities ➤ Demonstrable changes in the circumstances of target population where there is evidence of attribution to PIND's work

Overall Program Strategy

Strategic Objectives	Outcomes/ Targets	Deliverables/ Outputs	Metrics
4. Strengthen the effectiveness of 5 Regional Development Committees (RDCs) as grassroots development organizations in the GMoU/coastal communities	5 Regional Development Committees transformed into grassroots development organizations	Improved systems and processes in place for 5 RDCs to function effectively and efficiently Increased capacities of RDCs to provide improved services to their constituency	<ul style="list-style-type: none"> ➤ Number of RDCs showing net change in capacity index ➤ Number of RDCs providing improved services to their constituency ➤ Number of organizational policies and frameworks developed for and in use by RDCs ➤ Number of RDCs accessing funds/grants with PIND assistance ➤ Total amount of funding raised by RDCs for project implementation
5. Enable active engagement of 5,000 peace actors in conflict mitigation and reduction and positively affect up to 3 million individuals with peace building interventions	5,000 peace actors implementing conflict mitigation and reduction strategies 3 million people positively affected by peace building interventions	Improved understanding of the dynamics, trends and causes of conflict Increased implementation of peace building initiatives	<ul style="list-style-type: none"> ➤ Number of key stakeholders with improved skills and attitudes ➤ Number of peace actors taking action to mitigate conflict ➤ Quality of actions taken to reduce drivers of conflict ➤ Proportion of population who feel safe in the area they reside
6. Influence US\$ 25 million spend by donors, federal and state governments in new projects that reduce conflict and poverty in the Niger Delta	Increase spend of US\$ 25 million in new projects that reduce conflict and poverty	Improved responsiveness of federal and state MDAs to refocus public spending on development projects Increased confidence of donor community and private investors to fund new projects and investments	<ul style="list-style-type: none"> ➤ Naira value of public spending attributable to PIND's influence ➤ Naira value of financial and technical assistance committed by donors and private sector
7. Raise additional funds from private sector and donor community for PIND programs	US\$ 6.5 million raised for PIND programs	Increased fundraising capacity	<ul style="list-style-type: none"> ➤ Funds raised from other sources

Program Strategy – ECONOMIC DEVELOPMENT

Strategic Objectives	Outcomes/ Targets	Deliverables/ Outputs	Metrics	Delivery Mechanism
SO1. Expand program benefits to 150,000 farmers/MSMEs to increase their income by 40%	210,000 micro, small and medium-scale farmers and entrepreneurs achieve increased yields, productivity or sales	300,000 micro, small and medium-scale farmers and entrepreneurs access new and improved inputs, products, services and technologies	<ul style="list-style-type: none"> ➤ Number of farmers and enterprises reached with improved products and services ➤ Number of farmers and enterprises recording positive change in productivity ➤ Number of farmers and enterprises recording positive change in income 	<ul style="list-style-type: none"> ➤ Market development project ➤ Youth skills development
	150,000 micro, small and medium-scale farmers and entrepreneurs achieve 40% income increase	Improved performance and inclusiveness of selected market systems that are important for poor people	<ul style="list-style-type: none"> ➤ Net attributable income change (NGN) ➤ Net attributable income change (%) 	
SO2. Facilitate the creation of 20,000 new jobs of which 50% will be youths and other vulnerable groups	20,000 people gain waged employment	Increased employment opportunities, especially for poor men and women, in target markets	<ul style="list-style-type: none"> ➤ Net additional jobs created ➤ Demonstrable changes in the circumstances of target population where there is evidence of attribution to PIND's work on employment 	<ul style="list-style-type: none"> ➤ Market development project ➤ Youth skills development
SO3. Deliver economic benefits to 10,000 people in GMoU communities through job creation and income generation interventions and support facilitation of clean energy	Improved livelihood of 10,000 people in GMoU communities	Increased availability and sustainable management of energy	<ul style="list-style-type: none"> ➤ Number of businesses and households with improved access to affordable clean energy 	<ul style="list-style-type: none"> ➤ Market Development Project ➤ Youth Development project ➤ Access to energy interventions
		Improved performance and inclusiveness of selected market systems that are important to GMoU communities	<ul style="list-style-type: none"> ➤ Number of youths with applicable skills for employment in selected sectors ➤ Number of youths accessing employment and income-earning opportunities ➤ Demonstrable changes in the circumstances of target population where there is evidence of attribution to PIND's work 	
SO6. Influence US\$ 25 million spend by donors, federal and state governments in new projects that reduce conflict and poverty in the Niger Delta	Increased US\$ 7.5 million spend in new projects that reduce poverty	Improved responsiveness of federal and state MDAs to refocus public spending on development projects	<ul style="list-style-type: none"> ➤ Naira value of public spending ➤ Naira value of financial and technical assistance committed by private sector 	<ul style="list-style-type: none"> ➤ Market Development Project ➤ Youth Development project ➤ Access to energy interventions

