

# 2019 Participatory Strategic Review of Partnership Initiatives for the Niger Delta (PIND)

**FACILITATED BY:  
NEW NIGERIA FOUNDATION (NNF)  
SEPTEMBER 2019**

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## ACKNOWLEDGEMENT

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The facilitation team will like to specially thank all the stakeholders, most especially the staff of PIND Foundation under the leadership of Dr. Dara Akala for providing the resources and support for the review. We are particularly grateful to the participants at the various workshops, the data collection team and all those who provided information that was used for the strategic review. It is proper to particularly thank Mr. Emeka Nwankwo (Planning, Monitoring & Evaluation Manager, PIND) for his diligence and support at all times during the period of the review.

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## ABBREVIATIONS AND ACRONYMS

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AGM	Annual General Meeting
BMO	Business Management Organization
CNL	Chevron Nigeria Limited
CSO	Civil Society Organization
FGD	Focus Group Discussion
GMoU	Global Memorandum of Understanding
KII	Key Informant Interview
LGA	Local Government Area
MNDA	Ministry of Niger Delta Affairs
NDDC	Niger Delta Development Commission
NDDF	Niger Delta Development Forum
NDPI	Niger Delta Partnership Initiatives
NDYEP	Niger Delta Youth Employment Program
NGO	Non-Governmental Organization
NNF	New Nigeria Foundation
NNPC	Nigerian National Petroleum Corporation
PIND	Partnership Initiatives for the Niger Delta
PPCD	Participatory Partnerships for Community Development
RDC	Regional Development Committee

## EXECUTIVE SUMMARY

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As PIND approaches end of the current strategy period (2015 – 2019), it sought to conduct a Participatory Strategy Review (PSR) to review the progress since 2015 and determine its growth path and long term sustainability by informing the Foundation’s strategic direction and identify opportunities for continued development. The specific objectives of the PSR are as follows:

- To analyze the continued relevance of the Foundation’s mission and its value creation capability for diverse stakeholders;
- To assess and analyze stakeholders’ perception and expectations from PIND;
- To examine the scope, structure and impact of programs to determine priority and setting funding levels for the future; and
- To harvest findings and recommendations from organizational and program assessments.

The methodology adopted in conducting the 2019 Participatory Strategic Review of PIND Foundation was participatory and involved the adoption of the appreciative inquiry approach. The PSR process involved several activities including planning of the whole process, collection of data from identified critical stakeholders of PIND and analysis of the data to derive findings, generate conclusions from the findings and make recommendations that will lead to improvements in the activities of PIND. All these steps in the PSR process were undertaken with the active participation of critical stakeholders of PIND who were formed into several teams. These teams include the Core Evaluation Team, the Evaluation Sub Team, the Data Collection Team and the Facilitation Team

Data for the PSR was obtained from different sources and in different ways including qualitative survey, summarizing in-house monitoring data (quantitative data), summarizing information from reports and evaluation studies undertaken since 2016 (secondary data) and conducting a social media survey (social media data). Qualitative data was collected through key informant interviews (KIIs), focus group discussions (FGDs) and case studies of critical stakeholders in the Niger Delta states, Abuja, Lagos and some critical stakeholders in the United States of America (USA). A total of 158 key informant interviews (KIIs), 17 focus group discussions (FGDs) and 3 case studies were carried out during the exercise.

Quantitative data was pulled from the monitoring and evaluation database of PIND with a view to providing information relevant to the issues raised in the questionnaire developed for the qualitative survey. Secondary data was generated by using the contents of annual and assessment reports produced since 2016 to respond to the questionnaire developed for the qualitative survey. The reports used are PIND’s Way Forward Report (2017), WASH Strategy Review Report (2018), Peace Building Impact Assessment Report (2018), the Poverty Assessment Report (2018), NDYEP Mid-Term Evaluation Report (2019), NDDF Evaluation Report (2019), and 2015, 2016, 2017 and 2018 Annual Reports. The social media survey was designed to capture non-traditional stakeholders of PIND through a short on-line survey using platforms such as NDLink, Twitter, Facebook, and Instagram.

The data obtained was analyzed at an analysis workshop. The specific objectives of the workshop were to: review and analyze data with a focus on key findings and viewpoints; identify credible information about PIND's strengths, weaknesses and areas for improvement from the findings; reach a shared understanding of what is working and what needs to be improved; and agree on conclusions from the 2019 PSR and recommendations for PIND. The outcomes of the workshop are the Findings, Conclusions and Recommendations summarized below.

## **Findings**

**Mission and Values:** Stakeholders generally believe that PIND is a credible organization with good values and a mission that is relevant and reflects the reality of the Niger Delta.

**Governance and Structure:** Stakeholders mostly believe that PIND has a strong and effective governance structure but feel that there is need to strike a balance between Chevron representatives and independent individuals in its Board composition. They also feel that the effectiveness of managers and staff could be increased with more authority for decision-making and that PIND should maintain its focus but diversify its funding

**Relationship with Chevron Nigeria Limited:** Stakeholders recognize that PIND has a relationship with and provides value to Chevron but it needs to deliver targeted value to GMoU communities and riverine areas without adversely affecting its brand and identity.

**Geographic Focus:** Stakeholders want PIND to increase its footprints in the Niger Delta, especially in GMoU communities while reducing its footprints in Abuja.

**Programmatic Approach:** Stakeholders believe that PIND's approach is unique and effective making it a powerful catalyst and convener. PIND's market systems approach can be slow to deliver development outcomes and should therefore, be flexible in combining it with direct delivery approach where appropriate possibly through small grants and impact investments. Stakeholders agree that the twin approach of peace building and economic development should be retained. Some stakeholders believe that PIND should leverage its high reputation, convening power and credibility to create platforms for influencing stakeholders in government and private sectors for targeted policy and economic changes.

**Impact and Influence:** Stakeholders acknowledge that PIND's convening power, partnership model and programs have attracted investment and attention, influenced policy and direction of development in the Niger Delta. They however believe that the Foundation needs to do more to get the governments of the region to address the development needs of the citizens.

**Inclusivity:** Stakeholders acknowledge PIND's efforts at social inclusion particularly gender inclusion and youth programs but want improvement in targeting internally displaced persons (IDPs), persons with disabilities (PWDs) and other vulnerable groups.

**Partnership and Ownership:** Stakeholders believe PIND's partnership model is good but would like the Foundation to embrace the principles of co-creation. Its implementing partners look forward to seeing more alignment between PIND and their mission/vision.

**Communications and Advocacy:** Stakeholders believe that PIND has built a strong reputation over time but needs to improve its media presence for strategic communication/ visibility.

**Safety and Security:** Stakeholders noted that the Niger Delta has a tendency to relapse into conflict so PIND should engage in conflict transformation and include safety as a value/process/structural observation in its operations.

## **Conclusions**

**Mission and Values:** PIND's mission and core values are relevant and reflect the Niger Delta situation.

**Governance and Structure:** The governance structure of PIND and integrity of its staff are acknowledged, but the Foundation needs to strengthen its ability to communicate its achievements and delegate more authority to its staff to take decisions.

**Relationship with Chevron Nigeria Limited:** PIND provides value to CNL and its communities but stakeholders want the Foundation to do more in CNL's riverine communities.

**Geographic Focus:** PIND's partnership model is effective and working, therefore PIND should have a stronger presence in the Niger Delta, reaching all states and riverine communities.

**Programmatic Approach:** PIND's twin approach of peace building and economic development is unique and effective and should be retained. PIND's market systems approach should be flexible in incorporating direct delivery approach where appropriate possibly through small grants and impact investments. PIND should leverage its high reputation, convening power and credibility to create platforms for influencing stakeholders in government and private sectors for targeted policy and economic changes.

**Impact and Influence:** PIND has used its strong convening power and influence in the region and its programs to create jobs, catalyze growth, reduce conflict and build the capacity of CSOs, BMOs, RDCs, etc.

**Inclusivity:** PIND's inclusion strategy ensures that youth and women are considered in its programming but it needs to be more encompassing to include PWDs and other vulnerable groups.

**Partnership and Ownership:** PIND's stakeholders are contented with its partnership model, but its financial management model which is based on its policy leaves much to be desired.

**Communications and Advocacy:** PIND needs to increase its visibility, publicity of its programs and activities, as well as its advocacy to government at all levels.

**Sustainability:** The board has a role to play in ensuring diversity in PIND's funding for long term sustainability.

### **Recommendations**

**Mission and Values:** PIND should retain its vision, mission and core values.

PIND should also maintain its economic development and peace building programs as core pillars of the organization

**Governance and Structure:** PIND should sustain its strong systems and governance and strengthen compliance checks and due diligence.

