



**FOUNDATION FOR PARTNERSHIP
INITIATIVES IN THE NIGER DELTA**



Strategic Plan

2011 - 2014

Proudly supported by



Table of Contents

Executive Summary	2
1. Introduction	3
Background.....	3
Strategic Focus.....	4
2. PIND Mission, Vision & Guiding Principles	4
Mission Statement.....	4
Vision.....	4
Guiding Principles	5
3. PIND’s Constituency: The Communities of the Niger Delta	6
4. Strategic Objectives and Programs.....	7
Economic Development (ED).....	8
Capacity-Building (CB).....	9
Peace-building (PB).....	10
Analysis and Advocacy (A&A).....	11
Cross Cutting Activities.....	11
5. The Foundation.....	11
Governance	12
6. Monitoring & Evaluation.....	13
7. Funding	13
8. Partnerships	14
Selection Criteria	14
9. Sustainability	15
A. Project Sustainability.....	16
B. Partnership Sustainability.....	16
C. Mission Sustainability	16

Executive Summary

The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a non-profit foundation established by Chevron Corporation to provide support for socio-economic development programs in the Niger Delta region. The foundation funds programs in partnership with other donors from the public and private sector, seeking to create dynamic, multi-stakeholder partnerships that take full advantage of the synergies of involving diverse organizations and interests. In order to achieve this mission, PIND has structured its activities within four distinct programs including:

- An **economic development program** focused on generating opportunities for pro-poor market development and employment generation.
- A **capacity building program** that will build the service delivery and engagement capacity of government, civil society and communities.
- A **peace-building program** that strengthens conflict resolution mechanisms for enabling integrated peace and economic growth.
- An **analysis & advocacy program** that improves analysis and understanding of systemic constraints to growth in the Niger Delta region.

PIND has been incorporated in Nigeria with the Corporate Affairs Commission (CAC) to serve as an operational entity that will actively participate in the design, development and monitoring of the programs. It is funded by the NDPI (Niger Delta Partnership Initiatives) Foundation, which has been incorporated in the United States to efficiently channel Chevron's funding for the initiative in a transparent manner that offers the opportunity for independent directors to serve in decision-making roles on the foundation's board.

Chevron has established a US\$50 million fund that will be administered and coordinated by PIND to support a portfolio of socio-economic development programs and partnerships over the five year period from 2010 to 2014. As a partnership initiative, the projects supported by PIND will be funded in collaboration with a diverse collection of donor partners including bilateral and multi-lateral aid agencies, federal and state government agencies in Nigeria, private companies and foundations.

PIND has established strategies for addressing the sustainability of its efforts by:

- incorporating sustainability criteria into the design of every project
- building the capacity of staff, partners and networks in the Niger Delta to be self-sustaining and integrated with other initiatives; and
- building PIND into a viable, sustainable organization which can support itself from revenue generated at its economic development center, through the provision of needed training in the region and through the support of a broad network of government, international and private sector donors.

1. Introduction

The Niger Delta generates nearly 80% of Nigeria's revenue, yet the majority of the population there remains in dire poverty and the region has been beset by violent conflict. Chevron has produced oil and gas in the Niger Delta for 50 years and provided considerable support for the communities near its operations during that time, but recognizes that much more effort is needed to improve socio-economic conditions in the region if its problems are to be sustainably overcome. No single organization can address these problems on its own and thus the best solutions lie in the establishment of effective multi-stakeholder partnerships.

In an attempt to foster such partnerships, Chevron has established the Foundation for Partnership Initiatives in the Niger Delta (PIND), a non-profit organization dedicated specifically to the establishment of partnerships. The foundation will design, fund and build broad stakeholder support for programs and activities that will empower communities in the Niger Delta to achieve a peaceful and enabling environment for equitable economic growth. It will join Chevron's donations with those of other donors, both public and private, forming partnerships that will not only support these programs and activities, but will generate expanding networks of organizations in the Niger Delta committed to increasing income and employment, addressing the root causes of conflict that have plagued the region.

Since its establishment in 2010, PIND has engaged a broad range of stakeholders to gather feedback and input in developing its strategic objectives and priorities. It has commissioned studies to better understand the needs and issues of youth and women in the region and held focus group discussions with entrepreneurs, government officials and civil society organizations (CSOs). The information obtained from these stakeholders has helped to shape PIND's strategic direction as outlined in the following sections of this plan.

Background

Through analysis of past experiences with its own as well as others' social investments in the Niger Delta, Chevron has moved away from traditional corporate philanthropy approaches to ones more focused on participatory and sustainable development. Such approaches have enabled the company to develop a stronger sense of partnership amongst stakeholders in the region. One example of such partnerships is found in the company's model for engaging stakeholders through what's known as Global Memoranda of Understanding (GMOUs), established in 2005. This innovative model establishes participatory mechanisms for engaging communities through Regional Development Committees (RDCs) together with state and local government agencies and local non-government organizations (NGOs). The participatory partnerships formed in this process include stakeholders in the planning, implementation, monitoring and evaluation of programs with high standards of accountability and transparency.