Program Strategy – PEACE BUILDING

Strategic Objective	Outcomes/ Targets	Deliverables/ Outputs	Metrices	Delivery Mechanism
	Improved understanding of conflict dynamics, trends and causes	<p>Weekly conflict briefs, quarterly and annual conflict trackers produced and disseminated</p> <p>Analysis on the impact of conflicts on economic development published</p> <p>Early warning and early response (EWER) platform up to date</p> <p>Database of trained conflict monitors across the Niger Delta curated</p>	<ul style="list-style-type: none"> ↗ Trends and patterns of conflict at community level ↗ Number of briefs/trackers and research products published ↗ Number of stakeholders utilizing IPDU products ↗ Number of conflict alerts sent out to subscribers / stakeholders ↗ Number of conflict monitors reporting on EWER platform 	↗ Research and development of conflict analytics
SO5. Enable active engagement of 5,000 peace actors in conflict mitigation and reduction and up to 3 million individuals positively affected by peace building interventions	Interventions by various actors to address conflict and violence catalyzed	<p>Increased implementation of conflict management interventions</p> <p>Grant mechanism for targeted projects that address conflicts established</p> <p>Peacebuilding and conflict sensitivity mainstreamed across PIND's projects</p> <p>P4P/CWC secretariat set up and operational</p> <p>P4P database and website maintained and up-to-date</p> <p>Framework for multi-stakeholder platform (i.e. Warri MSP) implemented</p>	<ul style="list-style-type: none"> ↗ Number of peace actors taking action to mitigate conflict ↗ Quality of actions taken/interventions to reduce drivers of conflict (<i>specifically to measure demonstrable changes in the circumstances of target population and multi stakeholder mechanisms, where there is evidence of attribution to PIND's work</i>) ↗ KAP change of community members in adopting constructive means to resolve disputes ↗ Number of new members continually uploaded to P4P database 	↗ P4P Network facilitation and support

Program Strategy – PEACE BUILDING

Strategic Objective	Outcomes/ Targets	Deliverables/ Outputs	Metrics	Delivery Mechanism
S05. Enable active engagement of 5,000 peace actors in conflict mitigation and reduction and up to 3 million individuals positively affected by peace building interventions	Synergy and cooperation among peace actors promoted	<p>Roundtables to address emerging peace and security issues facilitated</p> <p>National and regional Peace and Security working groups facilitated</p> <p>Key government and private sector actors engaged on emerging peace and security issues</p>	<p>➤ Quality of actions taken by peace and security actors (including government) and working groups to address peace and security issues</p>	➤ Working groups facilitation
	Improved capacity of peace actors and other stakeholders to participate in and implement interventions	<p>Various stakeholders (e.g. government, market actors and civil society actors) trained in conflict sensitivity, resolution and management; peace building; early warning and response; mediation; negotiation etc.</p> <p>Paid trainings on conflict resolution and management delivered under the CAPABLE program</p> <p>Institutional capacity of P4P/CWC strengthened in the following areas: project management, planning, financial management, resource mobilization, and monitoring and evaluation</p>	<p>➤ Number of persons accessing PIND learning opportunities</p> <p>➤ Number of paid trainings implemented</p> <p>➤ Quality of organizational changes adopted and implemented by P4P/CWC</p>	➤ Building social capital
S03. Deliver economic benefits to 10,000 people in GMoU communities through job creation and income generation interventions and support facilitation of clean energy	See page 21 for details on interventions and deliverables/outputs			

Program Integration

Rationale: To collectively prioritize synergies between the **economic development** and **peacebuilding** programs, integration will be grounded in our identity, theory of change and programmatic framework to deepen a culture of innovation