PIND should consider a more decentralized structure that increases presence in the Niger Delta, delegates more authority and empowerment to its workforce for improved efficiency and accountability.

**Relationship with Chevron Nigeria Limited:** PIND should show increased business value to CNL through increased program activities in the GMoU communities

**Geographic Focus:** PIND should retain its Niger Delta focus, reduce footprints in Abuja and adopt approaches to support interventions with social objective outcomes.

**Programmatic Approach:** PIND's retain and strengthen its program pillars of Economic Development and Peace Building, maintain its market system development approach but consider tweaking its implementation where appropriate to accelerate program outreach and uptake, and enhance gains and outcomes. This may involve considering innovative approaches like competitions, ideathons, challenge grants and direct support.

PIND should consider creating a structured strategy to enhance government engagement at both national and sub-national levels and provide value added services to the Oil and Gas companies and other private sector investors as part of its funding diversification and sustainability strategy.

**Inclusivity:** PIND's policies and structures including its Board of Trustees and activities should be more responsive to social inclusion and diversities.

**Partnership and Ownership:** PIND should take into consideration the view of its partners in its processes particularly.

**Communications and Advocacy:** PIND should upgrade its efforts at communicating its achievements as well as advocacy and engagement efforts with Government and Government Agencies.

**Sustainability:** Develop a strategic plan on funding/business development that emphasizes funding diversity.

## 1. BACKGROUND

PIND's current strategy (2015 – 2019) set a strong direction and helped the Foundation progress towards achieving its mission. As PIND approaches end of the strategy period, it seeks to conduct a Participatory Strategy Review (PSR) to inform the Foundation's strategic direction and identify opportunities for continued development. A participatory strategic review is a structured process to identify new value-creating opportunities, monitor progress from a strategic level, find out if an organization is showing results and discuss strategic issues. The review is participatory when there is stakeholder ownership and influence over the review process from planning to analysis that will result in shared understanding and narrative. The PIND PSR therefore involved stakeholder groups working together to plan and design the process, collect and share data, analyze the data, and reach shared conclusion and recommendations. The process adopted was participatory, inclusive and transparent. The recommendations from the PSR will help PIND develop a new strategic plan that can be used to improve performance, build on its successes, target new growth opportunities, drive a high performance culture, improve alignment of staff with objectives of organization, improve alignment between PIND and its key stakeholders, provide clarity on key drivers of success and provide clarity on what should be the future direction of PIND.

## 2. OBJECTIVES OF THE PSR

PIND seeks to conduct a PSR to review the progress since 2015 and determine its growth path and long-term sustainability. It was also to help identify opportunities for continued development over the next five years. The specific objectives of the PSR are as follows:

- To analyze the continued relevance of the Foundation's mission and its value creation capability for diverse stakeholders;
- To assess and analyze stakeholders' perception and expectations from PIND;
- To examine the scope, structure and impact of programs to determine priority and setting funding levels for the future; and
- To harvest findings and recommendations from organizational and program assessments.

## 3. METHODOLOGY

The methodology adopted in conducting the 2019 Participatory Strategic Review of PIND Foundation was participatory and involved the adoption of the appreciative inquiry approach. Appreciative inquiry is a strength-based approach that focuses on identifying what is working well in the strategic direction, analyzing why it is working well, recognizing what has not been working well, identifying what needs to be improved in the system and bringing new ideas that will improve performance.

The PSR process involved several activities including planning of the whole process, collection of data from identified critical stakeholders of PIND and analysis of the data to derive findings, generate conclusions from the findings and make recommendations that will lead to improvements in the activities of PIND. All these steps in the PSR process were undertaken with the active participation of critical stakeholders of PIND.

Ensuring effective execution of the PSR requires extensive planning and coordination across several teams and project activities. These teams include the Core Evaluation Team, the Evaluation Sub Team, the Data Collection Team and the Facilitation Team. The members of the teams and their roles are presented in Appendix I

Several workshops were held to plan the PSR, train data collectors, collate and analyze the data collected. The major activities were:

- a. Framing Meeting
- b. Strategy Workshop
- c. Planning Workshop
- d. Data Collection (with a 2-day training of data collectors prior to data collection)
- e. Data Collation Workshop
- f. Analysis Workshop
- g. Preparation of the Evaluation Report.

Details of these processes and activities are presented in Appendix II.

Data for the PSR was obtained from different sources and in different ways including qualitative survey, summarizing in-house monitoring data (quantitative data), summarizing information from reports and evaluation studies undertaken since 2016 (secondary data) and conducting a social media survey (social media data). Teams of data collectors were formed with specific assignments as shown in Table 1.

**Table 1: Survey Teams**

Team	Data Type	Assignments/ Location
Team 1	Qualitative Survey	Delta, Bayelsa, Edo & Ondo States
Team 2	Qualitative Survey	Rivers, Akwa Ibom, Cross River, Abia, Imo,
Team 3	Qualitative Survey	Abuja & NDPI
Team 4	Qualitative Survey	Lagos & Ibadan
Team 5	Social Media Survey	Social media
Team 6	Secondary Data Survey	Secondary data

Some details of the methods adopted in collecting data are as follows:

**Qualitative Data:** Qualitative data was collected through key informant interviews (KIIs), focus group discussions (FGDs) and case studies of critical stakeholders in the Niger Delta states, Abuja, Lagos and some critical stakeholders in the United States of America (USA). A total of 158 key informant interviews (KIIs), 17 focus group discussions (FGDs) and 3 case studies were carried out during the exercise as shown in Appendix III.

**Quantitative Data:** Quantitative data was pulled from the monitoring and evaluation database of PIND with a view to providing information relevant to the issues raised in the questionnaire developed for the qualitative survey.

**Secondary Data:** Secondary data was generated by using the contents of annual and assessment reports produced since 2016 to respond to the questionnaire developed for the qualitative survey. The reports used are PIND's Way Forward Report (2017), WASH Strategy Review Report (2018), Peace Building Impact Assessment Report (2018), the Poverty Assessment Report (2018), NDYEP Mid-Term Evaluation Report (2019), NDDF Evaluation Report (2019), and 2015, 2016, 2017 and 2018 Annual Reports.

**Social Media Data:** The social media survey was designed to capture non-traditional stakeholders of PIND through a short on-line survey using platforms such as NDLINK, Twitter, Facebook, and Instagram.

Reports of the major activities, including details of the participants at the various workshops held for the 2019 PIND PSR are presented in Appendix IV. The list of interview respondents and FGD participants is presented in Appendix V.

## 4. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The data obtained from the data collection exercise was analyzed at the analysis workshop. The specific objectives of the workshop were to: review and analyze data with a focus on key findings and viewpoints; identify credible information about PIND's strengths, weaknesses and areas for improvement from the findings; reach a shared understanding of what is working and what needs to be improved; and agree on conclusions from the 2019 PSR and recommendations for PIND. The outcomes of the workshop are the Findings, Conclusions and Recommendations.

### 4.1 FINDINGS

#### Mission and Values

- Stakeholders agree that PIND's mission is still relevant (especially with regards to economic development and peacebuilding), reflects the reality of the Niger Delta.
- Many respondents agree that PIND is transparent and that PIND's staff project its core value of integrity in their work through openness/sincerity of purpose and accountability.
- Stakeholders agree that PIND has strong systems, good processes and people of integrity.
- Stakeholders' perception of PIND is mixed: Many said it is strong, credible and high performing. Others are of the opinion that there is a hidden agenda, and a dichotomy between PIND being a small player/direct implementer and a donor.

#### Governance and Structure

- Most stakeholders agreed that PIND's governance structure is strong and effective and accessible therefore, useful but should evolve based on its strategy.
- Stakeholders believe that PIND's managers and staff could be more effective with increased decision-making authority.
- Stakeholders believe that the PIND should address diversity, fundraising capabilities, and membership balance between Chevron Nigeria Limited (CNL) and independent members within its Board.
- Stakeholders believe that funding diversity is needed while maintaining core focus areas (either programmatic or geographic).

#### Relationship with Chevron Nigeria Limited

- Stakeholders recognize that there is a synergy between CNL and PIND.
- Stakeholders believe that PIND provides direct value to Chevron in the region and globally.
- Respondents agree PIND is distinct from CNL, but others are of the view that PIND should focus more on delivering targeted value to GMoU communities and riverine areas.
- Most respondents acknowledge that relationship with CNL is valuable but counsel that it should not be at the expense of PIND's brand and identity.

