



# Resiliency & Results in a Pandemic

ANNUAL REPORT

# 2020

# CONTENTS

• About PIND	1	• Fostering Youth Employment	34
• Chairman & Executive Director's Message	2	• Youth Job-Readiness, Workforce Development, & Job Creation	37
• Ten Years in the Niger Delta (2010-2020): Our Scorecard	3	• Fostering Stability	37
• Ten Years in the Niger Delta (2010-2020): Insights & Lessons	6	• Social Capital, Conflict Early Warning, & Early Response for Sustained Peace	41
• 2020 Progress in Numbers	8	• Enabling Development	41
• 2020 USAID Partnership Spotlight	10	• Market Development & Fundraising Capacity for Local Organizations	42
• 2020 Programming During a Pandemic	11	• Policies & Long-Term Development Plans	42
• The Economic Landscape		• Inclusive Opportunities for Women	45
• The PIND-Supported Markets Sectors		• People & Governance	48
• The Regional Conflict, Risk, & Security Landscape		• Financial Accountability, page	50
• PIND's Response		• 2021 Priorities: Moving Forward	52
• Reducing Poverty	12		
• The Journey to Resilient Agricultural Markets and MSMEs: 2012-2020			
• Support to the Service Market's Adaptive Responses to COVID-19			
• Ten Years of Enabling Markets Flexibility			
• Surviving the COVID-19 Threat: Aquaculture Sector	15		
• Surviving the COVID-19 Threat: Cassava Sector	18		
• Surviving the COVID-19 Threat: Cocoa Sector	20		
• Surviving the COVID-19 Threat: Palm Oil Sector	22		
• Surviving the COVID-19 Threat: Poultry Sector	24		
• Surviving the COVID-19 Threat: MSMEs (Micro, Small and medium Enterprises)	26		
• Surviving the COVID-19 Threat: Funding Innovations for Smallholder Farmers	28		
• Powering Coastline Communities	30		
• Energy Access for Underserved & Coastal Communities			

# ABOUT PIND



The Foundation for Partnerships Initiatives in the Niger Delta (PIND Foundation) is a Nigerian non-profit organization established in 2010 with initial funding from Chevron Corporation to promote peace and equitable economic growth in Nigeria's Niger Delta region by forging multi-sectoral and multi-stakeholder partnerships at the regional, national and international levels.

Chronic poverty and violence have held back far too many people living in the Niger Delta. Despite an abundance of natural resources, many people in the region lack the opportunity to run the kinds of businesses that drive economic development and bring stability. We are working to change this.

At PIND Foundation, we strongly believe that no single organization can solve the complex and interconnected development challenges in the Niger Delta region. So, to achieve our mission, we work closely with numerous partners to implement collaborative market-based, community-owned programs to mitigate conflicts and boost economic opportunities for local businesses, ensuring that economic progress occurs in a systemic, inclusive and sustainable manner.

We believe that the path to prosperity is built on opportunities. Together with our partners, we are helping to break the cycle of poverty and conflict by creating strong and stable communities in all the nine states within the region: Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers, with special focus on the underserved and hard to reach coastal communities of the region that are most forgotten in development programming.

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; and with proven models of development that connect economic development with peacebuilding, we at PIND are changing lives in the region

# Chairman and Executive Director's Message



## Ten (10) years on, PIND is a gamechanger for the Niger Delta region

Dear PIND Partners,

2020 was not all about surviving the traumatic emergence of COVID-19 for us; rather, it was a watershed year for PIND (Foundation for Partnership Initiatives in the Niger Delta). In our ongoing efforts to reduce conflict and poverty, we:

- hit the momentous ten-year (10-year) milestone of existence and implementing life-changing, life-uplifting programs in the Niger Delta
- kicked off our third five year phase of funding with a new 2020-2024 strategic plan
- responded to the impacts of a pandemic

In 2010, Chevron Corporation launched PIND Foundation as a regional strategy for finding lasting solutions to the deep-rooted, decades-long socioeconomic problems that have plagued the Niger Delta. At the time, PIND was simply an ambitious vision designed to foster peace, create jobs, and raise incomes—with no clarity on how we could actualize it. Then, fortune smiled on us, bringing amazing partners, like you, our way. Together, in partnership, we started to build the Niger Delta of our dream, day-by-day, and year-after-year. Together, we co-created, co-designed, co-implemented, and co-owned pioneering programs that tackled multiple problems from multiple fronts.

We worked through two five-year strategic phases since 2010 and launched the third in 2020, but our mission has remained constant over the last decade: peace and economic development. The fundamental challenge remains the lack of opportunities and the inability of numerous people in the region to profitably run the kinds of businesses that drive transformational stability and economic development. Over the years, we have learnt to constantly apply the insights that we gain to improve how and what we do. So, in the current 2020-2024 strategic plan, we scaled down our programs from four (4) to two (2), crafted an additional set of enabling initiatives to enhance the programs' outcomes, and focused on instilling gender and social inclusion.

The advent of COVID-19 threatened to truncate the progress that we had achieved and stall new activities, which necessitated new approaches to working and living. With your support and collaboration, we quickly adapted our delivery approaches and focused on safety. This helped multi-sector market actors to create a joint-market response to the pandemic that lessened negative impacts on poor farmers and small businesses. PIND's continued investments in capacity building and our market-led, locally-owned solutions allowed us to respond to the pandemic to minimize its socioeconomic impacts. The ability of market actors to establish a win-win relationship, independent of us, is what truly defines the sustainable changes brought by our work. And it is what accounts for the success we achieved in an uncertain operating environment.

Throughout this annual report, we will introduce program participants with stories that reflect resilience and resilience in the face of ten (10) years of sweat and toil and one (1) pandemic year of uncertainty and high risks. Because of you and the work we are doing together, conflicts are being mitigated, people are being moved out of poverty, and hope is rising for a better tomorrow. Thank you for the selfless collaborations, engagements, and partnerships that have given the people of the Niger Delta renewed hope.

We look forward to your sustained partnership in 2021 and beyond!

**Rick Kennedy**

Chairman,  
Board of Trustees

**Dara Akala**

Executive Director

# Ten Years in the Niger Delta (2010 - 2020): Our Scorecard

After 10 years of helping to break the cycle of poverty and conflict in Nigeria's Niger Delta region, we are proud to highlight some of our salient contributions to strengthening and stabilizing the region.



## Reducing Poverty

**614,503**

farmers and enterprises reached with information/services on agricultural and business best practices by PIND-USAID-co-funded MARKETS II project, FCDO-funded MADE (Market Development) project and PIND's market development interventions

**396,454**

of the reached smallholder farmers and enterprises improved agricultural practices, and adopted innovative climate-smart technologies and earned a net increase in income of **NGN 23.7 Billion**

**30,606**

new full-time jobs facilitated in PIND's supported sectors

**NGN 17.9 Billion**

investments leveraged into the agriculture & enterprises sector for innovations and business growth

Smallholder farmers and enterprises now have access to a functional service market for the supply of technical and business support services, quality inputs and improved technologies on a fair and affordable commercial basis. This service market was weak and almost non-existent before our interventions

The over 2,600 service providers facilitated by PIND coordinated a joint market-response to the pandemic threat that helped reduce the impact on the farmers and enterprises

There is now a stable commercial supply chain for quality agricultural inputs and improved farming, harvesting, post-harvest and processing technologies for farmers and processors in the market sectors we work in



## Powering Coastal Communities

**1,082**

underserved and off-grid coastal businesses & households accessed clean energy technologies for the very first time

Accelerated the market uptake of solar energy cabin-based micro and mini grids as an 'energy for development' solution for off-grid communities that is attracting a host of financing routes such as community funding, private sector investments and donor grants



## Fostering Youth Employment

**4,355**

young people gained market-relevant skills for employment in emerging growth sectors

**1,933**

youth linked to waged employment and enterprise start-ups in emerging growth sectors



## Fostering Stability

**9,610**

self-identifying peace actors facilitated through the P4P (Partners for Peace) Network, with their capacities strengthened to tackle conflict in the Niger Delta

**860**

emerging conflicts mitigated by the capable peace actors via the P4P Network in their communities

**20,324**

Niger Delta conflict data points for early warning & early response made publicly available on the Peace Map



## Enabling Development

- ▲ Prior to PIND's launch, the Niger Delta had little donor presence because of the difficulty in operating. Our strong on the ground presence and operations that supports easy take off and implementation of partners' projects in the region renewed donor interests and has influenced additional investments of NGN 38.1 billion by Federal and State governments, the private sector, and donor agencies into the region for development programs.
- ▲ 88 policy papers, policies, and plans produced towards engendering enabling environment for development.
- ▲ The download of 36,134 of development resources from our NDLink online platform and 16.7 Million visitors to the site has increased the availability of information and data on Niger Delta needs, challenges, development priorities and opportunities.
- ▲ 161 trained civil society and business membership organizations are providing improved community-responsive services
- ▲ 93 trained local organizations accessing funds for development programs by applying the skills learnt

## Recognition & Awards: 2010-2020



**Award Certificate 2020:** by the Social Media for Social Good Summit & Awards in recognition for of PIND as 2020 top 100 social media influencers using our social media platform for social good and positive impact



**Public Appreciation 2020:** by the NCDC in recognition for setting up a web-based interactive Niger Delta COVID-19 Center for collating and sharing resources



**DCED Industry Certification 2019:** certified by the Donor Committee for Enterprise Development (DCED) as an International Market Development Champion in 2019



**Award of Excellence 2019:** from Bayelsa Non-Governmental Organization (BANGOF) development initiative in recognition of our outstanding support to BANGOF and non-governmental organizations (NGOs) in the Niger Delta



**Nigeria Energy Awards 2018:** in recognition of its work in the area of clean energy, energy efficiency, and sustainability in energy efficiency



**Gender Partnership Recognition Award 2018:** from the Office of the Vice President of Nigeria in recognition for contributions towards ending GBV (gender-based violence) in Nigeria



**Peacebuilding Recognition 2018:** by the Executive Governor of Delta State in recognition of PIND's invaluable leadership in promoting peace in the state.

## Capability Building: Ten Years of Systemic Change (2010-2020)

### The last decade has brought about capacity building through systemic changes in:

- **Approach:** There is increasing realization and acceptance of the market-driven approach and a need to reduce distortions and lack of sustainability of direct involvement.
- **Fish Feed Market:** Large fish feed companies are facing competition from many smaller firms that are springing up as a result of increased demand for feed arising from greater use and more market entrants.
- **Growth and Development Strategy (GDS):** The Cross River State GDS facilitated by us is becoming the model for development planning for the states of the Niger Delta, and there is a strong push to base a revised regional master plan on the state plans.
- **Input Companies:** More input companies are leading the extension of agricultural knowledge through demonstrations as part of their sales and marketing strategy.
- **Paradigms:** Some states are beginning to realize their role is creating an enabling environment for private sector players to invest in.
- **Peacebuilding:** Grassroots movements are helping to build social capital around peace and conflict resolution.
- **Technology Adoption:** Improved mechanization of the harvesting and processing of palm oil is increased capacity in fabrications, sales, and maintenance of SSPE (small-scale processing equipment).
- **Transparency in Governance:** States are now publishing their annual budgets online and making that information more readily available to citizens.



**PIND is grateful to all of you, our incredible collaborators, partners, and participants. Over these ten (10) years, you have traveled with us down this challenging-but-rewarding path to the region's peace and economic prosperity. Your collaborations, partnership, and participation have reinforced that—indeed—no single organization can solve the complex development problems of the Niger Delta.**

## Ten Years in the Niger Delta (2010-2020): Our Insights & Lessons

PIND gained first-hand insight and lessons about successful peacebuilding and economic development programming in the region through ten (10) years of implementing projects that supported partners and key actors to empower people, catalyze new practices, and spread change across the nine (9) states of the Niger Delta. The practices captured below played a significant role in the ability of our partners and the market actors in the sectors we are intervening in to adapt quickly to withstand the shock of a pandemic in 2020, accounting for the performance shared in this annual report.

### **Reducing Poverty: Market Systems Development**

Grooming a wide range of support actors (called the service providers model) to sustainably offer technical and business support services tailored to the needs of the smallholder farmers and MSMEs on a commercial basis creates a more buoyant market. This is because it empowers the market actors to improve productivity, increase income, and create jobs - fostering prosperity and reducing poverty.

Donor projects can help market actors sustain their shared business benefits and respond to external shocks like COVID-19 by playing facilitator roles. The donor projects can do this in four (4) ways: facilitating an effective and mutually beneficial relationship between the market actors in the market systems; ensuring effective coordination between the local service providers; investing in market analysis to inform business actions; and promoting new communications media and channels to support more market-wide adoption of successful adaptive strategies.

### **Powering Coastal Communities: Access to Energy**

Solar energy cabins can provide reliable, affordable, and sustainable electricity access to off-grid communities (riverine and land) that will unlock the innate entrepreneurial spirit found in many rural communities, create jobs, and increase incomes.

Energy cabins are community-centric energy access models that require social acceptance and adoption by the community. So, they must be human-centered in design to gain acceptance. They also must be operated by commercially motivated partners, driven by the demand and customer's ability to pay to secure the supply of electricity.

They are deployable through flexible business models based on 100 percent investment from the power developer; 50:50 ownership between private energy investors and communities; or a community ownership arrangement involving a Design, Build, Operate and Transfer model. These variable models localize and standardize the quality in design, installation, operations, and maintenance. And, therefore, it integrates an ecosystem of developers, contractors, and service suppliers that can facilitate growth and expansion in the sector.

PIND discovered these models after struggling from 2016 to 2018 to find a working and sustainable model of stimulating investments for achieving access to energy to off-grid communities in the Niger Delta.

### **Fostering Youth Employment: Skills for Youth Employment**

Youth employment can be fast-tracked by implementing a skills development package leading to formal waged employment or self-employment through dynamic entrepreneurship. Local organizations make excellent implementing partners for such skills development programs. They have stake in and knowledge of the viable sectors. So, they can easily facilitate training, mentorships, smooth transition into employment, and access to wider networks and opportunities for the trainees.

Four (4) important actions increase the chances of success of such a program: making it competency-based for specific occupations and skills set that are currently in demand as determined through a labor market assessment (so it is demand-driven, market-led, and based on data); adding soft skills to the technical skills training (so young people have the behavioral skills to help them to succeed in the marketplace); providing robust post-training support, such as business advisory services, market linkages and access to funding to help the entrepreneurial youth find their footing quickly in the business world; and leveraging the collective expertise of key players in the skills development ecosystem in the program design and delivery.



### **Fostering Stability: Building Resilience through Peace Promotion**

Using local peacebuilding structures promotes resilient stability instead of the short-term, little long-term impact produced by using the traditional military action, legislature, and inquiry panels for conflict mitigation.

This involves adopting a multi-stakeholder inclusive approach that: facilitates a network of community stakeholders mobilized for conflict mitigation across the Niger Delta; involves multi-stakeholder collaboration and partnership with the private sector, government, and NGOs involved in peace mediation and conflict resolution work; collaborates with existing community structures that support peacebuilding; focuses on conflict analysis and assessments; and prioritizes training for community peace actors.

The multi-stakeholder approach is made more effective by incorporating and utilizing EWER systems for conflict prevention. This approach should also include State and non-State actors as part of a systematic and multifaceted data collection process, information sharing, and verification.

### **Enabling Development**

#### **Partnership Development**

With partnerships, organizations combine their collective resources, capabilities, and technical expertise to significantly impact development. This is because no single organization can solve the complex and interconnected development challenges in the Niger Delta region.

By creating valuable opportunities to discuss, strategize, share expertise, and learn together, partners spur the resources, innovation, and creativity that unlocks long-term development solutions.

#### **Capacity Development of Local NGOs**

Building strong institutional and technical capacities for local CSOs and BMOs to deliver improved services and access funding from multiple sources goes beyond training. Instead, it is a systematic process that incorporates a bouquet of mutually supporting interventions.

It entails developing capabilities through trainings on key technical, organizational development, and operational competencies. This is followed by direct technical advisory through in-house coaches and mentors to aid on the job learning, linkage to networks, connections, information, and providing financial, human, and technological resources assistance.

#### **Gender and Social Inclusion**

Deliberate actions must be taken to target and women, People with disabilities (PWDs), and other marginalized groups as program and project participants; otherwise, it will not happen. These groups need activities that improve their lives and livelihoods because the ecosystem is naturally skewed to exclude them.