Points of integration

1. Employ an area-based approach to development whereby program implementation is layered and saturated in 1-3 local government areas in each Niger Delta state commencing with pilots in Delta, Ondo and Bayelsa States.
2. Engage and train (i) market actors as conflict monitors to report conflict incidents to the SMS platform; and (ii) peace actors in identifying and leveraging economic opportunities.
3. Commission a research that assesses economic opportunities and impact of conflict in GMoU communities, and design and implement interventions that address the emergent issues from the research.
4. Experience has shown that a lack of access to economic opportunities drives militancy and cultism. Therefore, we will identify and include ex-militants/cultists as beneficiaries of youth employment projects.
5. Mainstream conflict sensitivity into every economic development interventions.

Program Value to CHEVRON NIGERIA LIMITED

STRATEGIC OBJECTIVE 3: Deliver economic benefits to 10,000 people in GMoU communities through job creation and income generation interventions, and facilitation of clean energy

- PIND Interventions are focusing on ensuring delivery of the highest value to Chevron
- PIND has a track record over the last 9 years of achieving high impact and scalability
- In this phase of funding (2020-2024), PIND will focus on:
 - Transfer of best practices to core states of Delta, Ondo and Bayelsa
 - Economic development programming to fence-line communities including: access to energy; and youth programming
 - Strengthen GMoU institutions: RDCs, PPCD and the implementing NGOs
 - Peacebuilding program to CNL operational areas

Programmatic Focus	Intervention	Deliverables/Outputs
ECONOMIC DEVELOPMENT Livelihood Improvement	Expand the adoption of fish processing technologies (e.g. Chorkor oven) that increase the efficiency and productivity of fish smokers in the GMoU communities	2,000 fish processors from GMoU communities trained in the use of improved fish processing technologies with up to 50% adoption, resulting to increase in income and improved livelihood
	Sustain and expand the Agripreneur project in the Itsekiri and Egbema/Gbaramatu RDC communities through fish farming cluster development	250 trainees adopt best pond management practices and access support to commence their fish farming operations leading to increased income
	Facilitate the implementation of interventions to support individuals in the GMoU communities to build sustainable livelihoods in capture fishery and other viable agricultural commodities	1,000 community members access support to improve their productivity and efficiency leading to increase in income
	Implement a business support program to enable Local Community Contractors (LCCs) in the GMoU communities to improve their business operations and quality of services to CNL	100 LCCs/small GMoU enterprises access business support services to improve their operations and supply better services to CNL, leading to the increase in sales and growth for the enterprises

Program Value to CHEVRON NIGERIA LIMITED

STRATEGIC OBJECTIVE 3: Deliver economic benefits to 10,000 people in GMoU communities through job creation and income generation interventions, and facilitation of clean energy

Programmatic Focus	Intervention	Deliverables/Outputs
ECONOMIC DEVELOPMENT		
Youth employment	Extend NDYEP programs to Bayelsa, Delta and Ondo States to include interested youths from GMoU communities in technical/soft skills training	1,000 youths from GMoU communities equipped with relevant technical/soft skills for employment in selected sectors and enabled to access employment and income-earning opportunities
Access to clean energy	Facilitate private and public sector investment in clean energy infrastructure in the GMoU communities	2,500 businesses and households within GMoU main communities accessing affordable, reliable, sustainable and clean energy
	Support the community energy assessment of 50 GMoU main and satellite communities towards clean energy infrastructure investment	30 GMoU main and satellite communities connected to mini solar electricity grids
PEACE BUILDING	Train and maintain a robust database of conflict monitors across CNL operational areas and GMoU communities	100 conflict monitors from CNL operational areas and GMoU communities trained
	Utilize PIND's small grants program to address conflict in CNL operational areas and GMoU communities	500 stakeholders from CNL operational areas and GMoU communities receive regular conflict alerts
	Facilitate the Warri Multi Stakeholder Platform meetings	10% of residents in GMoU communities benefit from peacebuilding interventions
	Train regional development committees (RDCs) in conflict management/resolution	100 RDC members with improved conflict resolution skills

Program Value to CHEVRON NIGERIA LIMITED

STRATEGIC OBJECTIVE 4: Strengthen the effectiveness of 5 Regional Development Committees as grassroots development organizations in the GMoU/coastal communities

