



PIND Impact Evaluation *Comprehensive report*

NOVEMBER 2023

Insights Snapshot

PIND has created impact - catalysing private actors, powering coastal communities and enhancing security, collaboration and behaviour change in the Niger Delta

- The Niger Delta is a critical contributor to Nigeria's economy, with its resources accounting for 75% of the country's foreign exchange earnings. Nonetheless, unequal economic opportunities have resulted in 47% of the population living below the poverty line. Further, the region is affected by endemic conflict, including gang clashes, robbery, land disputes, and kidnapping
- In this complex environment, PIND has crafted a unique economic development and peace building programme portfolio directly reaching over 1 Mn people and influencing many more. The impact statements below summarise PIND's efforts and linked systemic change:



PIND has leveraged its local presence and expertise to emerge as the premier convener of development actors in the Niger Delta, catalysing investment, fostering collaboration and leading implementation



PIND unlocked the capabilities of local private sector actors, by introducing adaptable models and linkages that position them as the primary drivers of economic development in the Niger Delta



PIND is providing the Niger Delta with electricity with its approach of matchmaking private actors and communities to install sustainable off-grid energy, effectively lifting people from obscurity and poverty



PIND has inspired behavioural change in the Niger Delta, through embedding entrepreneurial mindsets amongst the youth, and building confidence of women to own profitable segments of value chains



PIND's grassroots-centred, peace-building network is consistently growing and has **created a sense of security, trust, and cohesion in the Niger Delta**. PIND has also built the capacity of other grassroots entities



PIND is influencing policy that better positions Niger Delta residents for economic prosperity and peaceful living

Strong programme design features accelerated PIND's reach, relevance, and effectiveness, although opportunity areas for improvement remain



Reach:

- **PIND's economic interventions have directly reached 1,077,502 people in the Niger Delta** through the provision of best practices on agriculture and business, improving access to clean energy and upskilling marginalized youth
- **PIND is directly working with 11,096 peace agents in grassroots networks** to empower community members with tools to identify, report and resolve context-specific conflicts



Effectiveness:

- Through long-term, on-the-ground engagement, PIND has built strong relationships with a multitude of actors, particularly from grass-roots organisations to private sector actors, catalysing private sector activity in the Niger Delta
- PIND has effectively managed to conduct numerous programmes leading to system-level change across the Niger Delta, a notoriously challenging environment to grow and scale impactful operations
- PIND's **programme is effective in improving the incomes of beneficiaries and mitigating conflicts in the Niger Delta**. More specifically, PIND and its partners **influenced the creation of 86,713 jobs, with women accounting for 46% of them**
- However, existing challenges limit programmes' effectiveness: (1) Limited post-training financial support and job linkages for MSD and YEP beneficiaries, respectively, (2) Partners' different levels of materials and equipment affecting learning outcomes, (3) Mismatch in demand and supply of energy products due to reported low capacity and high costs, (4) Untimely response coordination with law enforcement authorities affecting conflict resolution



Relevance:

- Due to the extensive research done by PIND prior to programming, **PIND's interventions are relevant to the communities they serve and tackle key challenges in the Niger Delta**

PIND achieved sustainability at the system, institutional, and beneficiary levels, and could deepen impact through refining delivery models, processes and investments

Sustainability:



- At the system, **PIND** has introduced new innovations into the Niger Delta and influenced the adoption of MSD approaches and instituted grass-roots centred peace networks
- This is done through the introduction of innovative models with the service providers across multiple sectors as well as the use of co-facilitators, developing mini-PINDs
- At the institutional level, **PIND** has built the capacity of value-chain convening entities through training and innovations
- At the beneficiary level, **A2E and MSD programmes have higher sustainability** due to the economic multiplier effects of improved energy, information, and business models. While the YEP programme is lower because of limited linkages to waged jobs beyond internships, and graduates lacking funds to start businesses. Conversely, peacebuilding is expected to require continued support to maintain momentum

Going forward:



- As PIND looks to its next strategic period it should:
 - **Incorporate programmatic shifts to enhance its systemic outcomes** by extending post-training support and deepening matching roles, customization for women, and climate-smart training
 - **Adjust delivery model** by re-evaluating its exit strategy, strengthening economic and peace linkages, instituting online classes, and incorporating an A2E cluster approach
 - **Refine its processes**, especially fund disbursements, and standardization of training modules, equipment, and services within similar sectors
 - **Catalyse investments**, by expanding Sombreiro Capital and developing blended schemes in collaboration with partners

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Executive Summary

Context: PIND has done extensive work in the Niger Delta focusing on economic development and peacebuilding, and now aims to evaluate the impact of its efforts

Evaluation context and programs reviewed

- PIND has implemented two 5-year strategic phases (2010 – 2014 & 2015 – 2019) and is currently implementing its third strategic phase (2020 – 2024)
- It has done this work over two key pillars: the economic and peacebuilding pillars

Pillars	Programmes	High-level understanding of the programme
Economic development	Market Systems Development (MSD)	• PIND's MSD programme works through implementing partners to support farmers in five agricultural value chains (aquaculture, cassava, cocoa, palm oil and poultry) and three cross-cutting interventions (access to financing, access to inputs and market links)
	Access to energy (A2E)	• PIND's A2E Project works with partner electricity developers to improve access to electricity in rural coastal communities in the Niger Delta
	Youth Employment Pathway (YEP)	• The YEP project works with implementing partners and private TVET institutions to transfer demand-driven skills and create employment opportunities for disadvantaged youth and women in the Niger Delta
Peace building	Integrated Peace and Development Unit (IPDU)	• IPDU works directly with peace actors involved in conflict prevention and management in the region
	Partners for Peace (P4P) Network	• P4P works with community organisations, traditional leaders, local government and civil society actors involved in peace-building and development in the Niger Delta region

- As PIND prepares to launch its fourth strategic phase (2025 – 2029), it has identified the need to clearly demonstrate the impact of its interventions since 2016 and obtain inputs from its stakeholders on their expectations for the next strategic plan

Objectives of Evaluation

- Evaluate the impact of PIND's economic development and peacebuilding programmes over the past 7.5 years
- Collate insights from PIND/NDPI leadership, partners, and beneficiaries into actionable recommendations for the 2025-2029 strategic plan

Approach: To provide PIND with reflections before it enters its fourth strategic phase, Dalberg conducted an impact evaluation

Dalberg took a five-step process to develop elevation process and plan the assessment

1.

Developing and prioritizing evaluation questions

2.

Identifying and developing indicators to test evaluation questions

3.

Customizing and refining tools

4.

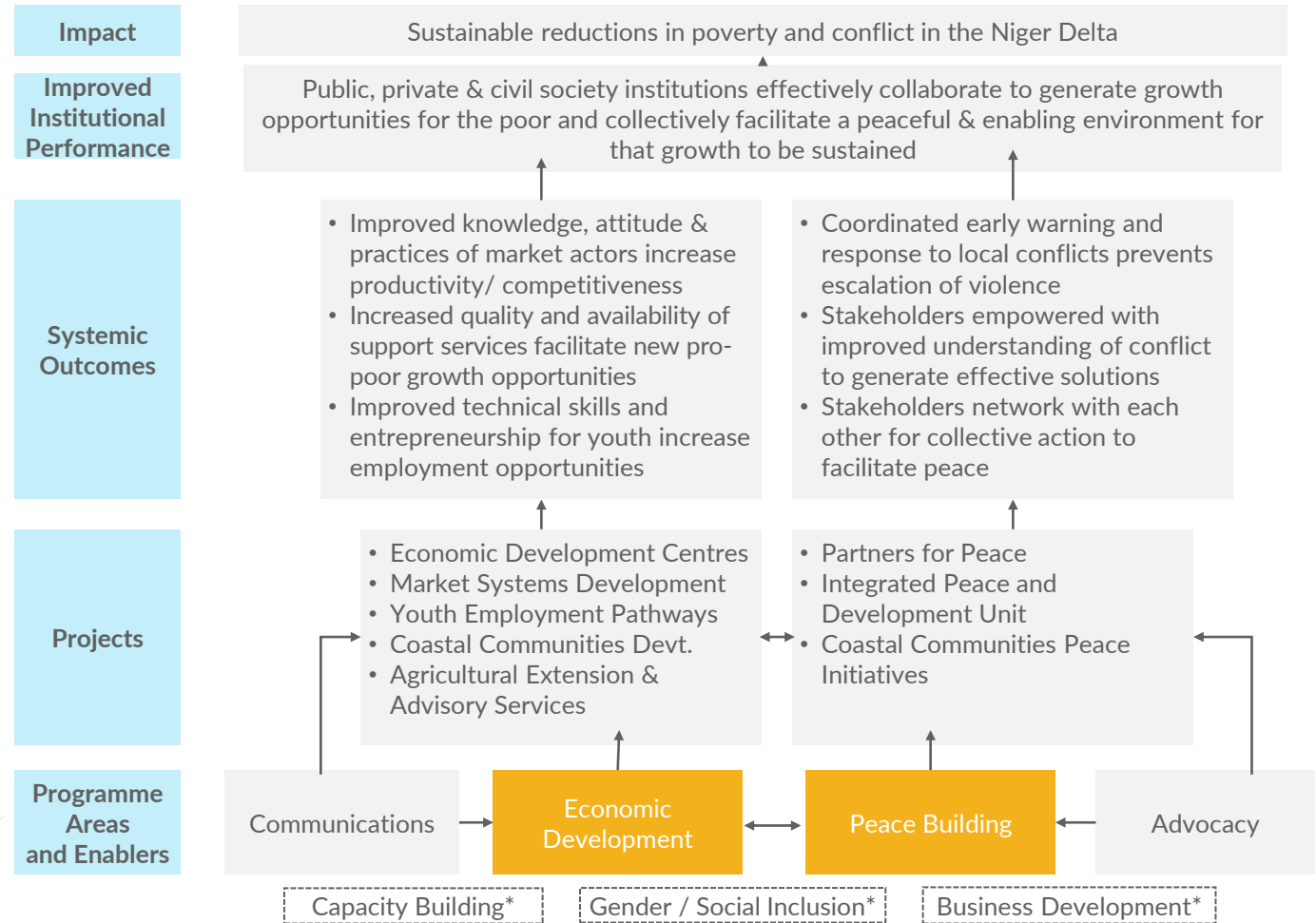
Developing stakeholder plans

5.

Contextualizing results

*Across the assessment of the theory of change, Dalberg explored results against themes of **efficiency, relevance, sustainability and effectiveness***

Key to this process was developing learning questions, indicators and types of analysis that will test the programmes' Theory of Change (ToC), which is articulated in PIND's framework¹



Approach: The evaluation comprehensively reviewed both primary data and secondary research

Category	Resources (non-exhaustive)
Internal PIND documents	• Strategic Plans (2011, 2015 and 2020) • Consolidated Annual Reports • Quarterly MEL reports • Niger Delta Annual Conflict reports • Results Measurement and Evaluation Strategy 2020 – 2024 • Cassava, Cocoa and Poultry Strategy and Intervention Guides • Delta State Labour Market Assessment • CrossBoundary Interview Videos
External publications	• Nigeria Bureau of Statistics – Demographic Statistics Bulletin • Nigeria Bureau of Statistics – Annual Abstract of Statistics • Nigeria Bureau of Statistics – 2021 MSME Survey Report • Rockefeller Philanthropy Advisors - Understanding Women's Access to Credit and Loans • Energy Reports - Policy pathways for renewable and sustainable energy utilization in rural coastline communities in the Niger Delta zone of Nigeria

Primary data came from interviews or survey responses with beneficiaries across each programme, donors, PIND, board of trustees and government

Market Systems Development (MSD)

105 MSME founders and managers **101** Farmers

Access to Energy (A2E)

46 MSMEs **148** Households

Youth Employment Pathway (YEP)

100 Beneficiaries **6** Trainers

Peacebuilding

142 Community Members **116** Peace agents

Donors, Board of Trustees and PIND

4 Donors **4** Board of Trustees
14 Current and previous PIND staff **3** Senior Government Official(s)/ Academics

Impact: PIND's programming has been effective in supporting positive shifts in key economic and peacebuilding indicators, however, certain challenges exist

Effectiveness

PIND's programming has effectively navigated a challenging environment, and through its model improved incomes and mitigated conflicts:

- Before PIND, Niger Delta had a high inequality gap and rife conflict disrupting livelihoods
- Since 2010, PIND has successfully been operating in a challenging environment, directly reaching **1,088,598 people in the Niger Delta** through provision of best practices on agriculture and business, access to clean energy, upskilling marginalised youth, and building capacity of peace agents. As a result, PIND and its partners have influenced **creation of 86,713 jobs – women accounting for 46%**
- PIND's efforts in introducing innovative and new models have improved skills, technology, and collaboration, increasing beneficiaries' income by an **average of 55%**. Results such as increased turnover and activity have in part contributed to a **reduction in inequality from 42 to 29**
- Likewise, PIND's peacebuilding has **mitigated ~ 1,469 conflicts**, slowing the growth of incidents per capita to **7.3% - 7% lower** than the national rate. Additionally, certain casualties, such as **domestic violence**, are **five times lower than the country average**

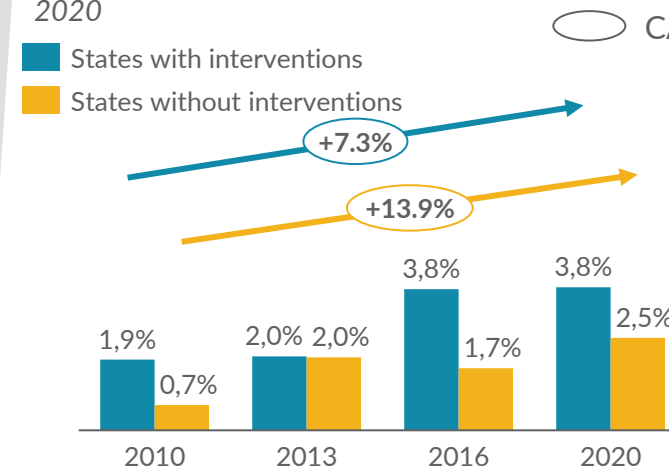
However, certain challenges impact PIND's effectiveness:

- **Limited post-training support and linkages**, particularly MSD beneficiaries anticipating financial support to start or sustain activities. Further, YEP beneficiaries have limited linkages to waged job opportunities (~26% of surveyed are unemployed)
- **Non-standardisation** of equipment and modules within the MSD and YEP programmes
- **Mismatch of consumer demand and energy products**, with beneficiaries noting low storage
- **Unbalanced coordination with law enforcement** with authorities in some states responding effectively to PIND's early warning reports, while others had difficulties

GINI coefficient before and after PIND's interventions		
Indicator	2010 (before)	2019 (after)
National average	45 →	35
PIND states	42 →	29

Conflicts in states with vs without PIND's interventions

Number of incidents reported per population, (%^-3); 2010 – 2020



Impact: PIND's on-the-ground partnership approach has led to relevant and efficient programming that is uniquely suited for the Niger Delta

Relevance



PIND's interventions are relevant to the communities they serve based on perspectives of beneficiaries and tackling of key challenges in the Niger Delta:

- PIND interventions aim to solve high unemployment, the access to energy crisis and high levels of conflict and instability which is key to the Niger Delta and are informed by extensive research prior to programming
- ~74% of respondents consider PIND's interventions 'relevant' since they aim to solve root issues including **limited technical skills impacting employment**, and **outdated techniques affecting productivity** – all informed by **feasibility studies**

Efficiency



PIND is efficient in using funding to stimulate job creation, but can improve internal operations:

- PIND allocated up to USD 23 Mn¹ to economic programmes, **translating to ~ USD 265 spent to influence² the creation of one job** (total of 86,713 jobs)
- **PIND's job creation influence can be termed as "efficient" by World Bank standards**, given that it falls below the median USD 500 to USD 3,000 cost spectrum³
- Nonetheless, there are operational inefficiencies, including: i) 60–90-day fund disbursement delays affecting YEP and MSD partners leading to late purchases at higher costs, and ii) high staff turnover and long onboarding processes in 2022-23 impacting MSD. These inefficiencies could be rectified with better transition planning and knowledge sharing

PIND's reach broken down (2010 to date):



1,039,736 famers and MSMEs engaged in MSD – **46% are women**



6,908 young people empowered with skills – **39% are women**



30,858 people reached with A2E – **45% are women**



11,096 peace actors engaged – **42% are women**

USD 33

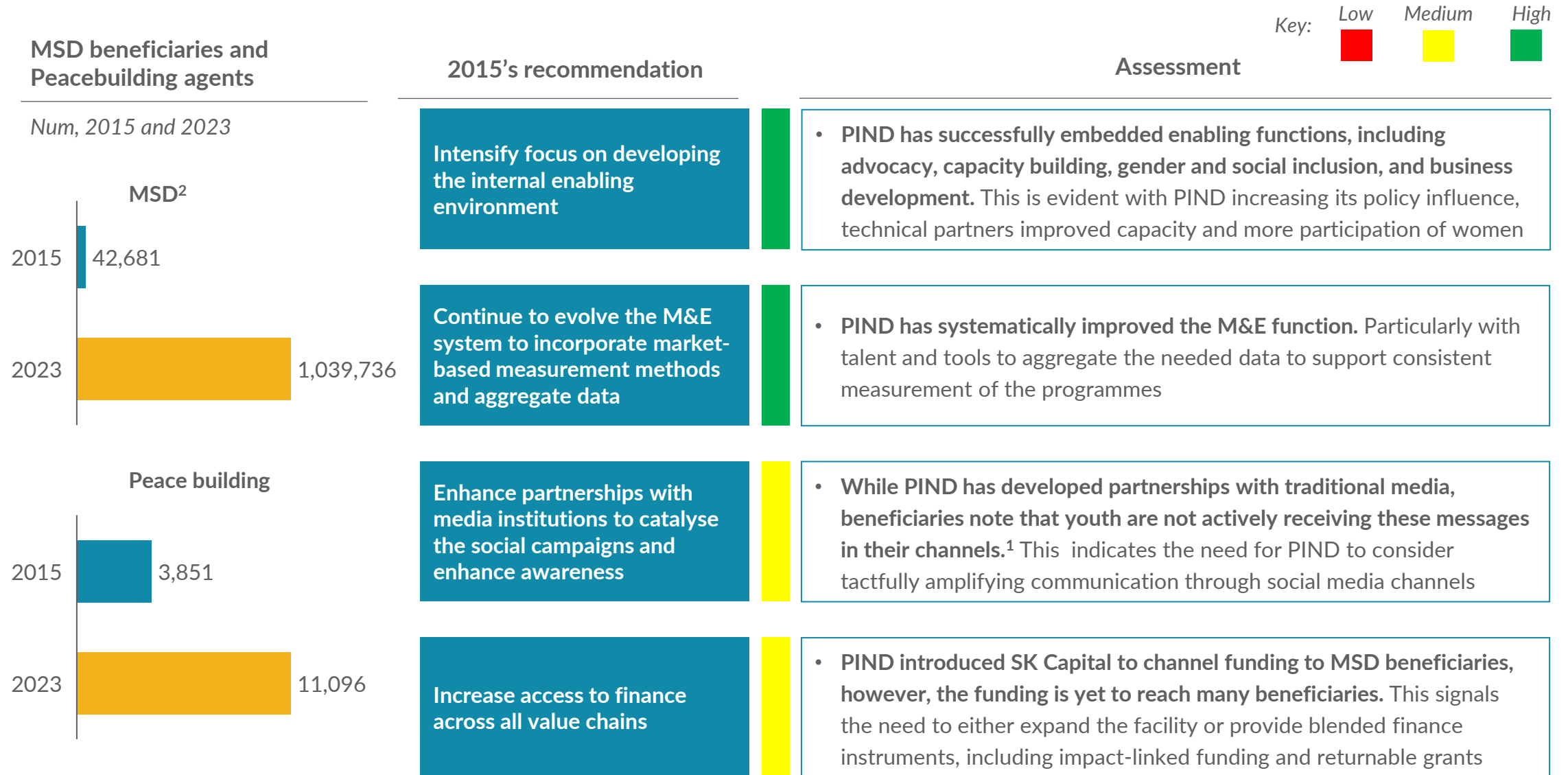
Spent to reach each beneficiary across all programmes

USD 265

Spent to create a new job in the Niger Delta

Note: 1) Total project funding from NDPI and other sources. 2) Influence refers to i) direct efforts by PIND's and its partners to link beneficiaries to employment and ii) indirect support where PIND catalyses the activity level in the value chain leading to increased income and jobs opportunities. 3) The cost is below the World Bank spectrum since PIND and its partners focus on linking many beneficiaries to entry-level jobs to start their careers Source: PIND, MEL Department, 2023; World Bank, How much does it cost to create a job? 2023; Dalberg analysis, 2023

Impact report comparison: Since 2015, PIND has enhanced reach and successfully added and improved functions; but gaps in communication and financing remain



Note: 1) Informed by stakeholder discussions with PIND programme beneficiaries, 2) This does not include A2E and YEP which is why the numbers are different from the up front numbers on reach. Source: IGD, Assessing Impact in the Nigeria's Niger Delta, 2015; PIND, Annual report, 2015; PIND impact assessment, Surveys, Interviews and Focus Group Discussions, 2023; Dalberg analysis, 2023

Impact: Key success factors include local presence, partnership model and tools, while the limitation factors are communication, linkages and capacity issues

Success factors



PIND's local presence

- PIND's **local positioning and built credibility** has enabled it to easily engage and co-create interventions and policies with government, donors and foundations



Partnership model

- PIND has **cemented robust and practical working relationships/agreements** with partners enabling it to proactively solve multiple issues at once



Provision of tools

- PIND, through its interventions, **provides skills and tools, which empower partners and beneficiaries** to address conflict, scale energy provision, and improve productivity

Limitation factors



Unclear communication

- **Instances of unclear communication** persist with MSD beneficiaries expecting funds and input provision



Limited post-training capabilities

- **Post-training support challenges** impact YEP graduates, who without PIND's linkages to job opportunities are unable to start businesses, hence, stay unemployed



Internal capacity issues

- **Capacity issues exist within PIND** including delayed payments impacting YEP and MSD grantees, and high staff turnover that affect engagement with partners where institutional knowledge has not been shared

Impact: PIND has achieved sustainability at the system, institutional, and beneficiary levels

Sustainability



At the system level, PIND has influenced adoption of MSD approaches and instituted peace networks. Whilst at the institutional level, PIND has built capacity through training/innovations

- At the system level:

- PIND has successfully **tested and innovated on the market systems approach (proof of concept)** and transferred it to “mini-PINDs.” These “mini-PINDs” have successfully enabled ecosystem actors to adopt the modalities and enhance operations in the particularly challenging environment of the Niger Delta
- Despite its success, PIND needs to re-evaluate its exit criteria to ensure that the mini-PINDs have the right level of stability before winding down support
- PIND has **developed a grassroots-centred peacebuilding network** with its own governance structure
- However, it is not fully sustainable, and PIND will need to continue its support since i) it is critical to the region’s stability and ii) without PIND, such close attention to peacebuilding will reduce. Further, the programme can strengthen linkages to the economic pillar to mitigate security concerns deteriorating post the interventions

- At the institutional level¹:

- PIND has built the capacity of convening associations to better coordinate linkages within value chains, skills that are passed on to other organisations in the Niger Delta
- PIND has introduced improved seedlings and processing innovations that are boosting local production while also building the local manufacturing industry for the equipment²
- PIND’s training models from MSD and YEP are being replicated by Cross River, Edo and Rivers gov’ts.³ E.g., the Rivers gov’t is working with a mini-PIND to develop a module and train youth on aquaculture
- PIND’s early warning systems are being used by organisations to support decision-making, emphasizing the further need for peacebuilding sustainability to be deliberately built over time
- PIND and partners are being seen as experts providing advice on various development areas

organisations using PIND’s early warning systems (*non-exhaustive*):



AAPW



Note: 1) There are more details on institutional impact and indirect impact in the main sections. 2) Improved seedlings for oil palm VC and improved local manufacturing for fabricators, 3) Models expanded on [slide 113](#). Source: PIND impact assessment, Surveys, Focus group discussions and Interviews, 2023; Dalberg analysis, 2023

Impact: The sustainability level is notably high at the beneficiary level, especially for the A2E and MSD programmes

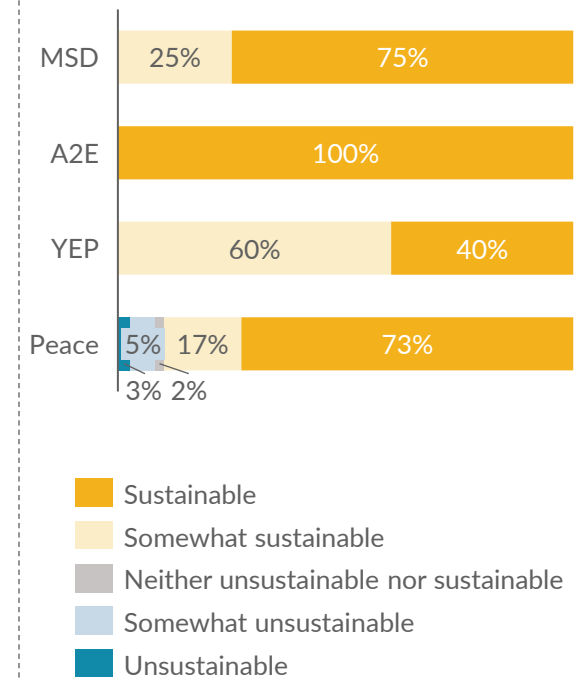
Sustainability



- At the beneficiary level, A2E and MSD programmes have higher sustainability due to economic multiplier effects of improved energy, information and business models. While the YEP programme is lower due to limited linkages to waged jobs
- At beneficiary level:
 - A2E is seen as the most sustainable programme since the availability of energy has led to new businesses, education avenues and job opportunities that will likely outlive PIND's direct support. Moreover, the early traction is attracting more energy providers into the Niger Delta
 - MSD has enabled service providers to improve business models, connect better with farmers and markets, elevating their activity level and revenue streams within their systems. The success of MSD service providers has attracted ~ 400 more into the ecosystem
 - MSD has also enabled farmers to gain modern practices and equipment leading to improved productivity and yield, that they could sustain in the short and medium term
 - Both MSD and YEP programmes have empowered beneficiaries to start and improve businesses which has led to more jobs created in the ecosystem, enhancing sustainability
 - Nonetheless, YEP is viewed as less sustainable due to missing linkages to waged job opportunities affecting beneficiaries who lack funding to start businesses
 - Overall, by building the capacity of partners and extending skills to beneficiaries, **PIND has enabled a platform for job creation and enhanced livelihoods for the Niger Delta**
 - Across programmes, MSD beneficiaries had the highest income increase¹ (up to 7x of YEP) due to increased production and linkages, However, women still earned less due to lower capital bases

Beneficiaries' and partners' rating on sustainability of PIND programming

276 respondents; %; 2023



Note: 1) We have detailed the differences between the economic programmes (MSD, YEP and A2E) in pages 43 and 44. Source: PIND impact assessment, Surveys, Focus group discussions and Interviews, 2023; Dalberg analysis, 2023

Programmatic Impact: PIND has upskilled youth, created jobs, increased income, and enhanced peace efforts contributing to reduced poverty and conflict

Economic development impact: New jobs created and higher wages

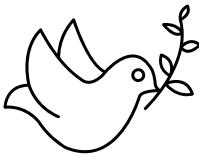


86,713

New jobs created in the Niger Delta

On average, *each surveyed farmer and MSME from the evaluation created 2 new jobs after finishing the programme*¹