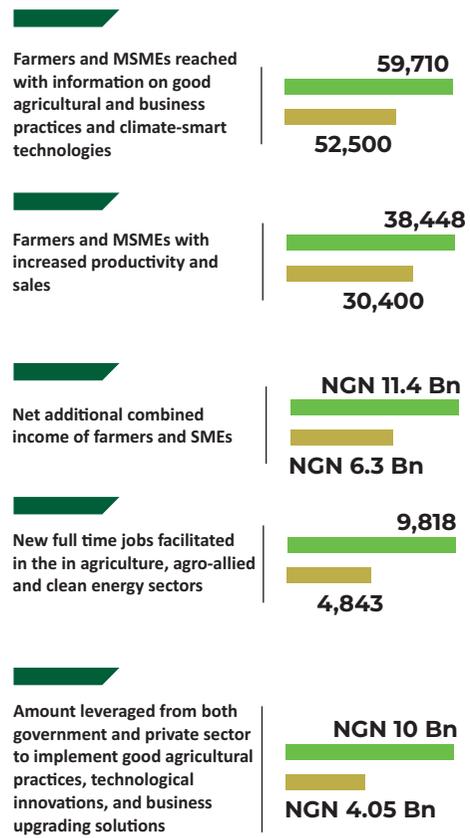
For sectors that demand gender-labor-market segregation and that only offer complex access for PWDs, more coordinated approaches and strategies are essential. PIND has facilitated gender and social inclusion into our programming by partnering with gender-based groups and organizations; designing and adapting intervention packages tailored to their needs; actively monitoring the outcomes using specialized indicators; and more.



# Our 2020 Progress Against Targets: In Numbers



## Reducing poverty



## Powering Coastal Communities



**461 Achieved**  
**700 Targeted**

Households with access to clean energy



**595 Achieved**  
**300 Targeted**

Businesses with access to clean energy



**3,395 Achieved**  
**3,000 Targeted**

Households with access to clean energy

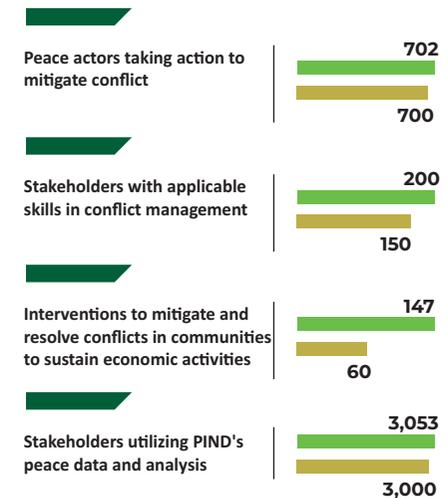


**NGN 12.3 Million Achieved**  
**NGN 10 Million Targeted**

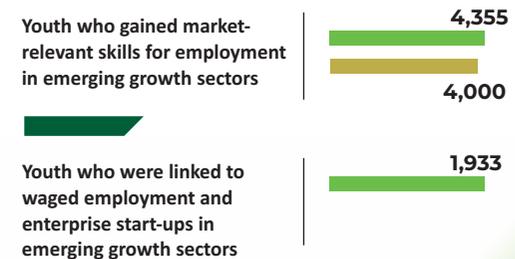
Cost savings via access-to-energy technologies



## Fostering Stability



## Fostering Youth Employment





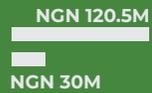
## Enabling Development



Total value of public spending influenced from stakeholders for development interventions in the Niger Delta through our advocacies



Total value of funds raised by local organizations through PIND's capacity building support to provide community-responsive services



Local organizations accessing funds/grants through PIND's capacity support



Forums to share PIND's work and lessons from implementation for replication



Development resources accessed from PIND's corporate website and NDLink to inform actions



## Reputation



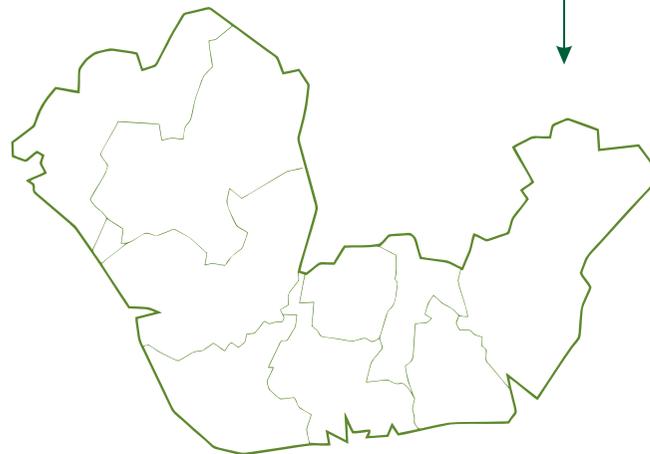
**95 Achieved**  
**150 Targeted**

Positive media mentions of PIND's work, development models and impact



**33 Achieved**  
**20 Targeted**

Public endorsements of PIND's work from government, partners, program participants and others



Recognized as one of the top 100 social media influencers for social good by the Social Media for Social Good Awards Africa



Commended by the Nigeria Center for Disease Control (NCDC) for support to the battle against the raging COVID-19 pandemic to safeguard lives and livelihoods



# 2020 USAID Partnership Spotlight

In February 2011, PIND signed an integrated peace and development alliance (IPDA) strategic partnership agreement with USAID (United States Agency for International Development). The mission was to reduce conflict, improve institutions and foster socio-economic development in the Niger Delta. The economic growth component aimed to increase agriculture-related incomes, increase agro-enterprise linkages, and increase participation in commercial agricultural markets by the very poor in the Niger Delta.

Under this strategic partnership, PIND and USAID implemented the MARKETS II (Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites II) project in the Niger Delta region from 2012 to 2017. This project was designed to improve the performance and income of the region's poor rural smallholder farmers through private sector demand-driven market interventions— simultaneously contributing to food security and poverty reduction.

Still under the strategic partnership and building on the success of the MARKETS II, PIND and USAID-Nigeria launched the Niger Delta component of the five-year (5-year) Feed the Future (FtF) Nigeria Agricultural Extension and Advisory Services Activity in Cross River State and Delta State in November 2020.

Implemented in seven (7) states (Benue, Cross River, Delta, Ebonyi, Kaduna, Kebbi, and Niger), the overall project targets to reach at least two (2) million smallholder farmers across the states with proven technologies. It also targets to promote the adoption of improved production practices and agro-inputs through improved and sustainable extension services delivery.

With PIND co-funding the intervention for the two (2) Niger Delta states of Cross River and Delta, the project is the perfect platform for us to further scale the reach of our agricultural value chain interventions during this third 2020–2024 strategic phase.



# 2020 Programming During a Pandemic

PIND began 2020 with plans to roll out a new 2020-2024 strategic plan with clear program targets, milestones, and activities. The COVID-19 pandemic set in and disrupted PIND's plans, like those of others globally.

The pandemic's preventative measures significantly impacted our operating environment, annual plans, and how we planned to deliver our work. These measures - which included lockdowns, interstate border restrictions, bans on or the reduced size of public gatherings, the institution of social distancing rules, the use of PPE (personal protective equipment), and the enforcement of curfews - limited economic activities that, in turn, led to job losses, while unemployment rose to 27 percent - from 23 percent in 2020.

## The Economic Landscape

The national economic environment witnessed persistent rising inflation due to the devaluation of the NGN (Nigerian Naira). This was brought about by a sharp decline in oil prices, triggered by a fall in global demand due to the COVID-19 restrictions. Within the year, oil prices fell by 35 percent, bringing about a 30 percent devaluation of the NGN and a rise in inflation from 11.4 percent in 2019 to 12.8 percent in 2020. The economy spiralled into a recession, and the bank lending interest rate hovered around 27 percent.

The rapid rise in the cost of electricity and fuel added to the economic crunch brought on by the onslaught of the pandemic. Modulating prices in accordance with market dynamics, the government increased petrol prices for three (3) straight months. The government also increased the electricity tariff, which translated into an over 70 percent tax increase for residential consumers receiving a minimum of 12 hours of power supply daily. This rapid rise hiked operating costs for businesses and negatively impacted their profitability. This also led to a hiked cost of living for households, inclusive of the cost of transportation, foodstuff, and other basic amenities.

## The PIND-Supported Market Sectors

The devaluation of the NGN and rising inflation brought about by the COVID-19 disruptions had a negative impact on the agricultural sectors and market systems that PIND has been supporting over the last eight (8) years. The shocks from the pandemic also tested the resilience of the market systems.

Further, the COVID-19 restrictions disrupted economic activities. Farmers, particularly the urban-based, could not visit their farms for farming activities. Furthermore, the supply chains for necessary production inputs were hampered—such as feed, seeds, fertilizers, and crop protection products. This decreased market linkages and production outputs and portended a decline in profitability. The later-extended waivers by the government for the agricultural sector and access to pass for market actors gradually allowed the flow of inputs, products, and support services—albeit at high costs.

The aquaculture and poultry sectors witnessed an over 15 percent increase in the cost of inputs, while the crop sectors (cassava, palm oil, and cocoa) saw an over five (5) percent increase in the cost of inputs (improved seeds, herbicides, fertilizers, etc.).

Notably, whereas there were limited economic activities, there were also increased government efforts to ensure minimal disruptions to the agricultural sector and farming activities. To reduce the impact of COVID-19 on the poor and to stimulate local production, the Federal government introduced some economic stimulus packages and maintained the import-substitution drive geared towards food security. The Federal government also rolled out additional initiatives and intervention funds for youth enterprise and artisan development. The use of technological innovations rose sharply as organizations and individuals adapted to the new world brought about by the pandemic.

## The Regional Conflict, Risk, & Security Landscape

According to data from the Peace Map (P4P-NigerDelta.org), published in the Niger Delta Annual Conflict report by PIND, conflict risk and violence increased in the region while reported fatalities decreased. Organized criminality (including kidnapping and piracy), gang violence (clashes between rival cult gangs), communal conflict (including land disputes and farmer/herder clashes), human rights violations (including sexual violence), mob violence, violent protests, and militancy/counterinsurgency largely commanded the conflict landscape of the region during the year.

Protests increased significantly, typified by the nationwide #EndSARS protests against police brutality that prevailed in all the nine (9) states of PIND's operation that later snowballed into mass demonstrations, a crackdown by security forces, and the destruction of infrastructure in various locations by hoodlums who hijacked the protests. The ensuing arson, vandalism, looting, killing, and jailbreaks disrupted public peace and order, further disrupting work, and heightening the tense environment stirred by COVID-19.

## PIND's Response

Amidst this challenging backdrop, PIND showed tremendous flexibility in navigating the changed operating environment by holding a series of scenario-planning sessions to creatively identify responsible ways to adapt our work for continued value delivery.

Collaborating with partners, we adapted our program plans, strategies, and approaches. In a clear demonstration of the resilience of PIND's programming, we took advantage of the opportunities presented by the pandemic to deliver on our mission during a year of uncertainty and restrictions.

Consistent with our reputation as a good steward, we delivered all our operations within the confines of a dynamic standard operating protocol (SOP) developed to ensure overall safety from the pandemic and its follow-on risks.

In this annual report, we showcase PIND's program approaches in achieving sustainable development in the face of uncertainties, like the COVID-19 pandemic. We explore the adaptations, strategies, and approaches that we used; the resultant outcomes regarding poverty and conflict reduction; and our contributions to the sustainable development goals (SDGs).

# Reducing Poverty

Our economic development program aims to reduce poverty through positive changes

in income and the attainment of gainful employment. This is achieved by facilitating interventions

with sustainable outcomes and empowers smallholder farmers and MSMEs (SDGs 1, 2, & 8).

## The Journey to Resilient Agricultural Markets and MSMEs: 2012–2020

When our agricultural value chain development and business linkages projects launched at the outset of 2012, with the sustainability of results a top-priority, PIND adopted MSD (market systems development) as the ideal approach for attaining our mission of poverty reduction. This is because it builds market resilience irrespective of the operating environment. Using the MSD approach also makes it easy for us to see when we are succeeding, typified by the availability of a diverse range of entrepreneurial support actors, known as local private extension service providers (LPESPs). They are commercially selling services targeted to meet the needs of smallholder farmers and micro, small, and medium enterprises (MSMEs). Such services are usually underscored by mutually beneficial relationships between the market actors that increase productivity and income.

Working collaboratively with the then market development MADE project in the Niger Delta, funded by the United Kingdom's Foreign, Commonwealth & Development Office (FCDO), (formerly the Department for International Development), PIND built a crop of service providers for the region. They provided the training, the monitoring visits, and the mentoring to ensure that the service providers became adept in their services and have tools for continuous quality enhancements.

We marked our ten (10) years of operation in 2020 with over 2,600 service providers we have trained serving farmers and MSMEs in the six (6) agricultural and agro-allied business sectors PIND works in. Likewise, the service providers have diversified their offerings, added new product lines, and progressed into similar sectors.



## Support to the Service Market's Adaptive Responses to COVID-19

The unexpected advent of a pandemic in 2020 and the elicited exigent restrictions had an initial negative impact on smallholder farmers, micro, small, and medium enterprises (MSMEs, and the entire market. They encountered poor access to inputs, funding, market, labor, and service providers. However, the active and skilled service providers, utilizing their commercial relationships in the sectors, enabled the smallholder farmers and MSMEs to adapt and respond to some of the external shocks. This helped the market to remain afloat and as profitable as possible, underscoring the resilience of the technical and business services market PIND evolved.

Joint-market response - Making a nimble move in the face of the pandemic disaster, PIND quickly facilitated virtual engagements between the service providers to discuss the pandemic-induced challenges to business and collectively devise solutions while ensuring joint analysis and information-sharing between actors.

The service providers learnt about what each other was doing and devised a joint, market-wide response to the pandemic challenges.

Market analysis and information: To make the joint-market response more evidence-based and effective, PIND invested in analyzing and sharing our findings with the service providers to understand the pandemic-caused challenges and the appropriate responses.



Service adaptation: PIND helped the service providers to innovate and adapt their services—extension services, technology provision, and input provision—and their mode of operating to address the most pressing needs of the farmers and MSMEs. Examples of the changes made by the service providers include:

Using virtual and ICT platforms and social media to host training programs and provide technical and business information to farmers and MSMEs

- Assisting farmers and MSMEs to deploy virtual and online marketing strategies to sell their produce
- Helping farmers to adopt new storage and processing technologies such as fish farmers smoking their fish to preserve them
- Identifying and connecting new buyers to the farmers and MSMEs

Commercial collaborations: With the support of PIND, service providers who could not visit their clients reached out to their commercial counterparts to serve the farmers and MSMEs on their behalf. The providers with virtual training infrastructures and skills also offered such platforms for a fee.

COVID-19 guidelines orientation: With the guidance of PIND, service providers conducted demonstrations and trainings in strict adherence to the pandemic safety precautions to reduce the inequity of those without virtual access.

**Through these adaptations, the service market enabled the flow of market information to farmers and solved the pressing problems of farmers and MSMEs, especially around access to inputs.**

### Ten Years of Enabling Market Flexibility

In ten (10) years, PIND's market-based solutions have established enabling factors that facilitated the rapid adaptation of the service providers to the external shocks in target agricultural value chains and MSMEs:

- The entrepreneurial spirit instilled in the service providers resists potential threats to their client-farmers' and client-MSMEs' livelihood.
- Continuous training of service providers with diverse competencies and skills over the years to offer different services to farmers and MSMEs
- Continued onboarding of service providers that increased the number available to serve farmers and MSMEs
- Increased availability and diversity of competencies, skills, and service offerings promoted good competition and coordination among the market actors, thereby aiding the joint market-wide response to the pandemic threat.
- Facilitation of regular and increasing linkages between the service providers, which brought about their expansion into multiple states and sectors in the region
- Provision of regular data to inform service providers' targeted response and actions, which increased their success rates

## PIND is a Gamechanger!

"My name is Alfred Ukane from Delta State. My journey started in 2013 when I was a farm manager in a fish farm for three (3) years, and after that time, I decided to move on to start doing my own business in agriculture. At the time, I was, literally, just running about with no structure, nothing. One (1) day, somebody introduced me to PIND.

Now guess what? PIND is like the equation that changed the game—YES! I have attended a minimum of six (6) trainings with PIND, such as market systems development approach, visioning, and learning workshops, and a virtual marketing training in 2020. I have some of my friends who were, literally, doing the same thing at the time, but the difference is clear between me and them now. The kind of organizations that I have approached to collaborate with, to do trainings with, and to develop a program with were all from the exposure that I received from PIND.