Programmatic Focus	Intervention	Deliverables/Outputs
<p>INSTITUTIONAL DEVELOPMENT</p>	<p>Support implementation of action plans from GMoU evaluation and RDCs’ organizational capacity assessment (OCA)</p> <hr/> <p>Work in partnership with NNF/PPCD to implement select recommendations of the 2019 GMoU evaluation and RDCs’ OCA</p> <hr/> <p>Build the capacity of RDCs’ project review committees (PRC) to plan and execute economic growth projects</p> <hr/>	<p>Effective monitoring and reporting system put in place by PPCD to track and report progress in implementing GMoU agreements and action plans by RDCs</p> <p>10 systems and processes put in place for 5 RDCs to function as community-based organizations based on post-OCA action plans [Systems & processes will include: development of strategic plan, communication policy, human resources management manual, peace building policy framework, improved filing and documentation system and improved engagement strategy]</p> <hr/> <p>Capacity of 20 associations from the 5 RDCs strengthened to provide improved service delivery [Associations/groups will include business/traders’ associations, youth association, women’s groups and association of persons with disabilities]</p> <hr/> <p>Change in KAP of PRC on economic development programming</p> <hr/> <p>Quality economic development projects executed by the RDCs</p> <hr/>

Cross Cutting Theme – BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 6: Raise US\$6.5 million from private sector and donor community for PIND programs

Key Interventions	Expected Outcomes	Metrics
Undertake efforts to position PIND <ul style="list-style-type: none"> ○ To key stakeholders (e.g. DFID, GIZ, Ford Foundation, Gates Foundation etc.) as a hybrid organization ○ To USAID as an implementer rather than a donor 	Improved perception of PIND's capabilities in economic development and peace building programming Increased engagement of PIND to implement economic development and peace building projects Donor landscape analysis produced (annually)	↗ Annual report on donor's landscape for the Niger Delta ↗ Number of international, national and state forums that lessons and evidence from PIND are presented ↗ Number of new partnerships developed
Undertake fundraising efforts to attain the goal of funding diversification	Average of US\$1.3 million generated annually Cumulatively raised US\$ 6.5 million for PIND programs	↗ Total value of funds raised

Cross Cutting Theme – ADVOCACY

OVERARCHING OBJECTIVE: Analyze and advocate policies and practices that will contribute to achieving inclusive, sustainable, and diversified economic growth and address constraints to achieve lasting peace in the Niger Delta

Linked to Strategic Objectives 1, 2, 3, 5 & 6

Key Interventions	Expected Outcomes	Metrics
Advocate for the enactment and implementation of a key legislation/policy against illegal levies and multiple taxations on small businesses in two states	Reduction of illegal levies and multiple taxations on small-scale businesses Improvement in ease of doing business for small-scale enterprises	↗ Extent of change in policy practices in relation to taxations on small-scale businesses
Advocate for and influence reforms that address binding constraints to development, e.g. land development and/or allocation to smallholder farmers by state governments and traditional institutions	Improved access to arable land to Niger Delta citizens, leading to increase in productivity of smallholder farmers, and expansion of job creation opportunities Improved government interventions through policies and programs to tackle the binding constraints to economic growth and security	↗ Extent of responsiveness of government and traditional institutions in addressing discriminatory practices experienced by smallholder farmers
Advocate for Niger Delta States to develop proactive measures to conflict management through the adoption of State peacebuilding policies (including policies / strategies to address organized criminality e.g. <i>gun violence, cultism, sectoral killings etc.</i> that are constraints to peace and security in the region) or the creation of appropriate peacebuilding institutions	State governments and citizens demonstrate more effectiveness in conflict management and in tackling organized criminality Policy and strategy that promote peaceful non-violence society developed/enhanced	↗ Quality and comprehensiveness of policies and strategies that promote peaceful non-violent society
Advocate for and influence external stakeholders, including federal and state governments, donors, and private sector, to US\$ 17.5 million spending commitment in new development projects	Improved responsiveness of MDAs (federal and state governments) to refocus public spending on development projects Increased confidence of donor community and private investors to fund new projects Increased investment of US\$17.5 million attracted to the Niger Delta	↗ Naira value of public spending, attributable to PIND's influence ↗ Naira value of financial and technical assistance committed by private sector and donor community