Peacebuilding impact: Higher perceptions of safety



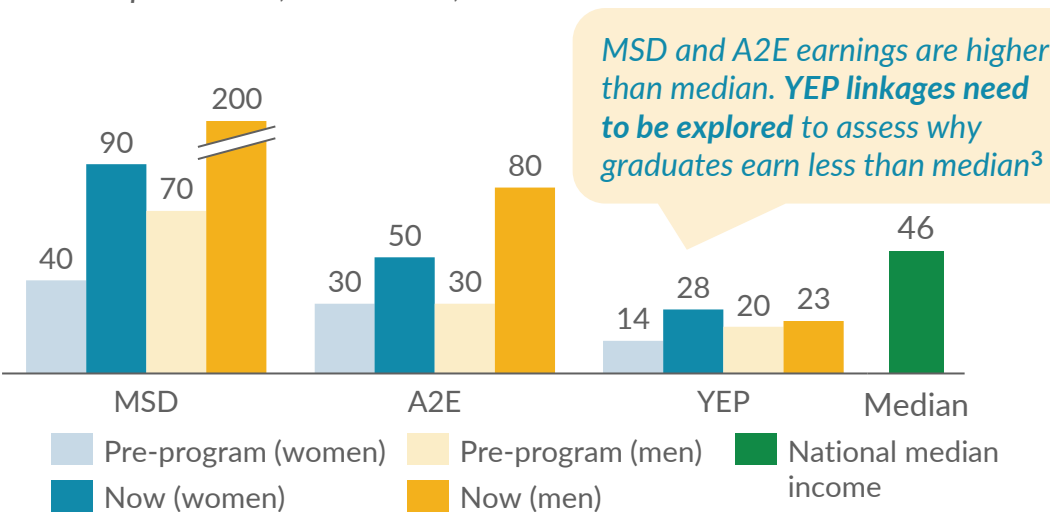
1,469

Conflicts mitigated in the Niger Delta

82% of peace actors from the evaluation survey believe training is *effective* in building their understanding of conflict drivers¹

Beneficiaries' median monthly income before/after programmes

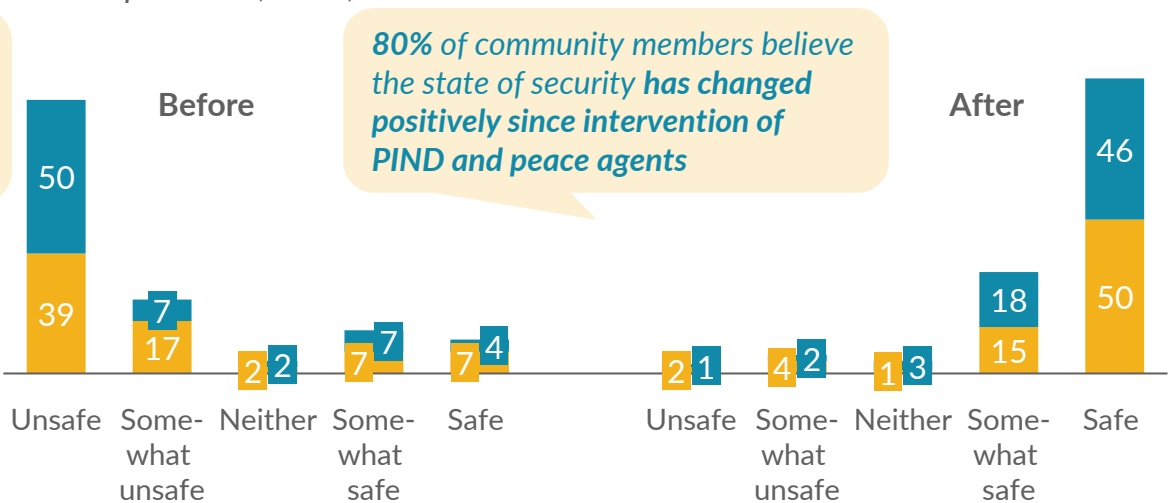
244 respondents²; NGN '000'; 2017 - 2023



Community's rating of safety before/after peace agents' interventions

142 respondents; Num; 2023

Female (dark blue), Male (orange)



Note: 1) As informed by the impact survey. 2) Respondents across the three economic pillar programmes. 3) One explanation from the survey is that a notable proportion are entry level professionals.
Source: ILOSTAT, Monthly earnings – Nigeria, 2023; PIND impact assessment, Surveys, Interviews and Focus Group Discussions, 2023; Dalberg analysis, 2023

Programmatic recommendations: PIND needs to set post-training support, and deepen its matching role, customization for women and climate-smart training

Key: [Systemic outcomes targeted]

Programmatic shifts

01



- **[Improved entrepreneurship and employment opportunities]** Extend post-training support to increase the likelihood of trainees accessing jobs or scaling businesses. Two pathways exist: i) Mentorship and practical support; and (ii) Networking platforms
 - Some MSD and YEP beneficiaries lack adequate post-training support, limiting their likelihood of either starting a business or gaining waged jobs

02



- **[Improved entrepreneurship and employment opportunities]** Play a connective role in matching implementing partners to corporates/organisations for jobs
 - Up to 26% of YEP graduates are yet to access job or entrepreneurial options, with some finishing the programme more than two years ago

03



- **[Improved skills and access to support services]** Explore opportunities to customize training for women who are often located in specific parts of the value chain. Customization could cover: (i) Deeper soft skills training and (ii) Heightened access to post-training financial support
 - Limited soft skills and lower access to finance are significant challenges affecting women beneficiaries

04



- **[Improved skills and knowledge]** Deepen climate-smart training and practices for MSD beneficiaries. PIND co-facilitators are in some cases covering this, but incentives (in-kind or financial) are needed to encourage farmers to embed practices post-training ([see page 65](#))
 - Climate smart training is key to support farmers build resilience against impending climate change effects and sustain productivity levels

Next five years- recommendations: Beyond programmatic shifts, PIND needs to better engage donors and government, and improve BD capacity

Key: [Systemic outcomes targeted]

Partnerships and awareness

05



- **[All outcomes]** Engage donors throughout programming to collectively pivot programmes toward intended systemic outcomes, beyond the sphere of control and influence¹ (which PIND can control) into the sphere of interest
 - Donors want to be engaged less as sources of funding but more as thought partners, leveraging their technical expertise to solve implementation bottlenecks

06



- **[All outcomes]** Leverage existing infrastructure and tools to improve awareness and be clear on the type of support offered. Three pathways exist: i) Scale social media advertisements with youth-related content; ii) Leverage the peace agent network; and iii) Deepen engagement with traditional elders, especially in rural areas
 - MSD and YEP beneficiaries expected guaranteed financial support, which isn't MSD's core offering. Hence, the need for PIND to be clear as they amplify awareness campaigns

07



- **[All outcomes]** Co-invest in interventions with government to enhance greater and longer-term sustainability
 - Donors, consultants, and implementing partners stated that the best path to building sustainability is by engaging the government, which has the mandate and reach to support and scale up programming

08



- **[All outcomes]** Improve internal BD capacity to develop partnerships to support programmatic outcomes
 - An opportunity exists for PIND to bolster BD capabilities to develop partnerships that can support programming - for example, partners for equipment for A2E or more broadly additional funding partners

Note: 1) Sphere of control refers to managing own organisation; sphere of influence refers to managing programmes; while sphere of interest refers to what happened in the wider market. Engaging donors could be factor driving PIND into the third sphere of interest. Source: Dalberg analysis, 2023

Next five years- recommendations: PIND needs to disburse funds efficiently, standardize modules, institute online classes and re-evaluate exit strategies

Key: [Systemic outcomes targeted]

Processes

09



- **[All outcomes]** Improve internal processes to disburse funding and support more efficiently to implementing partners. Two pathways exist: i) Workshops to guide applicants through the application process; and ii) Feedback systems to communicate anticipated deadlines
 - YEP and MSD implementing partners noted 60–90-day delays in fund disbursements

10



- **[Improved knowledge and improved technical skills]** Standardise training modules, equipment and services in each sector, through instituting minimum requirements for implementing partners
 - The different level of equipment and materials for similar sectors lead to different learning outcomes for students

Delivery models

11



- **[Improved skills and knowledge]** Institute online classes for students to solve the high transport costs and limited agency issues
 - Distance to facilities and costs were the primary challenges impacting MSD and YEP trainees during the training

12



- **[All outcomes]** Re-evaluate exit strategy parameters, especially assessments on the readiness/capability of actors to continue sustainably
 - Partners and donors noted that PIND periodically discontinues support early in the growth/redevelopment stage of companies hence limiting their sustainability potential

Transformative recommendations: PIND could consider strengthening linkages, adopting a cluster approach for A2E and revise its financial support offerings

Key: [Systemic outcomes targeted]

Delivery models

13



- **[All outcomes]** Strengthen linkages between economic and peace-building pillars to sustain gains of both efforts. Two pathways exist: i) Profile peace actors to inform the best suited economic programme, and ii) Explore opportunities to link peace-building efforts to companies' community engagement budgets
 - Better linkage has potential to i) Motivate peace actors, and ii) Deepen economic development in the community

14



- **[All outcomes]** Adopt a cluster approach policy where PIND funds partners supplying to groups of communities closer to each other
 - Implementing partners identified high installation as significant challenges, hence are looking for avenues to reduce costs

Investments

15



- **[Improved availability of support services]** Expand Sombreiro Capital (SK) to reach more farmers with convenient terms
 - The ecosystem is largely unaware of the SK Capital's presence and to date, the mechanism has reached less than 1,000 farmers

16



- **[Improved availability of support services]** Develop blended finance mechanisms in collaboration with partners. Mechanisms include i) **Impact-linked financing** to condition/direct programs to intended outcomes and only scale up successful ones, ii) **Returnable grants** especially for early stage, small-scale businesses
 - Access to finance was a recurring theme across programmes, limiting beneficiaries' and partners' ability to start, sustain, or scale economic opportunities. Thus, a need for PIND to consider innovative options in addition to Sombreiro Capital

PIND could evolve into a social enterprise to enhance financial sustainability; but it would need to assess revenue models, structure, teams and collaboration

- PIND is at a critical moment whereby the Board and Senior Leadership are exploring opportunities to enhance its internal financial sustainability and lessen dependence on donor funding as it transitions into the next strategic phase
- The foundation could take steps to adopting a **social enterprise model** that enables it to explore innovative revenue channels and partnerships, while it deepens its programming in the Niger Delta

Foundations consider the following principles when shifting to a social enterprise model. PIND could incorporate them based on existing assets and gaps:



Revenue-generating opportunities

- Develop revenue models for existing and new social products. For example, the peace map and trackers could be commercialised. The impact investment vehicle is another pathway
- Set a sound market strategy



Business-like operating structure and processes

- Establish professional departments, operational guidelines and entrepreneurial culture
- Institute performance-based financing, and KPIs to reward top-performing grantees
- Set KPIs tracking programs' sustainability



Strengthened internal teams

- Build existing staff's business acumen
- Hire the correct profiles to address identified talent gaps in the new model
- Set staff incentives targeting sustainability



Sound collaboration with for-profit businesses

- Develop a pipeline of collaboration opportunities to engrain efficiency and effectiveness

Cordaid is an example of a development entity successfully shifting into the social enterprise model



Made the shift to a social enterprise at the beginning of 2013

"By reinventing ourselves as a social enterprise-in-the-making, we are responding to the fundamental changes in the landscape of international cooperation and funding." ~ Cordaid Director

Overview

- **Cordaid** is an internationally operating emergency relief and development organisation, working on fragility. A **dwindling pool of available grants from existing donors** necessitated Cordaid to shift into a different business model to sustain themselves

Transition process

- **Revenue-generating** - Cordaid first identified revenue opportunities, leading to four streams: i) grants, ii) private fundraising, iii) impact investment, and iv) green investment portfolios. Specifically, it set up the Cordaid Investment Management arm, which has offered USD 72 Mn loans to MSMEs with climate-positive innovations in Asia and Africa
- **Internal teams and process** - Cordaid trained staff on financial management and started using programmes' profit and loss accounts as management tools, tracking profitability more closely

Success factors and challenges

Success factors:

- **Ownership by the leadership team** who oversaw the change process end-to-end
- **Timely communication** to donors and beneficiaries, alleviated any concerns on changes

Challenges:

- **Change fatigue**, with staff hesitant and fatigued by the sophisticated process
- **Human resource management changes** with half of individuals losing jobs

Impact

- Cordaid has grown its funding base from 0% non-donor funding to ~ 30% revenue from impact and green investments, while increasing its reach four-fold from 4.4 Mn to 17.2 Mn

*The case study highlights potential for a foundation to explore a **diverse revenue-generating model**, that enables it to attain a level of sustainability, while significantly increasing its reach as per its founding mission*

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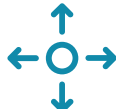
Annex

PIND has covered almost all initial economic targets, but still has some work to do in peacebuilding and investment targets to support sustainability

Objectives	Progress till date	Evaluation data contribution to targets
1  Expand programme benefits to 150,000 farmers and enterprises to increase their income by 40%	High - New target: 204,330 farmers & MSMEs - Progress : 157,309 farmers & MSMEs - Progress (income growth): 28%	MSD survey confirmed 101 farmers and 105 MSMEs . Farmers had income growth of 63% ; while MSMEs had a 26% growth
2  Facilitate the creation of 20,000 new jobs in the Niger Delta of which 50% will be youth and other vulnerable groups	High - New target: 45,000 - Progress: 42,754	- MSD survey confirmed 101 farmers and 105 MSMEs, who created 453 new jobs - A2E survey confirmed 148 households, of which 13 gained new jobs
3  Deliver economic benefits to 30,000 people in GMoU communities through job creation and income generation interventions and support facilitation of clean energy and safe water.	Achieved - New target: 30,150 - Progress : 30,858	- A2E survey confirmed 148 households of which 141 accessed clean energy for the first time - Of the 34 interviewed YEP graduates: 6 (18%) have waged jobs and 11 (32%) started businesses
4  Enable active engagement of 5,000 peace actors in conflict mitigation and reduction and positively affect up to 3 million individuals with peace building interventions.	High - Target: 5,000 - Progress : 3,495	- Peace survey confirmed 116 peace actors, of which 82% received 'effective' capacity building training - Peace survey engaged 142 community members, of which 68% feel safe due to PIND's interventions - Of the 16 interviewed NGOs and consultants: 100% use IPDU system to inform interventions
5  Influence USD 25 Million in additional public and private investment from partners into the Niger Delta economy to reduce conflict and poverty.	High - Target: US\$ 25,000,000 - Progress: US\$ 22,852,290	Not part of impact evaluation data collection
6  Raise USD 5 Million from private sector and Donor community for PIND programmes	Medium - New target: US\$ 6,500,00 - Progress: US\$ 2,158,748	Not part of impact evaluation data collection

Key: Low Medium High Achieved

PIND has also achieved critical milestones in capacity building and communication but needs to fast track its advocacy efforts

Objectives	Progress till date	Evaluation data contribution to targets
7  Advocacy: Analyse and advocate policies and practices that will contribute to achieving inclusive, sustainable, and diversified economic growth and address constraints to achieve lasting peace in the Niger Delta.	Medium • Policies under draft: 3 • Total milestones across policies: 60 • Progress (milestones completed): 37	Assessment identified policies linked to PIND: • National Aquatic Strategy • Nigeria Petroleum Industry Act • Ondo State Agricultural policy • Cross River State Development Strategy • Niger Delta Security Framework • River State economic blueprint
8  Capacity building: Strengthen capacity of government, civil society, including business associations and services providers, for effective socio-economic engagement, inclusive governance for growth and peaceful co- existence in the Niger Delta.	High organisations accessing grants • Target: 30 • Progress: 20 Value of funds raised with PIND' support: • Target: NGN 400,000,000 • Progress: NGN 506,226,000 organisations providing improved services: • Target: 30 • Progress: 28	• Assessment confirmed 28 organisations* who have received grants in the current and previous strategic phases
9  Communications: Enhance PIND's reputation and influence with key stakeholders to enable it influence policies, practices and investments that help reduce conflict and poverty in the Niger Delta, and contribute to achieving financial sustainability.	High • Forums to share PIND's work: 129 • Public endorsement of PIND's work: 284 • Media report with PIND's mention: 621 • Newsletter subscribers: 1,989 • Website new visitors: 191,883 • Social media reach: 11,117,213 • Mainstream media reach: 28,890,987 • E-mail inquiries: 1,511	• Not part of impact evaluation data collection

Key: Low Medium High Achieved

Note: *Assessment proxied that all interviewed implementing partners received grants. The Dalberg team will discuss with PIND on the validity of this assumption. Source: Dalberg analysis, 2023

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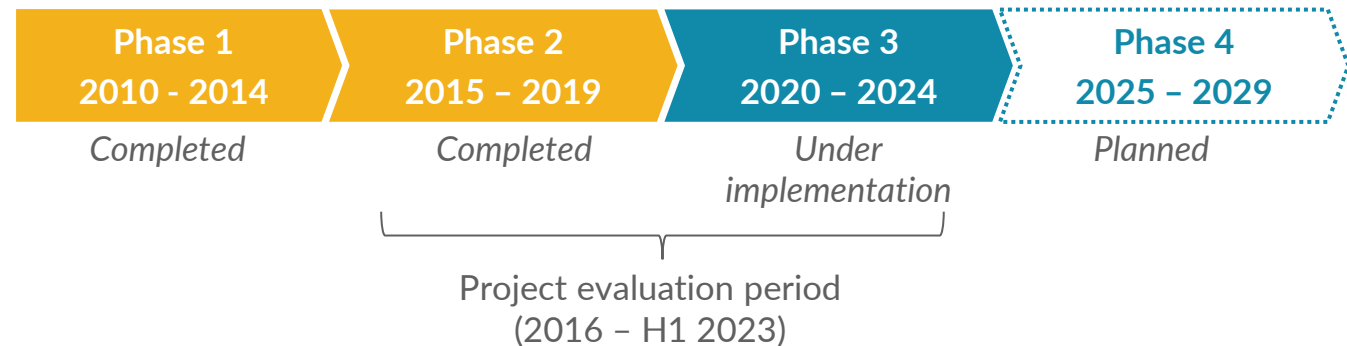
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Since 2010 PIND has focused on economic development and peace-building in the Niger Delta region

- The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a **non-profit organisation that promotes economic development and peace in Nigeria's Niger Delta region**, in collaboration with a diverse range of donor partners including aid agencies, Nigerian federal and state government agencies, private sector operators and foundations
- PIND has implemented two 5-year strategic phases (2010 – 2014 & 2015 – 2019) and is currently implementing its third strategic phase (2020 – 2024)



Evaluation Context

- As PIND prepares to launch its fourth strategic phase (2025 – 2029), it has identified the need to clearly **demonstrate the impact of its interventions since 2016** and **obtain inputs from its stakeholders on their expectations for the next strategic plan**

PIND has a suite of programmes designed to promote socio-economic development, peace, and stability in the Niger Delta region

Pillars	Programmes	High-level understanding of the programme
Economic development 	Market Systems Development	• Target: PIND's Market Systems Development programme works through implementing partner to support farmers in five agricultural value chains (aquaculture, cassava, cocoa, palm oil and poultry) and three cross-cutting interventions (access to financing, access to inputs and market links). • Objective: It aims to improve economic conditions for farmers by identifying constraints specific to each value chain and proposing sustainable solutions. • Interventions: Training, access to improved services, access to quality inputs and market linkages, access to finance
	Access to energy	• Target : PIND Energy Access Project works with partner electricity developers to improve access to electricity in rural coastal communities in the Niger Delta. • Objective: It aims to identify and test technological solutions in rural coastal communities of the Niger Delta, and to solve the problem of lack of electricity through the development of clean and affordable solar energy solutions, such as energy cabins (solar house systems), mini-grids and solar refrigeration hubs. • Interventions: Providing off-grid solutions through partnerships, fostering community access to energy through market-based incentives.
	Youth Employment Pathway	• Target: The project works with implementing partners and private TVET institutions to create employment opportunities for disadvantaged youth and women in the Niger Delta. • Objective: It aims to create sustainable employment opportunities by mapping the skills development ecosystem, analysing employment opportunities and developing job-readiness models. • Interventions: PIND offers high-quality, innovative technical training, focusing on growing economic sectors such as agriculture, information and communication technologies (ICT) and construction.
Peace building 	Integrated Peace and Development Unit (IPDU)	• Target : IPDU works directly with peace actors involved in conflict prevention and management in the region. • Objective: The IPDU focuses on research, training and the implementation of innovative pilot projects. It fosters collaboration between local, regional and national efforts of public and private actors to set up early warning and conflict response mechanisms. The aim of the project is to maintain long-term peace in the region. • Interventions: Building leadership, mediation and conflict management skills to foster peaceful relations and participative governance in communities.
	Partners for Peace (P4P) Network	• Target: P4P works with community organisations, traditional leaders, local government and civil society actors involved in peace-building and development in the Niger Delta region. • Objective: P4P is a network of peace agents whose aim is to establish and strengthen local conflict resolution initiatives through the construction of infrastructure and social capital in the Niger Delta. • Interventions: Capacity-building in mediation and conflict management, conflicts analysis, creation of initiatives and support for existing initiatives to address conflict risk factors.

Now, PIND aims to evaluate the impact of its interventions and generate actionable recommendations for its next strategic plan



Evaluation Objectives



PIND aims to achieve two core objectives from the project:

1

Evaluate the impact of PIND's economic development and peacebuilding programmes over the past 7.5 years

2

Collate insights from PIND/ NDPI leadership, partners, stakeholders and beneficiaries into actionable recommendations for the 2025-2029 strategic plan

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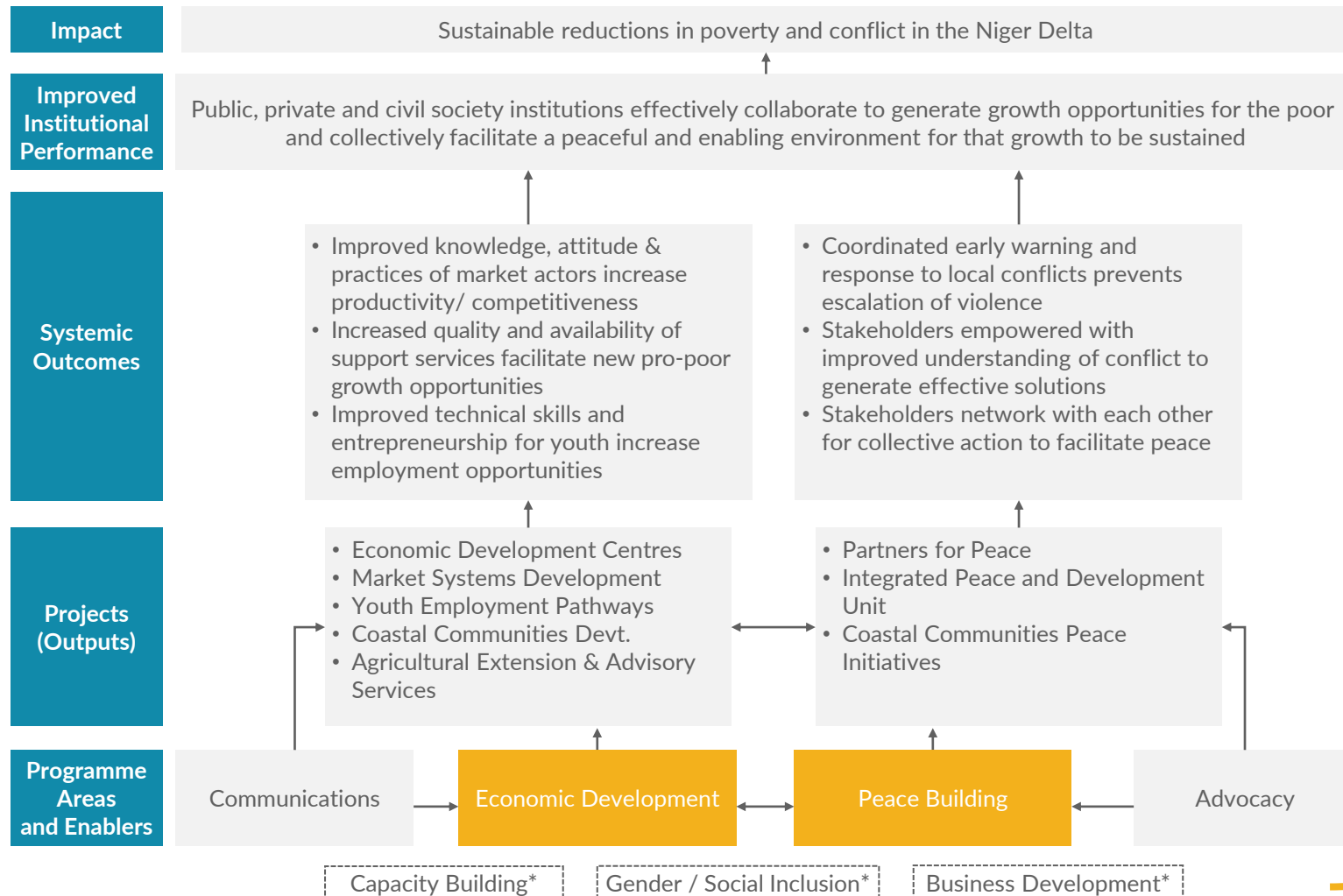
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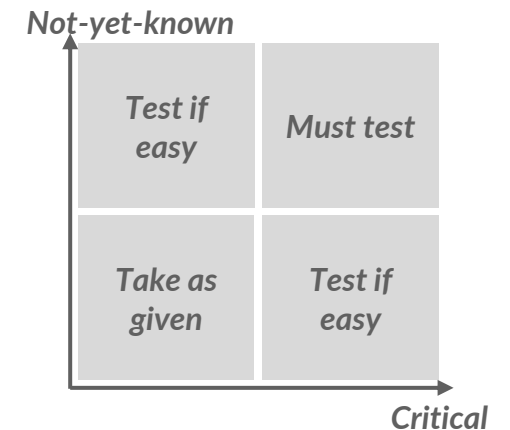
The evaluation tests the effectiveness of PIND programming by assessing the ToC's assumptions and its thematic areas against the DAC framework

Programmatic Framework



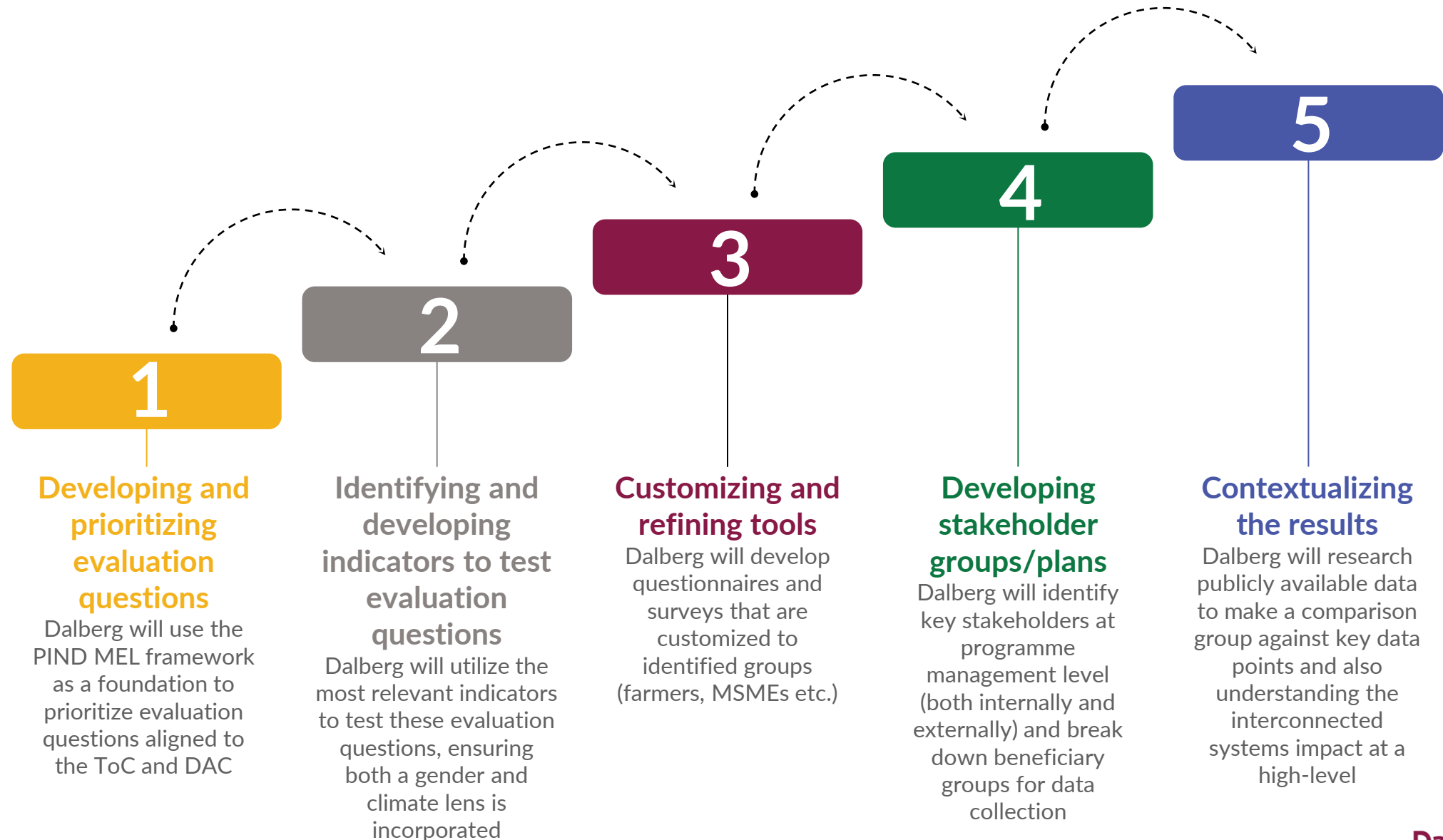
Evaluation questions were developed to....