### Geographic Focus

- Stakeholders believe that regional focus is very relevant, but priority should be given to CNL's fenceline/ GMoU communities.
- Stakeholders counsel that PIND should reduce its footprints in Abuja and enhance its presence in the Niger Delta.

### Programmatic Approach

- Stakeholders believe that PIND is a powerful catalyst and convener.
- Stakeholders recognize that PIND's approach is unique and effective in the region implying that the data driven approach, partnership model, making market work for the poor (M4P), stakeholder engagement and advocacy have worked well.
- While the market systems approach is working, stakeholders observe that it can be slow to deliver development outcomes and therefore recommend that PIND should be flexible in combining direct delivery approach with the market systems approach where appropriate.
- Stakeholders agree that peace building programming is a key driver for economic development in the Niger Delta (Twin approach resonates).
- Market development program of PIND is seen as flagship program with catalytic effect.
- Stakeholders acknowledge that evidence-based programming is core to PIND's approach.
- Stakeholders appreciated the value of the Niger Delta Development Forum (NDDF), but worried that tracking outcomes and follow up was weak and unresponsive.
- Some stakeholders ask PIND to balance desire to achieve social goals and economic development goals by expanding its activities to cover areas such as herdsmen conflict, environment, education, health, infrastructure, supporting people with disabilities, and exploring opportunities in governance, water and electricity.
- Stakeholders suggest PIND will enhance its value by providing thought leadership and research for other stakeholders in the region such as Oil and Gas companies and that PIND's programs should be people-oriented.
- Stakeholders believe that while the economic pillar is strong, the peace building program needs much more in terms of leverage with government.
- Some stakeholders expressed concerns about the sustainability of P4P.
- Some stakeholders believe that PIND should continue to seek human behavioral changes in its programs. Social media respondents particularly said that PIND should do more to transform the '*entitlement*' mindset of youth in the region.
- Many stakeholders believe that small grants, impact investments are important and needed.
- Government stakeholders want PIND to go beyond technical assistance to provide financial support for its activities.
- Implementing partners complained that the consultants' rates paid by PIND are low. Other stakeholders spoke about the high cost of running projects.

- Stakeholders acknowledge PIND’s focus on gender inclusion, but observed less focus on youth.
- Some stakeholders believe that PIND should quit implementing directly and instead leverage its high reputation, convening power and credibility to create platforms for influencing stakeholders in government, private sectors etc., for targeted policy and economic changes.

### **Impact and Influence**

- Stakeholders acknowledge that PIND’s convening power has great influence in addressing the direction of development in the region.
- PIND’s partnership model is acknowledged by stakeholders to be working, but there is the need to exert more influence with the Niger Delta state governments to address development needs of the people.
- Respondents acknowledge that PIND has contributed to growth through all 4 programs and its convening power has attracted more investments and attention to the developmental needs of the region.
- Majority of respondents acknowledge PIND’s influence on the uptake of appropriate technology (especially WASH project), policy and developmental directions in the region.
- Some stakeholders acknowledged that the capacity building program has impacted on the ‘*entitlement*’ mindset of youth in the region.
- Civil society stakeholders said that the capacity building program has enhanced their ability to carry out interventions.
- Stakeholders noted that PIND’s presence in the Niger Delta has attracted other partners and development funds into the region.
- Appreciation of Niger Delta Youth Employment Pathways (NDYEP) project is very high across all the stakeholder groups.
- Regional development committees acknowledge the value that PIND has brought to their operations.
- PIND’s Capacity Building for Local Empowerment (CAPABLE) project has strengthened civil society organizations and enhanced their capacities for resource mobilization and service delivery.
- Stakeholders acknowledged and applauded how PIND has built a rapidly growing movement of peace actors across the Niger Delta through Partners for Peace (P4P) network.

### **Inclusivity**

- Some stakeholders acknowledge PIND’s work with gender and youth but suggest greater focus on skill building for employment and entrepreneurship development targeting the youth.
- Stakeholders are of the opinion that the youth program (NDYEP) is a good response to youth unemployment in the region.

- Some stakeholders believe that PIND should accommodate vulnerable groups such as internally displaced persons (IDPs), persons with disabilities (PWDs) while others think it should focus on women and youth and work with existing CSOs that directly work with the vulnerable groups.
- Stakeholders acknowledge PIND's effort at social inclusion particularly gender inclusion but called for improvement in targeting PWDs and other vulnerable groups.

### **Partnership and Ownership**

- Stakeholders agree that PIND's partnership approach is working and effective; the use of relevant professionals is a strong niche. However, the partnership model should integrate the principles of co-creation.
- Implementing partners wanted to see more alignment between PIND and the mission/vision of partners in the communities.
- Some stakeholders felt that PIND's financial management model was not responsive to the needs of certain development partners, however many others felt that the financial management model had been reviewed by donors such as UNICEF and Ford Foundation and found useful.

### **Communications and Advocacy**

- Stakeholders express their belief that PIND has built a strong reputation over time through its value and innovative approach to development in the region.
- Stakeholders said PIND is not well known in the region and beyond because it is not doing a good job of telling its story on achievements. They suggest that PIND should increase its media presence.
- Stakeholders believe that advocacy with government (local, state and federal) is key.
- Stakeholders believe that strategic communications/ visibility is essential.

### **Safety and Security**

- Stakeholders noted the tendency of the Niger Delta to relapse into conflict situation and the need to engage with peace building through conflict transformation.
- It was noted that safety was absent as a value/process/structural observation in PIND's operations.

## 4.2 CONCLUSIONS

### Mission and Values

- PIND’s mission and core values are widely acknowledged as reflecting the region’s situation and therefore remain relevant.
- PIND’s mission is widely accepted by stakeholders.

### Governance and Structure

- PIND’s systems and governance is strong, clothed in *high* integrity.
- While PIND’s governance structure and staff integrity are working well, their ability to communicate achievement is rather weak.
- PIND’s structure could evolve depending on its strategy and more authority for decision-making delegated appropriately.

### Relationship with Chevron Nigeria Limited

- Perceptions on PIND are mixed, therefore, the relationship between CNL and PIND should maintain an operational independence.
- PIND provides direct reputational value and risk mitigation to CNL.
- Stakeholders want PIND to increase its focus on and presence in CNL’s riverine communities.
- PIND is delivering value to CNL but it has room to deliver even much more.

### Geographic Focus

- While PIND’s presence in Abuja is desirable, stakeholders desire to have PIND’s presence to be stronger in the Niger Delta including reaching all states and riverine communities.
- PIND’s partnership model is effective and working, therefore a call for expansion into other sectors and location.

### Programmatic Approach

- PIND’s capacity building initiatives have some of the most far reaching impact on implementing partners and beneficiaries, including changing the ‘*entitlement*’ mindset of the region.
- PIND’s market development program is recognized as a strategy for the diversification of the Niger Delta economy beyond oil.
- Programming is valued: capacity building, NDDF, NDYEP, market development and peace building but sustainability of P4P is a concern.
- PIND is unique in combining both economic development and peace building. PIND’s approaches and strategies are appropriate as they are evidence-based, emphasize partnerships, are pro-poor and seek sustainability etc.
- Focus on evidence and research is a core strength.
- The market development program is working well but needs to be updated and more adaptive to increase effectiveness.

- The market systems approach is acknowledged as valuable, but some stakeholders recommend that it should be appropriately modified to accommodate direct interventions that will enhance gains and shorten time spans for achieving results.
- PIND's peace building program will be enhanced through greater government participation.
- Stakeholders want PIND to provide thought-leadership, research and other value adding services to the both international and national Oil and Gas companies and other big investors in the Niger Delta for enhanced relevance and to attract funding.
- There are opportunities for intervention in other sectors (water, environment, electricity, governance).
- PIND's economic development program and peace building initiative are viable pillars for responding to the needs of the Niger Delta region.
- PIND's NDDF is a platform with strong convening powers that needs to be tracked.
- PIND needs to do more in advocating with government and influencing on key developmental issues.
- PIND's influence over the development direction of the region is commendable but weak in terms of direct engagement with government.
- PIND's approach to youth restiveness and high unemployment through the NDYEP is valued.
- NDYEP has been well received by stakeholders many of whom desire for PIND to increase the level of programming and inclusion of youth.
- There is an opportunity to utilize innovative approaches to activities and funding for programming.

### **Impact and Influence**

- Respondents widely acknowledge PIND's programs as having created jobs, brought about growth, reduced conflict and built the capacity of CSOs, BMOs, RDCs, etc.
- PIND has strong convening power and influence within the region.