Cross Cutting Theme – CAPACITY BUILDING

OVERARCHING OBJECTIVE: Strengthen capacity of government, civil society, including business associations and service providers, for effective socio-economic engagement, inclusive governance for growth and peaceful co-existence in the Niger Delta

Linked to Strategic Objectives 1, 2, 3, 4 & 5

Key Interventions	Expected Outcomes	Metrics
Partner with PPCD to implement post 2018/19 organizational capacity assessment (OCA) action plans and select priority items from 2019 GMoU Agreements with the Chevron Nigeria Limited	<p>Improved capacity of Chevron’s regional development committees to operate effectively as community-based organizations</p> <p>Improved capacity of GMoU community institutions (women groups, youth associations, trade associations, farmers’ associations) to engage in service delivery and economic activities</p>	<ul style="list-style-type: none"> ➤ Number of organizations showing net change in capacity index ➤ Number of organizational policies and frameworks developed and in use ➤ Number of organizations providing improved services to their constituency
Facilitate institutional strengthening of regional and State secretariats of the Partners for Peace (P4P) Network	<p>Enhanced institutional and technical capacities of P4P Network chapters for effective organizational performance</p> <p>Improved capacity of P4P regional and State offices</p>	<ul style="list-style-type: none"> ➤ Number of P4P State chapters accessing CAPABLE training packages ➤ Number of P4P State chapters accessing funds/grants with PIND assistance ➤ Total value of grants received ➤ Number of networks and organizations showing net change in capacity index
Provide modular training and post-training packages for PIND’s existing and prospective co-facilitators and service providers and P4P member organizations to build sector specific capacities (around market systems development, proposal development and resource mobilization, project management)	<p>Strengthened market for capacity building services for local service providers</p> <p>Improved capacity of co-facilitators to raise funds for project implementation</p> <p>Increased adoption of market systems development approach to development programming</p> <p>Local organizations effectively implementing community-focused projects and diversifying resources to scale</p>	<ul style="list-style-type: none"> ➤ Number of organizations accessing CAPABLE training packages ➤ Number of organizations accessing funds/grants with PIND assistance ➤ Total amount of approved funding raised ➤ Number of organizations adopting pro-poor market development approaches

Cross Cutting Theme – GENDER & SOCIAL INCLUSION

OVERARCHING OBJECTIVE: Mainstream gender and social inclusion into PIND organizational and programmatic frameworks

Linked to **Strategic Objectives 1, 2, 3, 4, 5 & 6**

Key Interventions	Expected Outcomes	Metrics
Ensure implementation of successful GESI-smart solutions in PIND programs and operations	Good practices in addressing GESI in PIND’s operational programs and internal procedures	↗ Number of activities prioritized in the GESI strategy implemented
	GESI strategy aligns with the Strategic Plan 2024	
Improve staff capacity on GESI mainstreaming	Sufficient internal capacity to achieve the goals of GESI	↗ Number of staff with applicable GESI skills
Implement a GESI-smart monitoring framework that signals the importance of results and allows the achievement of results to be evaluated	What happens in practice with respect to quality of program implementation and impact adequately reflected	↗ Quality of GESI-disaggregated data on project-level indicators
Continue to coordinate gender efforts with DPGG and other development and government agencies	PIND is better positioned to play a leading role in GESI mainstreaming in the Niger Delta	↗ Number of gender-specific actions carried out collaboratively with other agencies

Cross Cutting Theme – COMMUNICATIONS

OVERARCHING OBJECTIVE: Enhance PIND’s reputation and influence with key stakeholders to enable it influence policies, practices and investments that help reduce conflict and poverty in the Niger Delta, and contribute to achieving financial sustainability