Chevron has recognized that these kinds of multi-stakeholder partnerships provide the key to generating creative, sustainable solutions to the complex problems faced by communities in the Niger Delta and seeks to build further upon this concept to facilitate broader and more diverse partnerships. Chevron discovered the value of partnering with diverse public and private donor institutions from its Angola Partnership Initiative (API) established in 2002 to help rebuild the country at the end of its civil war. Through API, Chevron learned that, by working in partnership with other donors, it could leverage, reinforce and complement the efforts of others in order to ensure the strongest possible contribution to better benefits for all stakeholders involved.

Through PIND, Chevron seeks to take these important lessons learned from both its GMOUs and the API experience to new levels of transformative partnerships that can make an increasing difference to the lives and livelihoods of people and communities in the Niger Delta.

Strategic Focus

PIND limits its geographic focus to the nine states of the Niger Delta for a number of reasons:

- Chevron has an existing presence in the region and has established a broad range of relationships with communities, businesses, civil society organizations and government agencies that PIND can build upon.
- There is a noticeable lack of development coordination and collaboration in the region that could be improved by the approaches to multi-stakeholder partnership that PIND represents.
- The social and economic challenges of the Niger Delta are national issues which affect all of Nigeria and even the broader West Africa region.
- Amidst the plentiful resources of the region, there is widespread poverty which could be reduced by new approaches to equitable economic growth and employment generation.

In addition to PIND's geographic focus, the foundation has determined a programmatic focus that has been guided by conflict assessments, youth and gender studies, and stakeholder feedback which all consistently highlighted poverty and unemployment as key factors that contribute to violent conflict in the region. This led PIND to prioritize economic growth as a strategic focus for its development programs. But the foundation also recognized that such growth can only occur if it is based on thorough analysis and generated in a peaceful environment with strong institutional partners amongst government and civil society. It therefore established programs in the areas of economic development, capacity building, peace building, and analysis/advocacy as strategic enablers of equitable economic growth.

Another part of PIND's strategic focus relates to the specific areas and people who will benefit from its programs. While selection of targeted beneficiaries will occur on a project by project basis, the foundation will focus on:

- Those with high levels of poverty and unemployment.
- Those whose livelihoods are limited by conflict and poor institutional capacity.
- Those who have consistently demonstrated a willingness to embrace and promote development through constructive change as opposed to violent protest and conflict.

2. PIND Mission, Vision & Guiding Principles

Mission Statement

The PIND Foundation will establish and encourage innovative multi-stakeholder partnerships that support programs and activities which empower communities to achieve a peaceful and enabling environment for equitable economic growth in the Niger Delta.

Vision

PIND seeks to achieve a legacy of sustainable peace and development among communities in the Niger Delta. Under this vision:

- PIND will have generated a multiplier effect for business opportunities and job creation in the Niger Delta that strengthens the local economy beyond the oil and gas industry.
- PIND will have increased donor interest in the Niger Delta and is a recognized leader for the provision of information, analysis and development expertise on the region.
- New networks of diverse partnerships will have been established in the Niger Delta that build local capacities, strengthen governance and generate sustainable peace and economic growth for men, women and youths.
- A diverse range of Nigerian and international organizations will have learned the value of creating multi-stakeholder partnerships to address complex issues and problems using systemic market approaches.
- PIND will have actively promoted coordination of development activities in the Niger Delta that bridge relationships between the private sector, government, CSOs and communities.
- The programs PIND and its partners implement will have been based on systemic research and development clusters that effectively link economic growth with conflict resolution, institutional strengthening and application of appropriate technologies and serve as models of replication for others.
- PIND's Economic Development Center will have been providing economic development, capacity building and conflict resolution services in an effective and sustainable manner.

Guiding Principles

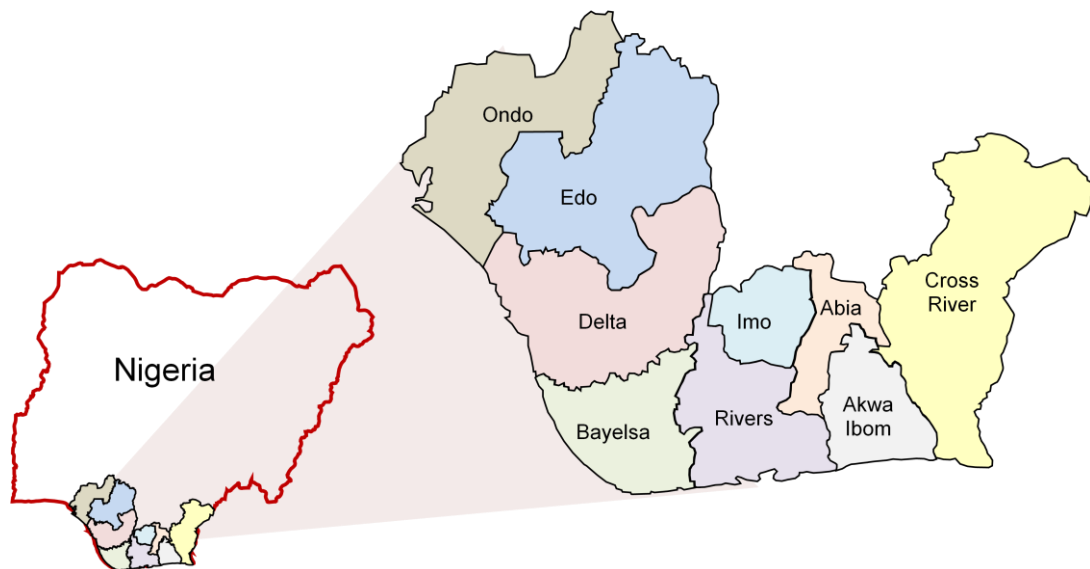
PIND has established a set of principles to guide how it handles its programs and activities. Under these principles, PIND will:

- a) Seek relevant government participation and support for project activities, ensuring goals and objectives are not in conflict with government plans or policies.
- b) Use participatory approaches to ensure all affected groups take part in the prioritization, design, implementation, and evaluation of project activities. Foster a genuine sense of partnership amongst all stakeholders in a project and promote inclusiveness in local governance with an emphasis on integrated (multi-sectoral) approaches to development in the Niger Delta.
- c) Integrate gender and youth participation and mainstreaming of their issues into every aspect of project design and implementation to foster equitable participation and benefits for all.
- d) Promote concepts of transparency and accountability amongst all stakeholder partners, ensuring all partnership agreements and interactions reflect a genuine commitment to these concepts.
- e) Assess social and environmental impacts before project plans are completed, including an analysis of potential conflicts. Maintain sound practices in relation to all project activities, ensuring a "do no harm" approach is applied.
- f) Seek to establish sustainable results for project beneficiaries that are not dependent upon continued donor support and maintenance beyond the life of the project. Ensure systemic analysis shapes project interventions that can generate sustainable solutions to the problems and constraints projects are designed to address.

- g) Only invest in building the capacity of CSOs who have a clearly recognizable and acceptable constituency of the beneficiaries PIND seeks to support in the Niger Delta as defined by its own constituency described in the following section.
- h) Incorporate conflict resolution and multi-stakeholder dialogue processes in all programs. Ensure all projects support universal human rights and promote social justice and equity for men, women and youth in the Niger Delta.
- i) Ensure all projects promote strategic enablers of equitable economic growth in the Niger Delta region using a facilitative, catalytic role that leads to a “crowding in” effect for local enterprises. Cluster development interventions to facilitate new poles of development that set positive examples for integrated development and stimulate replication and scaling up opportunities throughout the region.
- j) Ensure multiple stakeholder partners contribute resources, either in the form of funding or in-kind support, for all of PIND’s projects. Identify and leverage the additionality that PIND and its partners bring to any project beyond funding alone.
- k) Maintain an uncompromising commitment to the safety and security of project staff and partners throughout all project activities.

3. PIND’s Constituency: The Communities of the Niger Delta

The Niger Delta is located in the Southern part of Nigeria, bordered by the Atlantic Ocean to the south and shares its eastern border with Cameroon. The region represents about 12% of Nigeria’s total surface area with 112,110 square kilometers. The region is made up of nine of the Nigeria’s 36 states, which include: Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers and is spread across 185 local government areas.



Map of the 9 States of the Niger Delta Region

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

Young people dominate the population of the Niger Delta Region, as people 30 years and younger comprise over 62% of the population. Adults between the ages of 30 and 69 make up only 36% of the population, while those aged 70 years and above constitute the remaining 2%.

Currently, about 70% of the population of Niger Delta lives below the poverty line, which is measured by the amount of disposable income, access to health care, access to safe water, educational attainment, access to shelter and access to gainful employment. The majority of the poor of the Niger Delta Region live in rural areas and are not able to access the benefits of the natural resources of the region.

Given the limited resources available to PIND, it will carefully select locations within the Niger Delta where its projects can be focused, integrated and achieve the maximum impact. The selection of potential locations for project interventions shall be driven by the following criteria:

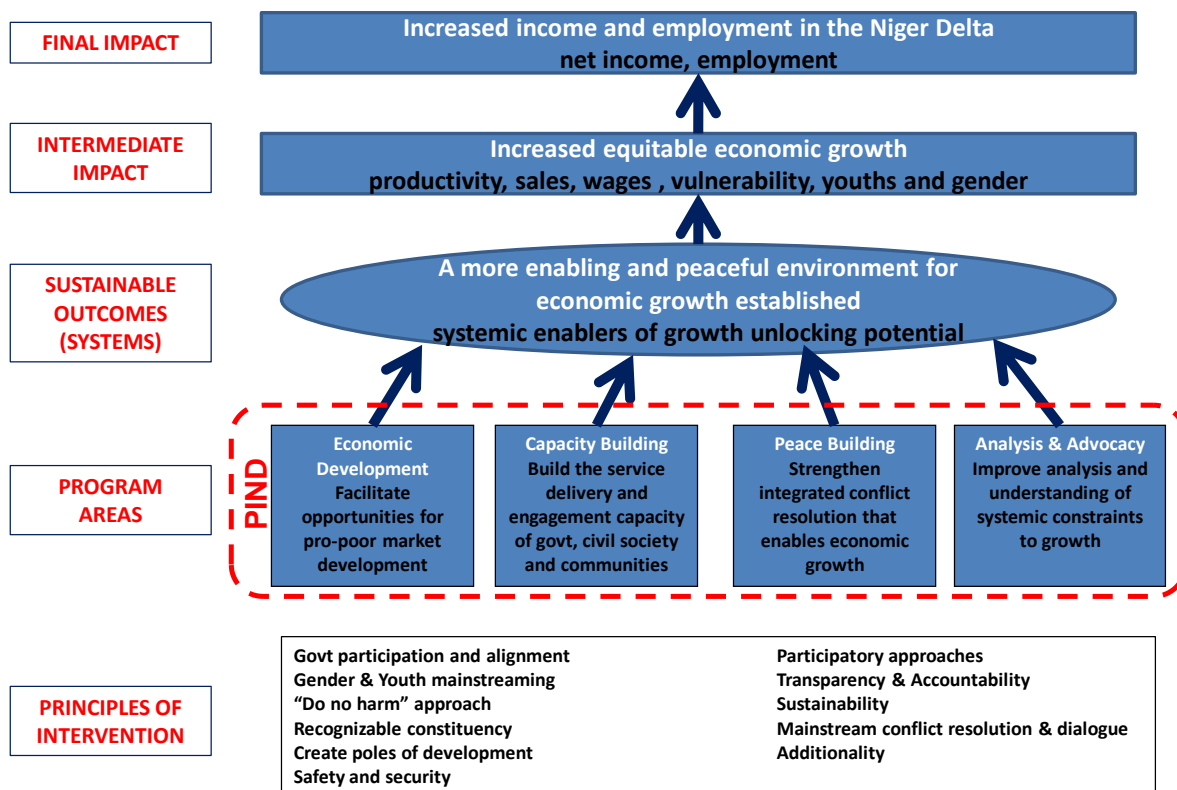
- Areas with the strongest potential for economic growth.
- Where PIND or its strategic partners have existing programs or relationships to expand upon and build successful poles of developments that can serve as models for others and be replicated in other parts of the region.
- Locations where there is safe access to communities, a functioning model of community governance (such as the GMOUs) and basic community infrastructure.
- Where there is a presence of a reform minded government and community partners who seek positive and constructive change.

In addition to the location-specific areas described above, PIND will also support programs that are regional in scale and focus that will help guide and inform program and growth opportunities. For example, PIND's advocacy for youth and gender issues in the region helps to identify targeted organizations and locations where economic opportunities can be increased for women and youth. Women and youth are given a special priority amongst PIND's constituents, not just because they represent the majority of the Niger Delta's population, but because they are often a neglected voice and interest in the region.

Nigerian federal, state and local government agencies in the Niger Delta region are important parts of PIND's constituency. PIND's programs will proactively involve relevant government agencies, not only seeking alignment on plans and priorities, but also building effective and sustainable linkages between government and other stakeholders.

4. Strategic Objectives and Programs

Building from its Mission Statement, Vision, and Guiding Principles, PIND has established an overall strategic framework which provides a clear hierarchy of cause-and-effect from its four program areas, leading to the final impact. Recognizing that PIND's interventions will contribute only indirectly to increased income and employment, this hierarchy provides a structure for identifying how the combined effects of PIND's four main areas of intervention will provide a sustainable basis for increased income and employment in the Niger Delta through increased equitable growth.



Increased, more equitable growth will only be achieved with sustained improvements in the socio-economic systems which the target groups depend upon for their livelihoods (for access to markets, inputs, services, skills, technology, information and representation etc). Therefore PIND will directly focus its interventions at this systemic level to achieve sustainable change, which will stimulate a more enabling and peaceful environment for equitable economic growth. With all four of PIND's program areas working towards a common, sustainable outcome, they will develop a coherent set of project interventions enabling PIND to be more than the sum of its parts.

Central to all PIND programs is the understanding that research, economic growth, peace-building, and capacity building efforts are interlocking aspects that are necessary to ensure a systematic approach to creating an enabling environment for broad-based economic growth in the Niger Delta. Targeting the barriers that communities in the Niger Delta face in accessing markets for growth involves the need for improved dialogue techniques and processes, as well as enhanced institutional capacities and quality research to guide initiatives. PIND's four program (intervention) areas will focus their interventions on the "systemic enablers" of growth, to sustainably unlock economic development potential for large numbers of poor and disadvantaged people in the Niger Delta:

Economic Development (ED)

This program promotes opportunities for pro-poor market development. It identifies growth sectors relevant to significant numbers of poor or disadvantaged people (as entrepreneurs, workers or consumers) but where they are currently not achieving their potential. A careful selection process will identify sectors and market systems which (i) reach significant numbers of poor people and other targeted groups (youth and women), (ii) present them with a significant growth potential, and (iii) where there is a strong feasibility for stimulating

systemic change. Thorough systemic analysis of economic opportunities will identify the specific forces driving growth in those market systems and the range of constraints hindering achievement of the growth potential. Then project activities can be developed to sustainably address those constraints from a systemic perspective, unblocking the most important ones first, improving market access.