So, in 2020, nobody expected COVID-19. The first thing we did during the COVID pandemic was to put out a Google sheet form to get some of the challenges that some fish farmers are facing, reaching out to farmers in some

of the urban areas we felt other service providers are not really interested in, those were the areas we targeted. When we put out those forms, a lot of farmers filled the forms, and we started reaching out to them, calling on the phone—one after the other. When there was a total lockdown, we got a

government pass, so for those farmers who couldn't get inputs, we did a doorstep delivery of whatever they ordered. They sent their orders to us via WhatsApp, and we would go and drop it at their doorstep. For those of them who had issues selling their fish, we

called customers there to buy the fish immediately after the lockdown. So, literally, every week in and week out, we were always selling fish all through that period. Annually, let me just say, I now have a 100 percent increase in income. And in the future, I hope to have an online store that could address problems in aquaculture and, also, access to finance."



## Market Linkage, Super Market!

"My name is Nzeota Prince Uche, a poultry farmer and service provider. There are some persons I met through PIND who have given me links from which I have made so much money, and they have also given me advice that has helped me directly or indirectly. Let me give you a case instance. There was somebody I met at one (1) of the PIND trainings (for service providers) held in Warri. This lady linked me to where I could sell my supply of birds. Now, the kind of order these people are bringing is so much that I can categorically say I have never met with their demand. In fact, they will tell me, "I want 100 birds of broiler." And, when I give them that, they will ask for another 100 in a week followed by another 200...by the time I do that, I am out of stock!"

### Summary of Outcomes in 2020



Service providers reached 59,710 farmers and MSMEs with business information and adaptive service offerings that met their critical needs—access to inputs, funding, markets, and technologies—during the pandemic.



Service providers supported PIND to leverage NGN 10 billion in equity investments and debt financing from both the public and private sector to implement good agricultural practices, technological innovations, and business upgrading solutions in the six (6) sectors of PIND's work.



The leveraged investment funds and the adaptive service offerings by service providers to smallholder farmers and MSMEs helped 38,449 of them to increase productivity and sales despite the challenging operating environment caused by COVID-19—which in turn stirred additional income of NGN 11.4 billion and facilitated 9,813 new jobs in the supported sectors.



## Surviving the COVID-19 Threat: Aquaculture Sector

Fish farmers and processors faced a limited inflow of inputs, market access, and access to aquaculture services during the pandemic. They encountered reduced demand for fresh and smoked fish, which led to a glut as hotels, other formal markets, and joints were shut down or operating minimally—leading to a drop in fish prices. The price of fish feed increased, which accounts for two-thirds (2/3) of the production cost. This increase and the reduced demand for fish led to an overall rise in farmers' production costs. Also, financial institutions limited operations or were shut down, making access to working capital to procure inputs for fish production and loans difficult.

Fish processors in hard-to-reach coastal communities faced more considerable challenges. The restrictions hindered communication and transport to these areas, followed by a hike in boat transport costs when few were available. Service providers could not organize physical

training and capacity-building programs for the fish farmers and processors. These trainings are important elements of learning marketing best practices and promoting the sale of inputs to farmers. The few trainings held were limited to 15-20 participants in line with COVID-19 guidelines, whereas there would have been 50-100 participants pre-pandemic. Curfews also disrupted night-time production activities.

To survive the threats, fish farmers and processors deepened their relationship and interaction with aquaculture service providers through communication channels such as phone calls, social media, text messages, WhatsApp, and Zoom. In turn, the service providers helped them gain access to new information. This enabled them to identify new clients and access movement passes, alternative feeds, and funding. Service providers also helped fish farmers adopt the pooling of resources to purchase raw materials in bulk, use social media and phones to reach out to new customers, and link to micro-finance institutions.

Conversely, the ASPs resorted to:

- The use of technology: Increased interactions with clients and provide market information, technical advice, and best practices to adopt.
- Leveraging partnerships: Market actors utilized already existing local structures to reach farmers. For example, feed companies brokered relationships with agro-dealers to ensure that farmers could pick up the feed at a particular time since most of them were afraid of opening their shops. Service providers also relied on other service providers to reach out to their farmer clients with services.
- The introduction of new products and services: Input companies developed relatively cheap, quality fish feed into the market to meet the farmers' needs at the time—this helped the feed company increase sales. The input companies also issued credit notes to some clients to allow them to sustain their production.
- Logistic services: Service providers secured an exemption for essential services provided by the government, using this to aggregate demand and move essential agro produce and inputs, such as fish feed



**Our aquaculture-value-chain project enables fish farmers and processors in the sector—**

**who are limited by inadequate technical and business capacities—to increase their yield,**

**earn more income, and employ more people.**

### Improved Supply Chain for Quality Fish Seeds

Fish seed, called fingerlings, is an essential input for fish farmers and the use of quality fingerlings directly increases their productivity. As such, ensuring sustainable production so that farmers can have regular access to these is essential.

In 2020, to spur the production of quality fingerlings, PIND worked with selected hatchery operators to increase the knowledge of brood-stock development for other hatchery operators, aquaculture service providers, and fish farming groups via a virtual linkage and knowledge-sharing forum.

PIND went further to work with six (6) private hatchery operators in the three (3) states of Delta, Ondo, and Rivers to raise pure-line broodstock from Fisheries Society of Nigeria (FISON). Five (5) of the partner hatcheries went on to produce 515,000 fish seeds, and fish farmers accessed 345,500 of the fingerlings via purchase at a value of NGN 8.6 million.

### Chorkor Oven: More Money with Less Stress and Expense!

"I am Mrs. Vivian Dada, a fish smoker in Madangho coastal community, Warri South local government area, Delta State. Before, I used the local drum to smoke my fish, and it gave me a lot of stress. When they did a demonstration of the Chorkor oven to us, I bought five (5) of them for my business.

The Chorkor oven has really helped me save money because it does not consume a lot of firewood, it does not stress me, and it does not take a lot of time to dry the fish. If I buy a wood of NGN 200,000, it lasts me for one (1) year, whereas if I were using drums, a firewood of NGN 100,000 would not serve me for up to three (3) months. The best part is that the Chorkor oven helped me expand my business as other fishers come to me to dry their fishes with my ovens and pay me. People also bring other produce, like meat and periwinkle, for me to dry with the ovens for a fee.

Using the Chorkor oven is making me look younger than I did because it does not stress me like the drums used to do. Other people in our community are copying the use of the ovens now. Just recently, I showed a man in the community whose wife dries and sells crayfish how he can use the Chorkor oven for her business. He was so impressed that he bought four (4) ovens for her.

God will bless Yinka Akinpelu (a PIND co-facilitator), who introduced me to the ovens and has been helping me in the business."



### Summary of Outcomes in 2020



4,193 fish farmers/enterprises reached by aquaculture service providers (ASPs) with their adaptive services helped alleviate their most significant COVID-19 induced challenges – access to market, funding, inputs, and information



NGN 1.6 billion leveraged in new investments into the sector from public and private sectors to implement good pond management practices and technological innovations



1,524 fish farmers/processors increased their productivity and sales as a result of accessing the ASPs services and adopting the practices learned and consequently raised their income by an additional NGN 534.0 million



932 new jobs in the sector facilitated, as they engaged more labor to carry out various pond management activities such as pond preparation, stocking, sorting, feeding, and harvesting



### Increased Availability of Fish Smoking Technologies for Coastal Communities – for Equity

Improved technologies enable faster and bigger outputs for fish processors. The Chorkor oven and smoking kilns are two (2) efficient fish processing technologies PIND has been promoting through the aquaculture service providers and local fabricators.

Equity—the fair distribution of economic wealth—is an integral part of sustainability. The last-mile coastal communities could easily be left out from accessing the technologies despite being majorly fish farmers. Also, easy and regular access to the technologies was key to fish farmers enjoying the benefits. Recognizing these two (2) facts, PIND had worked to ensure the technologies reach these hard-to-reach communities in prior years.

In 2020, PIND built out the capacity of more masons and fabricators to produce and sell the two (2) technologies at a profit to fish processors. PIND went further to support service providers to hold demonstrations (in compliance with COVID-19 guidelines) of the technologies in coastal communities to spur their adoption, leading to the purchase and use of 109 technologies in the locality (86 Chorkor ovens and 23 smoking kilns).

## Surviving the COVID-19 Threat: Cassava Sector

COVID-19 restrictions hit cassava farmers and processors severely because they occurred at the peak of the main planting season in the region. They were unable to access inputs due to intrastate and interstate movement restrictions. The scarcity led to an increase in the cost of inputs. They faced difficulty sourcing for inputs and getting services from service providers, along with a near-impossible movement of agro-products and market lockups that made buying and selling of their produce difficult as the number of off-takers reduced.

Restrictions on social gatherings prevented them from accessing face-to-face training and demonstrations from service providers. Cassava farmers had to go late to the farm and return early to meet the curfew times. Most banks were closed with only a few branches open, and lenders were reluctant to provide credit due to the perceived high risk occasioned by the uncertain pandemic business environment.

Communities canceled market days and controlled the number of sellers per market day, leaving farmers with no place to sell their harvested produce. Cassava farmers could not easily access labor for land preparation. Overall, they faced increased cost and limited availability of input, and inability to take advantage of increased industrial demand for cassava.

The input suppliers and agro-dealers who offer embedded extension services (a class of service providers) adapted their services to ensure continued delivery, even in the face of movement restrictions. They adopted the use of technology and digital agro-tech platforms, the mass media, and radio jingles to communicate with cassava farmers while relying on their members who live close to farming clusters to provide needed services in-person and in observance of all COVID-19 guidelines.

After the restrictions, input suppliers and agro-dealers quickly expanded demonstrations and training activities to farmers to help them take advantage of the late planting season to minimize the disruptive impact of COVID-19 experienced during earlier planting seasons. The input suppliers and agro-dealers assisted cassava farmers with the sale of agro inputs, such as fertilizers and stem varieties.



### Stable Supply of Improved Cassava Seeds

Consistent access to and the use of improved cassava seed variety enhances the productivity of cassava farmers and their subsequent incomes on a sustained basis.

PIND facilitated the scale-up of the consistent access of smallholder farmers to high-yielding, disease-resistant, and disease-free improved cassava seeds. This involved training, certifying, and onboarding 80 new VSEs in Abia State, Akwa Ibom State, Cross Rivers State, and Delta State, who sold over 2,200 bundles of the improved stems in 2020. The VSEs evolved in partnership with BASICS II (Building an Economically Sustainable, Integrated Cassava Seed System II) project through a 2020 tripartite memorandum of understanding between PIND, IITA (International Institute for Tropical Agriculture), and NRCRI (National Root Crops Research Institute). This effectively bridged the gap between research institutes that constantly develop improved stem varieties and farmers who continually search for better seeds to plant.

**Our cassava-value-chain project enables smallholder cassava farmers and processors to increase their yield, earn more income and employ more persons. This is achieved through the adoption of good farming and business practices; access to quality inputs and extension services; and improved cassava processing technology, funding, and new markets.**



## Meet the Cassava Doctor (Bayelsa State)

From 2017—2018, PIND has been building the capacity of Mrs. Bari Endurance, an undergraduate mother of four (4), as a (farm service provider (FSP and a village seed entrepreneur VSE) in Bayelsa State. She has since then been training other cassava farmers in Bayelsa State on good agricultural practices, paving the way to also sell spray services and agro-input products like fertilizers to them, including using phone calls to serve her clients in 2020. "As a matter of fact, in my area, they all know me as a Cassava Doctor; they take me as a Cassava Doctor. Any question they have about cassava, they just put me on a phone call and ask: "If my farm is going like this, what should I do?" And I give them the answer. Because of that, I find it very easy to go to those communities for trainings, too.

I believe I have reached up to 600-700 cassava farmers with training on good agricultural practices. Before I went for that PIND training to become a cassava FSP, I have been farming for about ten (10) to 15 years. And I was just having two (2) persons as staff. Now, gradually, my staff strength is up to five (5). From what I know now, after my trainings, I have the financial confidence in my business—such that if my children are going to school, I don't need to ask for money or borrow money. It is good to be independent".

### Summary of Outcomes in 2020



22,064 cassava farmers/MSMEs reached by input suppliers and agro-dealers with their adaptive services that helped alleviate their most significant COVID-19 induced challenges – access to market, funding, inputs, and information – enabling them to take advantage of the late planting season.



NGN 1.4 billion leveraged in new investments into the sector from public and private sectors to implement good agricultural practices and technological innovations



17,718 cassava farmers/processors increased their productivity and sales as a result of accessing the services and adopting the practices learned and consequently raised their income by an additional NGN 2.7 billion

## Surviving the COVID-19 Threat: Cocoa Sector

The cocoa value chain is made up of farmers, aggregators, and exporters. Agro-input suppliers and farm service providers mainly support the farmers via information, inputs, and technologies that enhance their productivity.

Cocoa farmers depend on crop protection products (herbicides, pesticides, fertilizers, fungicides) and technologies for pruning trees, spraying, and weeding. These are all supplied by input companies, farm service providers, and technology promoters. The COVID-19 restrictions hindered the movement of these inputs to the farmers, leading to an increase in logistics and transactional costs and the resultant scarcity and higher procurement costs for the inputs. The restrictions on movement led to a shortage of required labor for their production activities and for service providers, with farmers spending up to five (5) percent to eight (8) percent higher for production.

As an adaptive measure, cocoa farmers engaged more with farm service providers (FSPs)—a class of service providers who provide sector-expert technical services—for the critical services they needed. To help cocoa farmers remain profitable, the FSPs used phone calls and short messaging service (SMS) platforms to reach their farmer clients, facilitating the delivery of inputs to farmers in distant communities.

This was accomplished through a partnership with retailers and input companies who provided farm services training and sold retailed inputs to cocoa farmers. The small group trainings centered around agronomic practices, post-harvest practices, and new technologies. This helped cocoa farmers remain in business while also facilitating new business opportunities and income for the FSPs and input companies.

"PIND has trained us, through Saro Company, on how we can use machines in farming in cocoa, farming in palm oil, and in cassava. We are not using manual things like cutlass and hoe again. They introduced to us this pruner, and other machines like that which are faster than the manual machines"— Anthony Akinmade, Agro-dealer, Ondo State.



### Premium Pricing to Stimulate Production of Quality Cocoa Beans

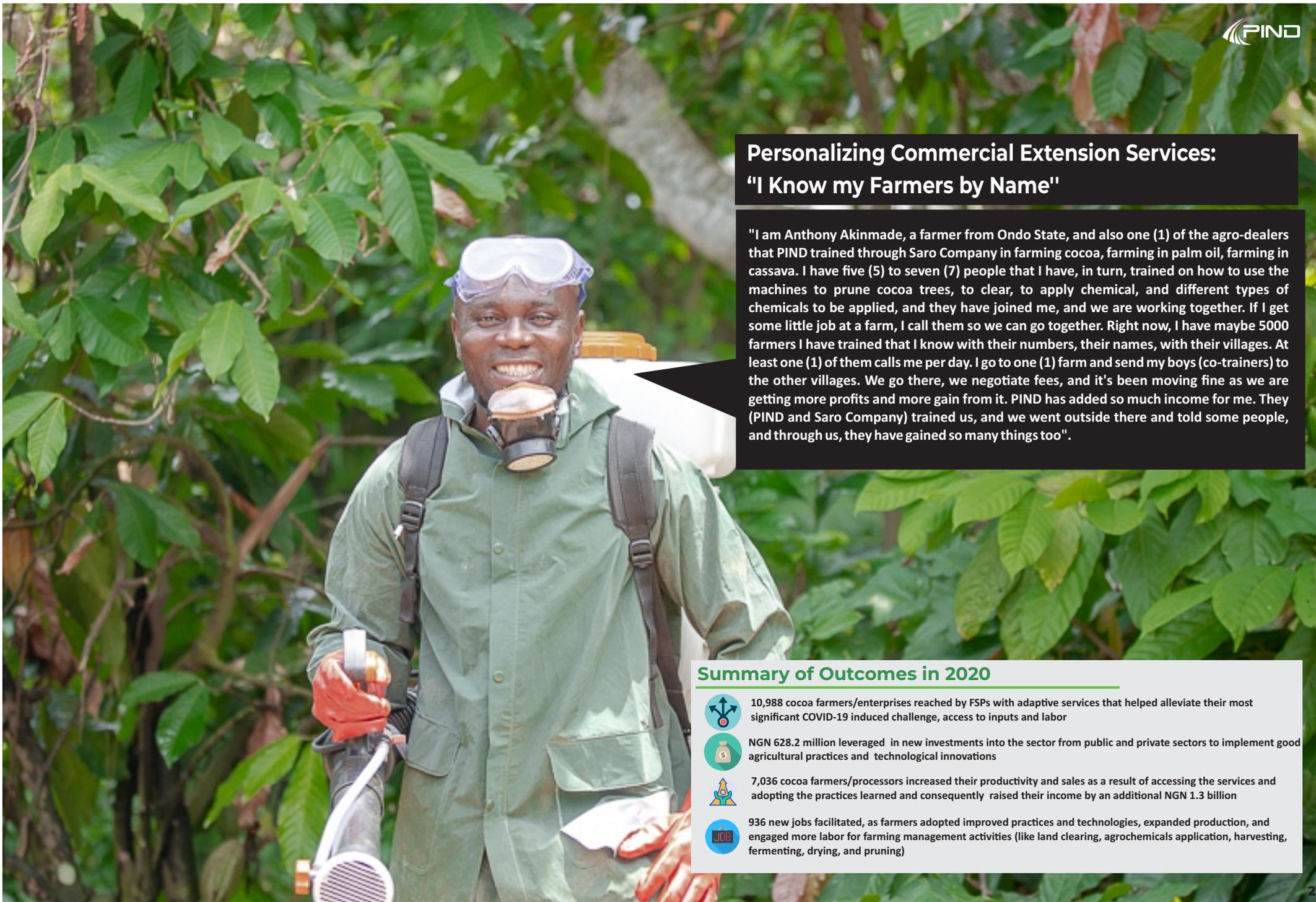
Nigerian cocoa beans are poorly valued in the international market because of their poor quality, caused by poor post-harvest practices—which means less income from the sales for cocoa farmers. To create an incentive for cocoa farmers to produce quality cocoa beans, PIND launched an intervention that offers a price premium for quality beans.