Linked to **Strategic Objectives 1, 2, 3, 4, 5, 6 & 7**

Key Interventions	Expected Outcomes	Metrics
Boost PIND’s digital media presence and engagements and adapt all digital and print products content and design to actively market PIND to donors and investors	Improved knowledge of PIND’s capabilities, models, value-added services and funding models among target audience	<ul style="list-style-type: none"> ↗ Monthly inbound traffic to the PIND website (<i>specifically measuring debut visits, repeat visits, downloads and other online engagements</i>) ↗ Number of followers, reach and engagements on social media ↗ Newsletter opening and click rate
Deploy audience targeted public relations, media relations, media advertising, capacity building and grants to increase PIND’s visibility, and the quality and quantity of positive traditional media mentions of PIND and its donors	Improved quantity, accuracy and depth of positive media reports on PIND and its donors	<ul style="list-style-type: none"> ↗ Number of people reached with media reports on PIND ↗ Number of media reports with Chevron and other PIND donors mention (<i>with PIND headlines and in high visibility pages and prime time</i>) ↗ Number of public endorsements of PIND (<i>indicator will also measure number of media personalities who endorse the ‘PIND message’ and make at least 1 supportive communication on PIND priorities</i>) ↗ Number of media persons with improved skills on development reporting
Produce, disseminate and amplify knowledge products such as research reports, case studies, and briefs, annual reports, Op-Eds and learning stories to stakeholders through PIND and non-PIND owned platforms and channels	Improved recognition of PIND as a thought leader, go to organization, convener and catalyst	<ul style="list-style-type: none"> ↗ Number of people reached with knowledge products, disaggregated by stakeholder groups ↗ Number of actions on the knowledge products: shares, likes, views, downloads, retweets
Produce print and audio-visual marketing materials such as one-pagers, factsheets, brochures, short videos, spots that communicates PIND’s value-added services, unique programming expertise, proven models, funding models and a call to action for use for fundraising events/networking/stakeholder engagements	Improved knowledge of PIND’s capabilities, models, value-added services and funding models among target audience	<ul style="list-style-type: none"> ↗ Number of marketing materials distributed
Manage PIND’s brand communication and brand health through brand audits, visual style guides and brand compliance and events branding	Improved awareness of the PIND brand	<ul style="list-style-type: none"> ↗ Number of people who learned about PIND through brand communications/platforms
Implement internal learning and development and rewards and recognitions programs and knowledge sharing processes to motivate staff, build their competencies, knowledge and skills and enable shared learning, expertise and proven practices for results delivery and fundraising	Staff are effectively supporting the fundraising, visibility, thought leadership and reputational aspirations of PIND	<ul style="list-style-type: none"> ↗ PIND’s score on the recognition criteria for human engagement ↗ Number of actions taken by persons trained to support organizational objectives/solve business needs ↗ Number of knowledge sharing sessions

Competition Assessment

Institution	Economic Development			Peace Building			
	Agriculture	Youth Development	Clean Energy	P4P Network	Working Groups on Peace & Security	Research and Analytics	Building Social Capital
DFID Market Development (MADE) project	Closing in 1 st quarter of 2020. Potential to integrate all KM, GIS data and partners into various aspects of PIND's work						
USAID Feed the Future	Potential to collaborate in specific sectors, including access to finance						
Shell All-On			Opportunity to collaborate in energy efficiency and renewable				
UNICEF			Possibilities to partner on access to safe water and/or WASH-related projects				
GIZ		Emergent prospects to collaborate in youth employment and access to energy					
European Union			Prospective to partner on access to safe water and/or WASH-related interventions				
Solidaridad	Potential collaboration in SMART agriculture for Palm Oil and access to energy						

Competition Assessment

Institution	Economic Development			Peace Building								
	Agriculture	Youth Development	Clean Energy	P4P Network	Working Groups on Peace & Security	Research and Analytics	Building Social Capital					
GroFin	Collaborative opportunity in access to finance via Sombrero Kapital	<div style="background-color: black; width: 100%; height: 100%;"></div>										
Stakeholder Democratic Network	Emergent partnership in sustainable livelihood							Opportunity to collaborate in energy renewables	Potential to collaborate in strengthening the working groups on peace and security, research and communication as well as building capacity of peace actors to institutionalize synergies and shared learning			
Search for Common Ground								Prospective for collaboration in research on conflict and capacity building of peace actors				