Market systems to be addressed focus on:

- value chain development (agricultural, manufacturing, or service) to drive increased private sector led economic growth within the region and greater employment. These projects will lead to improved exports from the region, increased competitiveness within the value chains from increased the efficiency or increased productivity, and profitability at the firm level.
- infrastructure development programs to generate employment using technologies appropriate for high labor intensity businesses. By leveraging public/donor funding for infrastructure and ensuring the availability of appropriate supporting services, program activities can develop profitable and sustainable small construction enterprises in the rural areas which will employ large numbers of youth and build an enterprise culture in the region.
- enterprise development programs to enhance capacity and business linkages to enable local firms to pursue opportunities from large companies and government within the Niger Delta. Program initiatives will include changing the process within larger organizations to enable them to procure from smaller, local firms, and then on developing the sustainable support systems to the enterprises to build their capacity to respond to the opportunities.

Interventions (project activities) within these market systems might focus on improving relations between large and small firms, increasing the availability of supporting functions (e.g. agricultural inputs, technology, skills development), improving regulations, strengthening coordination, or reforming procurement processes. Improving access to financing for businesses within these market systems may be a potential project activity, but only if this can be achieved sustainably and without creating market distortions that would benefit some market players at the expense of others. Addressing conflict-related causes of sector underperformance and mitigating any consequences of improved performance (e.g. benefits flowing to a particular ethnic group) should be an important consideration, and an example of the need for integration between programs (i.e. peace-building). Since much of the source of market growth in the Niger Delta comes from outside investments which are driven by local governments, the economic growth program will interface closely with the capacity building program to help target the improved service delivery towards the targeted market systems to drive increased employment.

A cornerstone of the economic development program will be the Economic Development Center (EDC) in Warri which will serve as PIND's regional headquarters and will house the economic development team. The EDC will drive the research and lead the design of the projects PIND will co-fund, ensuring the application of systemic analysis and addressing the systemic constraints within the identified market systems. The EDC will place a strong emphasis on developing effective pilot projects and then finding partners that can lead the replication of successful program activities into other parts of the Delta, extending PIND's impact.

Capacity-Building (CB)

This program seeks to build the capacity of government, civil society, and communities to engage in economic and peace-building programs and activities. Specifically, PIND will

strengthen mechanisms for service delivery, planning, transparency, accountability, and public-private dialogue, particularly where they make the environment for growth more conducive. In order to achieve synergy with the economic development and peace-building programs, CB will consider how such mechanisms 1) contribute to the performance of sectors with potential for pro-poor growth (e.g. mobilizing farmers' demand for and government's provision of better access to fertilizer; or the planning, construction and maintenance of rural irrigation or roads through consultative processes with stakeholders), 2) build durable relationships among key actors within these sectors, and 3) empower communities to access resources and processes for enabling local development.

In regard to government capacity, projects in this program will seek results that increase the ability of government actors to work inclusively with each other – both inter-agency and across the federal, state, and local levels – and with civil society, communities, and the private sector. Particular attention will be paid to improving local government service delivery and capacity to enable broad-based economic growth.

CB will also work to increase the quality of representation, accountability, and peace-building of civil society actors so as to improve their capacities to serve the interests of their members, communities, and other partner groups who together form their broader constituency. PIND will assist community associations, business membership organizations and other local market actors in order to improve their ability to engage in public decision-making, local governance, and project development for equitable socio-economic growth.

Peace-building (PB)

The PB program will provide conflict analysis, conflict resolution training, and peace-oriented social marketing programming both for stand-alone projects and as integral parts of other PIND programs to manage conflicts in vulnerable communities. This synergistic approach fosters stability, which in turn will build social capital – a culture of peace – to create an enabling environment for market-led development across the region.

Integrating PB work into economic growth programming will make PIND distinctive and demonstrate innovative models for other donors in the region. Such a strategy will also help to provide a deeper network of local conflict resolution architecture and relationships based on dialogue that can scale up and interface with larger regional peace initiatives by creating constituencies for peace and possible partner organizations or coalitions.

Projects will aim to promote improved awareness and understanding of the driving issues and impacts of conflicts among affected communities and other stakeholders through conflict analysis. Findings from this analysis could then inform social marketing efforts that could highlight economic activities across the Niger Delta that build bridges across conflict divides and could promote networks among actors engaged in these activities. These networks could then help to spur the development of wider regional peace efforts, and also help to identify potential markets that would benefit from assistance from PIND's Economic Development Program.

PB projects will also promote increased consensus among stakeholders through deliberative dialogue and other conflict resolution approaches both integrated into PIND economic growth projects and in separate peace initiatives to build an enabling environment for growth. These efforts could identify areas of common economic interest between conflict-afflicted stakeholders or encouraging business membership organizations to play a more active role in mitigating conflict-related effects on their business interests. Toward these ends, PB projects will pay special attention to enhancing the conflict resolution roles of women, youth, and other vulnerable groups.