The year saw the pilot intervention kick off in Ondo State via a partnership with Subjugate Nigeria Limited, a cocoa bean off-taker. About 1,000 cocoa farmers were guaranteed a one (1) to 1.5 percent premium on each kilogram kg of quality beans produced at the prevailing market price.

The program trained 40 lead farmers to become lead trainers, who taught other farmers on cocoa bean-quality-improvement practices. At a baseline average yield of 959 kg on 2.25 ha per farmer and an average market price of NGN 700 per kg of good-quality cocoa beans, this amounts to over NGN ten (10) million worth of future additional income from premium pricing.

**Our cocoa-value-chain project helps cocoa farmers and processors increase their production quality and quantity, their sales and income, and the number of new jobs in the sector. These farmers and processors accomplish this through good cocoa agricultural practices, access to extension services, improved technologies, quality seedlings, and enhanced market relationships.**





## Personalizing Commercial Extension Services: "I Know my Farmers by Name"

"I am Anthony Akinmade, a farmer from Ondo State, and also one (1) of the agro-dealers that PIND trained through Saro Company in farming cocoa, farming in palm oil, farming in cassava. I have five (5) to seven (7) people that I have, in turn, trained on how to use the machines to prune cocoa trees, to clear, to apply chemical, and different types of chemicals to be applied, and they have joined me, and we are working together. If I get some little job at a farm, I call them so we can go together. Right now, I have maybe 5000 farmers I have trained that I know with their numbers, their names, with their villages. At least one (1) of them calls me per day. I go to one (1) farm and send my boys (co-trainers) to the other villages. We go there, we negotiate fees, and it's been moving fine as we are getting more profits and more gain from it. PIND has added so much income for me. They (PIND and Saro Company) trained us, and we went outside there and told some people, and through us, they have gained so many things too".

### Summary of Outcomes in 2020



10,988 cocoa farmers/enterprises reached by FSPs with adaptive services that helped alleviate their most significant COVID-19 induced challenge, access to inputs and labor



NGN 628.2 million leveraged in new investments into the sector from public and private sectors to implement good agricultural practices and technological innovations



7,036 cocoa farmers/processors increased their productivity and sales as a result of accessing the services and adopting the practices learned and consequently raised their income by an additional NGN 1.3 billion



936 new jobs facilitated, as farmers adopted improved practices and technologies, expanded production, and engaged more labor for farming management activities (like land clearing, agrochemicals application, harvesting, fermenting, drying, and pruning)

## Surviving the COVID-19 Threat: Palm Oil Sector

The palm oil value chain consists of farmers and processors supported by agro-dealers, millers, fabricators, and farm service providers (FSPs). Farmers own or rent farms to produce fresh fruit bunches (FFBs), which the processors buy and process into palm oil for sale. Millers charge processors a fee for the use of their processing machines.

Palm oil farmers and processors need information on best management practices and access to inputs and technologies to improve their yield. This information is supplied by agro-dealers, FSPs, and equipment fabricators. The COVID-19 crisis limited processors' access to the market, as they could not deliver products to off-takers and big traders due to transportation hikes. So, processors had to sell in makeshift local markets within their communities. This led to a drop in palm oil prices, the shrinkage of cash flows, and difficulty getting working capital from banks. They also faced an increase in the cost of labor and the cost of milling. Palm oil farmers suffered a 36 percent to 43 percent increase in the price of fertilizers and had difficulty accessing services.

Agro-dealers and FSPs worked collaboratively amongst themselves and with palm oil farmers and processors to create a win-win for all actors in the sector. The relationship between these service providers played a crucial role in ensuring access to inputs for palm oil farmers to use on their farms. This helped to improve their productivity and yield as well as pricing information for informed sales decisions. And fabricators ensured the millers' equipment was in working order. This ensured the continued availability of palm oil for sales and income for the farmers and processors.

Agro-dealers provided advisory support and information on inputs to farmers via phone calls. They strengthened their relationships with FSPs through socially distanced one-on-one (1-on-1) engagements during the peak of the COVID-19 restrictions. They also held socially distanced physical demonstrations and trainings for a small group of palm farmers.

### Increased Distribution Network for Wider Access to Improved Palm Oil Seedlings

Poor quality palm oil seedlings have led to lower incomes for farmers and created a demand-supply gap in the sector. To forge a steady supply chain for improved seeds to palm oil farmers, PIND has been building the capacity of private nursery operators and linking them to sprouted nut-producing companies. To expand the distribution network, PIND trained 147 nursery operators and linked them to seed producers like PalmElit CIRAD, Nigerian Institute for Oil Palm Research NIFOR, and ALLISSEE Seed Company.

Following this, PIND further linked PalmElit CIRAD to 80 business finders made up of nursery operators and agro-dealers to market the improved palm oil seedlings to farmers with the incentive of NGN 100 per seedling bought by farmers. The expanded distribution network and strengthened relationships between seed producers, nursery operators, and agro-dealers led to the purchase of 246,265 quality seedlings by 521 farmers in the four (4) states of Akwa Ibom, Delta State, Imo, and Ondo.



**Our palm oil-value-chain project helps smallholder palm oil farmers and processors increase their sales through the increased quantity and quality of their outputs. They earn more income; create new jobs by adopting best management practices; and access improved processing and harvesting technology, improved seedlings, funding, and market linkages.**

## Taking Agro-inputs to the Nooks and Crannies: I Think I am Number One (1)!

"I am Akandu Godwin from Port-Harcourt, Rivers State. I deal on agro-input, mostly fertilizer and agrochemicals. I received some orientation and training from PIND (on palm oil best management practices) in 2018—2019 and started officially partnering with them. Since I met with PIND in the first place, they broadened my knowledge. They added value to my business, so it's not just to tell a customer, "please buy fertilizer." Now, I can tell them the right fertilizer to buy and the method of application, and those things have increased my output. In fact, it is affecting my business positively because I am selling more product (agro-inputs) now. I am more widely known than before. And why? I am visiting communities, rural areas, all nook and crannies of Rivers State, training and advocating (for best management practices and improved seedlings to palm oil farmers). As you are training, you are as well introducing your products, telling them where your warehouse is and all the rest. Since I started with PIND, I have opened four (4) more centers in various locations. My knowledge is spreading. I have gotten more customers all over the place because I am reaching them out there, going from communities to communities. When you ask of agro-dealers, I think I am the number one (1) in Rivers State".



### Summary of Outcomes in 2020



13,524 palm oil farmers/processors reached by FSPs with adaptive services that helped alleviate their most significant COVID-19 induced challenges--access to inputs, labor, funding, information, and markets



NGN 1.9 billion leveraged in new investments into the sector from public and private sectors to implement good agricultural practices and technological innovations



8,555 palm oil farmers/processors increased their productivity and sales as a result of accessing the services and adopting the best management practices and technologies, consequently raising their income by an additional NGN 3.1 billion



2,689 new jobs facilitated, as farmers adopted improved practices and technologies, expanded production, and engaged more labor to assist in moving the harvesting tool and collating harvested fruit bunches

## Surviving the COVID-19 Threat: Poultry Sector

The poultry value chain comprises farmers involved in bird and egg production supported by several poultry service providers PSPs, processors, input companies, and village-level dealers VDLs for optimal performance.

Pandemic-triggered restrictions limited the access of poultry farmers to essential inputs—like day-old chicks (DOCs, feed, veterinary inputs, markets, support services, and funding). It also led to an increase in the cost of production and a drop in the supply of inputs. This was due to the scarcity of raw materials such as maize and soybeans required to produce feeds. The feed price went up by seven (7) percent to ten (10) percent, while the cost of DOCs doubled.

The ban on social gatherings reduced demand for poultry products while financial institutions limited their operations and loan disbursements. The PSPs could not hold physical trainings on best poultry practices for farmers. At the same time, input companies could not freely move inputs to the poultry farmers.

A poultry farmer's profitability is dependent on good production practices and the effective use of inputs. To survive the pandemic problems, poultry farmers turned more to the poultry service providers for help in addressing the challenges of access to essential information and inputs. In response, the poultry service providers tweaked their approaches and adapted their services to enable them to support farmers.

The PSPs secured the waiver for free movement of agro products, which facilitated free movement for the poultry sector to conduct their activities. The exemption enabled the service providers to deliver products (such as vaccines, feeds, and DOCs) to poultry farmers for a fee. They also formed relationships with the input companies and helped them to reach more poultry farmers in more locations with support services.

Others used technology platforms—like phone calls, social media, text messages, WhatsApp, and Zoom—to interact with the poultry farmers to make up for the reduced physical visits and organized training programs for a maximum of 20 farmers to comply with COVID-19 guidelines. The PSPs also provided information to their farmers on how to access the government stimulus packages to reduce the impact on their businesses and gain new clients as more farmers turned to them for support in overcoming the pandemic-related issues.

Through the support of the PSPs, poultry farmers used social media platforms to advertise and sell their produce, targeted market days to sell their produce, started direct sales around their neighborhoods, and sought out stimulus packages from the government.

### Increased Distribution Network for Wider Access to Improved Palm Oil Seedlings

PIND isolated the poultry sector as a separate value chain from its MSME-development project in 2020, with an immediate focus on enhancing the quantity and quality of support services available to poultry farmers for increased productivity.

PIND trained 19 new PSPs to support the expansion of training activities to farmers in the Niger Delta. Additionally, we supported existing poultry service providers, village-level dealers, and other market actors to provide technical and business training; linkages to markets and funding; vaccination of birds; and the supply of DOCs, feed, and vaccines to poultry farmers.

Following this, PIND further linked PalmElit CIRAD to 80 business finders made up of nursery operators and agro-dealers to market the improved palm oil seedlings to farmers with the incentive of NGN 100 per seedling bought by farmers. The expanded distribution network and strengthened relationships between seed producers, nursery operators, and agro-dealers led to the purchase of 246,265 quality seedlings by 521 farmers in the four (4) states of Akwa Ibom, Delta State, Imo, and Ondo.

**Our poultry-value-chain project is working to help poultry farmers and processors increase their**

**productivity, sales, and income while generating new jobs by adopting good poultry farming and**

**business practices—as well as access to extension services, quality inputs, funding, and markets.**





## Nzeota Prince Uche: Giving New Poultry Farmers a Head Start!

"My name is Nzeota Prince Uche, from Abia State, married to a lady from Osun State, and we have three (3) children. I am a poultry farmer and poultry service provider too. I am also into fish and snail farming. I have known PIND for about four (4) years now. When I came to PIND, I was doing like 50-100 broilers. After attending so many trainings from PIND [on NAEC (Nigerian Agricultural Enterprise Curriculum) visioning, marketing, and sales], both online and offline, we have scaled up. Right now, we have three (3) permanent staff and two (2) indirect staff. Then, we have moved the poultry business from 50-100 to about 350-500 broilers and about 1,000 for layers. I have been able to train other poultry farmers. So far, I have helped set up four (4) to five (5) farms that are around me, and the farmers are running the business on their own, but I give them advice, and they are seeing improvements. One (1) of the farmers happens to be my sister. She started with about 20-50 broilers. Right now, she is doing about 150, and she is about taking delivery of about 500 layers to incorporate. Initially, she was doing the poultry farming inside her compound using just her gateman to augment. Now she wants to employ two (2) persons to help with the business, and she is taking the farm from the back side of her house to a one-and-a-half-hectare (1.5 ha) plot of land."

### Summary of Outcomes in 2020

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 5,133 poultry farmers and MSMEs reached by poultry service providers with training on good practices, linkages to inputs, market, and funding—which were the sector's most significant business challenges caused by the pandemic
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 NGN One (1) billion new investments leveraged into the sector from the market actors to implement new poultry farming practices
- 
 2,202 poultry farmers/processors increased their productivity and sales as a result of accessing the services and adopting the best poultry practices and inputs, consequently raising their income by an additional NGN 1.7 billion
- 
 1,001 new jobs facilitated in the sector as poultry farmers adopting the new practices learnt increased their production. They also engaged more labor in farming activities, such as stocking, feeding, vaccination, debeaking, and daily record keeping.

## Surviving the COVID-19 Threat: Micro, Small, Medium Enterprises (MSMEs)

PIND's micro, small, and medium enterprise (MSME)-development-and-linkages initiative is designed to help build relationships to foster optimal productivity and income. MSMEs include production, processing, marketing, construction/fabrication, manufacturing, catering, fashion, entertainment, etc. The activities of MSMEs are driven BSPs who work in partnership with financial institutions, large corporate buyers, chambers of commerce, and other wide range of actors to provide the requisite support for MSME development: These comprised business diagnostics and upgrading, business management training, marketing strategies, and linkages to funding and market opportunities.

Due to COVID-19 lockdowns and restrictions, MSMEs experienced scarcity and high cost of inputs and raw materials, scarcity of labor, poor market access to sell products, hardship in receiving orders from customers, poor patronage, and access to critical services. Business service providers faced restricted engagement with critical stakeholders and their MSME clients, cancellation of scheduled physical upgrading activities, and the inability of MSMEs to pay for services due to poor turnover.

In response, the BSPs leveraged the technological skills of their co-BSPs to engage and network with the MSMEs and provide physical training to clients in locations they could not travel to in observance of pandemic guidelines. They used phone calls, social media, text messages, WhatsApp, and Zoom to provide services to MSMEs and to engage with other market actors. The BSPs also helped MSMEs to leverage funds from government-initiated palliative programs for businesses. Additionally, the BSPs digitalized the NAEC training modules into an online format and set up professional studios. This allowed for ease of delivering capacity building to the MSMEs and adhered to COVID-19 protocols in physical training deliveries.

MSMEs overall benefitted from these virtual adaptive services by BSPs such as training, access to funding, and registration with NAFDAC in some cases. Technical and business service providers further collaborated effectively in adapting and coping with responses to both the threats and opportunities brought about by COVID-19. PIND-trained BSPs organized business linkages forums in the three (3) states of Edo, Imo, and Rivers that assisted 284 MSMEs in connecting with large buyers, financial institutions and inputs, and equipment suppliers. This support helped to alleviate the overall impact of the adverse business environment caused by the pandemic.

**Our business linkages project assists micro, small, and medium enterprises (MSMEs) in the region to become more competitive, productive, and diversified in their markets. They will reap higher income (through increased sales and profits) and create new jobs for people (through access to quality business support services, markets, and funding).**

### Summary of Outcomes in 2020

-  5,133 poultry farmers and MSMEs reached by poultry service providers with training on good practices, linkages to inputs, market, and funding—which were the sector's most significant business challenges caused by the pandemic
-  NGN One (1) billion new investments leveraged into the sector from the market actors to implement new poultry farming practices
-  2,202 poultry farmers/processors increased their productivity and sales as a result of accessing the services and adopting the best poultry practices and inputs, consequently raising their income by an additional NGN 1.7 billion
-  1,001 new jobs facilitated in the sector as poultry farmers adopting the new practices learnt increased their production. They also engaged more labor in farming activities, such as stocking, feeding, vaccination, debeaking, and daily record keeping.