Test critical and unknown assumptions against the ToC



*Categorised as cross-cutting themes in the PIND 2020 – 2024 Strategic (on the same level as communications and advocacy) but not included in the programmatic framework. Source: PIND, Strategic Plan 2020-2024, 2021; Dalberg analysis, 2023

We took a five-step approach in the development of the impact evaluation



To capture the impact that PIND has had against the programmatic framework, Dalberg explored key evaluation questions (1/3)

Section of the ToC	Evaluation questions
Impact: Sustainable reductions in poverty and conflict in the Niger Delta	1. To what extent did PIND's programmes and projects achieve sustainable reductions in poverty and conflict in the Niger Delta? 2. For which beneficiaries was the impact of PIND's programmes most evident? • How does this differ by male vs. female, farmers vs. small businesses?
Improved Institutional Performance: Public, private and civil society institutions effectively collaborate to generate growth opportunities for the poor and collectively facilitate a peaceful and enabling environment for that growth to be sustained	3. How have PIND efforts led to improved institutional performance? • What key success factors supported improved institutional performance with private, public and civil society collaboration? • Which of PIND's key activities have led to improved institutional performance? Economic development: • Which components of PND's programme have helped value chains become more coordinated and why? • Have stronger linkages been built with off-takers? • To what extent has PIND supported innovation in youth upskilling? Peace building: • How integrated are PIND early warning systems with other organisations? • What is the level of trust in the state, institutions other communities? • How would you rate state, private sector and civil society efforts to reduce crime/conflict? Cross-cutting: 4. How do partners, beneficiaries, and key stakeholders rate the effectiveness of the programmes towards contributing to the reduction of poverty / promoting peace? 5. Has collaboration between PIND partners or external stakeholders within and across programmatic pillars resulted in employment/income opportunities for the poor or improvement in the peace situation?

To capture the impact that PIND has had against the programmatic framework, Dalberg explored key evaluation questions (2/3)

Section of the ToC			Evaluation questions
Systemic outcomes	Economic development	Improved knowledge, attitude & practices of market actors increase productivity/competitiveness	<i>Cross-cutting:</i> 6. Against each of the systemic outcomes how has PIND contributed to impact? - How does this compare to other work in the region done against these outcomes? - What activities within each project result in systemic outcomes? 7. To what extent has each PIND programme contributed to these systemic outcomes? - Are some programmes more effective than others at achieving these outcomes? 8. To what extent have PIND's targets been achieved to date? Are the targets still considered attainable, or is a revision in targets recommended? Is there parity in how men and women experience these systemic outcomes? <i>Economic development:</i> - Which of PIND's programmes have reached target numbers of farmers and MSME? Why have these programmes been more successful in reaching target numbers than others? - In what ways has PIND contribute to building stronger linkages with off-takers? - How has farmer/MSME capacity improved? Following capacity improvements to what extent have yields increased/has income increased? - Did capacity support lead to businesses scaling by employees and income? How much? - To what extent did PIND support increase youth employment? - How has access to energy changed the lives of beneficiaries?
		Increased quality and availability of support services facilitate new pro-poor growth opportunities	
		Improved technical skills and entrepreneurship for youth increase employment	
	Peace building	Coordinated early warning and response to local conflicts prevents escalation of violence	
		Stakeholders empowered with improved understanding of conflict to generate solutions	
		Stakeholders network with each other for collective action to facilitate peace	
			<i>Peace-building:</i> - How has PIND contributed to increased social cohesion, trust and tolerance in targeted communities - How has PIND contributed to the development of early warning response mechanisms? - How would you rate PIND's efforts to reduce crime/conflict? - What is the level of confidence of people in peace-building efforts and that they can contribute to prevent violence? 9. What was the value for money for the services rendered through the programmes? How much did it cost to create each job and what does the relative cost say about the types of jobs PIND should focus on creating? 10. What is the likelihood that these benefits will continue post-programme and what measures have been taken to ensure continuity? - How does programming against these systemic outcomes take into consideration the expected effects of climate change and the need for adaptation in the region? - How has programming effected behaviour change in households/communities against gender norms?

To capture the impact that PIND has had against the programmatic framework, Dalberg explored key evaluation questions (3/3)

Section of the ToC		Evaluation questions
Projects (Outputs)	Economic Development Centres	<i>For all projects:</i> 11. What is the perception of PIND's stakeholders on the relevance of PIND's activities in the region? Are there other projects that they consider to be more effective at reducing poverty and conflict in the region? - How does this differ by male vs. female, farmers vs. small businesses, youth vs non-youth 12. Is there variance in programme performance across locations in the region? And if so, what are the success factors and limiting factors of varied effectiveness? - How does this differ by male vs. female, farmers vs. small businesses, youth vs non-youth 13. How were the recommendations from the other assessments addressed? Have these led to an improvement in the areas identified? 14. How have results from completed (and almost completed) projects been scaled-up into other development partner operations or locations? <i>For Coastal Communities Development. and Agricultural Extension & Advisory Services projects only:</i> 15. Has programme design optimized for building environmental resilience or mitigating emissions?
	Market Systems Development	
	Youth Employment Pathways	
	Coastal Communities Development	
	Agricultural Extension & Advisory Services	
	Partners for Peace	
	Integrated Peace and Development Unit	
	Coastal Communities Peace Initiatives	
Enablers/ Cross-cutting themes	Communications	16. What has been the impact of PIND's activity in cross-cutting themes? - To what extent has programme performance increased since the introduction of cross-cutting themes in the 2024 strategic plan? - Should any other cross-cutting themes be considered to support the programme? 17. Are the cross-cutting themes applied in a gender-sensitive way? E.g., does capacity development intentionally source women-owned organisations? 18. What unanticipated issues have come up that could have impacted results (e.g., economic changes) and what adjustments need to be made in approaches to account for this?
	Advocacy	
	Business Development	
	Capacity Building	
	Gender and social inclusion	

Dalberg engaged 822 stakeholders over the two pillars, including stakeholders that are cross-cutting like donors, government and PIND team/board of trustees

Pillar	Programmes	Category	Number
Economic development	Market Systems Development	Intervention Partners and Advisors (research institutes, lead firms)	4
		Co-facilitators (civil society organisations)	5
		Services providers	8
		MSMEs	105
		Farmers	101
	Access to energy	Implementing partners	5
		MSMEs	46
		Beneficiaries: Households in the communities	148
	Youth Employment Pathway	Implementing partners	6
		Trained youth	100
Peacebuilding	Partners for Peace (P4P) Network & IPDU	Central working committee (national level)	2
		Partners for peace state coordinators	7
		Partners for peace secretariat staff	1
		NGO Partners (implementors) + prevent council members	3
		Consultants (early warning structures) + Academics	3
		Peace actors/agents	116
		Members of the community	142
Cross-cutting	Cross-cutting	PIND/NDPI board of trustees	3
		PIND/NDPI team	10
		Donors	4
		Government	3
Total			822

Further, Dalberg did an in-depth review of internal documents and relevant external publications to build our understanding of PIND's impact

Category	Resources (non-exhaustive)
Internal PIND documents	• Strategic Plans (2011, 2015 and 2020) • Consolidated Annual Reports • Quarterly MEL reports • Niger Delta Annual Conflict reports • Results Measurement and Evaluation Strategy 2020 – 2024 • Cassava, Cocoa and Poultry Strategy and Intervention Guides • Delta State Labour Market Assessment • CrossBoundary Interview Videos
External publications	• Nigeria Bureau of Statistics – Demographic Statistics Bulletin • Nigeria Bureau of Statistics – Annual Abstract of Statistics • Nigeria Bureau of Statistics – 2021 MSME Survey Report • Rockefeller Philanthropy Advisors - Understanding Women's Access to Credit and Loans • Energy Reports - Policy pathways for renewable and sustainable energy utilization in rural coastline communities in the Niger Delta zone of Nigeria

Snapshots of documents

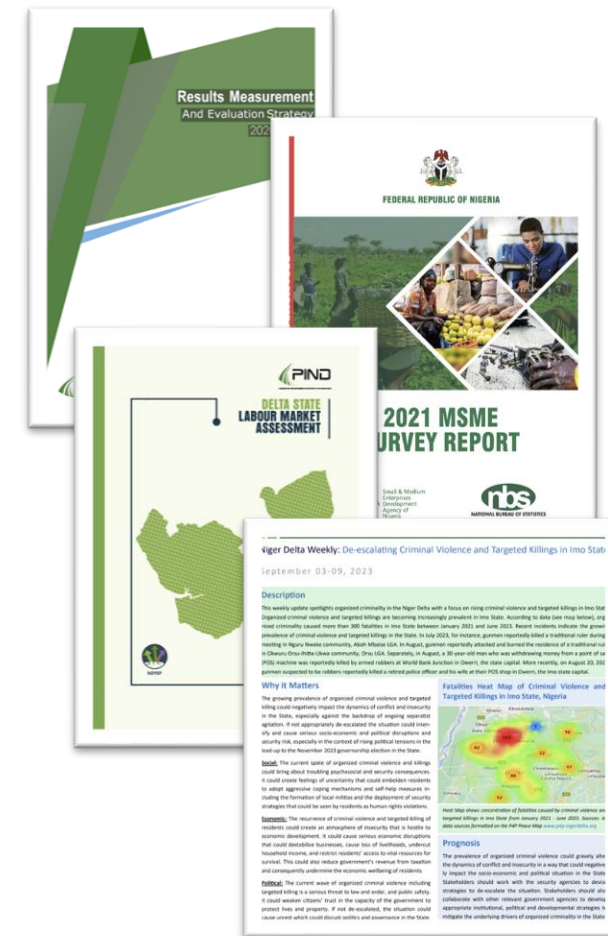


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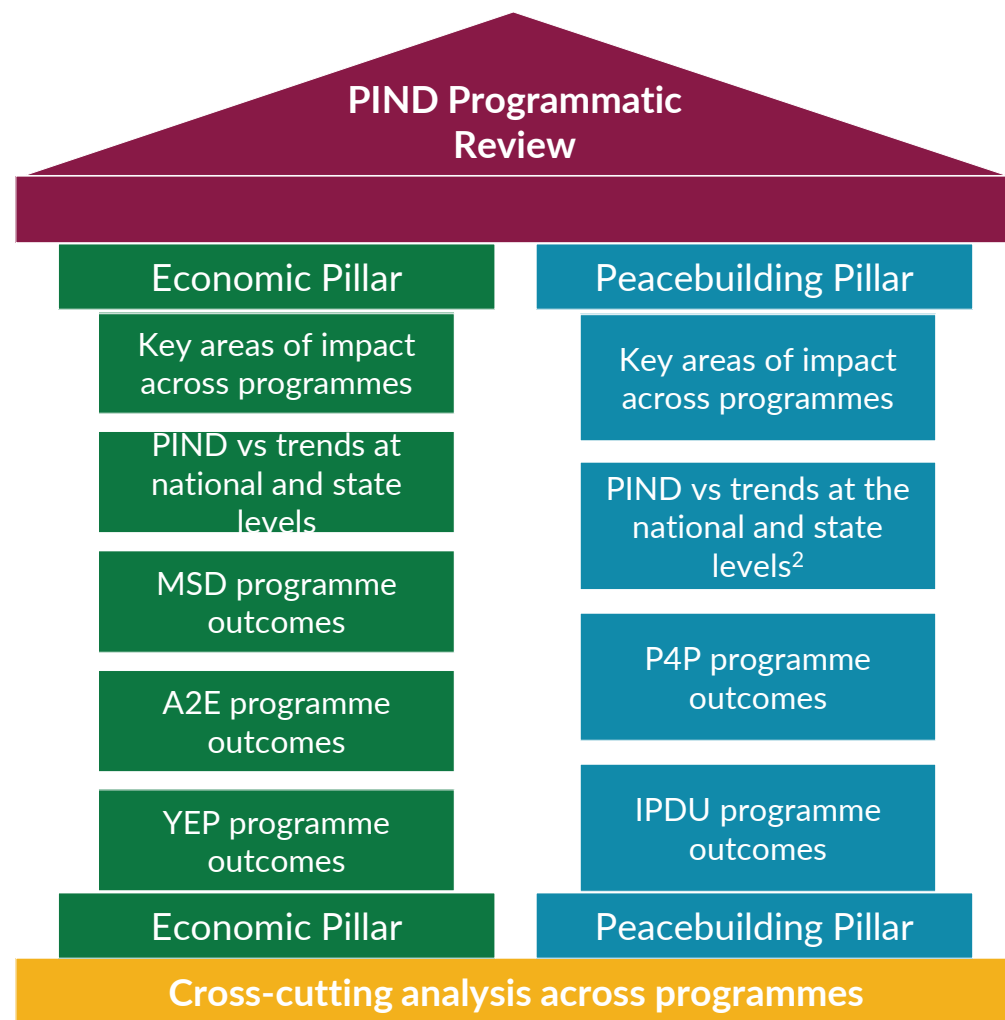
C Project outcomes with key areas of success and limitations

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The PIND impact evaluation explores each pillar as well as cross pillar analysis



Description of each section	
Economic pillar	Peacebuilding pillar
1. Captures key themes of impact and success at the impact level of the Theory of Change based for the economic pillar on surveys, focus groups and targeted interviews	1. Captures key themes of impact and success at the impact level of the Theory of Change based for the peacebuilding pillar on surveys, focus groups, and targeted interviews
2. Trends in Nigeria at the national and state level and how this compares to trends noted amongst PIND beneficiaries/communities for the economic pillar where PIND operates	2. Trends in Nigeria at the national and state level and how this compares to trends noted amongst PIND beneficiaries/communities for the peacebuilding pillar where PIND operates
3. Details the impact of MSD programmes on the communities and the stakeholders as well as success factors, limitations and areas of improvements	3. Details the impact of P4P programmes on the communities and the stakeholders as well as success factors, limitations and areas of improvements
4. Captures the impact of access to energy for communities in the Niger Delta, the challenges, success factors, and areas of improvements	4. Captures the impact of IPDU on communities in the Niger Delta, PIND's partners, and the security ecosystem stakeholders as well as the challenges, success factors, and areas of improvements
5. Presents the impact of YEP programmes on its beneficiaries as well as success factors, limitations, and areas of improvements	

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A2E was seen as most impactful and sustainable providing energy to coastal communities but MSD has achieved the highest median income growth

Key impact areas

PIND vs trends

MSD outcomes

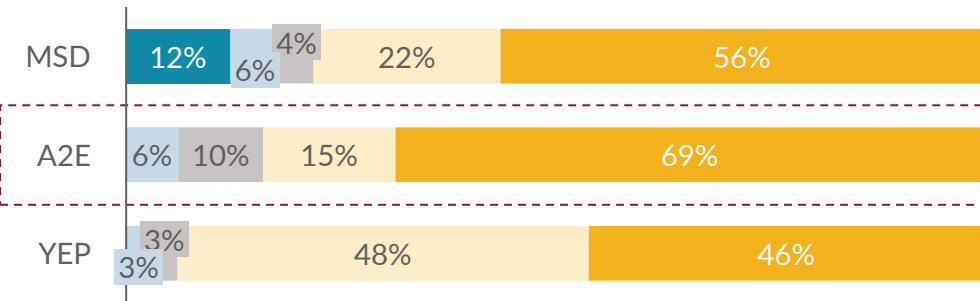
A2E outcomes

YEP outcomes

Beneficiaries' perceived impact of the programmes

500 respondents*; %; 2023

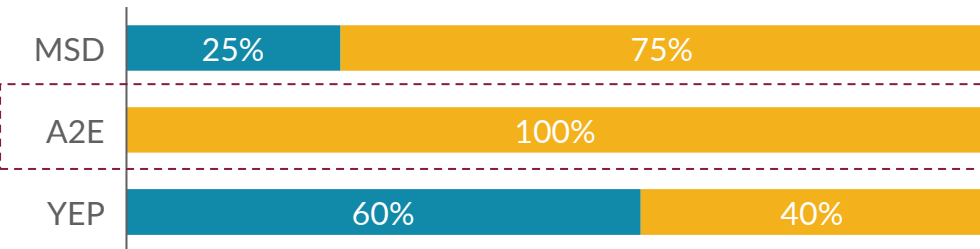
Impactful (orange), Somewhat Impactful (light orange), Neither impactful/not impactful (grey), Somewhat no impact (light blue), No impact (dark blue)



Partners' perceived sustainability of the programmes

18 respondents*; %; 2023

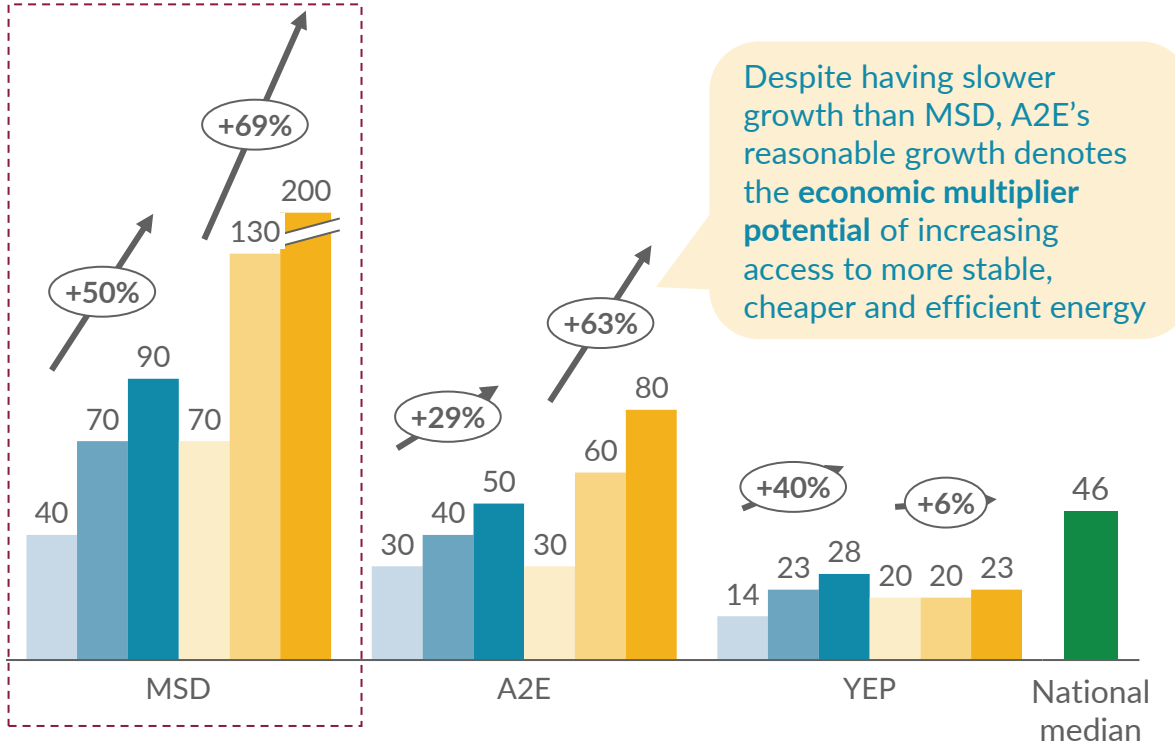
Sustainable (orange), Somewhat sustainable (dark blue)



Median monthly income at various time points across programmes

244 respondents; USD '000'; 2023

Pre-program (women) (light blue), 1 yr post-program (women) (medium blue), Now (women) (dark blue), Pre-program (men) (light orange), 1 yr post-program (men) (medium orange), Now (men) (dark orange)



"With access to energy, we work longer hours, reach more customers; improving the quality of life." ~ Female MSME owner (Delta)

Compared to A2E, MSD is the higher contributor of improved institutional performance particularly in the palm oil VC, due to increased collaboration

Key impact areas

PIND vs trends

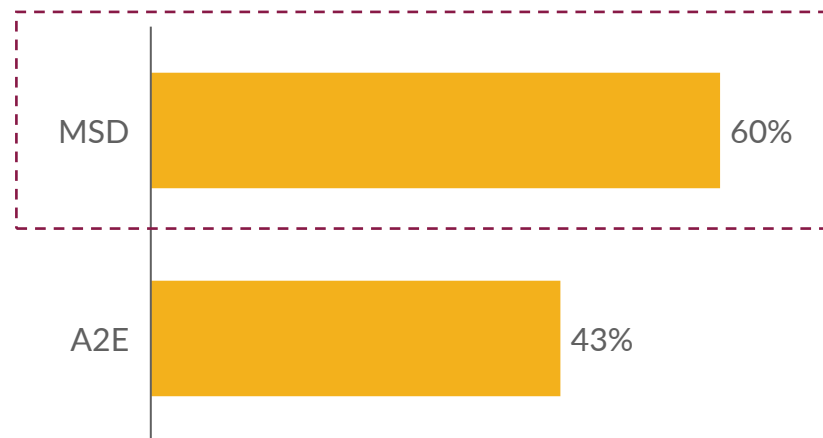
MSD outcomes

A2E outcomes

YEP outcomes

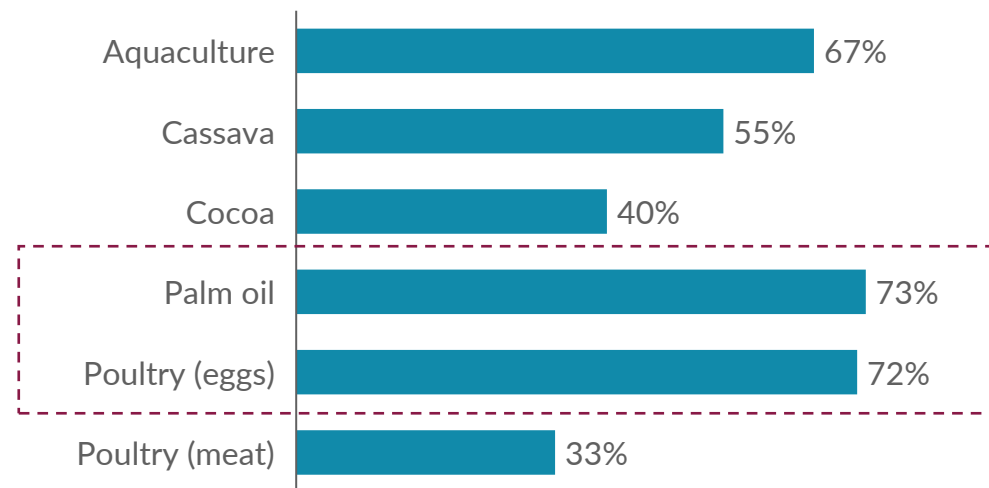
Proportion of beneficiaries who witnessed improved coordination in their programmes

147 respondents; %; 2023



Proportion of beneficiaries who witnessed improved coordination in their value chains

101 respondents; %; 2023



- Beneficiaries noted that the **MSD programme was more effective in bringing coordination to their value chain**. This is particularly true for the palm oil, poultry (eggs) and aquaculture value chains, where beneficiaries noted that PIND:
 - **Built the capacity of associations**, e.g., National Palm Produce Association, by providing trainings on organisational effectiveness and partnerships, enabling them to better coordinate the ecosystem ;
 - **Strengthened market linkages between off-takers and farmers**, by enabling formation of farmer groups to aggregate yield

We had big bulk buyers who don't deal with farmers. PIND built the linkages between the buyers and farmer groups. ~ MSD co-facilitator

- A2E was seen to have lower coordination, and this could be due to the structure of the programmes focusing on specific communities

PIND is enabling system-wide improvement and increased institutional performance beyond its individual programming

PIND is enabling ecosystem-wide improvement and institutional performance through:

- **Influencing adoption of market-proven training models.** Facilitators and service providers are partnering with state governments in Rivers, Delta and Edo to teach youth and public extension service agents about innovative agronomic practices and digital skills, leveraging PIND fundamental training approaches

“The government approached me to teach youth in Rivers PIND’s innovative techniques on aquaculture farm management practices.” ~ MSD service provider (Aquaculture)

- **Introducing innovative solutions to improve farming equipment** in the Niger Delta, including Small Scale Processing Equipment (SSPE), for palm oil and mobile fish farms and water testing kits for aquaculture, improving technical knowledge/solutions within the sector
- **Integrating modern and climate-smart farming approaches**, such as channelling pruned leaves into compost and sweep cropping to reduce erosion
- **Introducing innovative energy solutions in the coastal Niger Delta.** PIND is introducing private sector players with innovative products are powering and catalysing economic activity in the region
- **Enabling collaborative partners**, mainly introducing producers to leading domestic and international buyers and associations, including the World Cocoa Foundation and Rainforest Alliance

Bodies adopting/benefitting from PIND’s models (*non-exhaustive*):



RIVERS STATE GOVERNMENT



NIGERIAN INVESTMENT PROMOTION COMMISSION



Though partners and donors did note more work needs to be done with government as public private partnerships to lead to sustainable institutional performance

States with PIND beneficiaries have a lower Gini coefficient, further decreasing since interventions, but continued effort is needed to combat unemployment

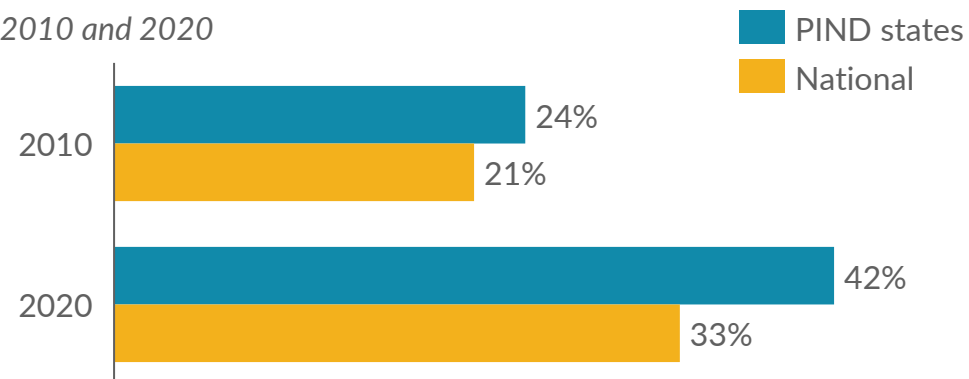
Comparison of income inequality before and after PIND's interventions

Gini coefficient; 2010 and 2019

GINI coefficient* before and after PIND's interventions		
Indicator	2010 (before)	2019 (after)
National average	45	35
PIND states	42	29

Comparison of the unemployment rate before and after PIND's interventions

%; 2010 and 2020



- Nigeria witnessed a 30% growth in population in the first 10 years of PIND's operation. The rapid growth has further **increased the strain on existing resources and economic opportunities**
- While unemployment in PIND's focus states have increased a higher rate than the national average, PIND's MSD and YEP programs have led to an average increase of 55% and 18% in beneficiaries' incomes, respectively
- This increase in incomes and associated economic development have contributed to the **overall reduction in income inequality in the Niger Delta**
- Nonetheless, there is need for **continued efforts with government and partners to enhance economic development** to address the persistent high unemployment in the Niger Delta

Market Systems Development

MSD Summary: MSD has succeeded in improving incomes and jobs but needs to increase access to finance to scale gains from the programme

Overview



The MSD project aims to support farmers and MSMEs in key agricultural sectors to improve productivity and income. The project relies on a **market systems approach** that finds **agricultural systems with the most potential to create jobs**, conducts a sound analysis to identify root cause of weakness, and develops recommendations that prioritize better end-to-end linkages