Analysis and Advocacy (A&A)

This program will conduct research that provides analysis, understanding, awareness, and advocacy regarding economic, institutional, and peace-building constraints in the Niger Delta. A&A will strengthen the quality and application of socio-economic analysis in decision making and advocacy. Accurate socio-economic information and better-informed stakeholders are vital to the effectiveness of all PIND's programs and are critical ingredients of a more conducive environment for growth. Interventions might collaborate with research organizations to improve their socio-economic analysis or promote links between researchers, advocacy organizations and government to commission and utilize socio-economic analysis effectively.

A&A will seek to identify, research, and communicate systemic constraints to socioeconomic development in the Niger Delta to stakeholders involved in all PIND projects. Action-oriented research will support effective design and implementation of development programs of PIND and other development partners.

In conducting its research, this program will establish a network of research institutions and other individuals engaged in relevant studies to foster the exchange of learning and broaden the scope of analysis regarding the socioeconomic constraints in the Niger Delta. This in turn will assist in more effective program design and advocacy efforts.

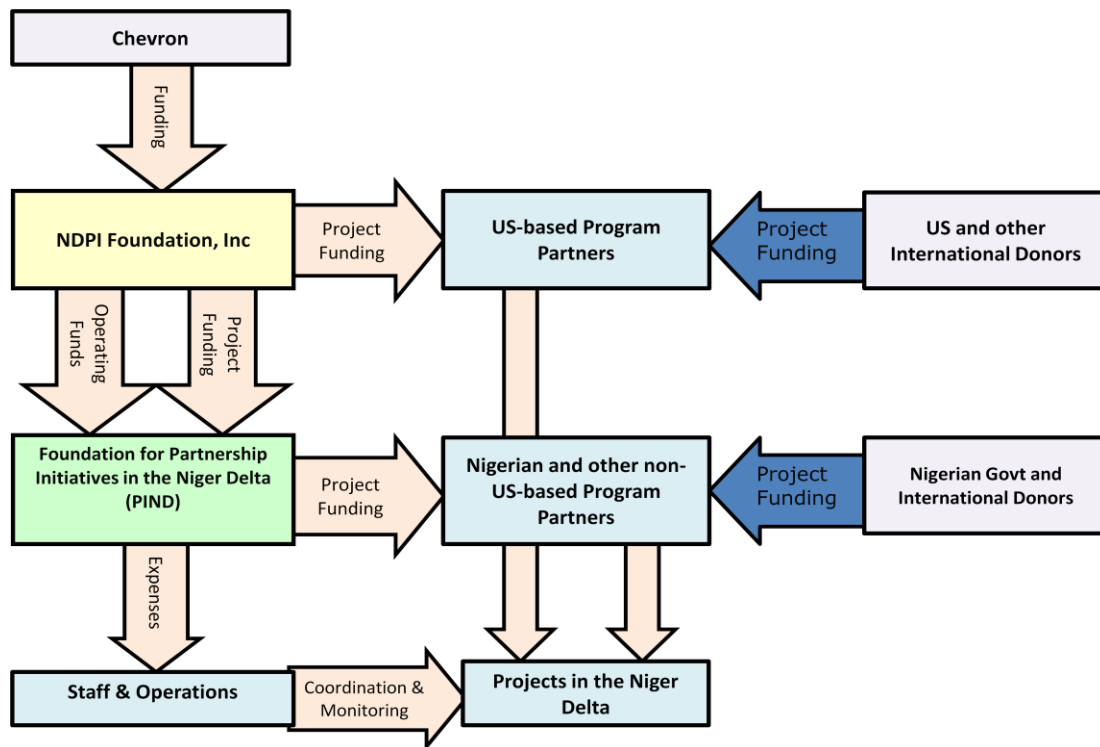
Cross Cutting Activities

As emphasized in the preceding sections, PIND seeks to ensure effective synergies are established amongst of all its programs and activities to effectively achieve a peaceful and enabling environment for equitable economic growth to occur in the Niger Delta. PIND's plans therefore try to avoid "orphaning" projects which may generate benefits on their own, but do not synergistically contribute towards that overall mission of the foundation. Instead, its plans embrace an active learning agenda that supports integrated, cross-sectoral modeling of programs to address the complex challenges of the region and offer opportunities for others to learn from PIND's approaches and replicate or scale them up in other locations within the region. PIND hopes this approach will generate unique poles of clustered development in the region that will increase in number over time and serve as important examples of how economic growth and peace can be achieved.

PIND's programs are not the only focus of mainstreaming and cross-cutting activities within its strategic plans. PIND's emphasis on equitable economic growth means that it must proactively ensure all segments of its targeted communities benefit from its integrated programs. In order to achieve this, PIND mainstreams gender and youth voices, issues and participation in all activities, at times targeting only women and/or youth in some of its projects. Monitoring and evaluation of projects will review community participation carefully, segregating data by age group and gender and evaluating project components that target not only women and youth, but other vulnerable segments of communities.