### **Inclusivity**

- PIND's social and gender inclusion strategy is significant but needs to be extended to PWDs.
- Though PIND cannot realistically take on all social inclusion issues, it can prioritize gender and youth, while providing some support for those who deal directly with the other vulnerable groups.
- PIND's board and staff are deeply committed to inclusion, including youth and women, and increasingly to PWDs.
- PIND has been effective in its efforts to achieve gender inclusion and has increased focus on youth empowerment, but it needs to do more with the latter.

### **Partnership and Ownership**

- Many stakeholders are very happy with PIND; people desire equitable partnership and engagement.
- PIND's partnership model creates leverage for other partners to participate.
- PIND's financial management model is based on PIND's policy, it has not always met the expectations of stakeholders.

### **Communications and Advocacy**

- PIND has low publicity and visibility of its organization, programs and accomplishments, etc.
- PIND's stakeholders will like to see PIND play an active role in advocacy at all levels of government (local, state and national).

### **Sustainability**

- Funding diversity is critical to PIND's long-term sustainability, board can play a role.

## 4.3 RECOMMENDATIONS

### Mission and Values

- PIND should retain its vision, mission and core values which remain relevant to the Niger Delta situation.
- PIND should also maintain its economic development and peace building programs as core pillars of the organization to reflect the aspirations of Niger Delta stakeholders.

### Governance and Structure

- Based on its strategy going forward, PIND should consider revisiting its structure to fit that strategy and explore decentralizing and delegating more authority to its workforce for improved efficiency and accountability.
- PIND should sustain its strong systems and governance, ensuring that its staff continue to display high level of its core values as well as continue to strengthen compliance checks and due diligence.
- PIND should continue to motivate staff for enhanced performance and increased staff empowerment, welfare and autonomy for efficiency.
- Consider a more decentralized structure that increases presence in the Niger Delta region and shrinks the size of the Abuja office.

### Relationship with Chevron Nigeria Limited

- PIND should maintain its operational independence while sustaining a strong relationship with CNL.
- PIND should show increased business value to CNL through increased program activities in the GMoU communities.

### Geographic Focus

- PIND should retain its presence in Abuja but with reduced footprints and should continue to cover all 9 Niger Delta States at varying priority levels.
- While PIND should continue to apply the M4P methods, it should adopt approaches to support interventions with social objective outcomes.

### Programmatic Approach

- Create a structured strategy to enhance government engagement at both national and sub-national levels.
- Deepen approaches and efforts that have been successful to date i.e. M4P, partnership model, etc.
- PIND should focus on ensuring the sustainability of P4P by seeking funding diversity and enhance its governance systems. This should include ensuring that there is more ownership by network coordinators.
- PIND should sustain its unique focus on its mission to improve economic growth and reduce conflict in the region, however it should review its approach to be relevant to current dynamics.

- PIND should position itself as the organization that is capable of providing value added services to the Oil and Gas companies and other private sector investors as part of its funding diversification and sustainability strategy.
- PIND should explore the viability of other sectors that are closely related and can contribute to achieving its mission.
- While M4P has worked well, it is recommended that PIND should modify its application to accommodate direct interventions where appropriate to enhance gains and shorten time spans for achieving results.
- The NDYEP project has strong potentials for addressing youth unemployment in the region and therefore should be strengthened and scaled up to other States and sectors.
- PIND should intensify its fundraising efforts for sustainability.
- Key interventions such as capacity building, NDDF, NDYEP, markets systems development and peacebuilding should have their outcomes and results documented. These programs should increase buy-in by being major advocacy and communication focuses. There should also be creation of advisory boards to gain support from leaders in the field. The programs should continue to target vulnerable populations.
- Enhance thought leadership through more research, case studies op-eds, briefs, and bespoke products to stakeholders.
- Increase collaborations with academia and think tanks to conduct research and ensure use of data generated.
- Increase partnership with development partners, private sector, government, and local organizations to leverage opportunities for PIND to function as convener or catalyst.
- Ensure PIND program continues to be truly multi-dimensional, evidence based and targets the poor.
- PIND should increasingly engage local partners as facilitators and co-facilitators of its projects and interventions
- In response to intervening in key social sectors such as water, electricity, governance, environment, etc., PIND should consider undertaking a landscape analysis of these sectors to map opportunities, key players, current interventions, etc.
- Partner with CSOs to conduct accountability projects and monitoring and evaluation of efforts in identified thematic areas that focus on social and systems strengthening
- To spur action, PIND should adopt innovative approaches like competitions, ideathons, challenge grants, bridging arts and development in its programming.
- PIND's flagship program pillars of Economic Development and Peace Building should be strengthened through greater integration of partners including government, in programming and execution
- Increase focus on economic diversification of the region but consider tweaking the implementation of MSD approach where appropriate to accelerate program outreach, uptake and outcomes. This may involve considering direct support to alleviate the problems of access to finance by its beneficiaries as well as leveraging technology to connect the agricultural ecosystem and stimulate agricultural businesses.

- The P4P network should embody a sustainability strategy that is community-owned and driven by key actors within the program and is replicable beyond PIND's oversight or intervention. This calls for the engagement of other funding mechanisms.
- Consider re-designing the NDDF for improved co-creation and commitment to the implementation of its recommendations and also improve the tracking of the results and outcomes.
- Increase funding for government engagement and programming, information gathering, and relationship building to spur government action for service delivery.

### **Inclusivity**

- PIND should deepen efforts on gender and youth inclusion while exploring how best to cater to the other vulnerable groups. It could achieve this by working with other organizations that are directly working with these vulnerable groups.
- Revise existing gender policy to:
  - Include an aspect that targets persons with disabilities.
  - Ensure PIND is a leader on gender development in the region and internally within the organization.
- Create a youth policy and ensure data is disaggregated for this demographic and other vulnerable groups.
- Review composition of PIND's structures including its Board of Trustees and activities to reflect Niger Delta's diverse stakeholders, which include youth, women and public sector.
- PIND's programs should be more responsive to addressing the demographics of the region and must be flexible to social inclusion and diversities.

### **Partnership and Ownership**

- PIND should take extra effort to ensure its partnership efforts truly take in the view of others right from the outset; especially regarding NDDF, procurement and financial models.

### **Communications and Advocacy**

- To be more effective, PIND should upgrade its advocacy and engagement efforts with Government and Government Agencies towards attracting attention to developmental needs of the region.
- NDDF should continue to be utilized as an advocacy platform. However, its outcomes should be better tracked, and post forum activities undertaken to reinforce its objectives.
- The communication of achievements and program results need improvement in order to raise visibility and enhance reputation of the Foundation.

## Sustainability

- PIND should put more rigor in its sustainability efforts by emphasizing funding diversity and ensuring the Board composition is aligned with its sustainability goals.
- Develop a strategic plan on funding/business development:
  - a. Skills & offerings mapping (Youth, value chain, peacebuilding, energy, market analysis, etc.)
  - b. Create a donor stewardship plan: Dedicated support to managing long-standing donors, including Chevron, Rotary
  - c. Assess what donors are working in the key skills/offerings areas and how the skills/offerings line up:
    - i. Bi-lateral Agencies: USAID, DFID, GIZ,
    - ii. Foundations: Ford, Rockefeller, Gates, MacArthur
    - iii. Companies: IOCs, local companies

# APPENDICES

**Appendix I: PSR Teams and their Responsibilities**

**Core Evaluation Team** that charts the overall review focus on key strategic issues, and finalize the review findings and PSR deliverables (see below).

<b>Specific Roles</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>– Set the course and provide strategic guidance for the PSR</li> <li>– Formulate the Data Collection Team based on guidance from the Evaluation Sub Team</li> <li>– Frame interview questions</li> <li>– Review and analyze the findings, and develop recommendations</li> <li>– Review Evaluation Sub Team’s analysis of data</li> </ul>	<ol style="list-style-type: none"> <li>1. Prof Femi Ajibola, <i>PIND BOT</i></li> <li>2. Anire Celey-Okogun, <i>PIND BOT</i></li> <li>3. Johanna Nesseth, <i>NDPI</i></li> <li>4. Thomas Akagbosu, <i>Chevron Nigeria</i></li> <li>5. Colin Dreizin, <i>USAID</i></li> <li>6. Richard Ough, <i>DFID</i></li> <li>7. Dabesaki Mac-Ikemenjima, <i>Ford Foundation</i></li> <li>8. Laoye Jaiyeola, <i>NESG</i></li> <li>9. Dr. Judith Burdin Asuni, <i>AA PeaceWorks</i></li> <li>10. Nkoyo Toyo, <i>Cross River State Govt.</i></li> <li>11. Dara Akala, <i>PIND</i></li> <li>12. Tunji Idowu, <i>PIND</i></li> <li>13. Emeka Nwankwo, <i>PIND</i></li> <li>14. Chichi Nnoham-Onyejekwe, <i>PIND</i></li> </ol>

**Evaluation Sub Team** for planning and tailoring the various aspects of the review, guiding data collection and analyzing initial findings.