Evaluation findings¹



- **Relevance and effectiveness:** Over 52% of Farmers, MSMEs and partners believe PIND's efforts **are highly suited** to the Niger Delta and **highly effective** in imparting technical skills. However, farmers and MSMEs **expected to receive financial support** which they identified as a key challenge. Moreover, research identified that sites² had non-standard materials and facilities which could lead to **different learning outcomes**
- **Value-chain differentiation:** Palm oil had the highest increase in revenue due to introduction of new technology and improved value chain coordination. Conversely, cocoa had the slowest growth with farmers citing outdated practices and limited finance as key constraints
- **Sustainability:** MSD partners believe there is a **high degree of sustainability** given the capacity transferred to the agricultural system
- **System development:** MSD introduced **improved business models and partnerships**, building service providers' capacity. In turn, farmers benefitted from **improved practices and input leading to increased productivity**. Ultimately, developing a system of private sector actors operating at a higher-activity, interlinked level
- **Impact:**
 - **Increased income:** Farmers reported a **63% increase in income** due to increased yield from adopting modern practices, whilst MSMEs, reported a **26% increase in income** after incorporating the learnt skills. **Jobs:** The increased turnover led to an **average of two new jobs created**
 - **Success factors:** The key success factors of MSD include a **comprehensive pre-program assessment, PIND's technical know-how, expansive grassroots network, PIND's convening power, and practical support in market linkages**

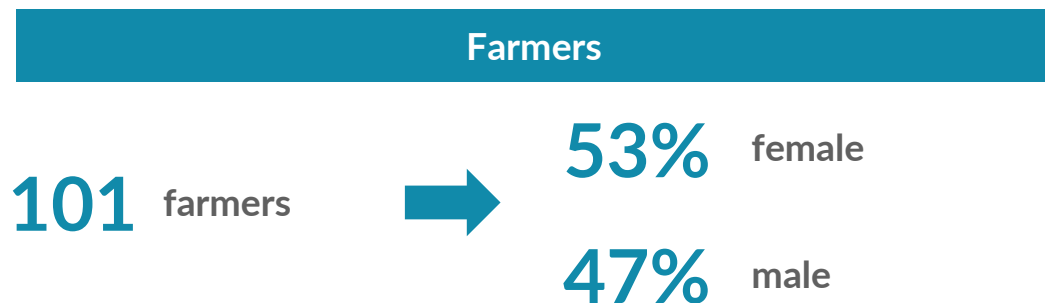
Programmatic recommendations



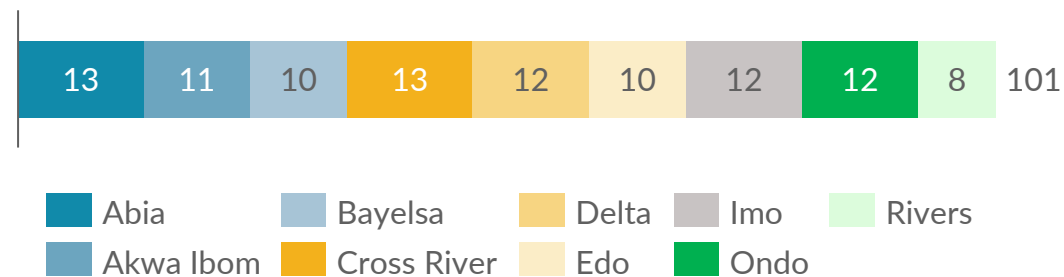
- Increase awareness of the program, particularly on the level of support offered
- Develop/integrate into blended finance schemes to scale financial support to farmers and MSMEs
- Extend post-training support including networking platforms to strengthen market linkages
- Develop incentive for farmers to adopt climate-smart practices

Note: 1) These findings are directly informed by the internal and external interviews, surveys and focus group discussions. 2) Sites refers to learning centres within the same sector. Source: PIND impact assessment, Surveys, Interviews and Focus Group Discussions, 2023; Dalberg analysis, 2023

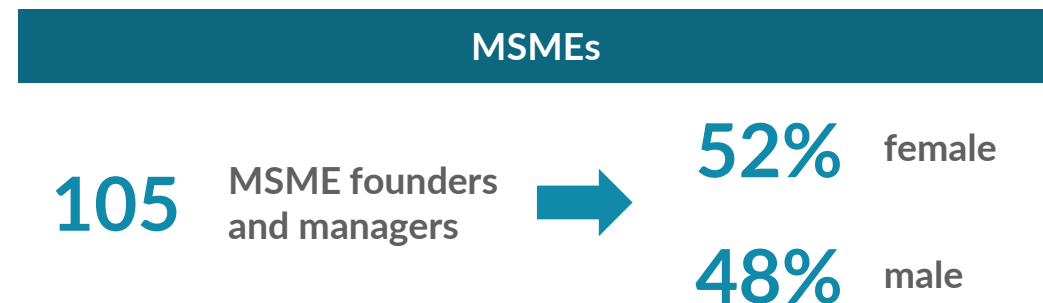
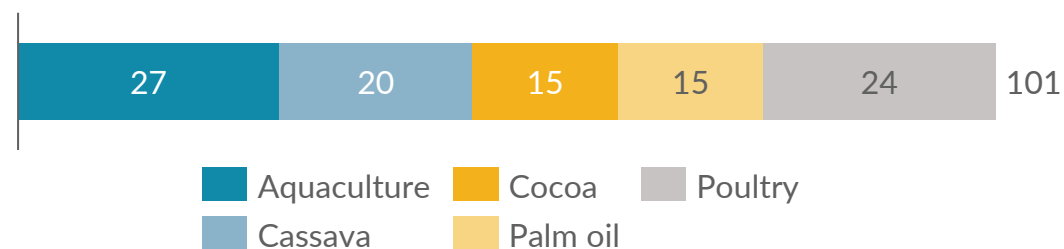
We spoke to 101 farmers and 105 MSME founders and managers across multiple states and sectors to understand the impact of the MSD programme



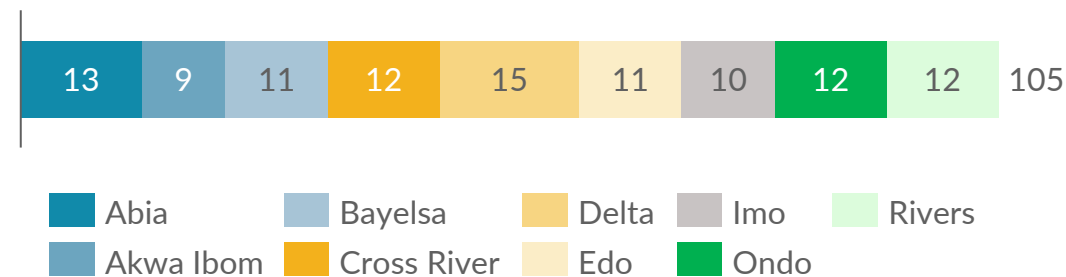
States represented (num)



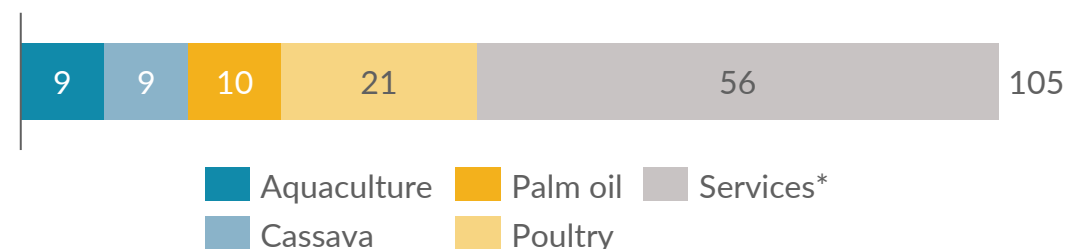
Sectors represented (num)



States represented (num)



Sectors represented (num)

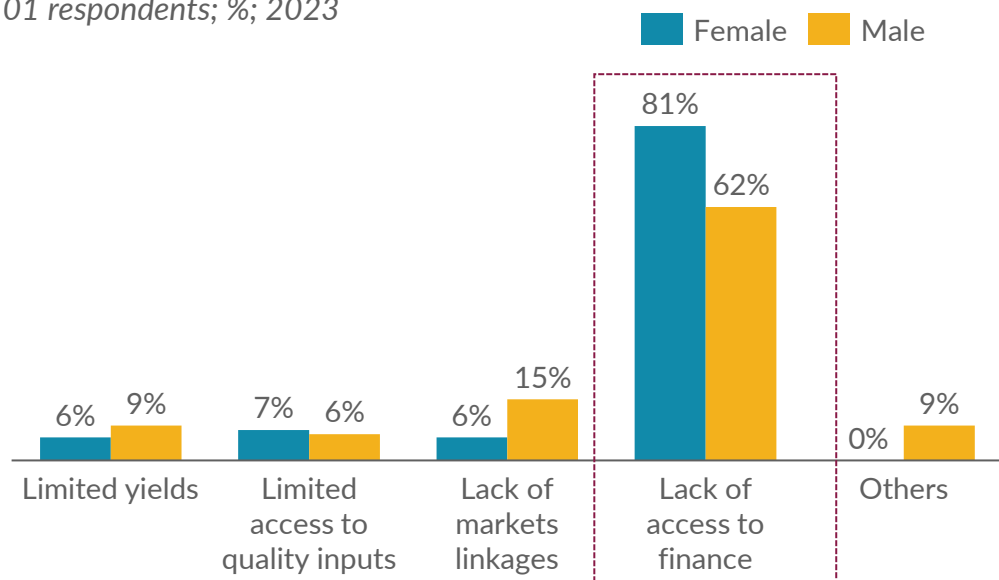


Note: *Services include a broad range of activities such as retail, wholesale, audit, insurance, hair dressing, food and beverages. Source: Dalberg analysis 2023

Before PIND, farmers and MSMEs needed funds to acquire land, inputs and other operational items to start, sustain and scale their productive activities

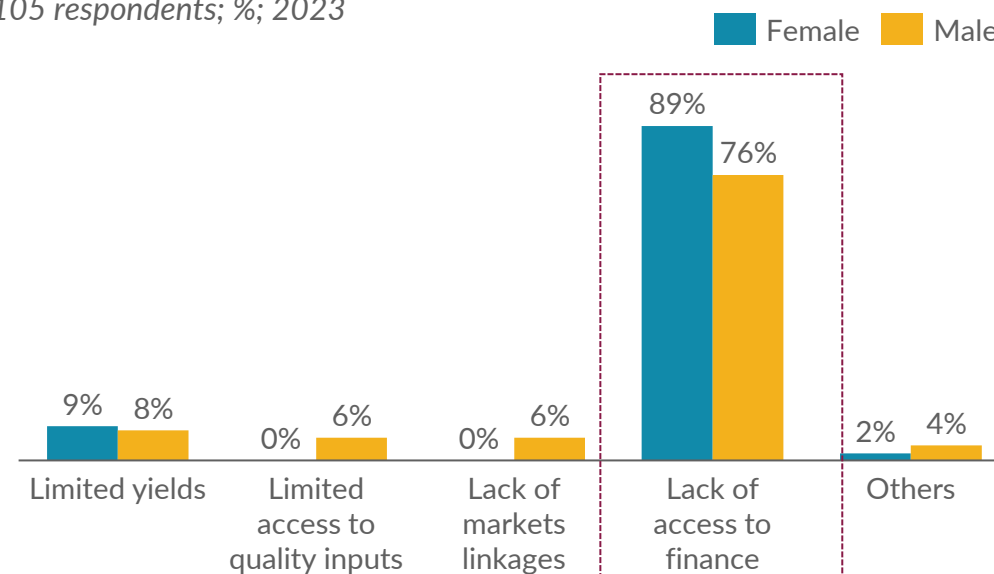
Ranking of challenges affecting farmers prior to PIND programming

101 respondents; %; 2023



Ranking of challenges affecting MSMEs prior to PIND programming

105 respondents; %; 2023



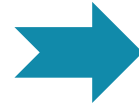
- More than 60% of farmers mentioned that because of limited financing, **they could not access land, farming inputs, equipment, and transport**
- Likewise, 75% of MSME owners stated that they are **unlikely to meet their operational costs due to limited finances**. Furthermore, the relatively successful businesses needed **additional finance to scale their operations beyond sustenance**
- Comparatively, more female respondents noted limited finances as their most significant barrier. This is consistent with reports that 98%* of Nigerian women lack access to formal credit due to **lower education, less ownership of collateral and limited decision-making power**

***"Most women do not have assets and capital to fund their farming business."** ~ Female farmer (Poultry – Imo State). **"I needed financial help for my business to survive."** ~ Female manager (Services – Bayelsa State)*

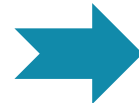
PIND unlocks real value in the agricultural sector in the Niger Delta and enhances economic development through the MSD approach

MSD fundamentals and best practices

- 1  • **Identify underlying causes** constraining development in the sectors of interest



- 2  • **Conduct rigorous market analysis** to understand systems interconnectivity in specific markets



- 3  • **Incentivize inclusive behaviour and ownership** through mixed approaches that tap into assets, relationships, and other market dynamics



- 4  • **Iterate continuously during implementation** to inform areas to adapt



PIND's actualization of the MSD fundamentals

- In prior phases, PIND first conducted assessments of value chains to understand the most economically viable options. From this study, PIND identified five* VCs, from which PIND conducted individual assessments to **understand the root causes leading to market failure**

- Through this analysis, PIND identified key actors, i.e., **producers, service providers, associations, and buyers**, who are critical in enabling systems change in the Niger Delta

- PIND provided varied support to **build capacity and extend linkages**:

- **Producers** – Offered training on modern agronomic practices and introduced modern equipment

- **Service providers** – Linked input providers and off-takers to producers leveraging innovative practices and equipment

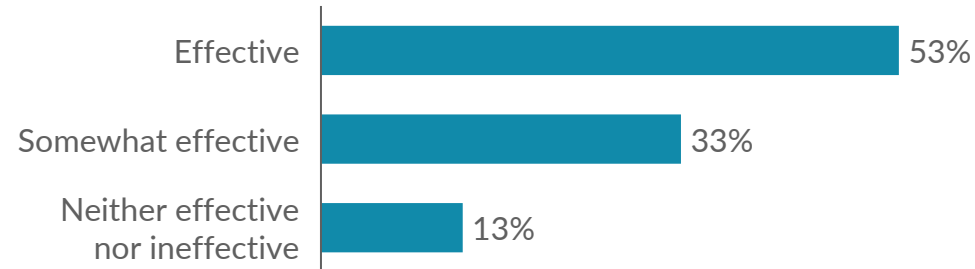
- **Domestic associations** – Provided training on organisational management to enable them to better coordinate value chains

- Through the MEL department and managers, **PIND is continuously learning and re-adapting its MSD approach**

MSD Partners (i.e., Service Providers etc.) highly rated PIND's relevance and effectiveness because of its contextual design approach and technical prowess

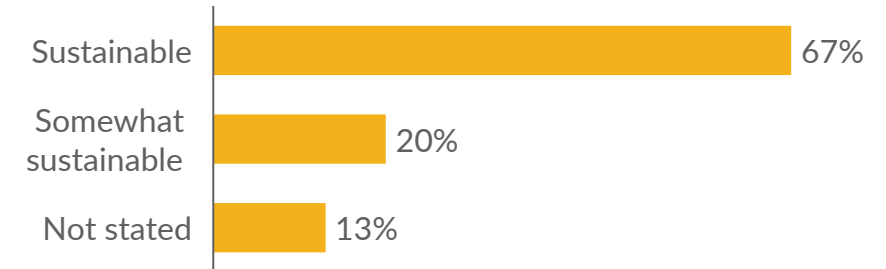
Partners' rating of effectiveness on impact of PIND programming

15 respondents; % (1 = ineffective, 5 = effective)



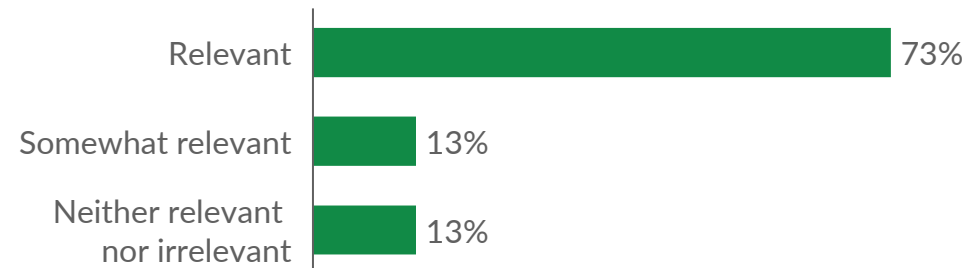
Partners' rating of sustainability on impact of PIND programming

15 respondents; % (1 = ineffective, 5 = effective)



Partners' rating of relevance of PIND programming

15 respondents; % (1 = irrelevant, 5 = relevant)



Quotes from focus groups showcasing impact, relevance and sustainability:

Impact: "PIND's programme is impactful because it has trained farmers to understand the importance of buying quality seedlings as most farmers tend to buy from the roadside, thinking that it is cheap and later come to find out that they have done something terrible." ~ Intervention partner

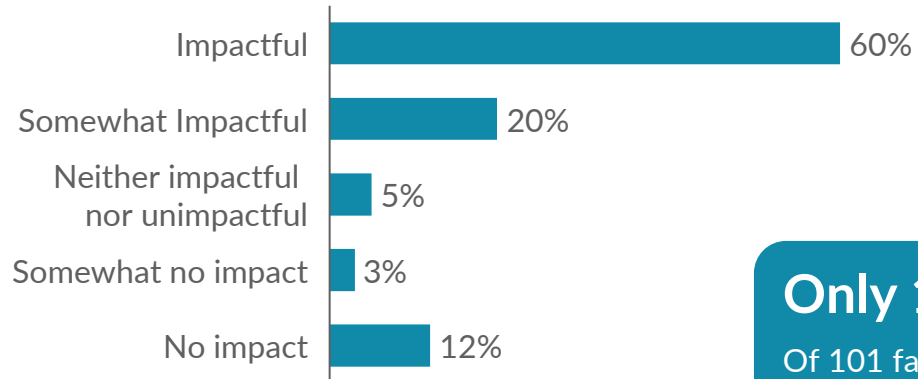
Relevance: "The programme is relevant since we are working with PIND to improve traceability where farmers can trace the source where they get their materials." ~ Intervention partner

Sustainability : "It (programme) is very sustainable because if PIND leaves the ecosystem now, yes, it will continue running. The consultants trained are on the ground, we are not going anywhere soon." ~ Service provider

While farmers believed the programme was impactful, they did not receive the funding, inputs and linkages support they expected

Farmers' rating on the programme's impact

101 respondents; %; 2023



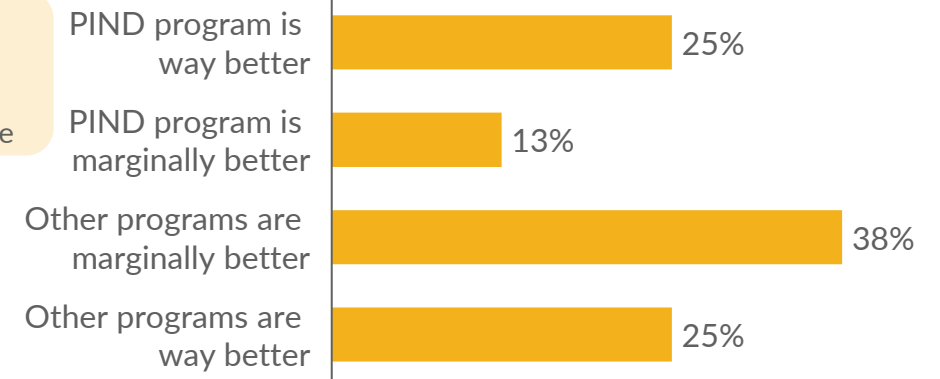
This sample size is low and many farmers did not have another programme to compare

Only 10%

Of 101 farmers stated they received the expected support

Farmers' comparison of PIND and similar programmes

8 respondents*; %; 2023



- 60% of farmers noted the programme was impactful since it imparted valuable skills, e.g., modern agronomic practices and market engagement
- Nonetheless, the farmers primarily expected financing to enable them to **pivot/acquire the innovative practices and inputs shown during the training**. Furthermore, the funding would allow them to **adopt the needed organisational improvements e.g. marketing**

"After the training, I expected to receive a loan to finance the business plan they supported me to draft. ~ Female farmer (Cassava – Ondo State)

- 63% of eight farmers who attended similar programmes (mostly ran by government) mentioned they were better than PIND's MSD because they provided trainees with the promised finance and inputs

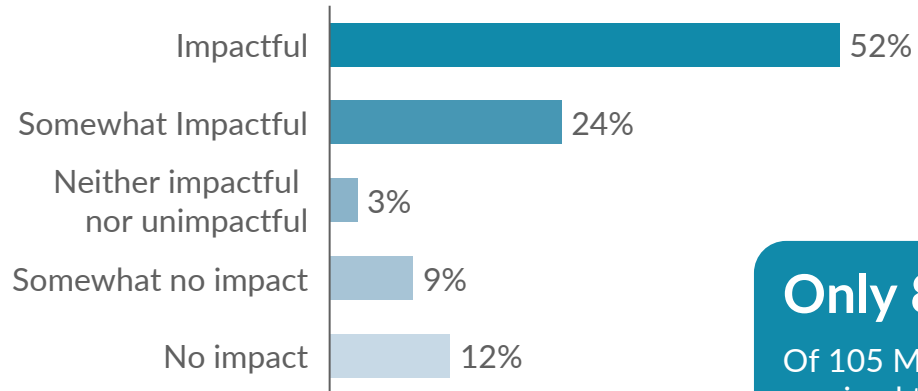
"The other programme promised fertilizer, and they delivered." ~ Female farmer (Cassava – Cross River State)

Recommendations to these challenges found in the next few slides but also in the recommendation slides

Likewise, MSMEs noted that the programme had a quantifiable impact but were unable to fulfil their funding and networking expectations

MSMEs' rating on the programme's impact

105 respondents; %; 2023



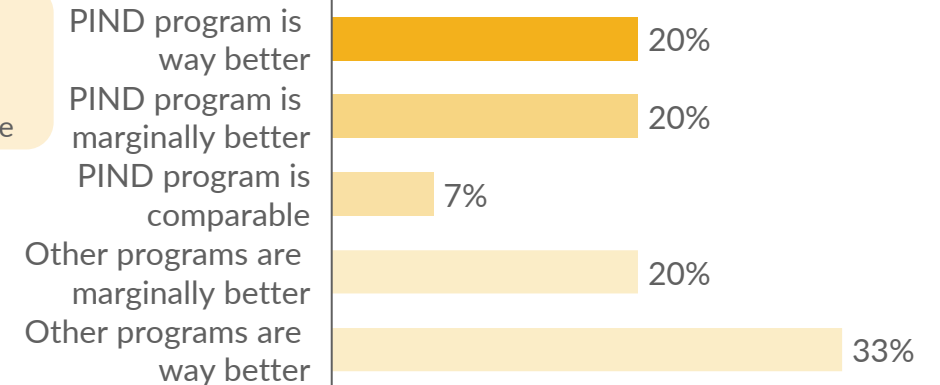
This sample size is low and many MSMEs did not have another programme to compare

Only 8%

Of 105 MSMEs stated they received the expected support

MSMEs' comparison of PIND and similar programmes

15 respondents*; %; 2023



- 76% of MSMEs noted that the programme was impactful since it covered end-to-end training aspects, including innovative production techniques, business planning, digital skills branding, and marketing

- However, only 8% of MSMEs claimed they received what they expected when they joined the programme. This is because they believed [misunderstood] the programme would deliver guaranteed funding and direct networks/linkages to scale their businesses

"Even though I did not get financial support, I gained critical knowledge and skills for my business." ~ Female farmer (Poultry – Akwa Ibom State)

"I was expecting a platform that would make it easy for us to get support financially, tap into networks, and receive diverse training methods on our various practices." ~ Male founder (Poultry – Delta State)

- Moreover, 53% of 15 MSMEs who attended other programmes stated they were better since they were clear in the end support offered

Recommendations to these challenges found in the next few slides but also in the recommendation slides

PIND offers access to finance support through SK Capital, but bureaucracy, threat of NPLs* and limited awareness constrain its reach and effectiveness



- PIND established Sombreiro Capital (SK) to enable farmers through groups and cooperatives to **access working capital, input finance, and other needed loan facilities**. Since its inception, SK Capital has **primarily worked with cooperatives**, acting as guarantor to their loan applications to commercial banks



- **Beneficiaries** - SK Capital has worked with four cooperatives, reaching ~ 1,000 farmers
- **Low rate** - SK Capital has enabled access to cheaper loans at ~15% interest p.a. compared to prior bank rates of ~ 36% p.a.
- **Creditworthiness** - Farmers are building their credit profiles and building a case for larger loans outside the SK capital framework
- **Improved coordination** - SK's requirement for group applications has enabled the formation of new cooperatives and revamping of older ones, which are providing training and better market linkages for farmers

"Before SK, banks offered individual farmers loans with 36% interest – this shows they don't trust us." ~ SK Capital beneficiary



- **Bureaucracy challenges** – Due to the unfamiliarity with loan applicants (cooperatives and farmers), banks conduct additional checks which delay disbursement up to 3-4 months, disrupting the planting cycle and leading to low productivity
- **Non-performing loans** – Despite SK's guarantee, cooperatives are wary of NPLs* from their farmers disrupting their loan agreements
- **Limited awareness** – The Niger Delta is largely unaware of SK capital due to its engagement model; hence, likely candidates do not receive the A2F support. Further, beneficiary farmers are unaware of the role SK plays and attribute the support to their cooperatives

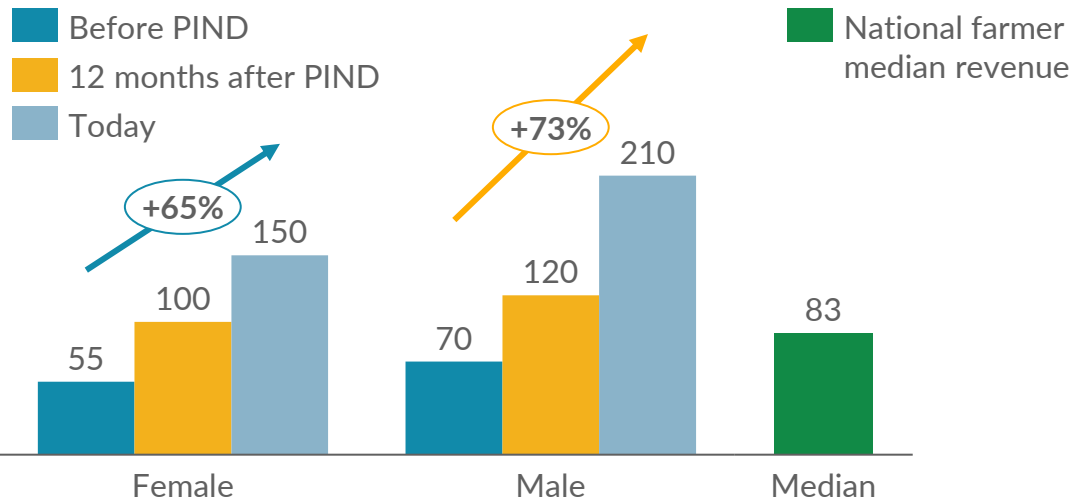
"You find that the local branches have accepted our loans, but the main office comes back and halves the value. Also, they end up delaying the payments by 3 months, which leads to losses." ~ SK Capital beneficiary

The biggest opportunity beneficiaries see is for PIND/SK Capital to have their blended financing that enables more efficient loan application and disbursement

Overall, farmers and MSMEs, reported considerable increases in their turnover, enabling them to close the gap to the national median earnings

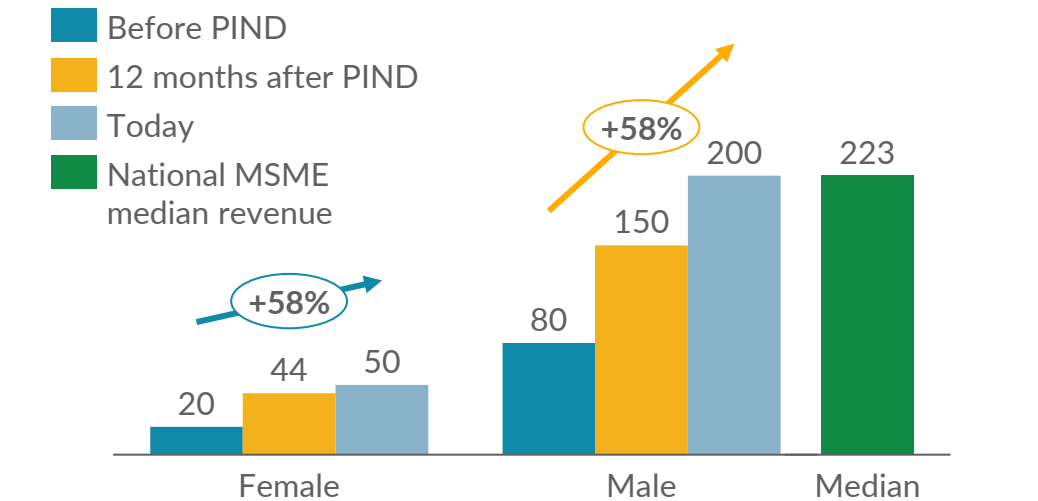
Farmers' reported median monthly earnings