### Business Made Good by NISRAL Loan!

"My name is Peter Wealth. I am from Akwa Ibom State, married with four (4) children. I am into movie production, which has been a long-time passion since I was 16. I heard about PIND for the first time from Filmatura Film Production (a PIND-trained BSP (business service provider)), who did several trainings for a group of us on movie making, music video, photography, and cinematography. After the training, Filmatura supported us to apply for the NISRAL MFB loan, which is CNB's empowerment program. In 2019, we received a loan of NGN 4.5 million to start a film production business, rent office space, and buy equipment. We had two (2) clients in our first month, and after, then, we had over eight (8) clients. As the business got moving, we upgraded to two (2) offices and added two (2) extra staff to make a total of four (4). It became easier to take care of my family as income was good, adding about 20 percent to what we started with. It was easier to carry both the home front and the business, which was a relief to the family. Business was good and, of course, the payment of the loan was easier for us to do without stress".

## Surviving the COVID-19 Threat: Funding Innovations for Smallholder Farmers & MSMEs

Smallholder farmers and MSMEs in the Niger Delta encounter difficulty getting funds from financial institutions because of several factors. These factors include inappropriate financial products for the agricultural value chains; perceived low productivity and competitiveness in financing the sectors; and the perceived risk associated with agricultural financing.

The BSPs saw opportunities to leverage funds for MSMEs through the programs initiated by the government, such as Agri-Business/Small and Medium Enterprise Investment Scheme (AGSMEIS), the COVID-19 intervention fund, and the Anchor Borrowers scheme. Available to different sectors, the loans are meant to assist MSMEs in buying new equipment and in improving their working capital to meet existing market opportunities and to jumpstart job creation and economic growth.

PIND deepened the relationships between the business service providers and financial institutions, notably the Central Bank of Nigeria (CBN), to unlock access to capital for MSMEs under various financing schemes such as AGSMEIS and NISRAL MFB.

### Piloting New Agricultural and Agro-Allied Specific Financial Models and Products

Sombreiro Kapital, a PIND-established corporate enterprise, tested and evidenced the viability of new unique financial models and products for smallholder farmers in the aquaculture, palm oil processing, and poultry sectors in the three (3) states of Bayelsa, Delta, and Ondo.

Ahead of the loan facilitation, PIND-built partnerships (with financial and non-financial institutions) to pilot transactions and provide Sombreiro Kapital the needed platform. This platform helped to facilitate loans to smallholder farmers through a licensed commercial bank and build the initiative's success through the efficiency of smallholder farmers. Then, PIND-onboarded farm service providers (FSPs) who trained, appraised, and prepared 200 smallholder farmers for loan applications. Sombreiro Kapital's partner commercial bank, Sterling Bank, approved 28 smallholder farmers' loan applications for disbursement in January 2021 while the processing of the remaining applications is ongoing. The approval followed a first and second-round review of the loan applications using industry-based selection criteria unique to smallholder farmers.

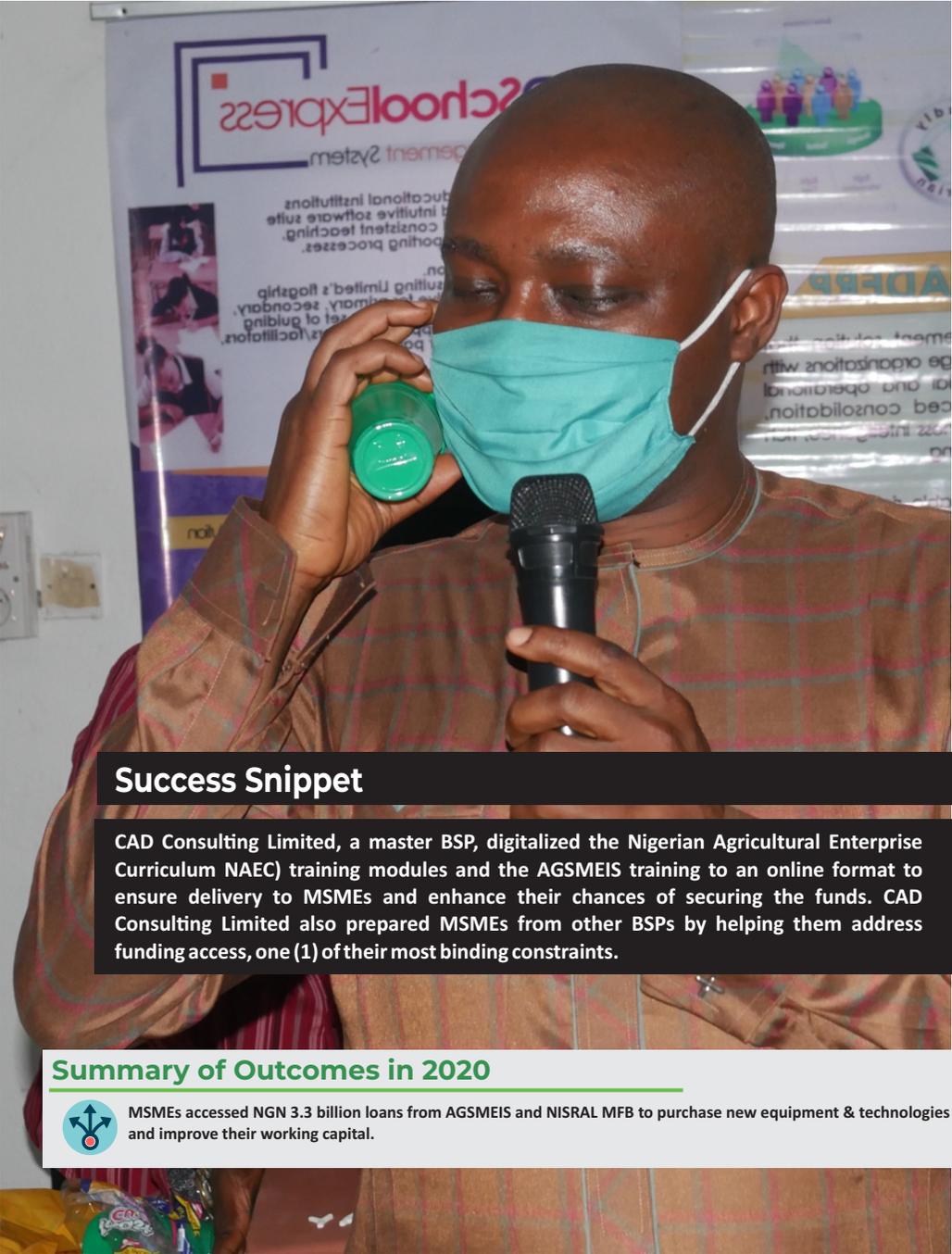
In the second 2015–2019 strategic phase, PIND had set up Sombreiro Kapital as an independent value-chain-finance facility that will engage new partners; test and scale innovative financial products; and mobilize additional capital to achieve development objectives.

**PIND's approach to improving access to funds for smallholder farmers and MSMEs entails developing new, inclusive financial models built around the peculiarities of the agricultural and agro-allied sectors. To qualify for the funds and loans from commercial banks, MFBs, and equity investors, we encouraged a crop of BSPs (business service providers) to support smallholder farmers and MSMEs.**





"Training these farmers, they always complain. Some of them say," We want to expand, how do you come to our aid"? So, we package them together in groups in clusters. And, as I am talking to you right now, they are being taken to the CBN under the Anchor Borrowers programs so that it can help them to maintain their plantation. It can help them to expand their farms. They are following their CBN processes; they have been introduced, they have been trained by DDI (a PIND-trained BSP), interviewed, asked to package their papers. And they have done all those things. They are now feeling the impact of PIND." - Akanduo Godwin, PIND-trained agro-dealer in Rivers State.



### Success Snippet

CAD Consulting Limited, a master BSP, digitalized the Nigerian Agricultural Enterprise Curriculum (NAEC) training modules and the AGSMEIS training to an online format to ensure delivery to MSMEs and enhance their chances of securing the funds. CAD Consulting Limited also prepared MSMEs from other BSPs by helping them address funding access, one (1) of their most binding constraints.

### Summary of Outcomes in 2020

 MSMEs accessed NGN 3.3 billion loans from AGSMEIS and NISRAL MFB to purchase new equipment & technologies and improve their working capital.

# POWERING COASTAL COMMUNITIES

## Energy Access for Underserved & Coastal Communities

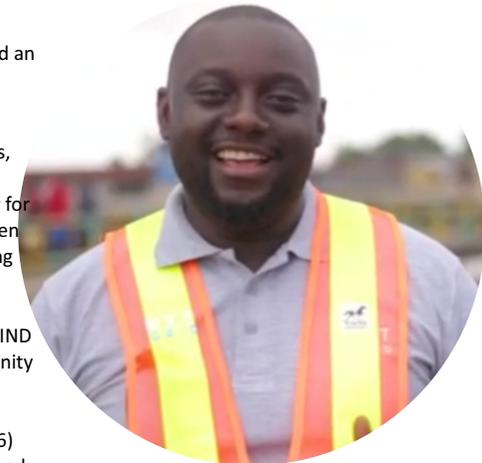
Coastal communities are considered difficult terrains and are mostly unconnected to the electricity grid, prompting over-reliance on petrol generators with their ever-rising costs and health hazards. This situation kindles continued poverty and inequity. In every problem lies an untapped opportunity. PIND saw the opportunity to facilitate off-grid, low-carbon, low-cost solar solutions to meet local needs and launched an access-to-energy intervention that seeks to promote economic activity in the coastal communities.

In the previous 2015–2019 strategic phase, PIND assessed energy requirements and possible solutions for underserved coastal communities, incentivized private renewable energy providers to develop business models specific to the last-mile customers, and fostered engagements between them and community stakeholders. This was done to secure buy-in for a demand-and-supply meet that assures long-term viability for the investors and boosts demand for renewable energy services. The engagements facilitated power purchase exclusivity agreement between eight (8) coastal communities in Bayelsa State and Delta State and two (2) different energy service providers to scale up the model—ensuring continuous access to affordable, reliable, sustainable, and modern energy as desired by SDG 7.

The advent of the pandemic and COVID-19 follow-on restrictions hindered community engagements and disrupted partner engagements. PIND utilized virtual meeting platforms and telephone calls to monitor project activities and connect the stakeholders—focusing on using community leaders to market the energy models to other community members for buy-in.

Working virtually with private clean energy providers and community associations, PIND facilitated the setup of six (6) energy cabins in six (6) coastal communities. They provided reliable electricity to a group of businesses and households in the communities. The energy cabins helped them reduce business costs, extend their business hours, and power large-load appliances. The installations include:

- 20kw of solar-powered energy cabin in Ogheye community in Warri North Local Government Area of Delta State
- A 20kW solar mini-grid at Molutehin community in Ilaje LGA and another 20Kw solar mini-grid at Gbokoda community both in Ondo State through a grant from Chevron Corporation to power its GMoU (Global Memorandum of Understanding) communities using energy cabins
- Two (2) 20kW solar mini-grids in Awoye and Odofado communities in Ondo State using funds leveraged from the Ilaje RDC (regional development committee). This was preceded by a partner-led assessment of viable energy cabin models in largely underserved communities in EGCDF (Egbema Gbaramatu Communities Development Foundation) and Itsekiri RDCs supported by PIND and Chevron Nigeria Limited. PIND has been providing support to the RDCs in adopting the practice of funding sustainable development projects for their constituencies.
- A 21.06kW solar hybrid energy cabin in the Lomileju community and a 19kW energy cabin in the Obe-Jedo community in Ondo State by AT&T
- Restaurants, smoking kitchens, hair salons, retail shops, tailoring shops, butchers, micro hotels, fishing gear shops, boat spare part retailers, pharmacy shops, local booking agencies, and mobile money booths represent examples of businesses served by the energy cabins.



**The access-to-energy project works to develop access to affordable renewable energy for households and businesses to improve productivity, increase income, trigger new jobs, and improve the quality of life for the communities (SDG 7).**





**Quest to Address Energy Challenges Solved**

'My name is Kehinde Emmanuel Tayo, CEO of Vectis Business Option, a company built on the promises of renewable energy to bring power to the people of this great country. Our quest to solve energy challenges has brought us into the mini-grid-energy space to provide power for the people in the underserved and unserved communities of rural communities in Nigeria. Our partnership with PIND has brought about this relationship where we are able to reach out to more communities in the coastal region to provide them energy access to power. We are very grateful to PIND for what they have done, making our lives easy, making things easy in terms of access to communities, and then, supporting in reaching out to these communities in the Niger Delta'.

## Life is Sunnier with Solar Solutions!



"My name is Steven Idikunle. I am the owner of Philipcom Hotel. About a few months ago, we acquired solar electricity that we are using. And the solar light is helping a lot. Before now, we were using a generator, and we burnt a lot of fuel as a result of that. Normally, we did repair the generator, but for some time now, that has gone away. I used to use about two (2) refrigerators before, but now, I use about three (3) now. And all my systems are working very fine now."

"My name is Pa Malo Felix, the Olaja of Ogheye community. This solar that came to this Ogheye community, we love it, and we are enjoying it. Before the solar came, we had generators in this community, but due to the condition of fuel, we haven't been able to power the generator. In that case, as the solar came, we had to accept the solar, and it is okay with us. We used to have problems of diesel, but with the solar, we don't need the diesel anymore. Solar is with us and what we do is to recharge the solar. And after you have recharged your solar, everything will be okay with you. We love the solar here a lot, and we would want the solar to stay. So, I thank the people that have brought this solar to the community."



## Summary of Outcomes in 2020



NGN 79 million leveraged from private investors and communities to install clean energy technologies (solar energy cabins, solar refrigerators, and solar home systems) in target last-mile communities. This reduced the inequity in access to energy and improved quality of life and economic development.



88,800kWh of electricity generated in the region by the partner investments and interventions in clean energy, with a combined displacement of 49.6 tonnes equivalent of carbon dioxide (CO<sub>2</sub>) emissions across the Niger Delta—reducing greenhouse gas emissions and protecting the planet in pursuit of SDGs 12 & 13



595 coastal community business and 461 households accessed clean energy, thereby improving their productivity and welfare, further creating 97 new jobs in the communities for the provision of technical and business services on the technologies

3,395 persons accessed clean energy technologies, advancing the SDG 7 of providing universal access to affordable, reliable, sustainable, and modern energy services.



NGN 12,378,800 saved in costs of buying petrol for generators by businesses and households from using the solar technologies

Motivated by PIND, energy-provider partner Vectis Business Options installed two (2) commercial solar refrigerators (also called solar cold rooms) in Sangana and Fish Town in Bayelsa State. These cold rooms enabled the fishing communities and traders to preserve their perishable goods and reduce the pressure of racing to sell off their goods even at a loss to avoid losing them to rot.

PIND further facilitated demonstrations of small solar home systems by private energy providers to coastal communities. The solar energy systems are ideal ways of meeting basic energy needs, such as lighting and charging small appliances. They are equally suitable for micro-enterprises with low energy demands such as barbing salons, mobile-money facilities, and poultryries.

Sustaining the energy access business model requires the availability of skills for continuous promotion, maintenance, and expansion. PIND's solar power providers trained over 50 people as village-level technicians and service agents to ensure this. They were trained to provide business support services, such as installations, and build their entrepreneurship capacity around making a business of opportunities in small-scale solar PV business solutions.

To expand access to energy to more communities, PIND collaborated with Infraenergy LLC (a private sector power developer and potential investor) to assess potential sites and business models for off-grid solar in Opia, Dagbalo, and Azama communities in Delta State. We also facilitated engagements between the developer and the community leaders to establish plans for deploying commercial mini-grids and solar cold rooms within their communities.

## Handy Energy Cabin Customer Service!



"Our agents are always based in the station here to make sure that they provide these services to customers by recharging their meters, so they pay us. It's a prepaid solution. So, they bring some money, whatever amount you want to buy. To buy like for your house, you come to the cabin; our staff are here. Customers can, actually, recharge their meters by themselves if they choose to, if they have bank accounts. And if they do not have bank accounts to recharge their meters themselves, they come to the cabin where we provide this service." - Kehinde Emmanuel Tayo, CEO of Vectis Business Option

## No More Buying Of Firewood!

My Name is Tari Jackson. I have been living in Fish Town since 2002. And, in 2003, I started the fish drying business, which we send to Yenagoa. We are always drying fish every day. So, when we heard that there is a cold room here in Fish Town and this is really going to help us a lot because sometimes our fishes get spoiled because there is no firewood to keep it from getting spoiled and as a result of that, we lose a lot of money. So, with the availability of the cold room, we can easily rush to the cold room to preserve the fishes and bring them out the following morning to dry them, or we can just send them to Yenagoa. As for me, I like this cold room more than the fish I am drying locally. Because if I put them in the cold room, I won't have to buy firewood anymore. This firewood I buy with money, I wouldn't have to buy anymore.