<b>Specific Roles</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>– Provide guidance and baseline criteria for the formulation of Data Collection Team</li> <li>– Use input from the Core Evaluation Team to design and tailor the data collection process and protocol</li> <li>– Provide training in data collection interviewing techniques</li> <li>– Create on-line repository of data</li> <li>– Collate data and create clear, systematic organization of the findings for presentation to the Core Evaluation Team’s recommendations</li> <li>– Undertake analysis of select raw data</li> </ul>	<ol style="list-style-type: none"> <li>1. Dara Akala, <i>PIND</i></li> <li>2. Tunji Idowu, <i>PIND</i></li> <li>3. Emeka Nwankwo, <i>PIND</i></li> <li>4. Chichi Nnoham-Onyejekwe, <i>PIND</i></li> <li>5. Bose Eitokpah, <i>PIND</i></li> <li>6. James Elekwachi, <i>PIND</i></li> <li>7. Chuks Ofulue, <i>PIND</i></li> <li>8. Nkasi Wodu, <i>PIND</i></li> <li>9. Teslim Giwa, <i>PIND</i></li> <li>10. Chime Asonye, <i>PIND</i></li> <li>11. Precious Agbunno, <i>PIND</i></li> <li>12. Calistus Onwurah, <i>Chevron Nigeria</i></li> <li>13. Bimbo Kolajo, <i>Chevron Nigeria</i></li> <li>14. Samuel Dare, <i>SHERDA</i></li> <li>15. Tunde Oderinde, <i>MADE</i></li> <li>16. Adeshola Komolafe, <i>Media Insight</i></li> <li>17. Isreal Yusuf, <i>DFAC</i></li> <li>18. Sharon Ohaka, <i>P4P</i></li> <li>19. Olayide Adesanya, <i>NNF</i></li> <li>20. Uju Obiora, <i>PPCD</i></li> <li>21. Busola Babalola, <i>PPCD</i></li> <li>22. Ogechi Okehielam, <i>FOFA</i></li> </ol>

	23. Elizabeth Adebajo, <i>ARRDC</i> 24. Yinka Akinpelu, <i>GSI</i>
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**Data Collection Teams** responsible for conducting interviews and desk reviews.

<b>Specific Roles</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>– Collect data and develop field reports</li> <li>– Submit data collected in raw form to Evaluation Sub Team</li> </ul>	<ol style="list-style-type: none"> <li>1. PIND Foundation</li> <li>2. Participatory Partnership for Community Development (PPCD)</li> <li>3. New Nigeria Foundation (NNF)</li> <li>4. Partner NGOs</li> </ol>

**Facilitation Team** responsible for overall coordination of the PSR process.

<b>Specific Roles</b>	<b>Membership</b>
<ul style="list-style-type: none"> <li>– Facilitate the whole PSR process</li> <li>– Develop and finalize key PSR deliverables</li> <li>– Draft the PSR reports and PowerPoint summaries</li> </ul>	The New Nigeria Foundation (NNF), an independent facilitation firm, will help to guide and coordinate the overall process.

**Appendix II: Draft PSR Work Plan**

<b>Activity</b>	<b>Description</b>	<b>Dates</b>	<b>Location</b>	<b>Participants</b>	<b>Expected Outcome</b>
Framing meeting	Define the scope of the strategic review, build understanding and develop a road map and general framework for the PSR process.	27 May	Abuja	PIND Management	<p>Fully developed scope for the strategic review exercise</p> <ul style="list-style-type: none"> <li>– Answer to the question – Why Conduct a PSR? – goal /objectives?</li> <li>– Decide on expected deliverables at end of review, and agree on TORs of the facilitating team</li> <li>– Decide on period and extent of exercise</li> <li>– Draft documents for the Strategy Session</li> </ul>
Strategy session	<p>Articulate the prospects and assess the probable challenges of implementing the strategic review exercise. This will involve the following:</p> <ul style="list-style-type: none"> <li>○ Plan the total review exercise, including the planning workshop</li> <li>○ Draw up an agenda for the planning workshop</li> <li>○ Agree on workshop format</li> <li>○ Develop draft evaluation themes and agree on documents to be used for the review</li> </ul>	30-31 May	Warri	Evaluation Sub Team	<ul style="list-style-type: none"> <li>– Objectives of the strategic review</li> <li>– Draft programme for the PSR</li> <li>– Planning workshop agenda</li> <li>– Draft tools for the survey</li> <li>– Draft programme for the survey</li> <li>– Core Evaluation Team</li> <li>– Data Collection Team</li> </ul>

Activity	Description	Dates	Location	Participants	Expected Outcome
	<ul style="list-style-type: none"> <li>○ Constitute the Core Evaluation and Data Collection Teams and their TORs</li> <li>○ Develop list of stakeholders/interviewees to participate in the review exercise</li> <li>○ Determine the format for data collection (KIIs, FGDs, case studies, video recording, etc.)</li> </ul>				
Planning workshop	<ul style="list-style-type: none"> <li>○ Review learnings from previous strategic review s/assessments</li> <li>○ Define methodology for the 2019 strategic review</li> <li>○ Develop goals and strategies for the strategic review.</li> <li>○ Identify missed opportunities to be harnessed in the current strategic review</li> <li>○ Develop tools and other necessary guidelines/ documents for the strategic review at the workshop</li> <li>○ Determine the stakeholders to be interviewed</li> <li>○ Discuss and agree on the reporting format</li> </ul>	17-18 June	Abuja	Core Evaluation Team	<ul style="list-style-type: none"> <li>– Survey tools and guidelines</li> <li>– Work plan and timetable for Field survey</li> <li>– Locations for field survey</li> <li>– Stakeholders for field survey</li> <li>– Format of reporting</li> <li>– Communication plan for the report/outcomes of the strategic review</li> <li>– Scheduling of data collection</li> <li>– Collect information of respondents</li> </ul>

Activity	Description	Dates	Location	Participants	Expected Outcome
	<ul style="list-style-type: none"> <li>Develop communication strategy</li> </ul>				
Updating of tools for training of fieldwork personnel	<ul style="list-style-type: none"> <li>Review and update tools and materials for the training of data collection personnel</li> </ul>	19-20 June		Evaluation Sub Team	<ul style="list-style-type: none"> <li>Standardized tools for training of field personnel</li> </ul>
Training of field work personnel	<ul style="list-style-type: none"> <li>Train field workers for 2 days.</li> <li>Formulate data collection sub team</li> <li>Finalize details of the data collection program and approach</li> </ul>	27-28 June	Port Harcourt	Data Collection Team Evaluation Sub Team	<ul style="list-style-type: none"> <li>Shared understanding of the strategic review process, objectives, interview protocols, format for field work report, roles and responsibilities of teams and team members and their allocations</li> <li>Travel details/data collection work plan</li> </ul>
Data collection exercise	<ul style="list-style-type: none"> <li>Facilitate data collection involving focus group discussion (FGDs), key informant interviews (KIIs), case studies etc.</li> </ul>	July	Field	Data Collection Team	<ul style="list-style-type: none"> <li>Data (raw) collected on the field</li> </ul>
Preparation of field reports	<ul style="list-style-type: none"> <li>Data collectors prepare report of field activities for data collation</li> </ul>	July	Lagos Abuja Port Harcourt Warri	Data Collection Team	<ul style="list-style-type: none"> <li>Report providing details of field activities</li> </ul>
Collation workshop	<ul style="list-style-type: none"> <li>Collate data obtained from field work along appropriate issue themes for easy analysis</li> </ul>	06-07 August	Port Harcourt	Data Collection Team	<ul style="list-style-type: none"> <li>Thematic compilation of field reports and secondary data</li> <li>Preliminary analysis of data</li> </ul>