101 respondents; NGN "000"; 2017 - 2023



MSMEs' reported median monthly earnings

105 respondents; NGN "000"; 2017 - 2023

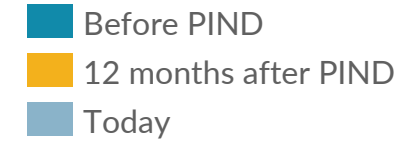


- Many farmers noted that the training enabled them to **understand modern agronomic practices, resulting in increased yields and revenue**. On average, the median income PIND farmers receive is higher than the national median
- MSMEs also noted that training in business planning and **marketing elevated their skill set, enabling them to integrate aspects such as advertisements that have unlocked value, connecting them to more customers and revenue**. Significantly, their earnings were elevated closer to the national median
- Despite women reporting a sizeable turnover rate due to **better integration into value chains**; their growth was marginally slower than men due to **lower starting capital base, and less ownership of assets**

"It has helped my business grow because I learned online advertisement, so now customers place orders online."~ Male founder (Poultry-Akwa Ibom)

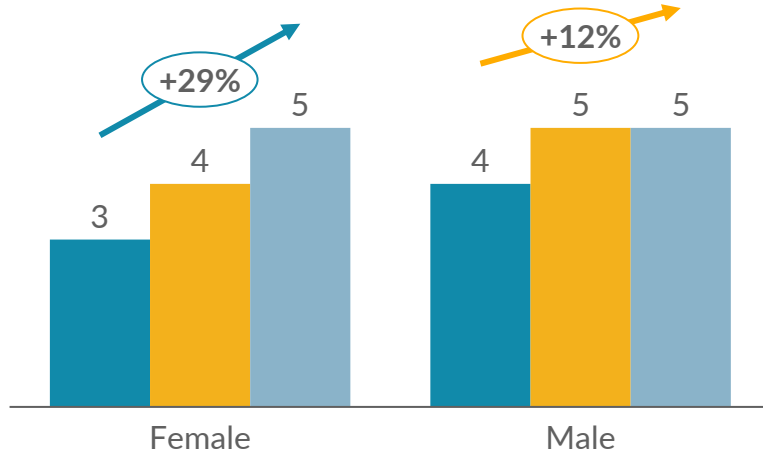
- Overall, more opportunities and linkages need to be provided to elevate beneficiaries beyond the national MSME median mark

In turn, the increased revenue enabled beneficiaries to create new jobs, particularly for women and youth



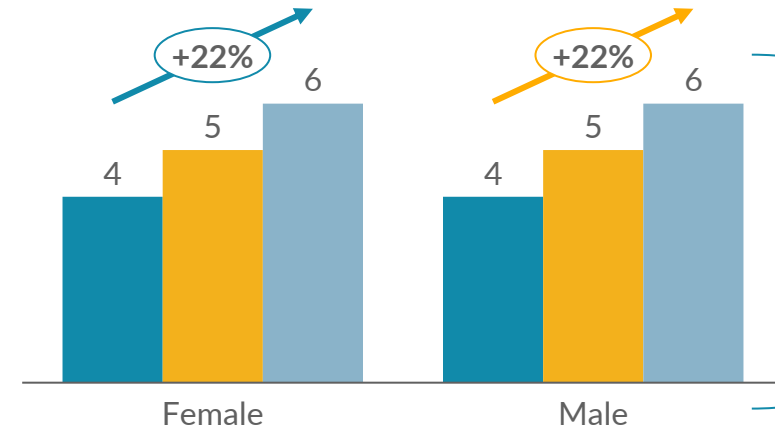
Farmers' reported median employee numbers

101 respondents; Num; 2017 - 2023



MSMEs' reported median employee numbers

105 respondents; Num; 2017 - 2023



On average, the employees are:

- ~ 73% female
- ~ 82% youth

- Farmers and MSMEs state that with increasing revenues, they have marginally scaled their operations by employing more people

"I was enlightened; now I know how to run a business well – including how to hire employees." ~ Female Founder (Cassava – Rivers State)

- More specifically, MSMEs have engaged a substantial proportion of women (~ 73%) and youth (~ 82%) in their activities, evidence of PIND's systemic outcome of increasing technical skills and employment opportunities for the youth
- Beyond hiring, the MSMEs noted that the training also supported them to restructure their business and develop better employee management and retention schemes

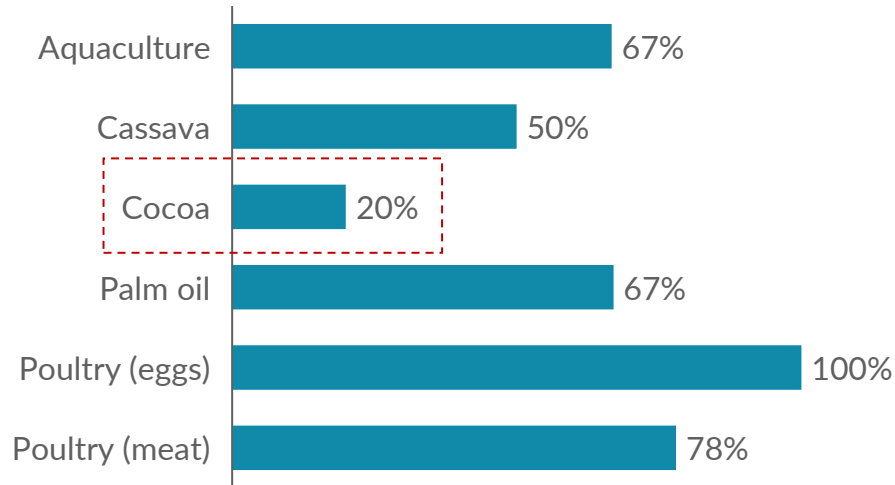
"The programme was effective because I now know about organisation structure." ~ Male Founder (Palm Oil – Imo State)

"The training has helped me manage my laborers well." ~ Male Founder (Poultry – Akwa Ibom State)

Value chain-wise, palm oil farmers experienced the highest increase in revenue and jobs in line with the observed improvements in institutional coordination

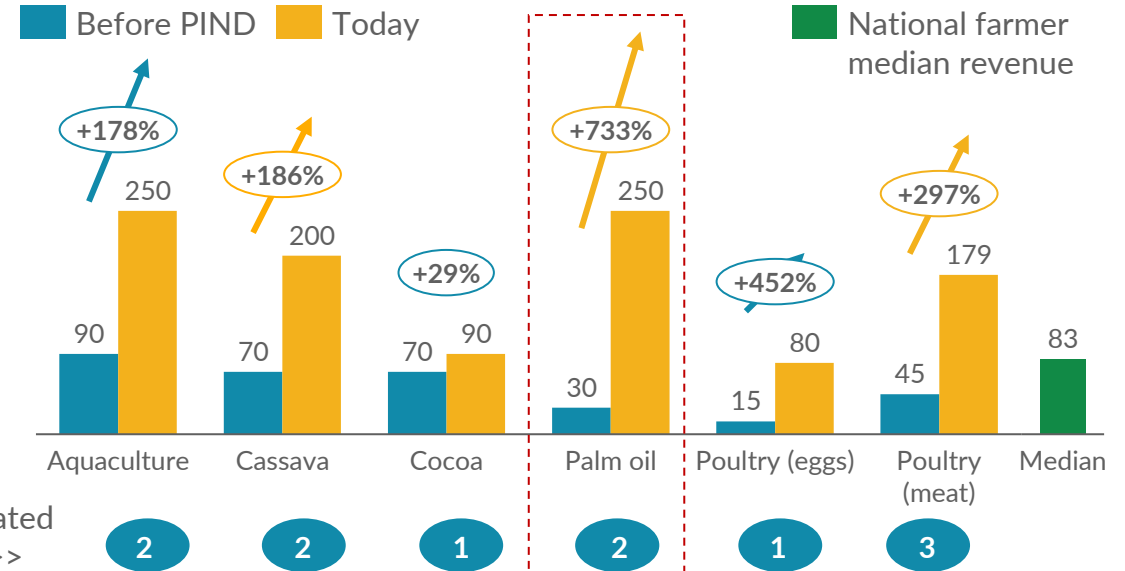
Proportion of farmers who noted MSD was 'impactful'

101 respondents; %; 2023



Farmers' reported median monthly earnings by value chain

101 respondents; NGN "000"; 2017 - 2023

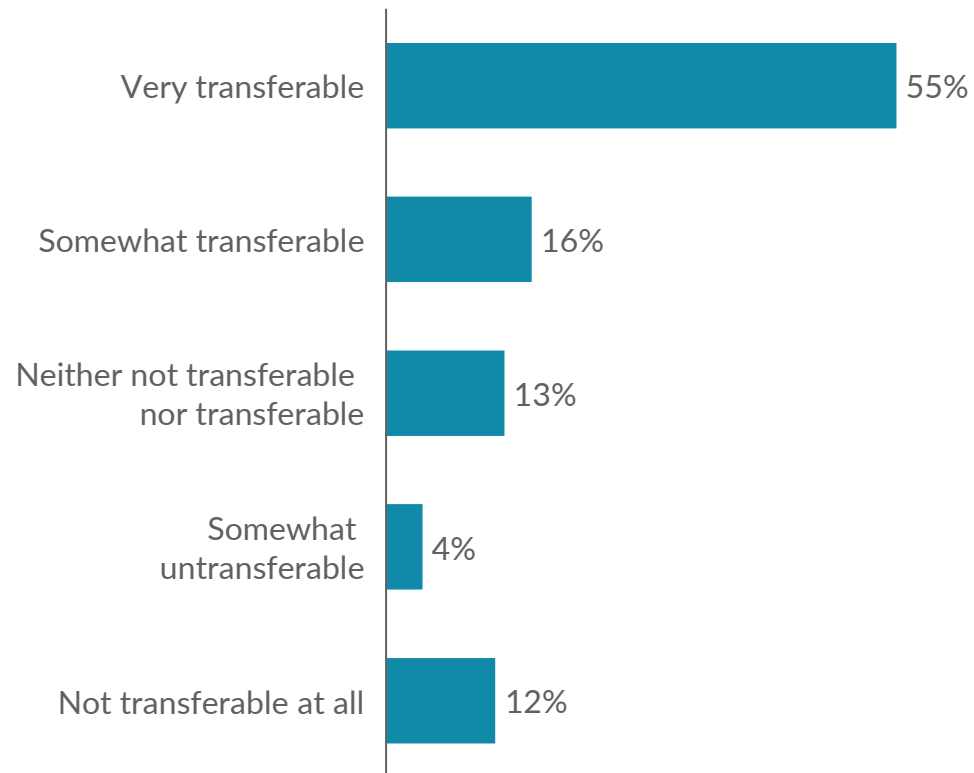


- **Palm oil farmers recorded the highest increase in revenue.** The growth is attributed to **modern agronomic training and the introduction of small-scale processing equipment that improved the oil extraction rate from 11% to 15%.** Furthermore, palm oil and aquaculture farmers have the highest income
- Palm oil had the greatest improvement in coordination of its VC due to the increased convening association capacity and strengthened linkages to off-takers ([page 43](#)). *"The programme helped me know where to sell my palm oil production. Now, I have enlarged my business."* ~ Female farmer (Palm oil - Edo)
- Conversely, cocoa farmers believe the constrained growth was due to **financial constraints and ineffective farming practices taught** - only 20% of cocoa farmers believed the training was impactful. *"I hoped they would teach me proper farming practices. I also expected fertilizer provision."* ~ Male farmer (Cocoa - Abia)
- On average, farmers across all VCs created two new jobs, with poultry (meat) creating the highest (three), highlighting the multiplier effect of increased income

The farmers believe the skills learned are transferrable to other sectors and could be used to build capacity of others in the ecosystem

Farmers' rating on the programme's transferability

101 respondents; %; 2023



- 71% of farmers noted that the innovative agronomic practices, business planning and soft skills are **transferrable to other sectors, and they have already started integrating them into their other value chains**
- Furthermore, the beneficiaries believe the same skills could be transferred to other community members, though PIND should first conduct feasibility studies to determine **specific needs of the next cohort and more modern practices they could add**
- *"I learnt lots of skills in the PIND programme besides from aquaculture, meaning I can also farm effectively on a cassava farm. Also skills such stock taking are useful across sectors."* ~ Male farmers (Aquaculture – Imo State)
- *"I was able to teach other farmers how to apply chemicals to their farms."* ~ Male farmer (Cocoa – Cross River State)

The relative success of the MSD programme can be attributed to consultative programme reviews, strong technical know-how and convening ability

Implementing partners emerging insights

Contextualization

- Industry sector analysis and pre-programme assessment has ensured that MSD is context-specific and relevant to the needs of farmers and businesses

Strong technical know-how

- PIND's strong technical know-how has guaranteed impact on both farmers and implementing partners by transferring industry best practices and approaches such as intercropping

Expansive grassroots network

- An expansive grassroots network has enabled PIND to reach farmers in the most rural and remote areas who would otherwise not be reached by other programmes thereby creating a strong impact

Independent partner model

- PIND's ability to effectively pull different partners together, leveraging their experience and recognition, and involving them in the design processes while offering autonomy, has strengthened sustainability

Practical support and jobs linkages

- Trainees are offered internship opportunities to equip them with practical experience while some service providers act as off-takers for produce from trainees to provide market access after the training programme

Quotes from stakeholders

"The various interventions we're involved in were specially designed for the local context. They are the best suited for fixing the issues we have in those (PIND focus) sectors" ~ Co-facilitator

They (PIND) try to go into rural areas to identify farmers who are willing to try new things. Most of the farmers who are willing to buy from me are upcoming farmers from rural areas
– Intervention partner

"PIND involves key players in the ecosystems to strengthen impact...the approach used does not impose things on partners. Partners are actually part of the design process." ~ Co-facilitator

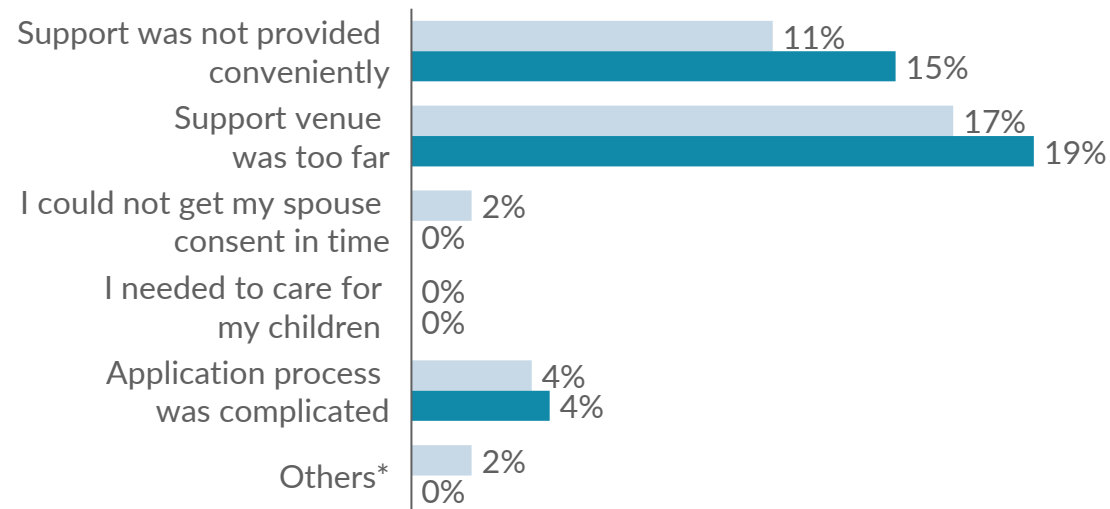
"We provide internships to our trainees 1-2 months before their graduation day." ~ Service provider

However, during the training, some of farmers and MSMEs highlighted distance to the venue, missing equipment and insufficient tutors as key challenges

Most significant challenges affecting farmers during the programme*

101 respondents; %; 2023

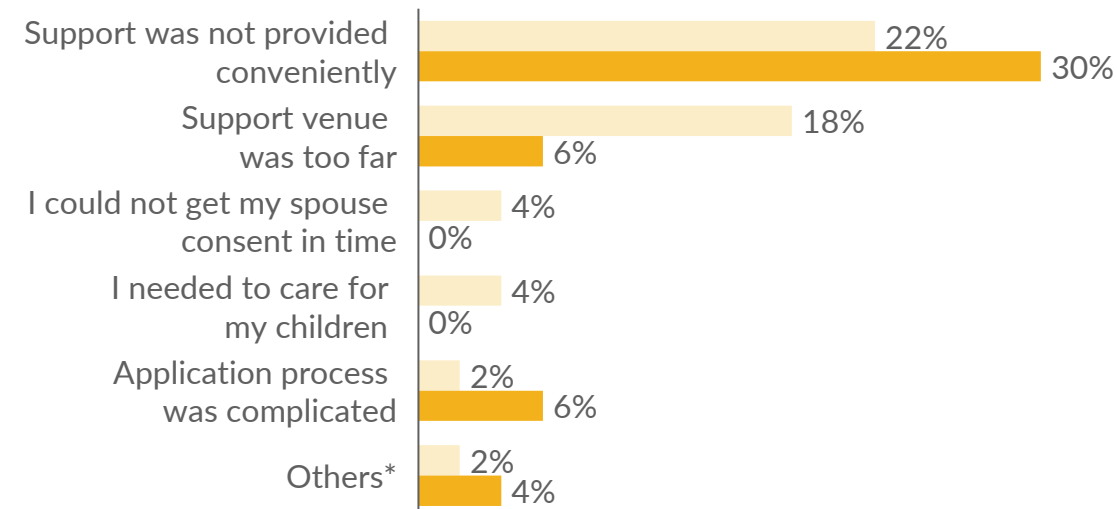
Female Male



Most significant challenges affecting MSMEs during the programme*

105 respondents; %; 2023

Female Male



- The program was not convenient to some beneficiaries as famers and MSMEs **dedicated substantial resources from core activities to travel to training facilities located far away**. In the evaluation it was noted that's there was **missing equipment for workshops and the large-sized classes with insufficient tutors** led to slower feedback loops on questions/requests and could potentially result in different learning outcomes

"Other programs mobilized our transport to the centres and are helping us harvest our yields." ~ Male farmer (Poultry - Ondo State)

- However, it should be noted that **68% of farmers and 63% of MSMEs did not note any challenges during the training**. This is an indication that while they are content with the training module, **their major issues are with the expected outputs (financing and input provisions)**

"The classes and skills offered during the training were top notch." ~ Female founder (Aquaculture - Bayelsa State)

Recommendations to these challenges found in the next few slides but also in the recommendation slides

Beneficiaries noted MSD could improve its communication structures to increase awareness and be clear on the support offered



Increase awareness of the programme

- Beneficiaries believe that PIND should improve its communication structures to increase awareness of the MSD programme. The beneficiaries suggested two pathways:
 - First, PIND could leverage social media platforms to **design youth-centred advertisements that appeal/resonate with the youth**. This has a high likelihood of success since youth in the **urban Niger Delta** are relying on similar platforms to look for opportunities
 - Second, for rural residents with limited access to electricity and the internet, PIND could leverage current institutions such as **chiefs, elders, or even the P4P peace volunteers** to connect with potential beneficiaries

“They should share more on social media platforms to increase awareness about the programme.” ~ Male farmer (Aquaculture)

“They should work with the town chief and other local institutions to call farmers.” ~ Female farmer (Cassava)



Be clear on the type and level of support

- Beneficiaries noted that PIND/MSD needs to be categorically clear on the finance, inputs and linkages support offered, and their respective timelines, to avoid potential misunderstanding. PIND could solve this by:
 - Linked to awareness, communicating clearly to recruiters and on media channels on the **exact support offered by the programmes, essentially defining what is MSD**
 - Reaffirming the message to beneficiaries **at onboarding and periodically during the training sessions on the programmes’ outputs**

“When I joined the programme, they promised money to start businesses which they did not give. We ask for clarity on this.” ~ Female manager (Cassava)

“I thought they will give us loans, but until now nothing has been done.” ~ Male founder (Palm oil)

Beneficiaries also believe that the MSD programme could provide better post-training services including financing and networking platforms



Design blended finance schemes with partners

- Beneficiaries and ecosystem actors believe PIND has adequate capacity to develop or integrate into existing financing mechanisms
 - At design, PIND could map external lending entities such as the Nigeria Youth Investment Fund and co-develop guaranteed, concessional loan mechanism for beneficiaries. This blended offering could run in tandem with Sombreiro capital, which has reduced scope and stringent requirements

"They should add financial support after training so that everything we learn is put into use and not wasted. Its motivation," ~ Female farmer (Poultry)

"Finance is more of a problem for women to achieve their goals, so if PIND or its partners can give loan support, it will help and go a long way." ~ Female farmer (Aquaculture – Ondo State)



Enhance post-training networks and support

- Beneficiaries note that PIND is highly credible to establish networking platforms for farmers and MSMEs to connect and strengthen innovation and market linkages
 - PIND could engage with entities such as the FATE Foundation to tap into/develop networking platforms for their beneficiaries
- Moreover, **PIND could extend its post-training support to include customer service toll numbers and days** where former beneficiaries could request guidance on specific agronomic practices or tools
- interventions are duplicating or contradicting government efforts

"They should add all of us onto platforms to discuss ideas." ~ Female farmer (Poultry)

"I request customer services to allow me to ask any questions I have." ~ Female farmer (Poultry)

Particularly, on the finance issue, implementing partners believe the programme could set up incentive structures and think of support further down the value chain

Blended finance investment emerging insights

Incentives

- There is a need for **PIND to think more innovatively about financing** to support beneficiaries- an example is an incentive models to support uptake of the market systems approach such as more funding can be unlocked the more an individual is able to mutually raise

Processing opportunities

- PIND should consider how they can **move farmers beyond survivalist businesses to scale and lead successful livelihoods**. A key value addition that was high-lighted was investment further down the value chain such as processing. PIND can leverage its reputation to attract bigger buyers/ partners

Quotes from stakeholders

“PIND can engage more with large financiers such as the Central Bank, EXIM bank, etc. to attract finance to support small businesses. PIND has the capacity to speak to power.” ~ Service provider

“PIND has the clout to interact with large buyers like Nestle, Dangote, etc.” ~ Service provider

“After people produce, what next? We don't have a problem with primary production (anymore). The issue is secondary production- processing and marketing.” ~ Service provider

Additionally, partners believe PIND needs to invest in climate smart training and upgrading processes to be more tech-aligned and support service provision

Climate training opportunities

- To ensure effective farming and resilience, **farmers should all be taking on climate-smart agriculture practices, but to scale up this approach PIND could consider creating incentive packages (in-kind or financial)** – for example if the farmer takes on board climate-smart approaches they will get subsidies on inputs
- Although the farmers receive training on climate smart agriculture and climate considerations, **the implementing bodies themselves do not have the most up-to-date skills. Ensuring they receive this will ensure more effective knowledge distribution**

"Farmers have received training on climate change but we (consultants - service providers) need to make sure we have updated training. We would also like to benefit from the training because climate change is a critical issue." ~ Service provider

Upgrading to tech-enabled processes

- PIND should consider infusing emerging technologies into internal processes, e.g. using AI to sense-check M&E data, and training service providers on emerging technologies that can optimize processes

***"PIND should train their BDSPs in tech-driven areas such as record keeping, financial analysis, and improved tools for business analytics"** ~ Service provider*

Given that female farmers and MSME owners are starting from a lower base there will also customize programming. This is covered in the gender and social inclusion enabler analysis on slide

Access to Energy

A2E Summary: A2E has had a positive multiplier effect elevating economic potential and social standards of MSMEs and households in the Niger Delta

Overview



The A2E program facilitates private sector partners to **supply alternative and affordable off-grid energy solutions to the rural communities in four Niger Delta states (Bayelsa, Delta Edo, and Ondo)**

Evaluation findings¹



- **Effectiveness:** Over 66% of MSMEs and households note that A2E has been **effective in supplying stable energy into the community**. However, users note that this energy supply is expensive to use and at times, there is low storage capacity and power. Further, implementors note that there is overall low demand due to limited commercial activities and limited ownership of household appliances
- **Impact:**
 - **Businesses:** Through A2E, MSMEs stated that they power their equipment at reduced costs compared to generators², work for longer hours and reach more customers. All these factors contributing to a **55% compound increase in turnover**
 - **Households:** Community members note that with A2E, they can continue their studies and work at home, set up lights for additional security at night, and better preserve food. Further, as informed by the survey, **9% of households highlighted that they have accessed job opportunities** due to more study time and access to online materials
- **Success factors:** Key factors include (i) **partner support** in the form of community engagement and knowledge sharing; (ii) **adopting needs-based design** to match energy solutions to community needs; and (iii) **issuing financial grants** to cushion initial costs

Programmatic recommendations



- Adopt a cluster approach, bundling close communities together to scale energy access while minimizing costs
- Work with partners to scale the provision of batteries and alternative energy solutions
- Leverage networks and link financiers to the implementing partners to enable them to meet the high initial costs
- Assess synergies between MSD and YEP to identify economic activities and new businesses that could stimulate energy demand

Note: 1) These findings are directly informed by the internal and external interviews, surveys and focus group discussions. 2) Despite noting that solar at times is cheaper than generators, business still state that the maintenance/monthly costs are high. Source: PIND impact assessment, Surveys, Focus group discussions and Interviews, 2023; Dalberg analysis, 2023

We spoke to 200 people including MSME trainees, households and implementing partners across four states to understand A2E's programme impact

46

MSME trainees

46

MSME trainees



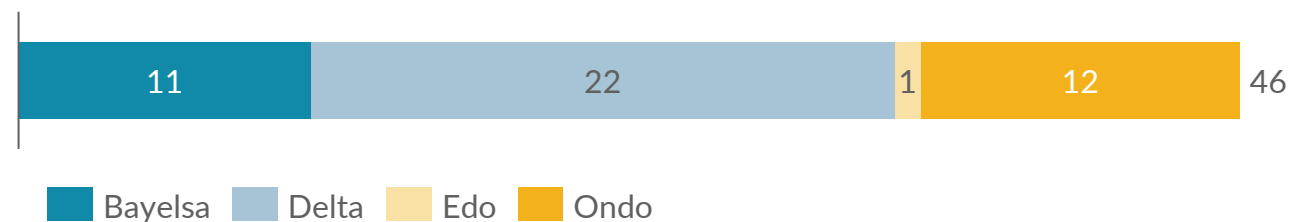
33%

female

20%

youth*

States represented (number)



148

Households

116

Households



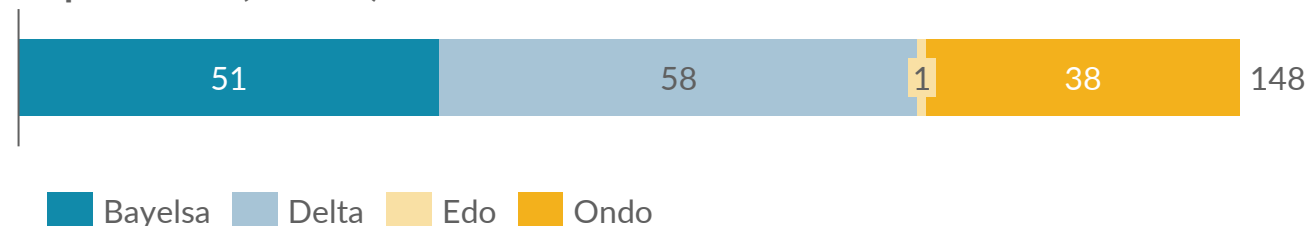
66%

female

45%

youth

States represented (number)