### Success Snippet

Connection to the energy cabin increased the productivity of the businesses in Ogheye Community of Delta State by 65.6 percent. It translated to a cumulative monthly savings of NGN 270,000 for households, from reduced dependence on petrol for power generation and reduced business operating costs.

## FOSTERING YOUTH EMPLOYMENT

### Youth Job-Readiness, Workforce Development, & Job Creation

The Niger Delta records some of the worst indices in youth unemployment, raising the need to find a working and sustainable model for getting the teeming youth population employed. In 2018, PIND and the Ford Foundation commenced a two-year (2-year) NYDEP project pilot. It is based on a simple logic: a cohort of young people can become employed by targeting growth sectors— developing and delivering skills development content (which incorporates technical, behavioral, and entrepreneurship skills) tailored to these sectors, and receiving post-training support into employment or entrepreneurship.

In the first year, PIND and local partner organizations with intervention sector expertise delivered in-person and practice-based experiential trainings to 1,468 youths. The trainees included women, PWDs (people with disabilities), and other marginalized groups in the three (3) states of Abia, Akwa Ibom, and Rivers. They were equipped with market-relevant technical and soft skills in the key growth sectors of agriculture, construction, and ICT (information and communications technology). The trainees received post-training support from the sector expert implementing partners that empowered them to get jobs as employees or to create jobs as entrepreneurs.

Although they were sector experts, PIND still invested in enhancing the organizational capability of the implementing partners from 2018 to 2019. We provided them with technical advisory support, linkage to existing resources, financial resources through small grants, and platforms for coordination and collaboration. These provisions served as veritable success enablers for the NDYEP objective and supported their ability to adapt when COVID-19 emerged.

In 2020, due to the COVID-19 safety guidelines, the designed physical trainings could not be delivered to target youth as planned. Through a series of virtual engagements, PIND assisted the implementing partners in adapting and migrating their entrepreneurship training and post-training support program to online platforms and formats. This included the online recruitment and orientation of youth trainees who were provided with access to internet data to ensure their participation. To support youths without virtual access, the partners held physical trainings with reduced class sizes. They also alternated the training schedule for participants to maintain physical distance.

With these adaptations, the sector-expert implementing partners successfully delivered technical and behavioral skills training to 1,416 youth in aquaculture, construction, ICT/renewables, and finished leather sectors in the three (3) pilot states. Additionally, to help the entrepreneurship-oriented trainees access funds for their start-ups, the partners assisted over 500 skilled youths in developing business plans, registering, and applying virtually for loans from the NISRAL portal. Some were being interviewed and assessed by NISRAL for possible loan disbursement as of year-end.

**Our Niger Delta Youth Employment Pathways (NYDEP) project targets to empower young**

**people in the region to attain market-relevant technical skills, vocational skills, and soft**

**skills to secure waged employment or start an enterprise (SDG 4 & 8).**



**“I want to really appreciate PIND for this opportunity they gave us. It's not all about the economic benefits but the way it has strengthened our practices, our processes, and the way we do things.”- Emeka Unachukwu, Founder and CEO of Develop U, NDYEP ICT implementing partner**





### The 'Sitting Down at Home Idle' Phase is Over!

'My name is Precious Ogbonna-Ben; I am from Abia State, a graduate of economics. I enrolled to learn leatherwork through the NDYEP training under the Footwear Academy. I got to learn a lot. I can make footwear for myself and for people, such as slippers and sandals. Before, I used to be at home, sitting doing nothing. Now, I can wake up in the morning, come to the Footwear Academy, and work because I have a lot of orders that I need to deliver.'

## Influencing State Governments to Adopt the Demand-Led Approach to Youth Employment Programs

Expanding the proven Niger Delta Youth Employment Pathways (NDYEP) demand-led approach for youth employment through the adoption of the model or components of it by state governments was central to PIND in 2020. PIND shared its lessons and insights from the NDYEP model through one-on-one (1-on-1) meetings with key government agencies; via a virtual roundtable in July 2020 with government representatives from the nine (9) states of the Niger Delta; and via a virtual peer-to-peer learning forum in September 2020 with seven (7) Niger Delta states. During the September 2020 forum, the Lagos State Employment Trust Fund (LSETF), the Delta State Job Creation Agency, and PIND shared their experiences on reducing unemployment rates through efforts and investments in youths.

The forum utilized PIND-produced case studies that documented the learnings and recommendations for stimulating sustainable youth employment in the project sectors. By year-end, PIND completed a Delta State labor market assessment to generate planning data for a youth-employment program. At the same time, Akwa Ibom State partnered with PIND to mainstream the NDYEP soft skills training into the state's My Entrepreneurship Goals Program (MEGP) and foster closer links with NDYEP's sector-expert-implementing partners in the state.

Before the forum in February 2020, PIND participated in an international job creation summit in Lagos, hosted by the LSETF with the theme: "Showcasing Leading Practices for Job Creation." Sitting on the panel with top representatives from German Development Agency (GIZ), United States Agency Development Fund (USADF), British High Commission's Prosperity Fund and International Labour Organization (ILO), PIND's Deputy Executive Director shed light on the NDYEP model and its efficacy in youth job creation.



## Now an Expert Farm Manager!

'My name is Blessing Samuel. I live in Rivers State. I got to know about the NDYEP training project through a friend who happened to be a member of the Rivers State Youth Empowerment ministry. Before I joined the PIND training program, I had no idea whatsoever with anything that has to do with aquaculture. In short, I felt when you talk about fisheries or talk about poultry. It had to do with farmers who are from the rural villages. The PIND empowerment training program has changed a lot of things for me.



I didn't have a job from the onset, and it was difficult to get one (1) because I'm not a graduate, so there's no certificate attached to me. But after the program, I could manage a farm; I could make a living out of it. So, a lot has changed. It has also changed my perspective; I didn't have to go out there and start looking for a job. I could, actually, do something with the experience I've gotten from the PIND training; I can now rear fishes. I have an experience to start a fish farm, so I don't have to depend on anybody to look for a job. I can create a job for myself and, also, for other people. So, that's a huge change and a huge experience.

Presently I'm managing a farm, and that's one (1) of my short-term goals. Managing a farm is giving me a vast experience. I get to manage the fishes. I get to manage the poultry that has to do with the birds, the layer birds in particular. I get to manage snails, and it has broadened my experience. Now, I am into farming fully. I want to say a big thank you to PIND and Aqua Green, who have implemented this program. I'm now looking at it that there is a brighter future."

## Summary of Outcomes in 2020

The NDYEP project's implementing partners managed the difficulties posed by COVID-19. They completed the planned youth training and continued to support trainees in post-training opportunities. The partners noted that the technical and grant support they had received through NDYEP had helped their resilience, such as grant investment in facilities used for the online trainings.



2,887 youth gained applicable skills waged employment or entrepreneurship (41 percent being women and persons living with disabilities)



1,288 trained youth linked to decent and fulfilling work, in waged employment and enterprise start-ups, and the two (2) new states of Delta and Akwa Ibom adopted PIND's NDYEP model for youth job readiness

# FOSTERING STABILITY

## Social Capital, Conflict EWER for Sustained Peace

Over ten (10) years, PIND's peacebuilding program concentrated on establishing, equipping, and expanding the Partners for Peace (P4P) Network as a grassroots platform for mitigating conflict in the Niger Delta. The P4P Network grew to a membership of over 10,000 self-identified agents of peace with sub-chapters in 119 local government areas (LGAs) out of 185 LGAs in the region by the end of 2019.

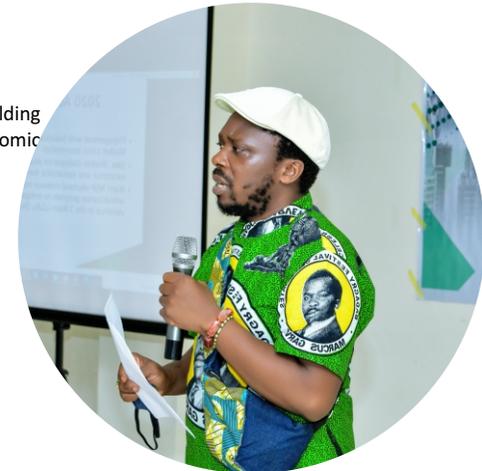
Launching out a new 2020–2024 strategic phase, the focus shifted from expanding the P4P Network to deepening and activating the peacebuilding capacities and actions of the facilitated members of the P4P Network to foster a more enabling environment for sustainable broad-based economic development—a move from several peace actors to the quality and quantity of actual peacebuilding actions undertaken.

Resolving conflicts constructively without resorting to violence is a skill. Hence, in 2020, PIND built the competencies of 211 peace actors in conflict early warning, mediation, and evidence-based advocacy and engagements through virtual training workshops and follow-on practice-based mentoring sessions. With a targeted aim to increase conflict EWER (early warning and early response) in Chevron's Global Memorandum of Understanding (GMOU) communities, 100 community persons were trained as conflict monitors in the Egbe and Gbaramatu communities. They were given the competency to report conflict incidences to the peace committee of their Regional Development Committee (RDC) for timely intervention.

All through 2020, members of the Warri MSP, a forum facilitated and trained by PIND from 2018 - 2020 to help stem the tide of violent ethnic conflict and promote peaceful co-existence among the Ijaw and Itsekiri tribes in three (3) local government areas of Delta State, continued to design and implement interventions targeted at conflict-prevention and de-escalation, with small grants, virtual technical guidance, and socially distanced/small sized capacity building on conflict management from PIND.

The Warri MSP undertook a ten-week (10-week) media sensitization and awareness campaign plus informal dialogues and facilitations with key stakeholders to forestall an age-old local government elections violence in the State by influencing the two (2) ethnic groups to shun violence and embrace dialogue ahead of an upcoming election, that contributed to the election of the first Ijaw local government chairman since the creation of the local government areas in 1997—a development that fostered peace and equity. The Warri MSP further deployed conflict analysis and stakeholder engagements to resolve a brewing conflict between the Ijaw, Urhobo, and Itsekiri communities in Warri—stirred by an unpopular leadership team choice for the Ogbe-Ijoh local market by the local government chairman.

Well-adapted to local conditions, in touch with communities, equipped with good connections to the local political elites and influencers and using the skills acquired from the training, mentoring, and technical support, the activated peace actors, including members of the Warri MSP, are creating critically relevant domestic social capital and ownership of the peacebuilding process. For peaceful conflict resolution, the over 700 trained peace actors promoted peace, prevented violent conflicts, and tackled 147 existing conflicts through alternative dispute resolution mechanisms and long-term grassroots-based mechanisms.



**The peacebuilding program aims to strengthen conflict management systems and capacities for enabling peace and economic growth, targeting the active engagement of thousands of peace actors in peacebuilding interventions to mitigate and reduce conflict to the benefit of millions of people (SDG 16).**



## Amamogiran Francis, a peace actor in Dodo River Regional Development Committee in Bayelsa State



After participating in PIND's training on EWER (early warning and early response), Amamogiran set up an early response subgroup in the five (5) communities that his organization works with Amatu 1, Amatu 2, Bilabiri 1, Bilabiri 2, Bisangbene in Ekeremor LCA of Bayelsa State. The subgroups make use of the EWER system to get timely information and mitigate conflict quickly before it escalates. This has greatly helped in reducing conflict incidences in those communities.

## Tamunomie Wariboko, a peace actor from Okirika in River State

"During training by the P4P [Network], I was taught how to use various methods to address conflicts in my communities. When I became the CSO, I tried to use force to end the conflicts, but it was not working. Then, I introduced a football competition. I give a little token to the first, second, and third winning teams. And after that, I will gather both winners and losers back to the community and tell them that, "You are one (1), both winners and losers." I teach them how to be together, be their brother's keepers. And they go home very happy."



## Chief Mike Odeli, member of the Warri MSP in Delta State



"One (1) important thing I learnt from the MSP training is to keep the situation from getting even worse and preventing it from ultimately escalating into a violent crisis. [...] Since then, I offer my support anywhere I can. As a member of the Warri MSP, I was able to apply the skills acquired from the MSP training to douse tensions between Okere-Urhobo and Okere-Itsekiri communities [in Warri, Delta State]. I brought the stakeholders together to address the issue and focus on dialogue. Luckily, I was able to douse the tensions and get them to a place of agreement."

## Rebecca Sunday, a peace actor from Umuahia, Abia State

"They [conflicts] reflect differences in values, clashes of interests, and the ensuing tensions between the various, different groupings. It is not the conflicts per se that is the problem, but the manner in which they are resolved...I didn't know anything about conflict management. But ever since I started attending the P4P [Network] trainings, I now step up to get involved in conflict situations. In my community—Ossah, Umuahia North LGA, Abia State—there was a boundary dispute, and with the knowledge acquired from the P4P [Network] training on conflict management, I mitigated this conflict."



## Jennifer Ezekwem, a peace actor in Imo State

"With strong field work experience garnered over the years as a member of the Conflict Prevent Committee of the Partners for Peace in the Niger Delta (P4P) Imo State Chapter and the Oguta LGA sub-chapter, I have navigated the nooks and crannies communities, building community and family peace and resolving conflicts across Imo State and some Niger Delta states"



## Data for Peacebuilding

PIND's new 2020–2024 strategic phase focused on providing critical data and analysis for peacebuilding and conflict management through the Integrated Peace and Development Unit (IPDU). PIND continued gathering and triangulating data from numerous credible sources on conflict hotspots and trends unto its Peace Map and developed year-long weekly, quarterly, and annual Niger Delta Conflict reports used by peace, security, and development actors and governments (and other public and private sector stakeholders) to conduct conflict assessments and make informed decisions and take actions to address emerging conflicts and plan interventions.

By the end of 2020, PIND had coded, formatted, and uploaded 20,324 conflict-related incidents in the Niger Delta to the Peace Map, retaining its position as the most comprehensive, publicly available dataset on conflict risks in Nigeria. A total of 3,053 stakeholders utilized these data products from PIND for various purposes in 2020, with users emailing to [trackers@pindfoundation.org](mailto:trackers@pindfoundation.org) to subscribe for the updates.

PIND remains grateful to the organizations whose conflict data sources are currently integrated into the Peace Map: West Africa Network for Peacebuilding (WANEP), Fund for Peace (FFP)'s UNLock, Transition Monitoring Group (TMG)'s Quick Count of the NEEWS2015 (Nigerian Election Early Warning System), Nigeria Stability and Reconciliation Programme (NSRP), Council of Foreign Relations (CFR), Nigeria Watch, Armed Conflict Location and Event Data (ACLED), and Community Initiative for Enhanced Peace and Development (CIEPD).

## Integrating Economic Development and Peacebuilding

In a 2020 PIND case study titled 'Partners for Peace in the Niger Delta - A Platform for Collective Action in Conflict-Prone Region,' we noted that "although the P4P Network is made up of volunteers, conflict mitigation and peacebuilding activities, whether small or big, need funds to implement" (p.20). Seeking a more robust integration between our peacebuilding and economic development programs during the second 2015–2019 strategic phase, the P4P Network started teaching the members about economic development and deliberately sought out and linked their members to economic opportunities, incorporating capacity building on resource mobilization into the peacebuilding training courses and packages and including peace actors in the market development trainings for service providers.

Likewise, PIND began exposing market systems service providers to conflict sensitivity, management, and prevention skills building through the P4P Network. This peace-economic integration remains a key fundamental in the new phase as in 2020; some of the service providers partook in the training of conflict monitors in the Global Memorandum of Understanding (GMoU) community while peace actors were supported to connect to economic opportunities.

### Summary of Outcomes in 2020



702 peace actors took actions to mitigate conflict



211 key stakeholders gained and applied improved peacebuilding and conflict management skills



147 quality actions were taken by peace actors to douse emerging conflicts in their communities



3,053 stakeholders utilized PIND's peacebuilding data and analysis for planning, decision-making, and other various purposes



## TEACH ME TO FISH SO THAT I CAN KEEP PEACE

"I am Enwerem Corlivics, the Imo State coordinator for [the] P4P [Network] in the Niger Delta. The PIND trainings that I have attended, particularly resource mobilization, have impacted much on my business and livelihood.

Though I had been in the business before partaking in PIND's project, the trainings they had, especially in Port-Harcourt and in Warri in 2018 to 2019 (visioning and marketing training) and other areas, are very fundamental and important to any business enterprise because they actually expose you to new practices in how business should be done.