Activity	Description	Dates	Location	Participants	Expected Outcome
	<ul style="list-style-type: none"> <li>○ Collate existing secondary data (assessment reports, annual reports, etc.) for easy analysis</li> <li>○ Undertake preliminary analysis of data</li> </ul>				
Analysis workshop	<ul style="list-style-type: none"> <li>○ Review the collated data with the aim of highlighting and extracting useful information from it.</li> <li>○ Analyze data and develop findings, conclusion and recommendations</li> <li>○ Provide guidance on reporting and communication of results of the PSR</li> </ul>	27-29 August	Abuja	Core Evaluation Team	<ul style="list-style-type: none"> <li>– Consensus among the critical stakeholders on thematic summary of data collected during field work and secondary data</li> <li>– Gap assessment and suggestions for improvement / next steps</li> <li>– Agree on plan for communicating the outcome of the strategic review</li> </ul>
Report preparation	<ul style="list-style-type: none"> <li>○ Utilize the analyzed data in generating a report of the PSR</li> </ul>	September		Facilitation Team	<ul style="list-style-type: none"> <li>– Executive summary of report</li> <li>– Final report of the strategic review</li> </ul>

## Appendix III: Breakdown of the Qualitative Data Collected

Stakeholder Group	Location/Team								TOTAL	
	Abuja & USA		Rivers, Akwa Ibom, Cross River, Abia, Imo States		Delta, Bayelsa, Edo & Ondo States		Lagos & Ibadan			
	KII	FGD	KII	FGD	KII	FGD	KII	FGD	KII	FGD
<b>Category A</b>										
I. PIND Board of Trustees,							3		3	0
I. PIND staff / consultants				2		2	2	2	2	6
I. NDPI (Board & staff)	12								12	0
I. Chevron Nigeria Limited	1				1		7		9	0
<b>Category B</b>										
I. Donors / Funders	6		1						7	0
I. Government	5		14						19	0
I. Implementing Partners	5		15	1	30		7		57	1
I. Other Partners – Lead Firm, Banks, CSOs, IOCs, NOCs	8		12	5	4	2	2		26	7
I. GMOU operators (e.g. PPCD, RDCs, support NGOs)					7	2			7	2
I. Academia	1		1		3				5	0
I. Research Institutions					1				1	0
I. Beneficiaries			9				1		10	0
<b>Category C</b>										
I. Professional bodies										
I. Civil society organizations						1			0	1
<b>Total</b>	<b>38</b>	<b>0</b>	<b>52</b>	<b>8</b>	<b>46</b>	<b>7</b>	<b>22</b>	<b>2</b>	<b>158</b>	<b>17</b>

**Breakdown of Social Media Respondents**

Age of Respondents	Gender of Respondents		Total
	Female	Male	
Below 18 years	0	0	<b>0</b>
18 – 35 years	33	54	<b>87</b>
Above 35 years	10	44	<b>54</b>
<b>Total</b>	<b>43</b>	<b>98</b>	<b>141</b>

**Sources of Secondary Data**

Secondary data was obtained by responding to the survey questions using the information presented in the following documents:

1. PIND Annual report 2015, 2016, 2017 & 2018
2. IGD Impact Assessment
3. PIND Way Forward 2017 Report
4. WASH Strategy Review report 2018
5. Peace Building Impact Assessment Report, 2018
6. Poverty Assessment of the Niger Delta Report, 2018
7. Report on the evaluation of the Niger Delta Development Forum (NDDF) 2012-2018
8. NDYEP mid-term evaluation report

**Appendix IV: Details of the Major Activities of the 2019 PSR of PIND Foundation**

<b>S/No</b>	<b>Activity</b>	<b>Report</b>
1.	Framing Meeting	 PSR Framing Meeting.docx
2.	Strategy Workshop	 Report of the 2019 PSR Strategy Sessior
3.	Planning Workshop	 Report of 2019 PIND PSR Planning \
4.	Data Collection Planning	 2019 PIND PSR Data Collection Planning
5.	Data Collation Workshop	 Report of the PIND PSR Collation Work:
6.	Analysis Workshop	 Report of the 2019 PSR Analyisi Worksh