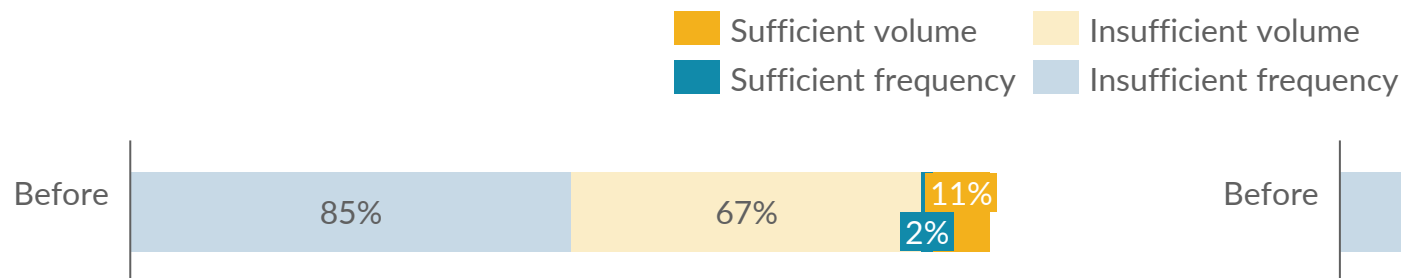
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Implementing partners

Before A2E, MSMEs and households experienced insufficient volume and frequency of electricity that affected their economic and social livelihoods

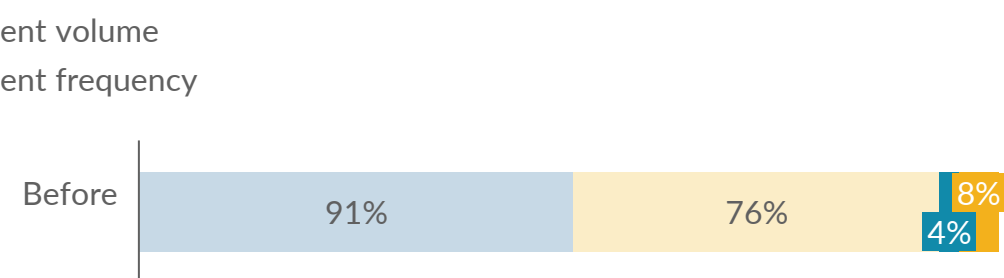
Historical energy frequency and volume situation impacting Niger Delta MSMEs

46 respondents; %; 2023



Historical energy frequency and volume situation impacting Niger Delta households

148 respondents; %; 2023



- **Historically, the Niger Delta is underserved with energy from the national grid.** In 2018, the World Bank reported that only ~ 8.5% of rural homes in Niger Delta have electricity, of which ~ 43% experience consistent black-outs
- **This limited electricity means businesses cannot derive real value from their operations** since they have limited operating hours, and cannot invest in products requiring high-powered equipment such as cold chains

“Before I use to smoke my fish during the day because we don't have light. This was inefficient and made me reach few customers.” ~ Female MSME owner (Bayelsa)

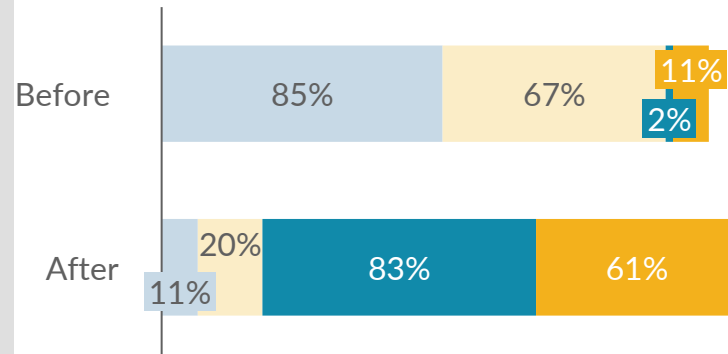
- At the household level, both children and adults **had limited study time and access to online learning materials.** Moreover, the use of fossil fuels such as charcoal **has lasting impacts on health and climate change**

PIND's A2E programme has positively impacted the economic position of MSMEs, increasing turnover and creating job opportunities

Change in energy situation affecting MSMEs

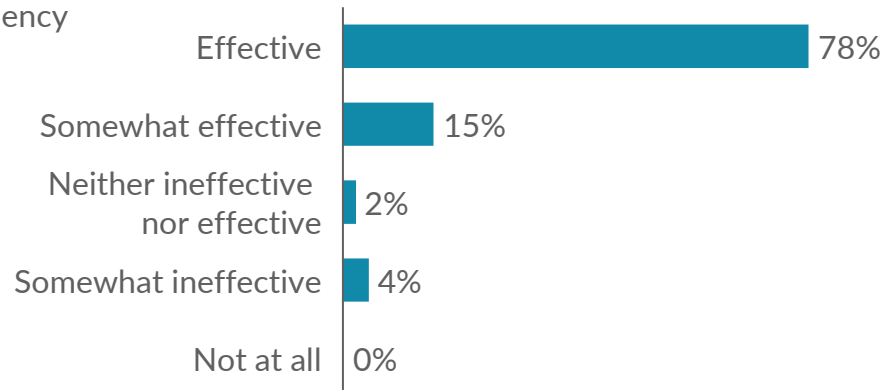
46 respondents; %; 2023

■ Sufficient volume ■ Insufficient volume
■ Sufficient frequency ■ Insufficient frequency



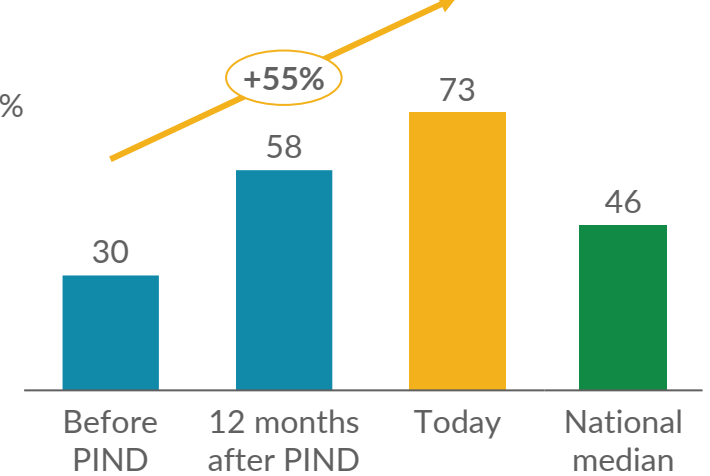
MSMEs rating of A2E's effectiveness

46 respondents; %; 2023



MSMEs' median monthly revenue

46 respondents; NGN '000'; 2017 - 2023



- **93% of MSMEs have stated that improved access to energy has had a positive multiplier impact.** These businesses now use more stable, cheaper, and more efficient energy to power their existing technologies, such as cold chain. The energy also enables them to work longer hours and reach more customers. On average, these businesses achieved a 55% compound increase in turnover, earning higher than the national median

"With our cold storage hall, they (fish traders) make an increase of 20% in their finances just by storing their fish in our refrigerators." ~ Implementing partner

- **Further, the A2E programme has birthed new businesses** that are reliant on stable energy access and would otherwise not have existed within the communities due to the provision of regular and sufficient energy, **thereby creating job opportunities**

"... point of sales machine vendors have come up because of the presence of electricity." ~ Implementing partner

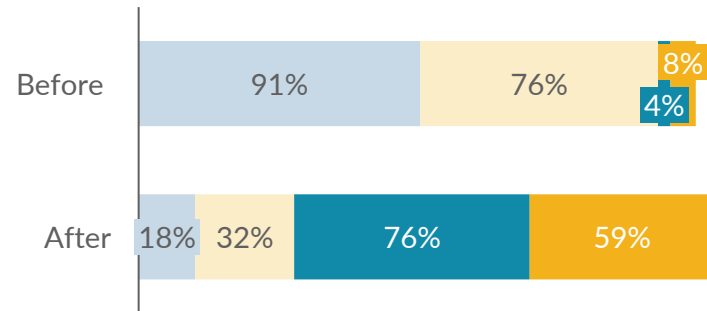
"In my community, there was no welder, but with access to energy, welding businesses has emerged." ~ Implementing partner

The improved access to energy has enabled households to extend studies, install lights for security and better preserve foods, enriching livelihoods

Change in energy situation affecting households

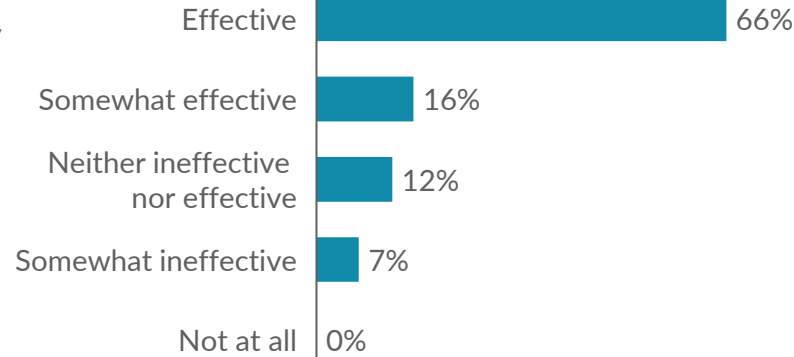
148 respondents; %; 2023

■ Sufficient volume ■ Insufficient volume
■ Sufficient frequency ■ Insufficient frequency



Households rating of A2E's effectiveness

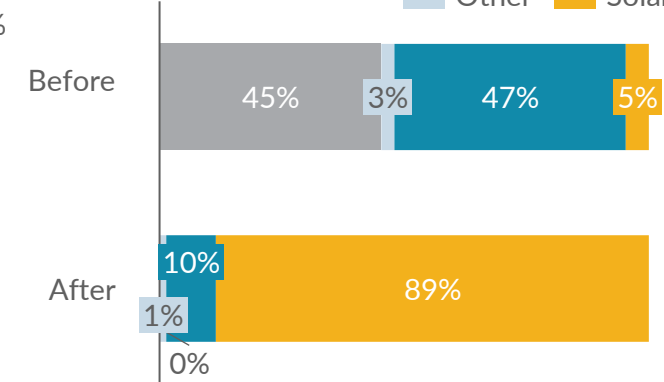
148 respondents; %; 2023



Identification of energy used by households

148 respondents; %; 2023

■ None ■ Gas/fuel
■ Other ■ Solar



- Before PIND, 47% of households relied on **fossil fuels as their primary energy source**. Critically, 45% of households note they had **no consistent energy and had to rely on neighbours and the community**
- Now, 82% of households state that improved access to energy has a transformative impact, enabling them to **continue their studies and work at home, set up lights for additional security at night, and better preserve food**
- 13 households also mentioned that with more time to study and access online resources, **they have accessed new job and entrepreneurial opportunities**

"It has helped me secure and sustain my teaching job because I couldn't do most things without energy." ~ Female household rep (Bayelsa)

"I use the solar to charge my phones so it's on whenever my new clients call me for work." ~ [Different] Female household rep (Bayelsa)

PIND's success in introducing stable and climate-positive energy to coastal communities could be attributed to multiple factors

Impact, onboarding and comparability:

Factors for success :

Impact

Majority of the partners thought that the **impact of PIND's programming was somewhat effective** due to PIND's business development support and inclusive community engagement

Onboarding

All partners present in the onboarding observed that the **onboarding process was effective** as the vision was clear and was well articulated

Comparability

Most of the partners believe that **PIND is the only player offering such A2E projects in the Niger Delta**. The partner who noted a similar programme believes that **PIND's is way better**

Partner support

PIND supported A2E partners with market linkages, knowledge sharing, and community engagement in the Delta
Market linkage - "There was a first introductory meeting....then there was a handholding by PIND, they took me to the Niger Delta and showed me the opportunity...that handholding was critical for us to see opportunities that were available, and we decided to take on that challenge." ~ Service provider
Community engagement: "The initial preparation (by PIND) was very useful because there was no community resistance at all...the community was ready for us because if they were not ready then you have a challenge even if you are bringing something that is beneficial for them." ~ Service provider
Knowledge sharing: "They pass information (on community and programmes) to me, they do not have bureaucracy and I access them easily if I require information on their experiences." ~ Service provider

Need based design

Programmes in the Niger Delta are developed around the key economic activities of the area to address challenges in the various value chains
 "The entire community has access to refrigeration, especially for the fish traders (fishing is a key economic activity in Niger Delta) who 80 to 90% are women" ~ Service provider

Financial incentive

PIND issued grants to the implementing partners to incentivize the high initial costs involved in setting up the infrastructure for provision of access to energy
 "The financial aid was also a big help because the CAPEX for this thing (mini-grid) is huge, so it helped reduce that financial obligation as much." ~ Service provider

Nonetheless, MSMEs and households note high cost, low storage capacity and low voltage as key issues, while partners cite limited demand from communities

Key impact areas

PIND vs trends

MSD outcomes

A2E outcomes



High cost of installation, use and maintenance

- Households and MSMEs are grateful for PIND's access to energy intervention, but they note that the **costs of using the solar equipment** is quite high relative to their income levels

"Many of us still view that solar energy is expensive due to the initial installation cost." ~ Male MSME founder (Delta)

"They should make solar energy affordable for everyone. Also the recharging rate needs to be at cheaper prices." ~ Female household rep (Ondo)



Low storage capacity and power

- While using the products, households and MSMEs note that **batteries depreciate quite quickly, disrupting their economic activities** and leaving some without lights at night
- Further, they note that the power voltage from the solar products is quite low meaning they are unable to plug in 'heavy' appliances e.g.. fridges

"The challenge we face is that batteries don't last well." ~ Female household rep (Delta)

"They need to increase the volume of electricity produced by the mini grid." ~ Female household rep (Bayelsa)

"The solar we are using is not working well, it can only work for 2-3 hours only." ~ Male household rep (Ondo)



Low demand from community

- As much as implementing partners invest in training community members on solar technologies, **some trainees do not end up utilizing learnings** as they opt into other economic opportunities
- Low energy demand in the community hinders the profitability of operations** following the high initial costs involved in the setup. The low consumption is a result of few commercial consumers in the community and only a few households having electrical appliances

"What we have is an enthusiasm problem. You can have the best of training, you put a lot of effort into it and hope that based on what they've learned they (trainees) will be able to run with it." ~ Implementing partner

"We need to stimulate consumption to make it (A2E operation) profitable but with demand being low, we have to shoulder that initial cost over time for the community." ~ Implementing partner

Recommendations to these challenges found in the next few slides but also in the recommendation slides

Households and MSMEs envision an opportunity for PIND to extend partnerships with government and other actors to scale energy provision

Scale energy provision in the community

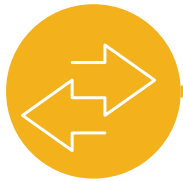
- Households and MSMEs believe there is an opportunity for PIND to work with partners (such as government) and further scale energy provision, particularly in three areas:
 - **Provision of more batteries and panels** to further stabilize flow of energy in the community
 - **Introduction of streetlights** to extend their working hours and reduce conflict incidents at night in their communities

"They could help us get streetlights to increase safety in the neighbourhood at night." ~ Female MSME founder (Edo)
 - **Alternative renewable solutions** such as turbines to cover periods with limited sunlight and to improve the volume of electricity

"We request other power solutions for periods where there is no sunlight." ~ Male SME founder (Bayelsa)

"Well despite the energy in place, it has been raining so we still end up spending on fuel." ~ Female household rep (Bayelsa)

Additionally, implementing partners believe there are opportunities to improve financial linkages and address low energy demand



Increase financing and financial linkage support

- Implementing partners have received requests from other communities in the Niger Delta to provide access to energy following testimonials from the communities they currently serve. However, they are **unable to meet the requests without PIND's financial incentive** – increasing finance can provide energy access to more communities. Further, partners could consider a PAYGO model with smart metering to shut down to avoid any issues of default/loss
- PIND can **leverage its networks and link financiers to the implementing partners** to enable them meet the high initial costs involved

“Not less than 6 communities have asked me to replicate the programme in their community. If PIND has the capacity to move with this demand, it would have been lovely, but they're limited in capacity.” ~ Implementing partner



Stimulate energy consumption

- PIND partners could partner with companies who provide financing for the productive use of equipment and training on how to use equipment as well as finding anchor clients to subsidize costs
- Implementing partners can ensure upfront analysis of MSME and community needs to provide suitable-sized solutions which in turn means appliances will be used and energy consumption is increased

“We basically have a bunch of equipment that needs to be paid back and one thing that drives that is energy consumption. So, we need to stimulate consumption to make it (A2E operation) profitable but with demand being low, we have to shoulder that initial cost over time for the community.” ~ Implementing partner

Youth Employment Pathway

YEP Summary: YEP is impactful in imparting technical skills but needs to improve post-training elements including linkages and financial support

Overview



The project works with partners to train marginalized young people in **market-relevant skills** and support them gain sustainable jobs or enterprises

Evaluation findings¹



- **Effectiveness:** 81% of YEP beneficiaries noted that technical skills was **highly effective** in increasing their chances to engage in employment and entrepreneurial activities. Likewise, over 72% of beneficiaries highly rated the **relevance of technical skills and linkages**. Nonetheless, beneficiaries and partners noted several challenges: i) **limited linkages to waged jobs**, ii) **far venues and high travel costs, impacting attendance**; iii) **non-standardization in the sampling and tutoring approach**; iv) **limited practice materials**; and v) **overcrowding**
- **Sustainability:** Implementing partners believe the concept is **sustainable and scalable**, but they would not achieve PIND's reach and size without their funding
- **Impact:** Of the interviewed YEP graduates, **32%, 24% and 18% accessed entrepreneurship, apprenticeship and waged jobs, respectively**. Moreover, **women graduates had higher income growth**, stating that the gained technical and soft skills enabled them to transfer into better paying, highly technical fields such as ICT
- **Success factors:** Key factors include i) **flexibility in incorporating feedback into the design**; and ii) **focus on providing demand-driven skills to better link with markets**

Programmatic recommendations (non-exhaustive)



- PIND could consider providing more immediate financial support for small business loans and financial training to provide a better foundation for success
- Institute online classes to solve high transport costs and limited agency issues
- Provide improved technical support for young businesses applying for grants
- Scale the programme to meet demand areas, including advanced topics

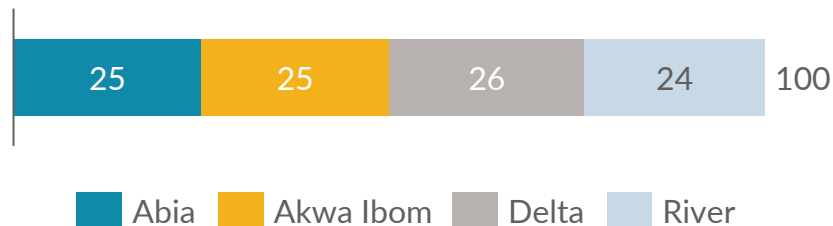
We spoke to 100 youth and 5 implementing partners across four states and two phases to understand the impact of the YEP programme

Beneficiaries

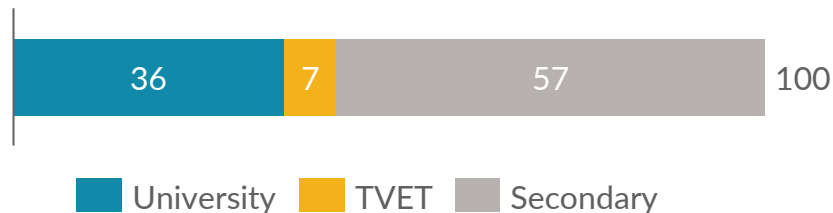
100 beneficiaries → **47%** female
53% male

Survey captures a mix of beneficiaries from both phases, including those still undergoing the training sessions

States represented (num)



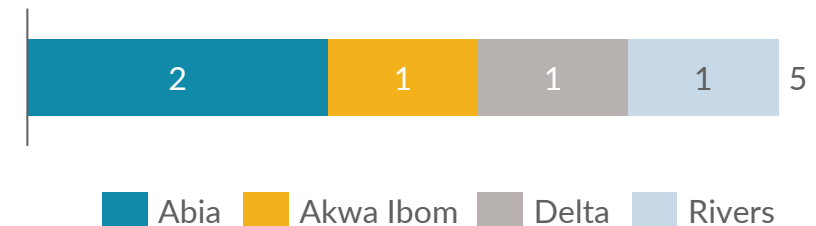
Education level (num)



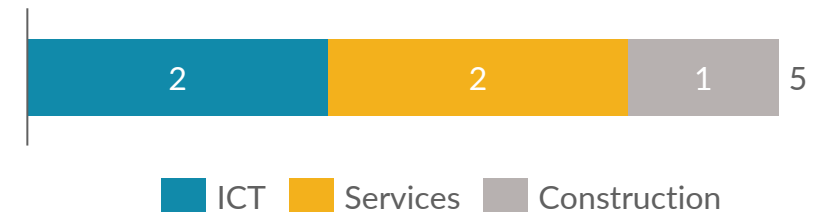
Implementing partners (implementors)

5 trainers → **40%** female
60% male

States represented (num)



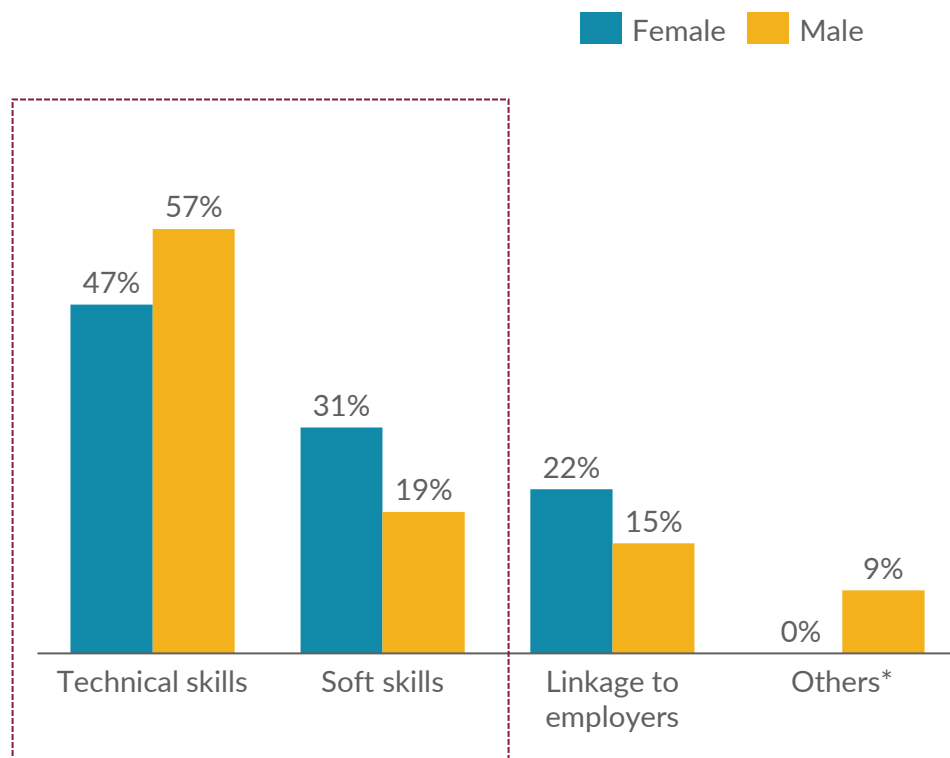
Sectors represented (num)



Prior to PIND, beneficiaries identified lack of technical skills as the primary challenge lowering their employment and entrepreneurship chances

Identification of challenges affecting youth in the Niger Delta

83 respondents; %; 2023



- Many beneficiaries noted that **lack of sector-specific technical skills (know-how) was the biggest reason** why they were applying and/or missing out on employment opportunities. Moreover, the limited soft skills, including communication and CV writing, **lowered their possibilities of engaging in meaningful income opportunities**
- While both genders see technical skills as the primary issue, **more women stated soft skills and linkages as pressing issues**. This is because the interviewed women stated that they **lacked the requisite confidence and networks compared to men**

“Initially, nobody believed that I could learn a new skill or work.” ~ Female beneficiary (ICT)

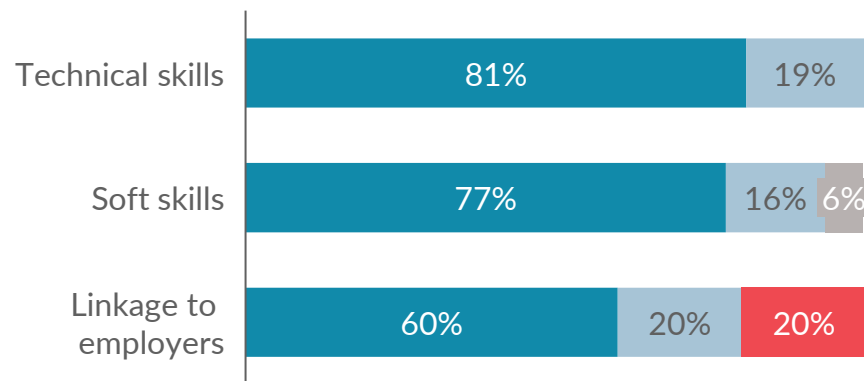
“Before this programme I was a complete novice. I knew little to none regarding computer operations, but I knew that I wanted to work in the digital space.” ~ Male beneficiary (ICT)

PIND's YEP beneficiaries believe the programme is relevant and addresses their needs, but there are gaps, especially in post-training linkages and support

Beneficiaries' rating on the programme's effectiveness

83 respondents; %, 2023

Very effective	Neither ineffective nor effective
Somewhat effective	Somewhat ineffective



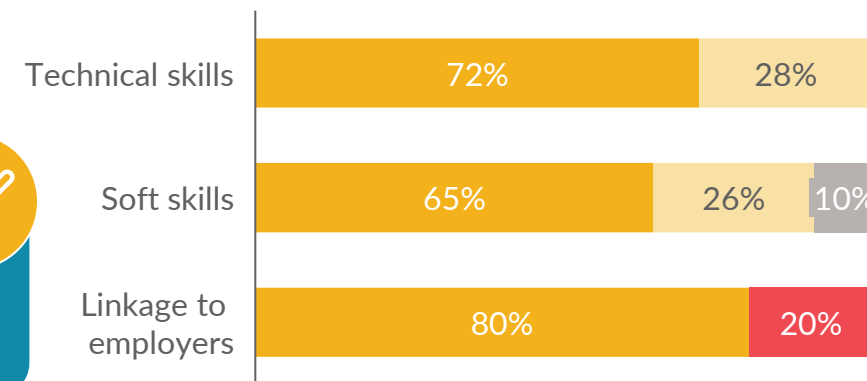
72%

Of beneficiaries stated they received the expected support

Beneficiaries' rating on the programme's relevance

83 respondents; %, 2023

Very relevant	Neither irrelevant nor relevant
Somewhat relevant	Not at all



- 81% of the youth stated that YEP “effectively” imparted practical technical skills that enhanced their chances of engaging in meaningful opportunities, nonetheless, the rating was relatively lower for linkages to employment. The trainees anticipated more post-training support including financial packages to start businesses or meaningful linkages to waged employment opportunities
- Furthermore, over 70% of youth ranked linkages and technical skills as “very relevant.” However, the rating is lower for soft skills, which is seen as not critical for sectors such as construction

“The training has given me more confidence in my abilities.” ~ Female beneficiary (Energy)

“I now have the requisite skills for my passion industry.” ~ Male beneficiary (Construction)

“We anticipated ‘solid’ linkages to employers or financial support to kick start our business.” ~ Female and Male beneficiaries (Agriculture)

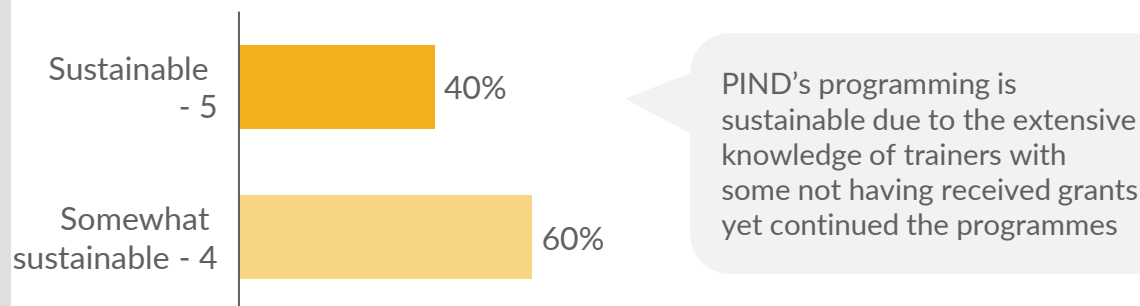
Recommendations to these challenges found in the next few slides but also in the recommendation slides

The implementors believe the programme is sustainable and scalable, with most already having expanded their services and having high-levels of job matching

Majority of the partners we've so far spoken to believe that PIND's programming is sustainable/somewhat sustainable and scalable...