After you have attended PIND's trainings, especially on resource mobilization, you begin to understand that no matter the little thing you want to do—if you run it as a business or as an enterprise—it will grow to any extent if you put down the fundamental things that are necessary, things that are important that can motivate business development. And as the Imo State Coordinator for [the] P4P [Network], we attended a lot of training with PIND that is also helping us in peacekeeping or peace advocacy in some other communities. We, even later, got some funding from PIND, about NGN 1 million, which we used in training some people on aquaculture. And the thing is still going on.

I established a beekeeping and honey production business in 2007 through a fund we got from a cooperative that is being sponsored by FADAMA projects. There is a saying: "Teach me how to fish, and don't give me fish because I can't lack fish." Now, I have not less than 100 beehives scattered in different farms, and from last season's harvest, I had almost 500 to 1,000 liters of honey, and, right now, I am doing another harvest on honey production.

The PIND training that we have had has so much impact on my business—particularly in terms of expansion, value addition, packaging, promoting honey production, and training people so that they can really be in that business. Formerly, I was living in the village; but through my business in beekeeping and honey production, I have been able to pay my rent in Owerri. I have relocated my family, and my children are going to private schools in Owerri as well. I depend much now on my business.

I have bought lands through the money I got from there for the expansion of the business. I have bought a honey-processing machine and changed some of my bee keeps. I have a smoker and other PPE used in the harvesting and processing of beeswax and honey. Then, I am having some shops where my honey is being sold. So that if you want my honey, you go there and buy it. Formerly, it was only myself and one (1) other person, but now I have up to ten (10) people that are working with me.

Even when we go for P4P [Network] trainings or activities, even the annual general meetings or some other meetings, I go with my product, I advertise it there. You know, I see it as a source you can use to keep the youth busy because when the youth are busy with other activities, they cannot be thinking of crime. Idleness causes certain things, but when people are busy with their livelihood making some fortune, some money, attention will be diverted to other things, so the training (on bee and honey production) is actually beneficial."



## ENABLING DEVELOPMENT

### Market Development and Fundraising Capacity for Local Organizations

Market systems interventions are supported by co-facilitators who need to have knowledge and expertise on the approach. They must also have the added ability to write proposals and mobilize funds for such projects. In the second 2015–2019 strategic phase, in partnership with the FCDO-funded MADE project, PIND began a training and mentoring program on the market systems approach for local organizations to increase the availability of the expertise in the region.

During 2020, PIND continued the practical mentorship program for ten (10) interested co-facilitating organizations. We also prioritized supporting local NGOs to raise funds to respond effectively to the COVID-19 pandemic threat by conducting a four-day (4-day) virtual training on resource mobilization and proposal writing for 45 persons from 12 local organizations. This increased their ability to attract funding and implement quality development programs for social welfare and economic growth.

In our new 2020-2024 strategic plan, PIND's capacity-building efforts will continue to build the institutional, organizational, and technical capacity of local organizations in the Niger Delta—CSOs (civil society organizations), BMOs (business membership organizations), and community-based service providers—to adopt the market-systems-development approach and to use the skills to raise funds for social development programs (SDPs), in contribution to SDG 4 & 8. Stakeholders validated this approach during a 2019 participatory strategic review (PSR) of PIND.



## Summary of Outcomes in 2020

Five (5) organizations applied the proposal writing and market systems development capabilities gained from PIND's mentorship program and secured funds and grants totaling NGN 120.5 million from donor agencies for development programs, particularly for market-based interventions in response to the opportunities and threat created by COVID-19 pandemic.

Organization	Funds Leveraged	Source	Services Delivered
Genius Hub	NGN 2.7 million NGN 1.5 million	IOM (International Organization for Migration), GIZ (German Development Agency)	Developed and expanded a face-mask market system that is consistent with the approved safety guidelines and empower more tailors in Edo State
Genius Hub	NGN 87 million	German-Nigerian Centre for Jobs, Migration, and Integration International Organization for Migration SOS Children's Village Edo State Government	Produced face masks and shields, and other PPE Empowered 60 returned migrants and 300 youths with life management, job readiness, and entrepreneurship skills
SEYP	EUR 45,000 (NGN 15.4 million) Nigeria	Swiss Embassy	Economically empowered returnees in Edo State
KOLPIN Society Nigeria	NGN 7.5 million Society Nigeria	ACAI (African Cassava Agronomy Institute)	Built market system for digital extension services for cassava farmers in Abia State
Family Welfare Development Foundation	KNGN 4.8 million	World Bank Vulnerable Groups Investment Program c/o Community Social Development	Worked on sustainable development projects



### Grants Secured with Proposal Writing Skills!

Prior to getting into PIND's mentorship program, the Chief Executive of the Society for the Empowerment of Young Persons (SEYP) wrote all proposals by herself, despite having five (5) employees and many volunteers. An organizational capacity assessment showed that the root causes of this were structural issues and talent mismatch within the organization. PIND commenced a mentorship program to improve the (non-governmental organizations' (NGOs) capacity to secure and implement donor-funded projects using the market systems approach. The organization was guided to restructure its organizational processes, management, and people. After the mentorship, SEYP saw a grant opportunity with the Swiss Embassy.

"The entire team collectively prepared the proposal documents, following the grant writing standards taught during the mentorship. This helped us meet the donor project's requirements as SEYP received a grant of EUR 45,000 from the Embassy. After that, we secured another grant of EUR 300,000 from the European Union (EU)/IOM, and the strength of staff has increased to 17 permanent staff," explained the Chief Executive, Jennifer Ero.

## Policies and Long-Term Development Plans

Transitioning from physical to virtual government engagements necessitated by the pandemic restrictions and lockdowns, PIND's technical support enabled the government officials and agencies to complete the Abia State long-term development plan in 2020. The long-term plan (started in 2019) was publicly validated in a Zoom session in November 2020 with 43 attendees from academia, the government, the private sector, and donor agencies. It was presented to the Executive Governor of Abia State for transmission to the state House of Assembly for legislation. The plan, when implemented, will transform the state's development efforts from the ad-hoc tenure-based style to a more holistic approach that will generate economic opportunities and an improved standard of living for the people.

Similarly, the draft Edo State long-term development plan document (started in 2019) was produced through project management and technical support from PIND. Preceding the production of the draft plan and on the request of the Edo State Executive Governor, PIND trained the state's civil servants on the value and development of a long-term plan manual that would inform the plan's implementation when finalized and launched in early 2021. Collectively, both state governments displayed strong ownership of the plans by each committing NGN 20 million to support the development processes.

PIND's advocacy project now acts as an enabler to peace and economic development from

PIND's 2020–2024 strategic plan by influencing policies, practices, and programs

underpinned by in-depth analyses and understanding of systemic constraints to growth in

the Niger Delta region, directly advancing SDG 8.



### 30- Year Development Plan -a Roadmap in Taking Policy Decisions

"I am Dr. Nnenna Chikezie, the Permanent Secretary and the Executive Secretary of Abia State Planning Commission. Our collaboration with PIND in developing the Abia State long term plan was very demanding. It was equally a learning process and it gave us confidence that we were dealing with an organization that has strong technical strength to deliver. Even with the COVID-19, PIND kept pushing on, encouraging the State to go with the project. PIND gave us a project manager that would not stop until he got the target achieved. We had to adapt to the new normal and because there was every need to deliver the project on PIND's part, they supported us in every way.

We were having physical meetings, and we had town hall meetings. But during the COVID, we started doing more of virtual and online meetings and less of physical meetings and that was what helped us to get through. And PIND was always there to give us the support. I remember there was a time we needed to do physical valuation but because of COVID we couldn't. Then PIND set up virtual meetings, and the meeting held.

Right now, we have a 30-year development plan which means we now have a sense of direction in our administration that will run through this government and the ones to come. The plan is there to guide us in our policy decision in the years to come and that's the only way you can sustain development. Incoming government in Abia State would have to use the document to drive the development of the state. They will have a road map in taking policy decision in resource allocation to the different sectors and a guideline also to achieve result that will lead to economic growth and sustainable development.

Everybody that was part of the project is to be appreciated, from the secretariat to the planning officers, the permanent secretary and to the Exco and then to the legislative arm and judiciary and above all the Governor was always there to give listening ears at any time. I want to especially thank PIND for bringing in the civil servants and knowing that for us to have institutional memory of what we did, civil servants were the ones to use and they made sure that the civil servants were in the business"



### Canvassing Private Sector-Government Investments in Cassava Production

As part of its role in enabling economic development, 2020 saw PIND's advocacy working to broker symbiotic relationships between private investors and state governments to increase local cassava production through out-grower models that will increase wealth for the smallholder farmers in Delta State and Edo State. They are expected to invest in modern cassava processing technology, working capital, value-added services, and market diversification; the state governments provide arable land for the initiatives.

**Edo State** - To boost local cassava production, the Central Bank of Nigeria (CBN) in 2020 announced an NGN 25-billion loan package targeting over 100,000 cassava farmers nationwide who are certain of high productivity using improved and disease-free cassava stems to assure loan repayment. NGN 14 billion is set aside for conventional cassava farmers to plant from one (1) to five (5) hectares. Over the years, PIND's cassava value chain project has promoted improved production practices, including better cassava stems and access to finance for farmers in the Niger Delta.

To enable cassava farmers in Edo State to access the CBN loan, PIND and SAEL Global, a private cassava farming company with a track record on large-scale HGH (high-gross margin) cassava production, secured a leasehold of 2,000 ha land for an out-grower scheme in Edo State. Through the out-grower scheme, 400 smallholder farmers can cultivate five (5) ha of farmland each and meet the requisite conditions for the CBN five-star Anchor Borrowers Program. The farmers will also receive support from PIND's crop of service providers on good agricultural practices, inputs to improve their outputs, and access to the market for their produce—making loan repayment possible.

**Delta State** - PIND began forging links between two (2) private investors (Africa Global Shaffer and Shine Bridge Global) and the Delta State Ministry of Agriculture. Our goal was to set up a cassava production and processing hub that would be technology-driven and boost local production. Following virtual engagements with key persons in the year, the Delta State government has indicated a willingness to provide 10,000 ha of land for the scheme. PIND will be facilitating an official tripartite agreement between the parties in the coming year.

### Making a Case for Regional Security Infrastructure for Peace

Recognizing the strong link between peace and economic development, PIND pursued stakeholders' buy-in to a structured, proactive response to security threats to lives and livelihoods in the Niger Delta to sustain economic opportunities and enable growth. In the last quarter of 2020, PIND and its U.S.-based partner Niger Delta Partnership Initiative (NDPI) and Fund for Peace (FFP) co-organized a virtual roundtable themed "Building on Success for a Holistic Niger Delta Security Network in 2021."

Virtually attended by 56 key stakeholders from the government, the donor community, civil society, academia, and other local and international groups, the roundtable engaged stakeholders on the design of a peace and security framework for the Niger Delta that would curtail violence, reduce fragility, and foster opportunities for the region's long-term development. PIND showcased its high-value EWER framework and the successes of the P4P Network as possible elements of the proposed architecture to the roundtable participants. The roundtable tasked the Ministry of Niger Delta Affairs and the BRACED Commission to design the regional security framework in 2021.

### NDLink to the Rescue - Delivering the Development Information and Discourse Needs Online

Insightful information and analysis empower people to know, act and practice appropriately in favor of economic development and peace. In 2020, the emergence of COVID-19 and its follow-on anxieties and uncertainties increased the need for information. Conversely, the restrictions and lockdowns limited people's access to information - making them turn more and more to online information channels. As far back as 2014, PIND had understood and recognized the power of the internet. We had subsequently established an online advocacy platform, NDLink, to foster virtual development information and discourse.

NDLink rose to the occasion of raised information needs in 2020, as it forged content partnerships with six (6) organizations and leveraged phone calls, social media, text messages, WhatsApp, and Zoom to coordinate its field content providers known as NDLink champions. NDLink provided timely development information, emerging trends, and issues within the development sector and facilitated commentaries and analysis from leading voices in development practice during the year, earning over 4,000 resource downloads from the site and emerging as the sixth top referring site in the region by Google in 2020.



## Success Snippet



Uduak Albert of Girls Leading Africa in Cross River State applied the unorthodox resource mobilization strategy she learnt on the first day of training. After only three days of training, Uduak generated the funds to expand the content of her organization's ongoing 16 Days of Activism campaign.

"This training was specifically designed for me. I made money for my 16 Days Activism," Uduak said.

### Outreach to Improve Productivity of Women Smallholder Farmers and MSMEs

One-thousand, six-hundred, and thirty-five (1,635) women smallholder farmers and MSMEs (micro, small, and medium enterprises) received various business development services tailored to their needs and challenges. They were adapted to address the challenges related to the COVID-19 operating environment from PIND-facilitated business service providers (BSPs). These BSPs have been equipped with the right skills, tools, and connections to sustainably provide viable market solutions to farmers and MSMEs in the Niger Delta.

PIND-trained local service providers reached 25,930 women smallholder farmers and MSMEs in aquaculture, cassava, cocoa, palm oil, and poultry with information on best agricultural and business practices, adaptive techniques, smart technologies, quality inputs, and virtual tools. This information improved their KAP (knowledge, attitude, and practice), stirred additional income for them, and facilitated new jobs for women in the sectors.

### Getting Young Women into Jobs and Enterprises

Setting a 40 percent target for gender and social inclusion in its NYDEP project, PIND has pushed for solid commitment among its implementing partners to adopt an inclusive approach, particularly in supporting women in male-dominated sectors. This led to young women constituting 45 percent, 36 percent, and 45 percent of trainees in the aquaculture, ICT, and finished leather sectors, respectively. Across the four (4) project sectors, this included women holding 38.5 percent of the jobs secured; 31.3 percent of the apprenticeships/internships; and 37 percent of the enterprise positions.

### Activating Women Peace Actors

Under the umbrella of the P4P Network, 67 women participated in knowledge and skill-building workshops facilitated by PIND. They learnt various peacebuilding and conflict-management competencies that helped them to improve their skills as peace actors. The women also gained confidence that they could gain recognition in their communities through the professional handling of emergent conflicts.

### Activism Against Gender-Based Violence

PIND joined the coalition of Development Partners Group on Gender (DPGG) from November 25 to December 10, 2020, to mark the virtual 16 Days of Activism campaign against gender-based violence (GBV) with the theme "Orange the World: Fund, Respond, Prevent, Collect," to curb the spread of COVID-19 pandemic. PIND shared specific actions that people could take to stop GBV through local, gender-based organizations, through social media campaigns that reached over 6,500 users, and a live-radio talk show that had over 72 listener call-ins.

Putting local NGO-partner organizations across the nine (9) states of the Niger Delta at the heart of our 16 Days of Activism campaign in their capacity as first-responders, PIND trained and mentored 21 CSO members via Zoom on key strategies of generating funds for campaigns to prevent and eliminate violence against women and girls in the region. The organizations also learnt how to access PIND's free VAWG (violence against women and girls) database under the EWER platform for quality information on VAWG to design and implement GBV interventions in their respective states.

### Addressing Gender-Labor-Market Segregation

Some labor sectors have been inaccessible to women; thereby, limiting their access to decent, fulfilling jobs and deepening gender-based poverty. The construction sector, one (1) of the growth sectors NDYEP is working in, is one (1) such sector that tends to exclude women. To enhance the gender-inclusion abilities of the NDYEP technical partners, PIND tasked them with attaining a target of 40 percent women and PWD (people with disabilities) trainees. Women trainees accounted for 21 percent of the total 40 percent, providing new career opportunities in the highly male-dominated construction sector.

## WOMEN FRONTLINE PEACEBUILDERS

Loretta Ota Ahuokpeme serves as the Deputy National Coordinator of the P4P Network in Rivers State. She has used the skills gained from the P4P Network's workshops to train and engage more than one (1) million women on peacebuilding and cultural practices that constitute VAWG (violence against women and girls).



Delphine Chioma serves as a member of the PREVENT team of the P4P Network in Abia State, which has equipped her with vast knowledge of peacebuilding and mediation. This has made her an ardent advisor, mobilizer, and contributor to the state's success and progress. Her role won her the Ambassador of Peace award.



Patience Maurice Udoh serves as the Assistant Secretary of the P4P Network in Akwa Ibom State. She has acquired skills in peacebuilding, mediation, project management, and peace advocacy to establish six (6) sub-chapters of the P4P Network in her state.