## Appendix V: Persons interviewed during the 2019 PSR of PIND Foundation

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
1.	Bill Grant	M	Development Alternative Inc.	International	Other Partners	KII
2.	Nancy Gilbert	F	Transform International	International	Other Partners	KII
3.	Nake Haken	M	Fund for Peace	International	Other Partners	KII
4.	Clay Neff	M	Chevron Corporation	International	NDPI (Board &Staff)	KII
5.	Laurie Regelbrugge	F	NDPI Foundation Director	International	NDPI (Board &Staff)	KII
6.	Ned Mojuetan	M	Chevron Corporation	International	NDPI (Board &Staff)	KII
7.	Johanna Nesseth	F	Chevron Corporation	International	NDPI (Board &Staff)	KII
8.	Mia Spicer	F	Chevron Corporation	International	NDPI (Board &Staff)	KII
9.	Pauline Baker	F	NDPI Foundation Director	International	NDPI (Board &Staff)	KII
10.	Tam Nguyen	M	Bechtel Corporation	International	NDPI (Board &Staff)	KII
11.	Dennis Flemming	M	Hamakua Institute	International	NDPI (Board &Staff)	KII
12.	Heather Kulp	F	Chevron Corporation	International	NDPI (Board &Staff)	KII
13.	Mamadou Beye	M	Chevron Corporation	International	NDPI (Board &Staff)	KII
14.	Jane Nelson	F	Harvard University	International	NDPI (Board &Staff)	KII
15.	Dr Nedelcovych	M	NDPI Foundation Director	International	NDPI (Board &Staff)	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
16.	Henry Adigun / Hauwa Yesufu	M	FOSTER	Abuja	Donor	KII
17.	Stephen Agwu	M	GIZ	Abuja	Donor	KII
18.	Ogechukwu Omeribe	F	DFID	Abuja	Donor	KII
19.	Adamu Igoche/Mukhtar Shittu/Olufunke Baruwa	M	USAID Peace and Democratic Governance	Abuja	Donor	KII
20.	Charles Iyangbe	M	USAID Economic Growth	Abuja	Donor	KII
21.	Patience Ekeoba	F	UN Women	Abuja	Donor	KII
22.	Dabesaki Mac-Ikemenjima	M	Ford Foundation	Abuja	Donor	KII
23.	Charles Achodo	M	Niger Delta Consultant	Abuja	Academia	KII
24.	Dr. Sam Eno	M	Ministry of Niger Delta Affairs	Abuja	Government	KII
25.	Ambassador Yemi Dipeolu	M	SA to President on Economy	Abuja	Government	KII
26.	Hadiza Aminu Durai	F	Former SA to VP on Gender & SDGs	Abuja	Government	KII
27.	Edobor Iyamu	M	SA to President on Niger Delta	Abuja	Government	KII
28.	Hon. Remy Chukuwnyere	M	Former SA to Imo State Governor on Job Creation	Abuja	Government	KII
29.	Pamela Esiri	F	Emoeferoto Foundation	Abuja	Beneficiary	KII
30.	Vernice Guthrie	F	West African Development Ltd.	Abuja	Implementing Partner	KII
31.	Olatunde Oderinde	M	DFID/MADE	Abuja	Implementing Partner	KII
32.	Otive Igbuzor	M	Centre for Strategy, Leadership and Development	Abuja	Implementing Partner	KII
33.	Dr. Joe Abah	M	DAI	Abuja	Implementing Partner	KII
34.	Yetunde Erogbogbo	F	Rhizome Ltd / PIND HR Consultant	Abuja	Other Partners	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
35.	Dr. Mark Abani	M	Former Crown Agents Country Director	Abuja	Other Partners	KII
36.	Daniel Adejo	M	Financial Reporting Council of Nigeria (FRCN)	Abuja	Other Partners	KII
37.	Yekeen Olawale	M	International Center for Investigative Reporting	Abuja	Other Partners	KII
38.	Yewande Usman	F	Chevron Nigeria Limited	Abuja	Chevron Nigeria Limited	KII
39.	Jones Itombra Okoro	M	Retired UN Staff	Lagos	PIND Board of Trustee	KII
40.	Anire Celey-Okogun	F	Chanelle Microfinance Bank	Lagos	PIND Board of Trustee	KII
41.	Prof. Femi Ajibola	M	New Nigeria Foundation (NNF)	Lagos	PIND Board of Trustee	KII
42.	Dr Dara Akala	M	PIND Foundation	Lagos	PIND Staff	KII
43.	Tunji Idowu	M	PIND Foundation	Lagos	PIND Staff	KII
44.	Jeff Ewing	M	Chevron Nigeria Limited	Lagos	Chevron Nigeria Limited	KII
45.	Monday Ovuede	M	Chevron Nigeria Limited	Lagos	Chevron Nigeria Limited	KII
46.	Esimaje Brikinn	M	Chevron Nigeria Limited	Lagos	Chevron Nigeria Limited	KII
47.	Shola Adebawo	M	Chevron Nigeria Limited	Lagos	Chevron Nigeria Limited	KII
48.	Shina Bankole	M	Chevron Nigeria Limited	Lagos	Chevron Nigeria Limited	KII
49.	Joseph Adeyemi	M	Chevron Nigeria Limited	Lagos	Chevron Nigeria Limited	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
50.	Debo Lukanmbi	M	Chevron Nigeria Limited	Lagos	Chevron Nigeria Limited	KII
51.	Laoye Jaiyeola	M	Nigerian Economic Summit Group (NESG)	Lagos	Other Partners	KII
52.	Eze Benjamin	M	Harvestfield Industries Limited	Lagos	Implementing Partners	KII
53.	Tope Banjo	M	Bayer Corporation	Lagos	Implementing Partners	KII
54.	Collins Emeya	M	Jubaili Agrotech	Lagos	Implementing Partners	KII
55.	Austin Dalyop	M	Top Feeds Limited	Lagos	Implementing Partners	KII
56.	Sanusi Idowu	M	Mobile Agricultural Power Solution (MAPS-AgRover) Nigeria Limited	Lagos	Implementing Partners	KII
57.	Michael Oluwagbemi	M	Wennovation Hub	Lagos	Implementing Partners	KII
58.	Omawunmi Urhobbo	F	Morgan Smart Development Foundation (MSDF)	Lagos	Implementing Partners	KII
59.	Dr Judith Asuni	F	Academic Associates PeaceWorks (AAPW)	Lagos	Beneficiary	KII
60.	Kelechukwu Iruoma	M	News Deeply	Lagos	Other Partners	KII
61.	PIND Staff (Abuja)		PIND Foundation	Lagos	PIND Staff	FGD
62.	PIND Managers (Abuja)		PIND Foundation	Lagos	PIND Staff	FGD
63.	Kingsley Fossu	M	European Union- NDSP	Port Harcourt	Donor	KII
64.	Ebrima Sonko	M	CUSO International	Port Harcourt	Other Partners	KII
65.	Ineba Bobmanuel	F		Port Harcourt	Other Partners	KII
66.	Dr. Austin Onuoha	M	African Centre for Corporate Responsibility(ACCR)	Port Harcourt	Implementing Partners	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
67.	Dr. Fidelis Allen	M	University of Portharcourt	Port Harcourt	Academic Institution	KII
68.	Egondu Esinwoke	F	Community Initiative for Enhanced Peace and Development	Port Harcourt	Beneficiaries	KII
69.	Chika Chinwa	M	Estmaster Construction / Rivers State University / E&I	Port Harcourt	Implementing Partners	KII
70.	Dr. Henrietta Ogan	F	Ibiteinye Farms	Port Harcourt	Implementing Partners	KII
71.	Dr. Samuel Dare	M	Self Help & Rural Development Association (SHERDA)	Port Harcourt	Implementing Partners	KII
72.	Wale Ibinaye	M	CAD Consulting	Port Harcourt	Implementing Partners	KII
73.	Nancy Iheduru	F	NECA Network for Entrepreneurial	Port Harcourt	Implementing Partners	KII
74.	Nnennaya Enyinna-Eneremadu	F	CARA Foundation	Port Harcourt	Implementing Partners	KII
75.	Tochukwu Clinton Chukwueke	M	Clintonell	Port Harcourt	Implementing Partners	KII
76.	Daniel Chinagozie	M	Innovation Growth Hub	Port Harcourt	Implementing Partners	KII
77.	Hanson Johnson	M	StartHub Technology	Port Harcourt	Implementing Partners	KII
78.	Fabian Emmanuel	M	Azure Gold	Port Harcourt	Implementing Partners	KII
79.	Chika Chinwa	M	Estmaster Construction	Port Harcourt	Implementing Partners	KII
80.	Bitebo Gogo	F	Keeping it Real Foundation	Port Harcourt	Implementing Partners	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
81.	Dr. Henrietta Ogan	F	Ibiteinye Farms	Port Harcourt	Implementing Partners	KII
82.	Lady Uche Chigozirim	F	Kiara de-luke Academy	Port Harcourt	Implementing Partners	KII
83.	Nnennaya Enyinna-Eneremadu	F	CARA Development Foundation	Port Harcourt	Implementing Partners	KII
84.	Dr. Sharon Ohaka	M	Former, P4P Coordinator in Imo / Business Service Provider	Port Harcourt	Implementing Partners	KII
85.	Solomon Joshua	M	Etuktech Limited	Port Harcourt	Implementing Partners	KII
86.	Yomi Adebisi	M	AIS Energy & Procurement services Limited	Port Harcourt	Implementing Partners	KII
87.	Alaoma Chukwu	M	Alaoma Company -- Cassava Intervention Agro-Dealer	Port Harcourt	Implementing Partners	KII
88.	Sam Hart	M	Senior Special Adviser on Media- Abia State Government	Port Harcourt	Government	KII
89.	Nnanna Eze	M	Statistician General- Abia State Government Institution	Port Harcourt	Government	KII
90.	Hon. Chima Chukwu	M	Special Adviser on Policy- Abia State Government	Port Harcourt	Government	KII
91.	Endi Ezengwa	M	Coordinator, Education for Employment- Abia State Government Institution	Port Harcourt	Government	KII
92.	Agomoh Nwachukwu	M	Permanent Secretary, Health- Abia State Government Institution	Port Harcourt	Government	KII
93.	Amaechi Chukwu	M	Abia State Government Institution	Port Harcourt	Government	KII
94.	Nsudoh Nsudoh	M	Permanent Secretary, Chieftaincy Affairs- Akwa Ibom State Government Institution	Port Harcourt	Government	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
95.	Dr. Awak	M	Permanent Secretary, Budget and Planning- Akwa Ibom State Government Institution	Port Harcourt	Government	KII
96.	RT. Hon Emmanuel Bassey	M	Akwa Ibom State Government	Port Harcourt	Government	KII
97.	Hon. Nkoyo Toyo	F	Special Adviser on Gender- Cross River State Government	Port Harcourt	Government	KII
98.	Dominic Ogri	M	Director, State Planning Commission- Cross River State Government	Port Harcourt	Government	KII
99.	Asuquo Patricia Eyo	F	Director, Ministry of Education- Cross River State Government	Port Harcourt	Government	KII
100.	Ibifuro Asawoh	M	Special Adviser on ICT- Rivers State Government Institution	Port Harcourt	Government	KII
101.	Monday Yimoonah	M	Director, Ministry of Planning- Rivers State Government Institution	Port Harcourt	Government	KII
102.	Ruhuoma Kejeh	F	Director of Youth Mobilization, Ministry of Youth Development	Port Harcourt	Government	KII
103.	Monday Yimonah	M	Ministry of Employment	Port Harcourt	Government	KII
104.	Dr. Fidelis Allen	M	Director for Conflict and Gender Studies, University of Port Harcourt	Port Harcourt	Academic Institution	KII
105.	Phillip Kalio	M	Partners for Peace Network	Port Harcourt	Other Partners	KII
106.	Anthony Osuoha	M	Partners for Peace Network	Port Harcourt	Other Partners	KII
107.	Alhaji Shabaan	M	Partners for Peace Network	Port Harcourt	Other Partners	KII
108.	Ekaette Awana	F	Partners for Peace Network	Port Harcourt	Other Partners	KII
109.	Hon. Chief Etim Edem Okon	M	Partners for Peace Network	Port Harcourt	Other Partners	KII
110.	Udy Okon	F	Youth Alive Foundation (YAF)	Port Harcourt	Beneficiaries	KII
111.	Elizabeth Adebajo	F	Antof Rural Resource Development Centre (ARRDEC)	Port Harcourt	Beneficiaries	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
112.	Ekanem Inyang	M	Applicants Welfare	Port Harcourt	Beneficiaries	KII
113.	Dr. Frank	M	Women United for Economic Empowerment	Port Harcourt	Beneficiaries	KII
114.	Barr. William Itorok	M	Justice, Development and Peace Commission (JDPC)	Port Harcourt	Beneficiaries	KII
115.	Egondu Esinwoke	M	Community Initiative for Enhanced Peace and Development	Port Harcourt	Beneficiaries	KII
116.	Nancy Iheduru	F	NECA Network for Entrepreneurial Women	Port Harcourt	Beneficiaries	KII
117.	Iminabo Austen-Okoroafor	F	Support for MANKIND Development Initiative	Port Harcourt	Beneficiaries	KII
118.	Effiom Duke	M		Port Harcourt	Beneficiaries	KII
119.	Benjamin Mbakwem	M	Community and Youth Development Initiatives (CYDI)	Port Harcourt	Beneficiaries	KII
120.	Chioma Ezenwafor	F	Nigeria Info	Port Harcourt	Other Partners	KII
121.	Olusola Nath O'Neil	F	The Nation Newspaper	Port Harcourt	Other Partners	KII
122.	Lilian Okonkwo	F	Rivers State Television	Port Harcourt	Other Partners	KII
123.	Inyingi Irimagha	F	Gender and Development Action	Port Harcourt	Other Partners	KII
124.	Kabari Sam	M	Centre for Environment and Human Rights Development (CEHRD)	Port Harcourt	GMOU Operators	KII
125.	Florence Kayemba	F	Stakeholders Democracy Network	Port Harcourt	GMOU Operators	KII
126.	Prince Edegbou	F	Social Action	Port Harcourt		KII
127.	Vivian Bello	F	RDC	Port Harcourt	GMOU Operators	KII
128.	Citizens Centre for Integrated Development	M	Citizens Centre for Integrated Development and Social Rights (CCIDESOR)	Port Harcourt		KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
	and Social Rights (CCIDESOR)					
129.	FORWARD AFRICA (FOFA)	M	FORWARD AFRICA (FOFA)	Port Harcourt		KII
130.	PIND Staff Port Harcourt		PIND Foundation	Port Harcourt	PIND Staff	FGD
131.	PIND Management Staff Port Harcourt		PIND Foundation	Port Harcourt	PIND Staff	FGD
132.	P4P Abia		Partners for Peace	Port Harcourt	Implementing Partners	FGD
133.	P4P Imo State		Partners for Peace	Port Harcourt	Implementing Partners	FGD
134.	P4P Central Working Committees		Partners for Peace	Port Harcourt	Implementing Partners	FGD
135.	P4P State Coordinators		Partners for Peace	Port Harcourt	Implementing Partners	FGD
136.	Sam Daibo	M	Area Manager, Chevron Nigeria Ltd.	Warri	Chevron Nigeria Limited	KII
137.	Kingsley Emu	M	Commissioner for Economic Planning/ Delta State Government	Warri	Government	KII
138.	Prof. Eric Eboh	M	Special Adviser on Job Creation/Delta State Government	Warri	Government	KII
139.	Emmanuel Oghoro	M	Permanent Secretary, Agriculture	Warri	Government	KII
140.	Ayodele Bamidele	M	Managing Partner/Dorbudee Consulting	Warri	Implementing Partners	KII
141.	Benjamin Agama	M	Program Manager, Delta Agric and Rural development Agency	Warri	Government	KII
142.	Henry Erikowa	M	Coastal and Marine Areas Development Initiative (CMADI)	Warri	Implementing Partners	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
143.	Morayo Nwachukwu	M	Engineering and Gas Petroleum procurement services	Warri	Implementing Partners	KII
144.	Uzezi Agbor	M	Community Peace and Development Initiative	Warri	Implementing Partners	KII
145.	Chief Ugere	M	United Ufuoma Fish Farmers Association (UUFFA)	Warri	Beneficiaries	KII
146.	Sheriff Mulade	M	Center for Peace and Environmental Justice (CEPEJ)	Warri	GMOU Operators	KII
147.	Rachel Misan Rupee	F	Development Initiative for Community Impact	Warri	Beneficiaries	KII
148.	Bridget Affiah	F	Ideal Women empowerment Initiatives	Warri	Beneficiaries	KII
149.	Kingsley Obaro	M	Development Support & Employment Foundation	Warri	Beneficiaries	KII
150.	Festus Ogbalor	M	Initiative for community Development	Warri	Beneficiaries	KII
151.	Dr Akinyemi Ogunkeyede	M	Federal University of Petroleum Resources (FUPRE)	Warri	Academic Institution	KII
152.	Comrade Obruché Imoh	M	Chairman/Joint Association of Persons with Disability Delta State	Warri	Beneficiaries	KII
153.	Aquei Ehoho-Josephine	F	United Ufuoma Fish Farmers Association (UUFFA)	Warri	Beneficiaries	KII
154.	Onose Martha	F	Community Empowerment and Development Initiatives	Warri	Beneficiaries	KII
155.	Eris Jewo Ibi	F	Development Support Initiatives / Working Fingers International	Warri	Beneficiaries	KII
156.	Joel Bisina	M	Leadership Initiative for Transformation and Empowerment (LITE/Africa)	Warri	Beneficiaries	KII