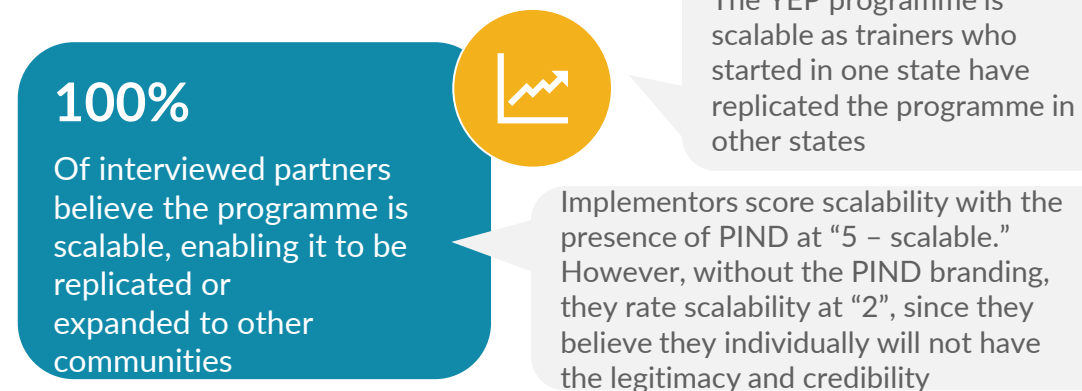
Partners' rating of sustainability on impact of PIND programming

5 respondents; %; 2023



Partners' rating of scalability of PIND programming¹

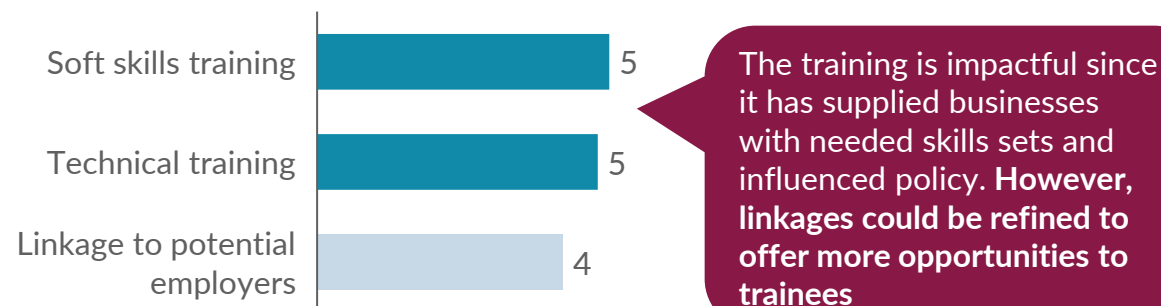
5 respondents; %; 2023



...with soft skills and technical skills trainings being more effective in their impact and relevance compared to linkages to potential employers

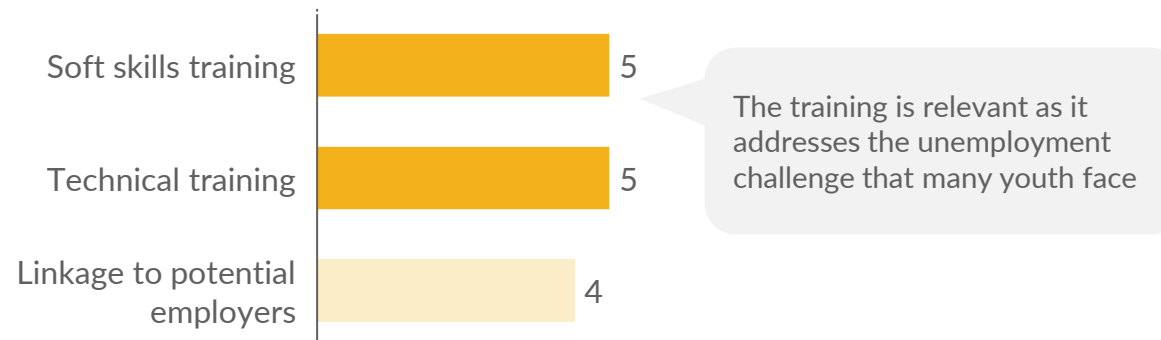
Partners' average rating of effectiveness on impact of activities

5 respondents; %; 2023; (1 = ineffective, 5 = effective)



Partners' average rating on relevance of activities

5 respondents; %; 2023; (1 = ineffective, 5 = effective)



Further, implementors believe the programme is agile enough to act on feedback, influences policies and prioritizes employment and entrepreneurship



Flexibility in incorporating feedback and needs based design

- PIND has shown adaptability, identifying where prior programmes had strong performance and using these lessons to support other partners. For example, soft skills training showed positive results and was incorporated in all programmes

“Soft skills training was not conducted by all partners but after the first year, there was great impact, and it was recommended that PIND should introduce the training to all partners.” ~

Implementor

- The partners engaged businesses to understand their specific human capital needs which were incorporated into the training modules

“We reached out to a number of business owners and made sure that the class had the skillset they needed.” ~

Implementor



Shaping government policies

- YEP implementors have become recognized industry experts who are invited to support policy formulation processes. In the design of the National Skills Plan, PIND implementors acted as policy advisors

“I supported the re-design of the National Skills Development Plan that was recently released. PIND's YEP programme was a strong case study for the Plan.” ~

Implementor



Practical and holistic support

- Employment and entrepreneurship are prioritized from the outset; hence, trainers focus on demand-driven skills. The implementors note that between 20% - 70% of youth are linked to internships/jobs to apply their learnt knowledge

- Some partners have provided post-training support by allowing trainees to use their production facilities even after graduating

“Our training is hands-on and not just theory, we provide trainees with materials for production.” ~

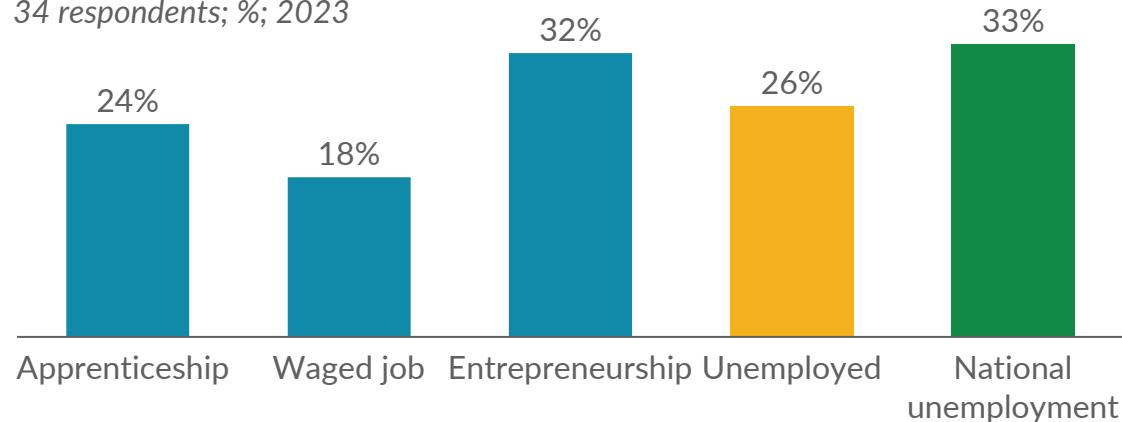
Implementor
“Linkage to jobs is the unique value proposition I haven't seen in other programmes.” ~

- PIND's programming has resulted in a positive change of attitude amongst the youth. YEP has instilled a sense of discipline through the soft skills modules and full day commitment

As a result of the training programme, beneficiaries have accessed new jobs, advanced their careers and reported increase in incomes

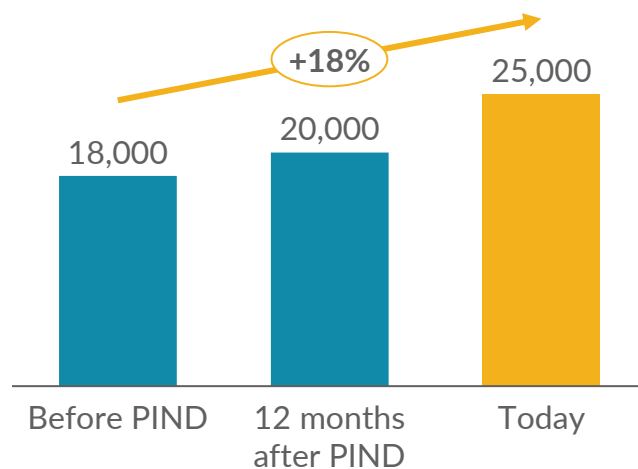
Employment and entrepreneurship split after graduation

34 respondents; %; 2023



Reported median monthly earnings of YEP graduates

26 respondents; NGN '000'; 2017 - 2023 ○ CAGR



This is a small sample as most beneficiaries were not comfortable sharing this data

- Of the 34 surveyed graduates, **only 26% are unemployed, which is less compared to the national average.** Despite the small size, this data shows that compared to the nation, the **YEP program is elevating the chances of graduates gaining meaningful work**
- The waged beneficiaries noted that the gained skills enabled them gain **job opportunities with attractive working conditions.** While the entrepreneurs noted that the learnt skills have enabled them to start **innovative businesses that address critical VC gaps**
- 98% of women stated that the learnt soft and technical skills have **increased their confidence and self esteem.** More specifically, the women graduates have noted that the gained skills enabled them to **transfer into better paying, highly technical fields such as ICT**

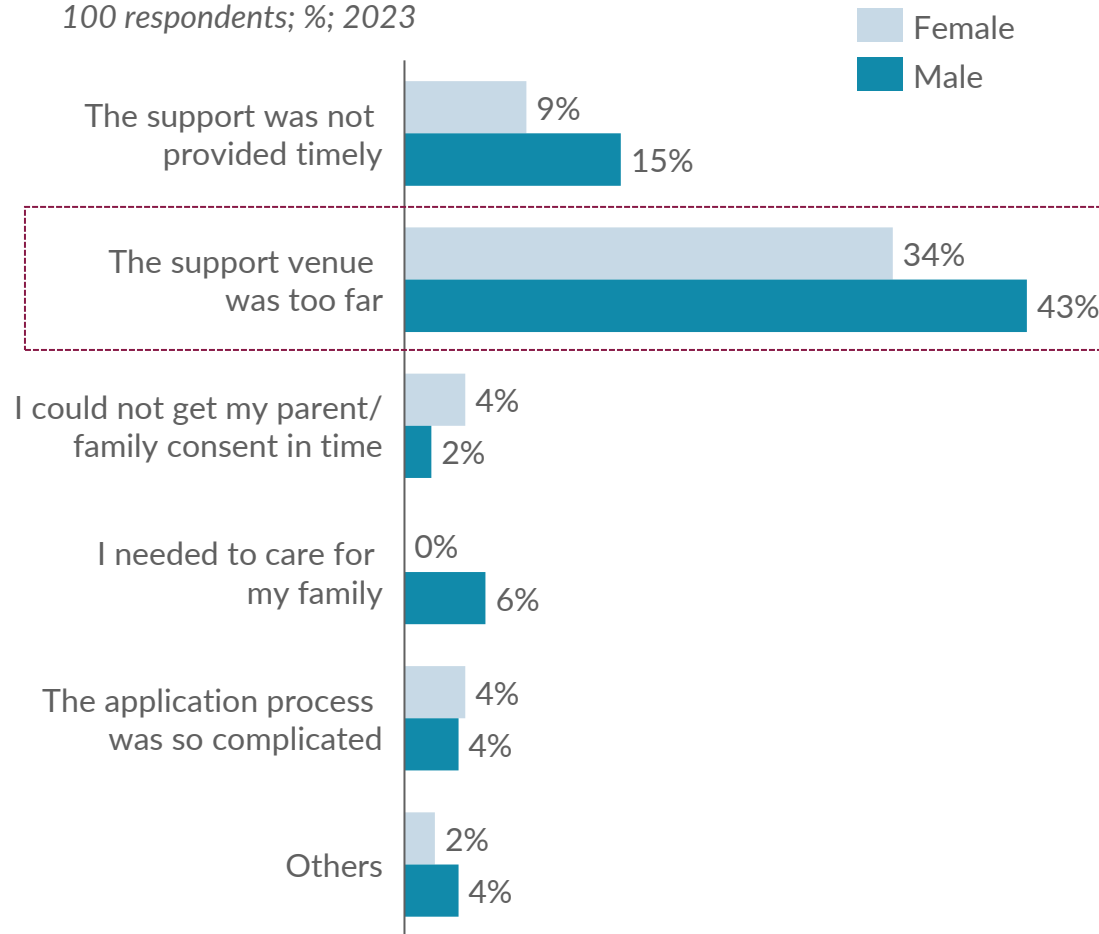
"The training impacted me positively in the sense that it has equipped me with technical skills, that increased my work profile and helped me secure a better job." ~ Female beneficiary (Services then ICT)

"Before I used to be a struggling employee, but with the training I am now getting better job offers." ~ Male beneficiary (ICT)

Nonetheless, the beneficiaries noted that distance, travel costs, overcrowding and sampling as significant challenges

Most significant challenges affecting youth during the programme*

100 respondents; %; 2023



- Beneficiaries stated that **travel distance and cost** severely impacted their ability to attend classes. Typically, the trainees spend NGN 2,000/USD 3 a day on transport, representing ~ 45% of the NGN 4,600/USD 5 daily household income**. These costs disproportionately affect rural residents with less income to spare on transport and accommodation

"I missed many classes because I did not have transportation fare." ~ Female beneficiary (Agriculture)

- Beneficiaries also noted that at times, they received **inadequate and untimely support** due to (1) **limited tutors** covering practical lessons, and (2) **limited study and practical materials** i.e. boards and sewing machines

"There are not enough materials, which makes the practical lessons challenging." ~ Female beneficiary (ICT)

- More women noted that **lack of consent** was an issue, highlighting **structural agency issues**. Conversely, more men noted that they had to dedicate time and money away from the training to support their households as primary bread winner
- Further, YEP beneficiaries noted an imbalanced approach with at times **classes overcrowded** with 1 teacher to 80 students, and implementors directed to only engage a single gender

Recommendations to these challenges found in the next few slides but also in the recommendation slides

Implementors also noted untimely release of grants and miscommunication, rigid application process and budget inflexibility as key challenges



Rigid application process

- Implementors noted that the registration requirements are burdensome for young businesses, especially the financial proposal, legal requirements, and impact statements
- Support varies with regards to the application process based on the relationship between the business and the assessors which means only some businesses get the support they need

"I know of many young businesses with great potential to transfer in-demand skills to the youth but were undone due to the rigid process." ~ Implementor



Untimely release of grants and miscommunication

- YEP implementing partners noted the finance team delays releasing funds by 60 – 90 days. Further, the department would not alert implementors on anticipated delays nor the reasons
- With the late release of funds, partners are unable to acquire necessary materials on time and sometimes end up paying higher prices than the budgeted. Additionally, implementors experience additional pressure from supervisors who expect deliverables within the original work plan

"If PIND is able to release budget money on time, it will help implementors like us get raw materials on time and buy them at better prices." ~ Implementor

"The delays often make us believe that the YEP programme is underappreciated and deprioritized." ~ Implementor



Budget constraints

- The focus on practical techniques to equip youth for employment is resource-intensive.
- However, PIND's strict negotiation and fixed budget means implementors have limited room to be more innovative in training

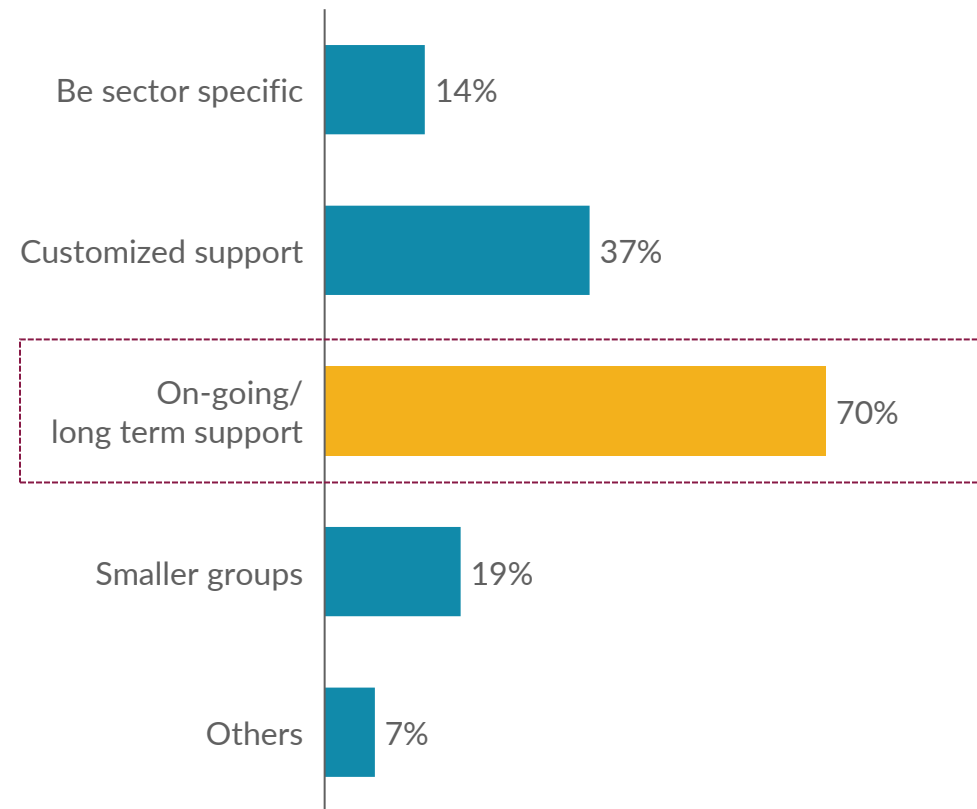
"Reducing the budget or being inflexible with the changing inflation (about 26%) will limit the desired outcomes for the youth." ~ Implementor

Recommendations to these challenges found in the next few slides but also in the recommendation slides

Beneficiaries believe that the largest opportunity is providing post training financial support to start businesses and financial training

Opportunity areas for PIND/YEP to consider

100 respondents; %; 2023



More immediate financial support

- PIND could consider providing more immediate financial support- both in terms of small business loans and financial training. In collaboration with the trainers, PIND could develop an **assessment matrix based on performance and attendance** that identifies beneficiaries who would best use the immediate funding. Moreover, the trainers could act as **accountability supervisors**, providing advisory support for their former beneficiaries

"We could benefit from loans or grants after training to support us to start businesses since we know that not all of us will be absorbed into jobs." ~ Male beneficiary (Construction)

"They could support us financially, too, alongside the technical skills to enable us to start businesses." ~ Female beneficiary (Agriculture)

"There was an initial programme in 2017 that offered financial training to the attendees; we could bring it back and potentially extend offer financial support." ~ Implementor

Other noted opportunities include instituting online classes, increasing learning materials and tutors, and providing guidance on next steps



Institute online classes

- Trainees believe that online classes will solve issues of high transport costs and limited agency
- Realistically, YEP could consider **setting up the initial theoretical lessons as virtual classes** before re-engaging the youth physically for the practical lessons
- Moreover, YEP could consider a **staggered practical session system** where a **select number of students** attend each lesson to avoid overcrowding

“They should have online classes because my house is very far from the location of the training, and I’m worried about missing classes.”
~ Female beneficiary



Increase number of tutors and provision of study materials

- Increasing tutors and study materials can potentially increase YEP’s outcomes
- Some classes (tailoring) have a teacher-to-student ratio of 1: 80. YEP could tap into the education ecosystem **to identify NGOs and schools willing to provide teachers on a pro-bono basis**
- Likewise, for study materials, YEP could leverage the same system to **obtain resources on loan for specific classes**. These two approaches will take time, meaning PIND would need to consider increasing funds for the YEP programme

“They should try to provide us with items such as drawing boards and laptops, which we can’t afford.”* ~ Male beneficiary (ICT)

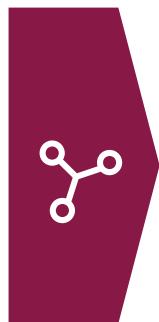


Guide the next learning phase

- Following up on YEP’s training, trainees are eager on receiving the next level of training
- While YEP focuses on providing foundational training, they could develop **outlines that show the next level of topics to elevate the trainees’ skills and guidance on where best to access these skills**
- YEP could also establish a mentorship system where graduates can contact **trainers to obtain advice on next steps**

“I’m interested in advanced levels of painting e.g., surface finishing – a learning pack would help.”~ Male beneficiary (Construction)

Additionally, improvements in job linkages, addressing market demands and adjusting grants can scale YEP's impact



Linkage to trainee off-takers

- PIND can leverage its network to connect the implementing partners to more companies that can provide employment opportunities to the trainees. PIND could consider signing of off-taker agreements

"PIND, as a larger body, can assist with getting more companies onboard to create linkage opportunities for students. We try our best as implementing partners, but we know that we cannot have 100% linkages." ~

Implementors



Scale programme to meet demand areas

- PIND should consider scaling its training programme to meet market requests
- For example, some partners have received requests for expert advice on cyber security. PIND providing financial support would allow for the fulfilment of such requests

"As the technology ecosystem grows, there is an increase in specific skill sets. These skill sets need to be included in the programme because ICT is not cast in stone - you might be developers today and tomorrow you might only need technical support staff. So, I ask for openness when we are redesigning future programmes." ~

Implementors



Adjust grants for inflation

- Implementors noted that the rising cost of living (above 20%) in Nigeria has affected their budgeting and delivery of programmes. Hence, PIND should consider adjusting the grant amounts to ensure that they reflect the change in prices of commodities to enable effective programme delivery

"The cost of commodities go up every day and PIND needs to consider this to enable the partners deliver on expectations. They need to be more responsive with the budgets." ~

Implementors

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B PIND vs national state level trends

C Project outcomes with key areas of success and limitations

6 Cross cutting and enabler analysis

7 Key recommendations for future programming

8 Annex

Peacebuilding Summary: Peace building has elevated the sense of safety, but needs to create linkages with government and economic pillar to enhance sustainability

Overview



The program aims to achieve lasting peace in the Niger Delta through encouraging collaboration among peace actors and organisations, strengthening indigenous structures for peace, and building interfaces with state-level efforts

Evaluation findings¹



- **Effectiveness:** Over 66% of respondents (community members, peace actors, and implementing partners) believe PIND's interventions have been highly effective. Especially in **empowering communities to identify context-specific conflict drivers, providing training to address drivers, and transferring ownership of the conflict identification and reporting tools to the community**. However, respondents noted that PIND needs to improve linkage with law enforcement to speed up response and better interface with their efforts
- **Impact:**
 - **Conflict:** Community members and peace actors believe PIND's interventions have reduced conflict incidents and **67% feel safe, whereas before PIND programming only 7% felt safe**
 - **Trust and cohesion:** The direction engagement with the community and confidential reporting mechanisms have created a **sense of cohesion where people want to resolve conflict peacefully, 84% now have trust in local leaders in their communities**
 - **Ecosystem:** organisations are actively integrating data from PIND's early warning system to **inform their interventions**
- **Sustainability:** Despite its success, without PIND's support, respondents believe **peace actors will deprioritize their efforts and pursue economic activities, perpetrators will regain confidence and resume criminality, and police will re-adopt violent techniques**

Programmatic recommendations



- Strengthen linkages between economic and peacebuilding by identifying opportunities for peace actors to engage in programs based on their interest and expertise
- Leverage existing infrastructure to create more awareness of peace building efforts
- Improve coordination with government to establish more efficient response and enhance the sustainability of peace efforts
- Invest in feasibility studies, partner engagement and rapid MEL to design better-tailored initiatives, and to capture early learnings that inform pivot opportunities

We spoke to 274 stakeholders including community members, peace agents, P4P coordinators and committee members, and NGOs across all the nine states

142 Community members

116 Peace agents

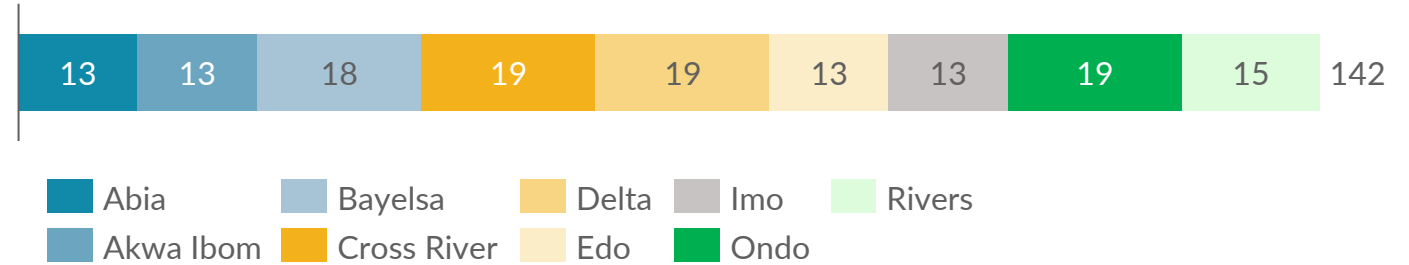
7 P4P State coordinators

3* P4P Central working committee and Secretariat members

6 NGOs and consultants

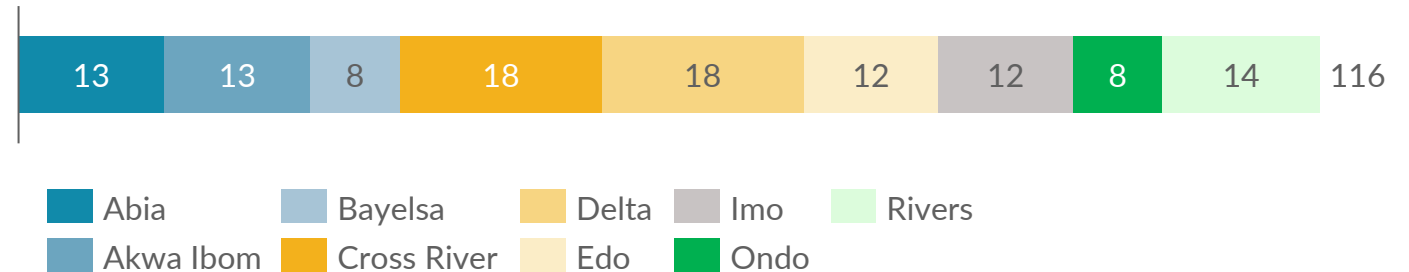
142 Community members → 49% female 31% youth**

States represented



116 Peace agents → 40% female 33% youth**

States represented

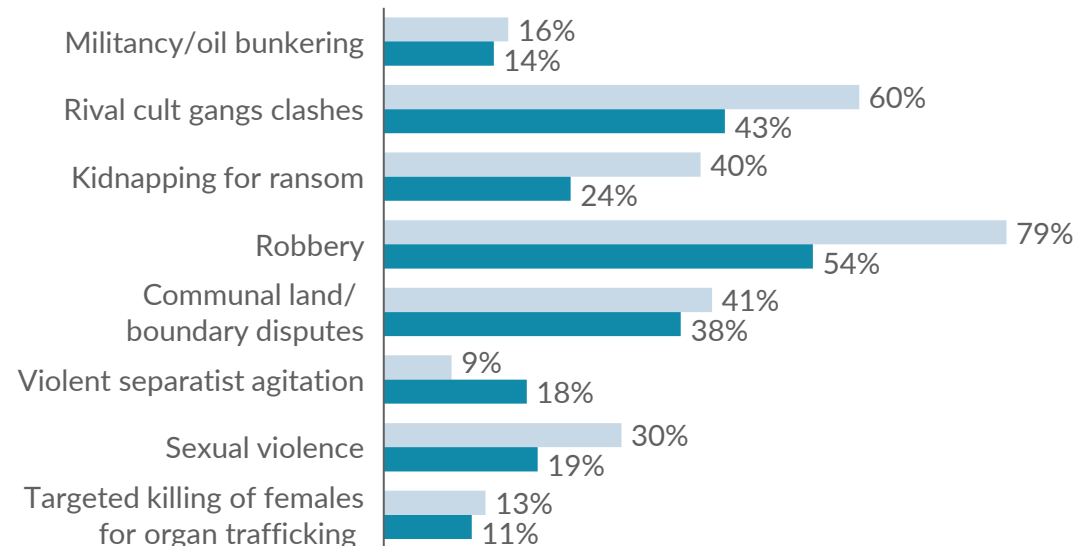


Prior to PIND, community members and peace agents identified rival gang clashes, robbery and land disputes as the primary conflicts in their communities