Program Quality, Measurement and Evaluation

Operational Goal	Achieving the Goal
<p>Innovation, learning and knowledge management increase the quality and impact of PIND program work and that of its partners</p>	<p>Share learning and good practices through networks of staff and partners; and create a reflective culture based on learning from frontline program experience</p>
<p>Demonstrably strengthen PIND's capacity to meet agreed Program Standards</p>	<p>Ensure that Program Standards and external, sector-wide standards, become the benchmarks for assessing program quality; produce a clear and consistent manual of PIND policies, standards and tools that helps program teams; and institute the culture of data demand and information use (DDIU)</p>
<p>Use PIND's collective program support resources and tools effectively</p>	<p>Train teams to design, implement and evaluate programs that reflect and advance the goals and objectives of this Strategic Plan</p> <p>Encourage evidence-based learning within PIND and for partners through systematic MEL and accountability, high quality evaluation and rigorous research</p> <p>Focus program support on areas of innovation and work that needs to be driven forward; reward innovation and risk-taking and learn from failure</p> <p>Foster synergies and consistency across all program areas and cross cutting themes in order to build and strengthen a systemic 'One Program' approach</p>

Resourcing the Plan – FINANCIAL

Resourcing summary and budget allocation: US\$ 23 million

Program Areas	Budget (US\$)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Operating grant	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Economic Development program	1,404,000	1,404,000	1,404,000	1,404,000	1,404,000	7,020,000
Peace Building program	876,000	876,000	876,000	876,000	876,000	4,380,000
General programs (i.e. business development, communications and capacity building)	820,000	820,000	820,000	820,000	820,000	4,100,000
TOTAL	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	23,000,000

Resourcing the Plan – PEOPLE AND CULTURE

Operational Goal	Achieving the Goal
<p>CAPABILITY: PIND attracts, retains and develops the people needed for delivery of the Strategic Plan</p>	<p>PIND has a distinctive offer and sound recruitment processes to attract high calibre staff and volunteers from diverse backgrounds</p> <p>Equip staff to work collaboratively within and across teams and leading and managing across multiple locations and sectors</p> <p>Invest in new skills development required to deliver this Plan – and new recruitments focus on some of these skills – advocacy and campaigning; brokering, convening, influencing and negotiating across sectors; increasing engagement with the private sector (commercial mindedness); building resilience and integrated programming; agility and innovation</p> <p>Manage staff through robust performance management practices and processes</p> <p>Identify and nurture talents, including people with leadership potential being identified and supported to become PIND's future leaders</p> <p>Build the culture that values and leverage diversity, focusing on developing women leaders and supporting <i>high performing</i> staff into leadership positions</p>

Resourcing the Plan – PEOPLE AND CULTURE

Operational Goal	Achieving the Goal
<p>CULTURE AND LEADERSHIP: PIND has an organizational culture that supports Plan delivery and is aligned with PIND values and brand including our commitment to advancing gender and diversity, being an equal opportunity employer and ensuring the safety of all staff and volunteers</p>	<p>Institute a shared culture that reflects delivery through accountability, trust, realism and honesty, with role models and leadership from the highest levels</p> <p>Ensure staff and volunteers feel part of PIND, with mutual accountability</p> <p>Shift some of our way of ‘doing business’ while building our own organizational resilience to an ever challenging and changing context</p> <p>Ensure innovation and agility are valued and encouraged so that we can respond to opportunities in the external environment for greater impact – which will also require faster decision-making and support for calculated risk-taking</p>
<p>SYSTEMS, PROCESSES AND STRUCTURE: PIND maximizes its effectiveness through increased use of shared services</p>	<p>Strengthen connectivity using information and communications technology to facilitate an agile and networked organization</p> <p>Invest in systems and processes to enable people to collaborate, share knowledge and learn together</p> <p>Optimize the PIND integrated platform (PIP) to deliver harmonized processes in our financial and contract management systems, planning and reporting among other areas</p> <p>Prioritize and build on shared security and health and safety plans at all levels</p>

Risks Assessment

Risk	Probability	Impact	Mitigation Strategy
Streamlining programs could reduce PIND's visibility	M	M	Increase communication of PIND's programs
Non-alignment to Chevron's expectations	M	H	Manage Chevron's expectations from inception and set realistic targets
Resistance to change within the coastal communities	H	H	Tailor program delivery approaches to reflect the peculiarities of these communities
High staff turnover leading to loss of expertise	M	M	<ul style="list-style-type: none"> ➤ Generate additional income to keep staff ➤ Institute more effective succession planning ➤ Improve internal knowledge management systems ➤ Re-deployment of staff
Being pulled in multiple directions by diverse donors	M	M	Continue to be mission-minded and not be drawn into projects that do not align with it

PIND is a Nigerian non-profit organization established to promote equitable economic development and peace through partnerships in the Niger Delta.

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