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157.	Dr. Jeffery Wilkie	M		Warri	Beneficiaries	KII
158.	Ambassador Meshack Ubabiri	M		Warri	Beneficiaries	KII
159.	Udengs Eradiri	M	Commissioner for Youth Development, Bayelsa State	Warri	Government	KII
160.	Zigha Ayibakuro	M	ZAL Consulting	Warri	Government	KII
161.	Obioma Obikezie	M	Rotary Club, Yenagoa	Warri	Implementing Partners	KII
162.	Robinson Kuroghobogha	M	Bayelsa Non-Governmental Forum (BANGOF)	Warri	Beneficiaries	KII
163.	Torki Dauseye		Family Welfare Foundation	Warri	Beneficiaries	KII
164.	Godson Jim-Dorgu	M	MacJim Development Foundation	Warri	Beneficiaries	KII
165.	Taritein Boco	M	Nembe City Development Foundation (NCDF)	Warri	Beneficiaries	KII
166.	Celestine Ikuenobe	M	Executive Director/National Institute for Oil Palm Research (NIFOR)	Warri	Government	KII
167.	Vera Obadan	F	The Permanent Secretary, Edo State Ministry of Budget and Economic planning	Warri	Government	KII
168.	Joseph Ebiogbe	M	Special Adviser on Budget and Economic Planning	Warri	Government	KII
169.	Margaret Obadie	F	Chairperson, Rotary Club Benin	Warri		KII
170.	Engr Babatunde	M	Managing Director/ MUHAT Engineering company Ltd	Warri	Implementing Partner	KII
171.	Flora Bossey	F	Nigeria Union of Journalist Edo State	Warri	Other Partner	KII
172.	Professor Jude Aigbe	M	Deputy Vice Chancellor-Admin, Ambrose Ali University	Warri	Academic Institution	KII
173.	David Ugbolor	M	Executive Director/ ANEEJ	Warri	Beneficiaries	KII

S/No	NAME	SEX	ORGANIZATION	LOCATION	STAKEHOLDER GROUP	INTERVIEW TYPE
174.	Barr Gbenga Edema	M	Chairman, Ondo State Oil Producing Area Development Commission (OSOPADEC)	Warri	Government	KII
175.	Dr Victor Koledoye	M	Executive Secretary, Ondo State Oil Producing Area Development Commission (OSOPADEC)	Warri	Government	KII
176.	Emmanuel Igbasan Duyile	M	Commissioner for Economic Planning and Budget	Warri	Government	KII
177.	Professor Philip Oguntade	M	Federal University of Technology (FUTA)	Warri	Academic Institution	KII
178.	Yinka Akinpelu	F	Program Manager, Green Shield Integrated (GSI) Services	Warri	Implementing Partner	KII
179.	Dr Badejo Ayodeji	M	Managing Director, Ark Shore Consult Ltd.	Warri	Implementing Partner	KII
180.	High Chief Akomolafe	M	P4P Coordinator Ondo State	Warri	Implementing Partner	KII
181.	Franklin Oloniju	M	Live and Peace Development Organization	Warri	Beneficiaries	KII
182.	Margaret Adedeji	F	Better Living and Development Capacity Foundation	Warri	Beneficiaries	KII
183.	Oluwaseun Akingboye	M	Guardian Newspaper	Warri	Other Partners	KII
184.	Ilaje RDC		Ilaje RDC	Warri	Beneficiaries	FGD
185.	AMAICOMMA RDC		AMAICOMMA RDC	Warri	Beneficiaries	FGD
186.	Itsekiri RDC		Itsekiri RDC	Warri	Beneficiaries	FGD
187.	Egbema Gbaramatu RDC		Egbema Gbaramatu RDC	Warri	Beneficiaries	FGD
188.	Keffes RDC		Keffes RDC	Warri	Beneficiaries	FGD
189.	PIND Staff Warri		PIND Foundation	Warri	PIND Staff	FGD
190.	PIND Managers Warri		PIND Foundation	Warri	PIND Staff	FGD