5. The Foundation

The Foundation for Partnership Initiatives in the Niger Delta (PIND) has been incorporated in Nigeria to serve as an operational entity that will actively participate in the design, development and monitoring of the programs funded by Chevron through its US-based NDPI (Niger Delta Partnership Initiatives) Foundation along with its donor partners. The following diagram outlines how the relationships between the foundations and their donor partners are structured.



The NDPI Foundation and its Relationships with Other Partners

Governance

Governance of PIND is concentrated in its board of trustees. To maintain its independence and autonomy as a charitable institution focused on supporting sustainable peace and development in the Niger Delta, its board is comprised of two types of trustees: a) a majority of experienced professionals which comprises four trustees, and b) three Chevron employees who share an interest in the foundation’s mission. The combined board of 7 people:

- Focuses on operational decision-making
- Reviews and comments on project development plans
- Provides Project Execution Approval
- Monitors project execution

Similarly, governance of the NDPI Foundation in the US is concentrated in its Board of Directors, with four independent directors and three Chevron employees. The NDPI board of trustees:

- Focuses on strategic decision-making
- Reviews and comments on project development plans
- Provides Project Funding Approval
- Monitors project execution

6. Monitoring & Evaluation

PIND will maintain a proactive monitoring and evaluation (M&E) plan and system, linking the M&E efforts of project implementers together with those of donor partners. All partners in any project will identify and align their M&E plans to ensure there is no duplication of effort or excessive data collection and reporting requirements. M&E will also be done of the overall portfolio and not just at the project level. This will help determine if the integration and synergies between projects and programs described in section 4 above is being achieved and where it might be improved.

While accountability is a key driver for M&E, learning from projects and partners in every program is equally important to PIND. Effective M&E processes ensure project efforts and results are measured and monitored and that lessons learned are identified and widely shared. PIND's approach to ensuring these processes are effective involves deploying participatory methods for M&E. Participatory monitoring means that key stakeholders (not just the donors):

- Decide on monitoring objectives
- Choose indicators
- Determine the baseline
- Set targets
- Collect and analyze data
- Make decisions about how to use the monitoring data

To deploy participatory approaches to evaluations, PIND will ensure:

- The evaluation is transparent in process.
- The evaluation is context-specific - rooted in the interests, concerns, and questions of the key stakeholders, especially those involved in the project being evaluated.
- Participants play key roles in deciding what information to collect and how to collect it and collaborate in interpreting the data they collect.
- The evaluation emphasizes collective methods of knowledge generation rather than basing results solely on opinions and experience of evaluators.
- Information is openly shared with participants throughout the process.
- Capacity is built among those who participate by strengthening participants' abilities to set evaluation objectives, develop questions, and collect and analyze that data to inform future planning.

7. Funding

Chevron has established a US\$50 million fund to support socio-economic development programs in the Niger Delta over the five year period from 2010 to 2014. Of this total fund, a core operating grant of US\$7.19 million has been awarded to PIND over this same period to cover its operating costs associated with staffing and office costs, general and administrative expenditure, overall program monitoring and evaluation expenses, meeting costs, audit fees and various support services. The remaining US\$43.81 million from Chevron's funding will be spent on grants and contracts in support of the portfolio of projects under the four strategic objectives and programs described in section 4 above.

As a partnership initiative, the projects supported by PIND will be funded in collaboration with a diverse collection of donor partners including:

- Bilateral aid donor agencies
- Multi-lateral aid agencies
- Federal and State government agencies in Nigeria
- Private companies
- Private foundations

PIND will seek to achieve a 1:1 match of its total funding with contributions from these other donor partners. This 1:1 match however, is intended to be an average over the lifespan of the initiative and some projects may end up with more than 50% of NDPI funding while others may have less. In some cases, PIND may choose to provide 100% of the initial support for a project with longer term potential for later donor collaboration and support. PIND's target over the period from 2010 to 2014 however, is to achieve a total fund of US\$100 million for a portfolio of development projects that includes the funds from Chevron as well as other donor partners.

8. Partnerships

Many organizations enter into partnerships to simply leverage their resources for a particular project or activity with those of others. While joint interests in leveraging resources may be useful entry points for partnerships, they are rarely enough to produce relationships that have the potential to be transformative catalysts of positive change. Chevron and the PIND Foundation recognize that working together with diverse, non-traditional partners can provide helpful synergies for tackling complex challenges. The hidden potential in transformative partnerships however, involves going beyond the project itself and exploring what the partners can achieve together and how their collaboration can produce new ways of doing things, both for themselves as well as others. Partners that engage themselves in collectively and synergistically tackling complex challenges can produce powerful results and provide new answers to old problems.

Selection Criteria

From Chevron's partnership experiences in Angola, Nigeria and elsewhere, a number of characteristics of transformative partnerships have been recognized that will be used as a guide for identifying PIND's potential program partners. These include:

- Participation of organizations with diverse interests, cultures and approaches.
- Shared interests in developing a specific project, but with flexibility to pursue ideas and opportunities beyond that original scope.
- Teams of highly motivated, diversely qualified individuals with a passion for the project the partnership is developing. People who enjoy working in teams, are committed to team learning and who consider themselves change agents within their own organizations.
- The combined resources, flexibility and autonomy to adapt project designs and plans to meet specified development needs as results are evaluated.
- Shared commitment to long term project results that avoid the pressures of having to sacrifice sustainable benefits in favor of short term results to justify continued support.
- Shared values and guiding principles for how to achieve sustainable social and economic development.