## Inclusive Opportunities for Women, Girls, and PWDs (SDG 5)

### Financial Services to Unlock Credit for Woman-Owned MSMEs

Influenced by PIND, commercial BSPs adopted a tailored approach to reaching woman-owned micro, small, and medium enterprises (MSMEs) with requisite services. The BSPs supported the businesswomen who applied for loans from various financial schemes, including COVID-19 recovery funds by the government. The BSPs also improved the welfare of self-employed businesswomen by facilitating the opening of savings accounts and building their strategic business and personal finance decision-making skills. Through these efforts, PIND brought access to capital and financial services to 634 women and woman-owned MSMEs.

### Focus on Funding for Coastal Community Women

One (1) of PIND's emphasis in its 2020–2024 strategic phase is to deliver economic benefits to hard-to-reach coastal communities by facilitating job creation and income-generating activities for the people. Funds are central to achieving this, especially for women who are more disadvantaged due to restricted access to financial systems and business education. To increase these women's chances of pursuing economic opportunities, PIND engaged ZAL and CAD Consulting, two (2) of its BSPs who trained and supported 162 and 30 women from Dodo River and KEFFES RDCs, respectively, to qualify and apply for the CBN's AGSMEIS loan. Persistent engagement of the BSPs, PIND, and CBN officials helped advance the loan application process and secured loan disbursement approval for eight (8) women worth NGN 12.4 million; interviews and due diligence were completed for many others in readiness for final approvals. With loans secured, these women will plow more capital to start and grow their businesses and possibly create jobs for the communities.

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the Niger Delta region, directly advancing SDG 8.





## Uduak's Bold Move into Male-Dominated Construction Sector! (Akwa Ibom State)

"My name is Uduak Etuk; I'm from Ekono Local Government Area of Akwa Ibom State. Currently, I'm a woodworker. I graduated with a Higher National Diploma (HND) in Business Administration. After my NYSC (National Youth Service Corps), I have worked for several corporate bodies as an administrator, but I never saw the satisfaction in the job, so I had to stop. Then I picked up a form to start my post-graduate diploma, but along the line, there was no money for school fee, so I paused.

Then, I came across PIND online. I got to know about NDYEP on Facebook in a post that people will be screened on several skills, and I picked interest in woodworking. I was selected. And after the screening process, we proceeded to the training, which lasted for about six (6) months. The training has built me—technically, it has built me; and mechanically, it has built me. Currently, I've finished the training; I'm now doing my job.

As a woman, it's not easy to go into the construction sector. So, I had faced several challenges. A lot of people do not believe that a woman can go into woodworking. At some point, when I tell people I'm into woodworking, they'll be like, "You're doing a show." But what convinces them is when they come here, and then they see me working and building things. Or, maybe, if I build and post it online, they'll be like, "Wow, you're just different."

I'm now financially stable. I can say that because before now, money was hard to come by. I was not able to do the post-graduate, but this training has helped me. I have gotten my post-graduate diploma certification still in business administration. Then I have also been able to pay my house rent. I can eat three (3) square meals; at least, that's basically what is important in Nigeria. I'm financially okay. And as a woman, I've been able to teach some few people online about basic things in woodwork. And I think that is nation-building. I've helped to impact some few youths, especially ladies.

So PIND has given me that mentality to think outside the box through the NDYEP program. I want to say thank you, PIND, for bringing this platform, this woodwork platform through NDYEP under Azure Gold Foundation, because, without you, I would have still been lying down in bed, depressed, doing nothing."

# PEOPLE AND GOVERNANCE: Board of Trustees

'A decisive Board is cogitative, proactive, and supportive...with a role to pull management

out of the trees to see the forest'. - Pearl Zhu

Dear Board of Trustees, your unwavering guidance throughout the disruptive year helped us to navigate, in an accountable and strategic manner, the changed operating environment necessitated by the COVID-19 pandemic and for your ten (10) years of superb contributions to our work in advancing economic prosperity and peace in the Niger Delta, we are grateful.



**Rick Kennedy-**  
Chairman and Managing  
Director, Chevron Nigeria  
Ltd., Chairman BOT, PIND



**Anire Celey-Okogun-**  
MD/CEO, Chanelle  
Microfinance Bank



**Esimaje Brikinn-**  
General Manager, Policy,  
Government and Public Affairs,  
Chevron Nigeria Limited



**Ibiye Asime Wakama  
Ekong-**  
Non Executive Director,  
Wema Bank



**Monday A Ovuede-**  
Director, NNPC /  
Chevron Nigeria  
Limited Joint Venture



**Timiebi Koripamo-  
Agary-**  
Former Permanent  
Secretary, Federal Civil  
Service



**Obafemi Ajibola-**  
Managing  
Director/CEO, New  
Nigeria Foundation

"Systems and rules are guidelines, leadership is lifeline"

Over these ten (10) years, our leadership team has expertly navigated us through an environment that is volatile, uncertain, complex, and ambiguous. With them in the lead, our success is assured, and the future of the Niger Delta can only get brighter because of our impacts.

- **Dara Akala** Executive Director
- **Tunji Idowu** Deputy Executive Director
- **James Elekwachi** Economic Development Program Manager
- **Florence Agbejule** Field Operations & ATED Centre Manager
- **Nkasi Wodu** Peacebuilding Program Manager
- **Teslim Giwa** Access to Energy Manager
- **Myke Ekpe** Security Manager
- **Emeka Nwankwo-** Planning, Monitoring & Evaluation Manager
- **Emeka Ile** Youth Employment Pathways Project for the Niger Delta (NDYEP) Manager
- **Chichi Nnoham-Onyejekwe** Knowledge & Communications Manager
- **Precious Agbunno** Market Development Manager
- **Chuks Ofulue** Advocacy Manager
- **Olayinka Anyachukwu** Finance Manager

# PEOPLE AND GOVERNANCE: PIND Team

"People are an organization's most valuable asset and the key to its success."-Dave Bookbinder

Our team thoughtfully and flexibly powered through the challenges of the last ten (10) years of programming, with the zeal for excellence and a safe and successful mission delivery as a top priority. We have never been prouder of such a dedicated group of individuals for their tenacity in doing good work.

- **James Elekwachi** - Economic Development Program Manager
- **Precious Agbunno** - Market Development Manager
- **Nezah Obi-Odu**- Market Development Advisor
- **Misan Edema-Silo**- Senior Market Development Advisor
- **Faith Emmanuel Soya**- Market Development Advisor
- **Emmanuel Nwala**- Market Development Advisor
- **Tuoyo Blessing**-Market Development Advisor
  
- **Nkasi Wodu**- Peacebuilding Program Manager
- **Africas Lawal**- Network Coordinator, Partners for Peace
- **David Udofia**- Integrated Peace & Development (IPDU) Capacity Building Coordinator
- **Afeno Super Odomovo**- Integrated Peace & Development Unit Research Coordinator
  
- **Teslim Giwa**- Access to Energy Manager
- **Florence Agbejule**- Field Operations & ATED Centre Manager
- **Emeka Ile** -Youth Employment Pathways Project for the Niger Delta (NDYEP) Manager
- **Patrick Ekpe**- Youth Employment Pathways Project for the Niger Delta (NDYEP) Coordinator
- **Yvonne Jonah**- NDYEP Project Coordinator
- **Nchegem Gahia**- NDYEP Coordinator
- **Olayinka Anyachukwu**- Finance Manager
- **Shadrack Anigbo**- Project Accountant
- **Abdulghaniyu Garba**- Finance Officer
- **Adaora Ezeokana**- Procurement & Grants Officer
- **Onyinyechi Uzor**- Project Accountant, Economic Development Center, Port Harcourt
  
- **Chichi Nnoham-Onyejekwe**- Knowledge & Communications Manager
- **Matthew Smart**- Media for Development Coordinator
- **Eyiunmi Akapa**- Knowledge Management Coordinator & Executive Assistant
- **Emeka Nwankwo**- Planning, Monitoring & Evaluation Manager
- **Ezekiel Odeh**- Planning, Monitoring & Evaluation Coordinator
- **Laju Akperi**- Planning, Monitoring & Evaluation Coordinator
  
- **Blessing Allen-Adebayo**- Capacity Building Coordinator
- **David Udofia**- Integrated Peace & Development (IPDU) Capacity Building Coordinator
  
- **Adetoun Oluwole**- Business Development Coordinator
  
- **Chuks Ofulue** -Advocacy Manager
- **Oteheri Odjeni**- Advocacy Coordinator
- **Ebenazar Wikina**- Advocacy Coordinator
- **Florence Agbejule**- Field Operations & ATED Centre Manager
- **Mike Ekpe**- Security Manager
- **Lewis Onwo**- IT Administrator
- **Yemi Omire**- Office Administrator
- **Ifeyinwa Nwosu**- Office Administrator
- **Mirabel Akpoarebe**- Office Administrator
- **Bimbola Sani**- Office Assistant
- **Emmanuel Uroye**- Office Assistant
- **Yemi Mabiaku**- Driver
- **Frank Ukpong**- Driver
- **Isaac Dusu**- Driver
- **Kehinde Igboro**- Driver
- **Juliana Tete**- Office Assistant
- **Puis Uwua**- Driver
- **Victor Ogheneovo**- Driver
- **Ikechukwu Ehirim**- Driver
- **Uwagbor Omoruyi**- Driver
- **James Onalo**- Driver
- **Samuel London** - Driver
- **Meshack Gbagbor**- Driver

"At the end of the day, you bet on people and not on strategies." -Larry Bossidy

# FINANCIAL ACCOUNTABILITY

In ten (10) years of operations from 2010 to 2020, our financial audits have demonstrated

a strong show of our transparency and accountability in resource management.

## Report on the Audit of the Financial Statements

We have audited the financial statements of the Foundation, which comprise the statement of financial position as at 31 December, 2020, the statement of operating activities income, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

## Opinion

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Foundation for Partnership Initiatives in the Niger Delta as at 31 December, 2020, its financial performance and cash flows for the year then ended in accordance with the provisions of both the Companies and Allied Matters Act and the Financial Reporting Council of Nigeria (FRCN) Act.

## Basis of Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company within the meaning of International Standards on Auditing (ISAs) and have fulfilled our other responsibilities under those ethical requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Going Concern

The Foundation's financial statements have been prepared using the going concern basis of accounting. The use of this basis of accounting is appropriate unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Management has not identified a material uncertainty that may cast significant doubt on the entity's ability to continue as a going concern, and accordingly none is disclosed in the financial statements. Based on our audit of the financial statements, we also have not identified such a material uncertainty.

## Responsibilities of the Board of Trustees for the Financial Statements

The Board of Trustees is responsible for the preparation and fair presentation of these financial statements which are in compliance with the requirements of both the Financial Reporting Council of Nigeria Act and the Companies and Allied Matters Act. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatements, selecting

and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our responsibility is to express an independent opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (ISAs) issued by the International Audit & Assurance Standards Board (IAASB). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance that the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

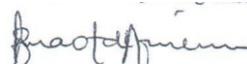
An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Report on Other Legal and Regulatory Requirements

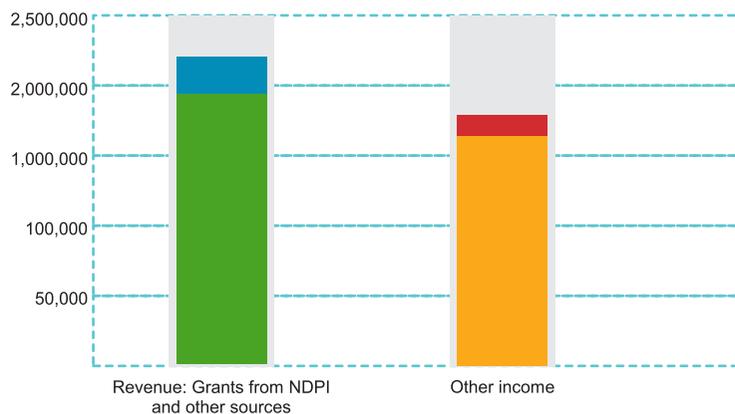
The Companies and Allied Matters Act requires that in carrying out our audit we consider and report to you on the following matters. We confirm that: -

- i) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
- ii) proper books of account have been kept by the Foundation; and
- ii) the Foundation's statement of financial position and statement of operating activities are in agreement with the books of account.

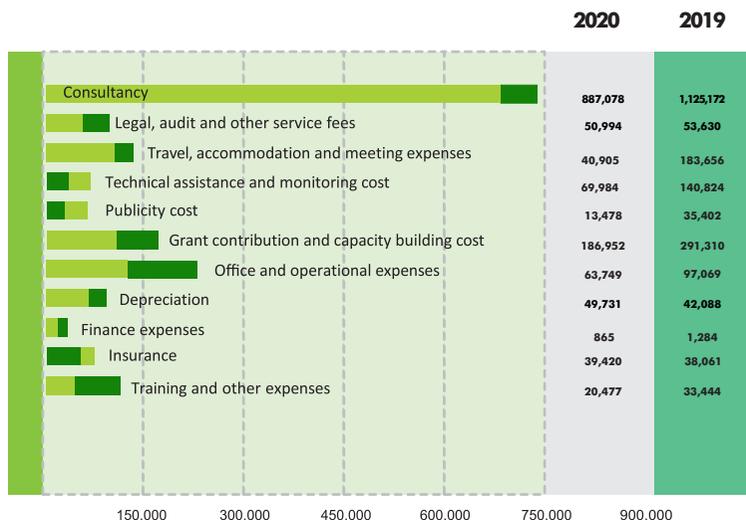
  
 M. E. Ariemuduigho  
 FRC/2013/ICAN/0000002724  
 For: Bakertilly Nigeria  
 (Chartered Accountants)



## Income (NGN)



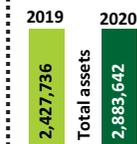
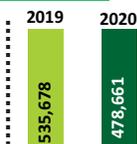
## Expenses (NGN)



## Assets And Liabilities (NGN)

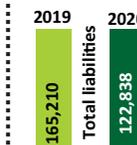
### Assets:

	2019 N'000	2020 N'000
<b>Non-current assets</b>		
Property, plant, and equipment	452,310	416,135
Long term prepayment	83,368	62,526
	<b>535,678</b>	<b>478,661</b>
<b>Current assets</b>		
Receivables	1,539	1,489
Short term prepayment	53,571	45,464
Cash and cash equivalents	1,836,948	2,358,028
	1,892,058	2,404,981
<b>Total assets</b>	<b>2,427,736</b>	<b>2,883,642</b>



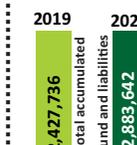
### LIABILITIES:

	2019	2020
<b>Current liabilities</b>		
Account payables	50,339	23,531
Accruals	114,871	99,307
	165,210	122,838
<b>Total liabilities</b>	<b>165,210</b>	<b>122,838</b>



### Net Assets

Accumulated fund	2,262,526	2,760,804
<b>Total accumulated fund and liabilities</b>	<b>2,427,736</b>	<b>2,883,642</b>



### Cashflow

#### Cash flow from operating activities

Operating surplus before working capital changes	138,590	471,407
Changes in working capital	51,177	13,372
<b>Net cash inflow from operating activities</b>	<b>87,408</b>	<b>458,035</b>

#### Cash flow from investing activities:

Purchase of property, plant, and equipment	(96,151)	(14,247)
Proceed from disposal of fixed assets	4,826	305
Interest received on deposit	113,964	76,982
<b>Net cash inflow from investing activities</b>	<b>22,639</b>	<b>63,040</b>

Net increase in cash and cash equivalents	110,047	521,075
Cash and cash equivalents at beginning of year	1,726,901	1,836,953
Cash and cash equivalents at end of year	1,836,953	2,358,028

# 2021 PRIORITIES: MOVING FORWARD

In 2021, we will move into the second year of our 2020-2024 strategic plan that defines our journey for the next five (5) years.

Notably, 2020 taught the whole world, including us, a few things about doing things differently and getting the same good results. It was the year of forced, yet promising, innovations that we are focused on sustaining:





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[info@pindfoundation.org](mailto:info@pindfoundation.org)

### CONTRIBUTORS:

Chichi Nnoham-Onyejekwe, Abbie Elliott  
Laju Akperi, Matthew Smart

### VISIT OR CALL

**ABUJA** | Head Office  
25, Jimmy Carter Street, Asokoro  
+234 (09) 291 04 54

**WARRI** | ECONOMIC DEVELOPMENT CENTRE  
1, PIND-EDC Drive, Egbokodo Itsekiri  
+234 (0) 817 240 1598, (0) 903 080 8794

**PH** | ECONOMIC DEVELOPMENT CENTRE:  
50 B/C, Omerelu Street GRA  
Phase 1  
Port Harcourt  
+234(0) 817 240 1581