As partners are identified and potential collaborative programs are explored, PIND will seek to ensure that the values and guiding principles shared by both partners are truly reflected in program plans and addressed in project monitoring efforts.

PIND seeks to demonstrate that such transformative partnerships as described above can not only be a dynamic force for positive change, but can also break down artificial barriers and set a strong example for how collaboration between non-traditional partners can overcome complex challenges in the Niger Delta and elsewhere.

PIND aims to not only enter into partnerships for its programs, but also to be a catalyst for partnerships and collaboration amongst a broad range of development actors in the Niger Delta region. Stakeholders in the region have identified a critical need for collaboration and coordination of development activities. To address this need, PIND will:

- Promote better cooperation and engagement between civil society organizations and government agencies, helping to build trust and credibility on both sides.
- Build interest and support by international donor organizations for local development actors in the Niger Delta region.
- Foster multi-stakeholder approaches to development by involving community members, government officials, private sector operators and civil society representatives in the identification, planning, development and implementation of development projects.
- Through development forums and publications, promote the concept of genuine partnership between different stakeholder organizations where all partners' interests are recognized and respected.
- Gather and widely disseminate information on development initiatives and activities amongst all interested stakeholders in the region, ensuring duplication of effort is avoided and gaps in efforts are identified.

The eight Regional Development Committees (RDCs) established under Chevron's GMOUs with ethnic clusters of communities in the Niger Delta Region will be considered key potential partners for some of PIND's projects. The participatory approaches employed by these committees combined with their growing community governance capacity and multi-stakeholder dialogue mechanisms make these organizations effective partners that can help ensure the benefits of PIND's projects are effectively and equitably spread amongst targeted beneficiary communities. The RDCs represent only a small portion of the Niger Delta's communities however, so PIND will not seek to exclusively target projects with the RDCs. PIND will instead look for opportunities where some of its projects, particularly within its CB and PB programs, can build upon the RDCs' existing strengths. The GMOUs will also serve as useful models and lessons for designing multi-stakeholder dialogue mechanisms in other contexts, such as amongst key players in a market system under PIND's ED program.

9. Sustainability

For PIND, sustainability is defined from more than one perspective:

- A. Project Sustainability** - Sustainability of the benefits from each individual project for its intended beneficiaries after PIND's support ceases.
- B. Partnership Sustainability** - Sustainability of PIND's partnerships and networks beyond the period of direct Chevron funding.

C. Mission Sustainability - Sustainability of PIND's strategic aims to foster multi-stakeholder partnership and equitable economic growth in the Niger Delta.

Strategies for addressing each of these elements of sustainability are briefly described as below.

A. Project Sustainability

Sustainability criteria will be incorporated into the design of every project and used as a basis for monitoring/evaluating results. As this criterion is evaluated, project designs may be adjusted to maximize the sustainability of project benefits. PIND recognizes that a critical component of project sustainability comes from the active participation of beneficiaries, who need to build a genuine sense of ownership of the projects and interventions intended to improve their livelihoods.

A key consideration in developing a sustainability strategy for each project involves determining whether any community service or benefit should be treated as a public good or a private good. Strategies that focus on services or benefits intended to be public goods will rely on community volunteerism and/or ongoing government support for their sustainability, whereas private goods will rely on an effective model for sustainable revenue generation to maintain the service or benefit. Determining which of the two approaches are a more effective strategy will depend heavily on the nature of the service or benefit, the capacity of the community and/or government agency involved, and the ability/willingness to pay by the targeted beneficiaries.

B. Partnership Sustainability

PIND will seek to be a catalyst for partnerships and networks that can be self-sustaining through the interests and commitments of other organizations and for which are not dependent on a coordinating role of PIND or its partners. PIND's partnerships and networks will be shared and, where appropriate, integrated with other initiatives of its partner organizations including Chevron, the Nigerian Government, donor partner agencies and civil society organizations.

C. Mission Sustainability

PIND is adopting a multi-faceted strategy for sustainability of its mission for fostering multi-stakeholder partnership and equitable economic growth in the Niger Delta region. This includes:

- Building strong capacity amongst its staff and local partners to be able to apply the skills and approaches they have learned through PIND in any context or project in the future. Their abilities and experiences will not only be applied to their own development opportunities, but will also be shared and transferred to others over the years, creating an ever-expanding network of strong and collaborative development practice.
- Building the capacity of local communities, government agencies, businesses and civil society organizations in the Niger Delta to generate continued development programs and to attract funding and support from a broad diversity of donors.
- Building PIND into a viable, sustainable organization which can support itself from revenue generated at its economic development center, through the provision of needed training in the region and through the support of a broad network of government, international and private sector donors.