Communities' identification of primary conflicts in Niger Delta before PIND interventions

142 respondents; %; 2023

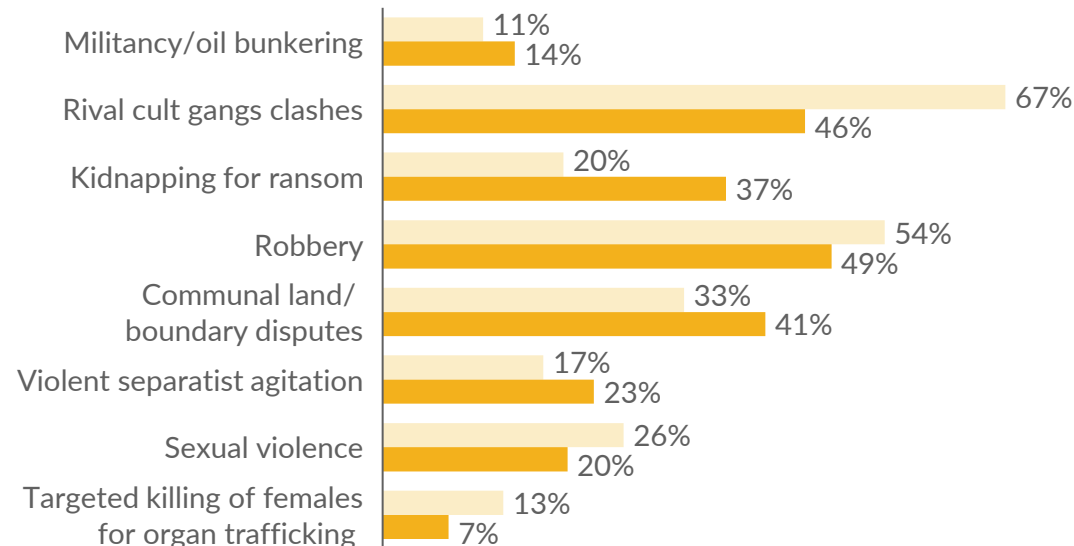
Female Male



Peace agents' identification of primary conflicts in Niger Delta before PIND interventions

116 respondents; %; 2023

Female Male



- Across the Niger Delta, respondents noted that **limited economic livelihood options, perceived weaknesses of government, and interpersonal disagreements** were the primary conflict drivers. Ultimately, these conflicts reduced the **sense of safety and overall quality of life**

"People are afraid to travel and even work at night because of this cultist action." ~ Female community member (Edo)

"2019 was the darkest period in my life since rival cult gangs terrorized our community." ~ Male community member (Rivers)

- Notably, both genders **noted the high number of sexual violence cases affecting women and girls**, which have significant negative effects, including mental health issues, reproductive health problems, and sexually transmitted infections

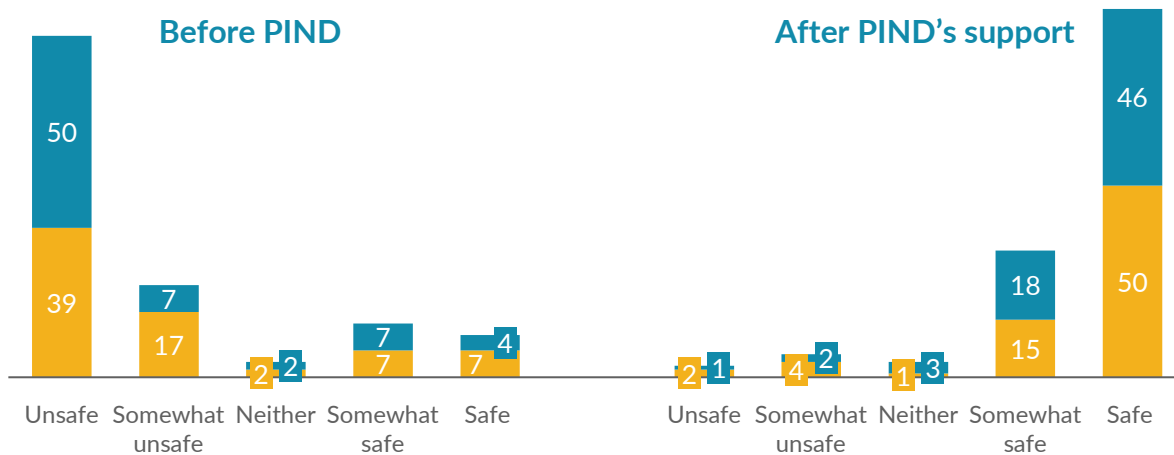
"The rape issues were very prevalent." ~ Male community member (Edo)

Community members believe PIND and P4P were impactful in reducing and managing conflicts, particularly in Rivers and Ondo states

Community members' rating of safety before/ after peace agents' interventions

142 respondents; Num; 2023

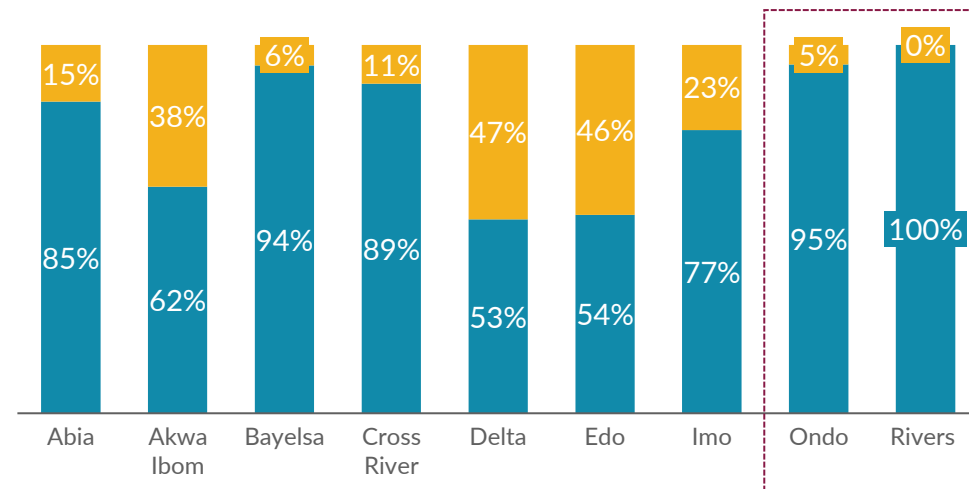
Female Male



Proportion of community members who believe the overall security condition has positively changed

142 respondents; %; 2023

Yes No



- With PIND's and P4P's interventions, the community members state that they have received **sufficient tools to identify, report, and respond to conflict drivers, building their overall sense of safety**

"The presence and learnings from peace actors have calmed the situation down, effectively deescalating violence." ~ Female community member (Akwa Ibom)

"Peace agents have done a lot to reduce crime. People can now move freely and do business." Male community member (Delta)

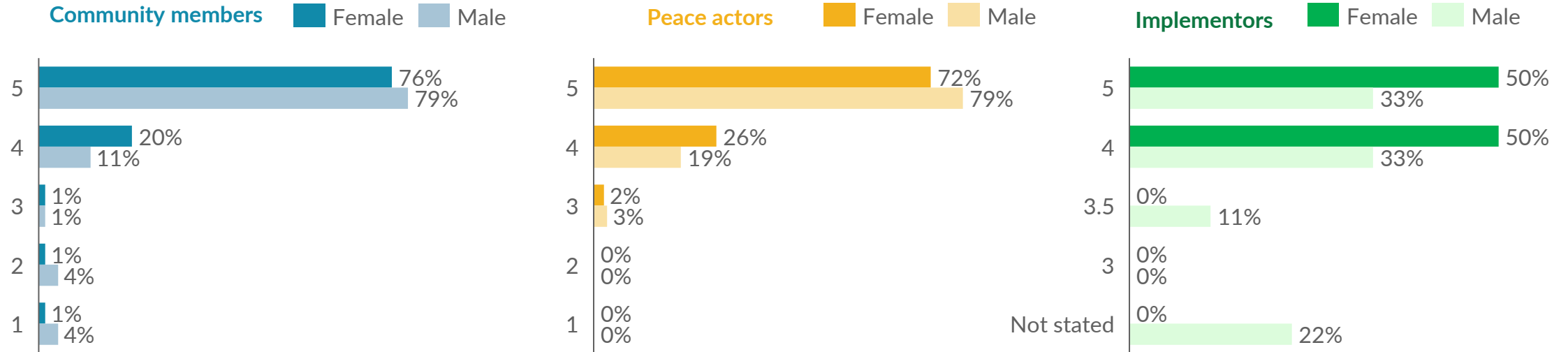
- However, communities in Delta and Edo state safety hasn't improved significantly due to **cultism, which is deeply rooted and needs more government action**

"Robbery has reduced to an extent, but cultism is still on the high side and needs more state sponsored interventions." ~ Female agent (Edo)

Community members, peace agents, and partners attribute the programme's high effectiveness to its community-centric and local ownership approach

Community members', peace actors' and partners' rating of effectiveness on impact of PIND programming

No. of respondents = 142 community members, 115 peace actors and 15 partners; %; 2023; (1 = ineffective, 5 = effective)



- Overall, respondents highlighted that PIND's interventions have been **highly effective in empowering the community to deal with conflict**, particularly due to its **end-to-end engagement** that includes working with **community members to identify context-specific drivers, dedicated training to address drivers and transferring ownership of the conflict identification and reporting tools to members and leaders (i.e., Prevent Council)**

"There's been a zero record of robbery because many people are enrolled in different peace trainings." ~ Female community member (Cross River)

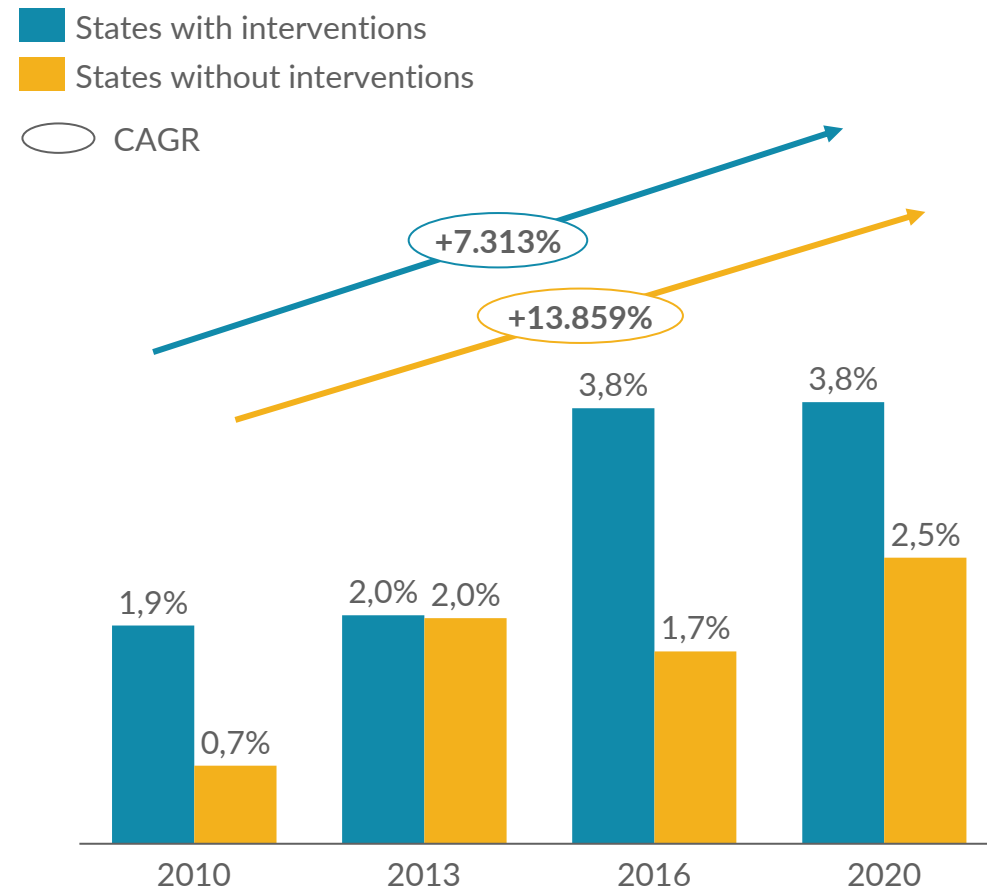
- While female implementing partners rated the programmes' effectiveness higher than men due to **positive safety changes in their ecosystem**, the female community members rated marginally lower due to the **broader array of gender-specific violence still impacting them**

"PND has covered a lot of areas, but I'm still afraid of sexual assault and rape." ~ Female community member (Edo)

Despite having a lower growth rate in incidents, PIND states have seen an overall increase in number of conflicts, with a higher number than non-PIND states

Reported conflicts in states with vs without PIND's peace building interventions as per the conflict map

Number of incidents reported per population, (%^-3); 2010 – 2020



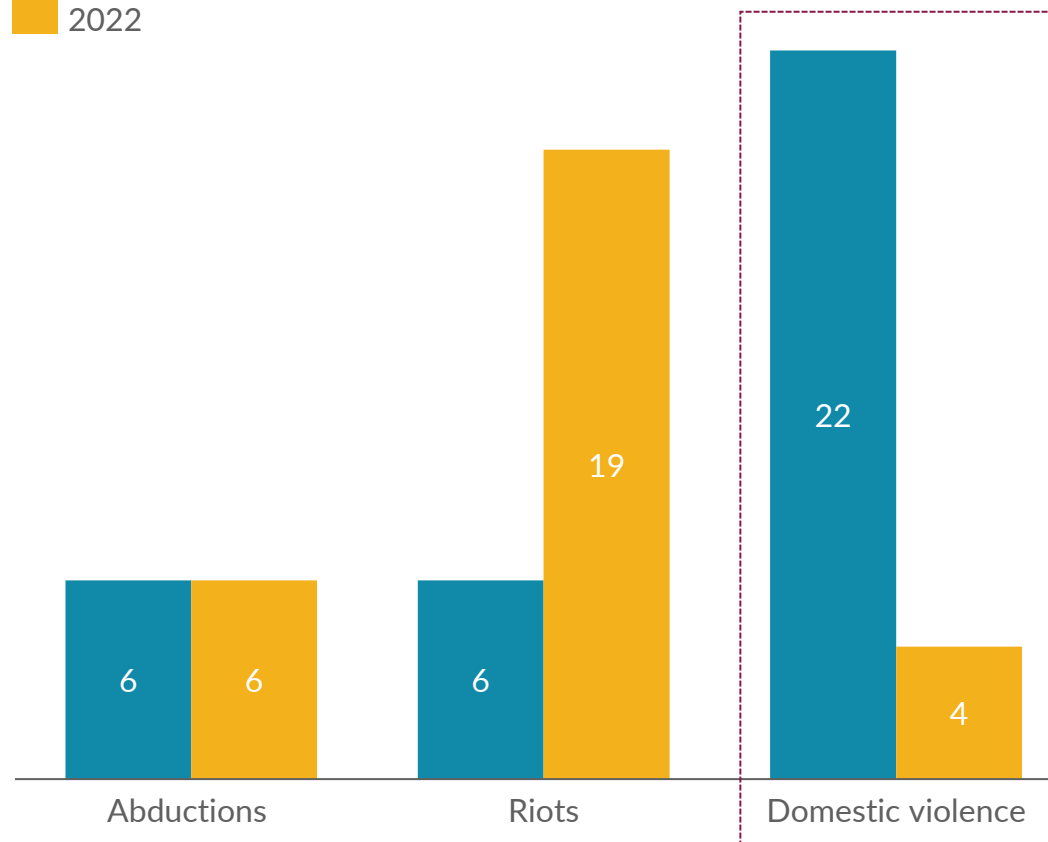
- Historically, the Niger Delta has been an area with reportedly high cases of conflict. With PIND's interventions, the states have **reported a slower per capita growth in incidents**. Furthermore, as of 2020, the growth has plateaued per capita indicating that programmes are likely taking effect in reducing conflict
 - PIND's community-centric and partner engagement approach that avails tools and mechanisms to address conflict could be seen as a **contributing factor to these efforts**. For example, in Cross River, where 89% of residents believe security has improved because of PIND, they established a rapid response system with government, enabling quicker reaction to incidents
- "Ever since the introduction of the new system with government, there has been reduction in oil bunkering and cultism."* ~ Peace agent (Cross River)
- "PIND and P4P do not shy away from reforming offenders."* ~ State coordinator
- However, it should be noted that the overall incidents of conflict remain high in the Niger Delta and if looking at data from 2013, the growth rate is higher than non-PIND states, requiring dedicated focus on conflict reduction efforts

Despite the reduction in domestic violence-related casualties, more needs to be done to address the persistent rise in issues such as riots in the Niger Delta

Reported casualties from insecurity incidents before and after PIND's interventions

Number of reported casualties, 2023

2016
2022



- When comparing results of the 9 states where PIND is active, there has been a significant reduction in casualties caused by domestic violence. Community members attribute this reduction to PIND's training programmes which instilled values of peace and how to cordially identify and resolve issues at the household level

"With what I learnt in the programmes, I do more in handling conflict in my household." ~ Female community member (Edo)

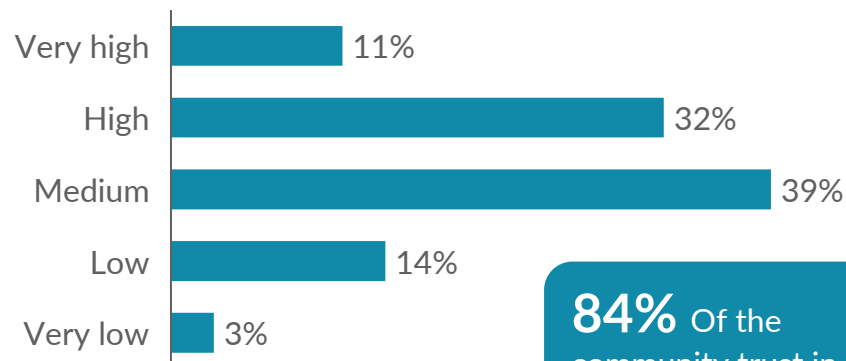
"I was taught how to reduce unnecessary quarrels that often led to death threatening cases." ~ Female community member (Bayelsa)

- Going forward, P4P could focus its peacebuilding efforts on sensitizing the community on the adverse impacts of violent riots, which have increased considerably over the past decade
- Despite the success stories, the number of conflict-related casualties have increased by 66% from 2,202 in 2016 to 3,356 in 2022, indicating the need for PIND and its partners to continue deepening their interventions in the Niger Delta

Residents feel more secure, and open to peacefully resolving conflicts, due to PIND's programming. However, there are mixed signals on trust in state officials

Community's perception of the level of social cohesion and trust

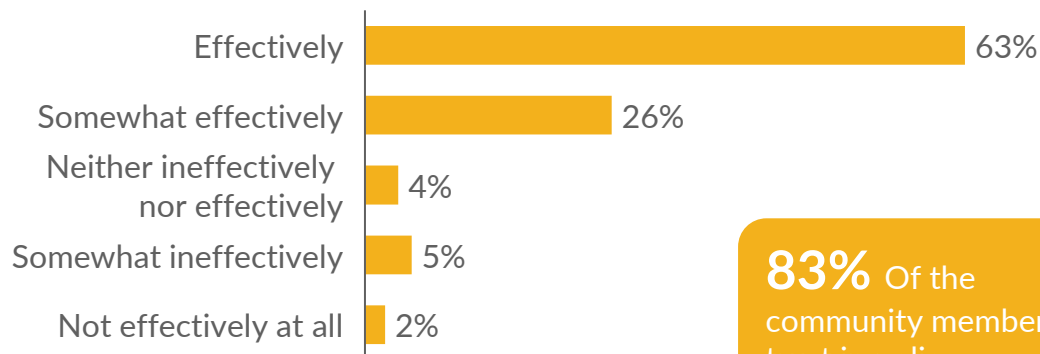
142 respondents; %; 2023



84% Of the community trust in local leaders

Community's perception on the peace efforts of state and society

142 respondents; %; 2023



83% Of the community members trust in police

- 82% of community members state that PIND's direct and iterative engagement has built a medium to high level social cohesion and trust. Additionally, the reporting mechanism that allows members to report incidents anonymously has **increased communities' willingness to support either as volunteers or information sources**

"Even when you report an incident, your number will be anonymous, and where photos are involved, we ask for consent. This builds trust allowing members to report incidents without fear of retaliation." ~ Central working committee member and Consultant

- The level of trust has also been transferred to **state agencies, CSOs and private sector actors working in the space**. Nonetheless, there are mixed signals regarding the state, **where despite the 83% of respondents trusting in the police, implementing partners believe the level is quite low in their communities**

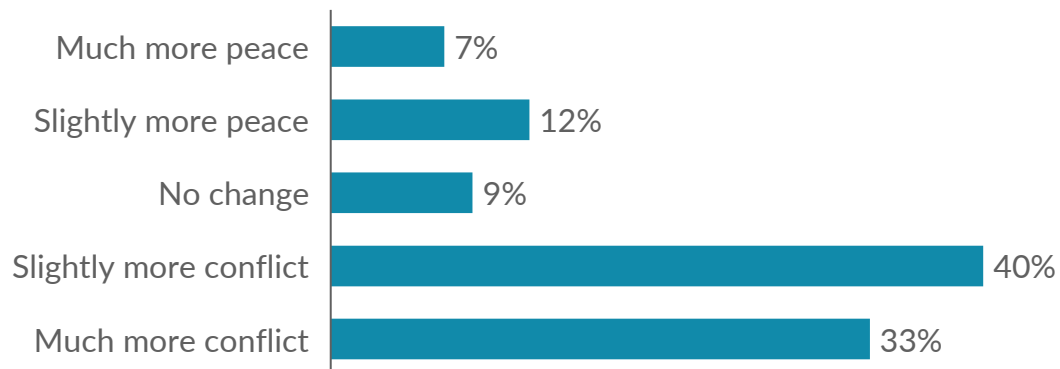
"State agencies are biased, leaning on tribal lands and requesting for bribes. Less than 10% of people have in trust in them." ~ NGO Partner

"People in Niger Delta have no confidence in state agencies. They prefer working with PIND." ~ Consultant

Further, there are mixed feelings over the sustainability of gains achieved, with members and actors fearing escalation of violence if PIND exits

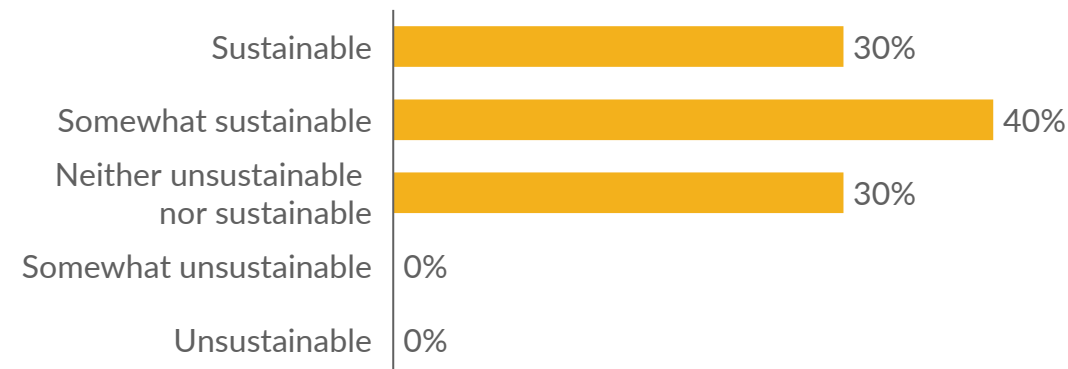
Respondents' perception of the environment if PIND stops peace efforts

258 respondents; %; 2023



Partners' perception of sustainability of PIND's peace efforts

10 respondents; %; 2023



- Coordinators and partners believe there is a moderate chance the peace gains achieved by PIND will be sustainable. PIND has developed a fit-for-purpose approach and systems that ecosystem players can adopt in their peace building interventions. Further, the programme has developed local sub-chapters where they actively train peace actors and community members to take ownership of initiatives

"The Prevent teams continues to hold meetings without our nudge." ~ Programme officer. "PIND has empowered existing structures such as the Prevent Council to continue the peace building efforts." ~ PIND Senior Team

- However, without PIND's structure and support, there is a belief that peace actors will deprioritize interventions and likely pursue more viable economic activities to sustain economic livelihoods. This sentiment is shared with community members who believe that without PIND's brand, the perpetrators will regain confidence to resume criminal activities and police will re-adopt violent resolution techniques

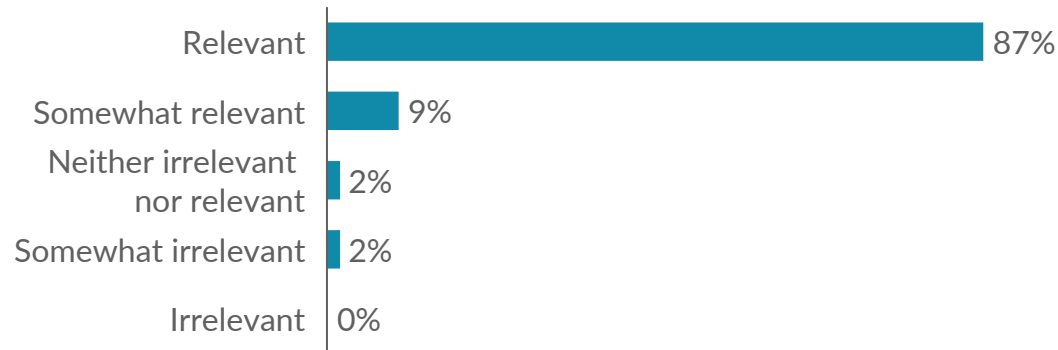
"There will be no peace talks, no early warning, and no quick responses to help. People will start misbehaving." ~ Female community member (Edo)

P4P and IPDU outcomes

Peace actors believe the programme was relevant to their environment and effective in building their understanding of conflict drivers

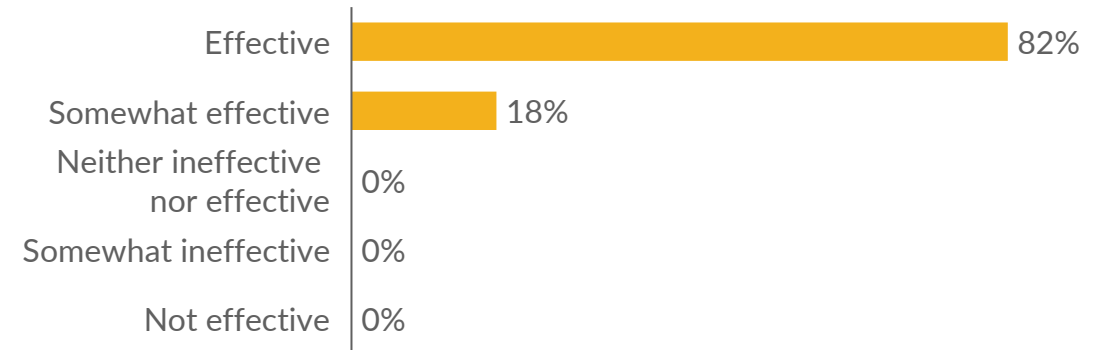
Agents' perception on the relevance/suitability of the programme to its environment

116 respondents; %; 2023



Agents' perception on the programmes' effectiveness in building their understanding of conflict drivers

116 respondents; %; 2023



- Peace agents stated that the programme was **highly relevant** to their environment since it sought to identify the (i) **most prevalent conflict issues and their drivers at the time** and (ii) **future triggers e.g., elections**

"It was relevant in identifying the most critical issue – cultists and their root drivers." ~ Female agent (Delta)

"It was relevant in that we were majorly facing boundary disputes, and that was what was discussed to be mitigated." ~ Male agent (Akwa Ibom)

- Further, peace agents note that the programme was **highly effective** in enabling them to **understand conflict drivers and mitigation opportunities**. For example, in Akwa Ibom, peace agents were taught i) key drivers of their boundary disputes including a definition of boundaries and land fertility, ii) mitigation avenues for these drivers, and iii) potential signals from the upcoming election which would exacerbate the issues

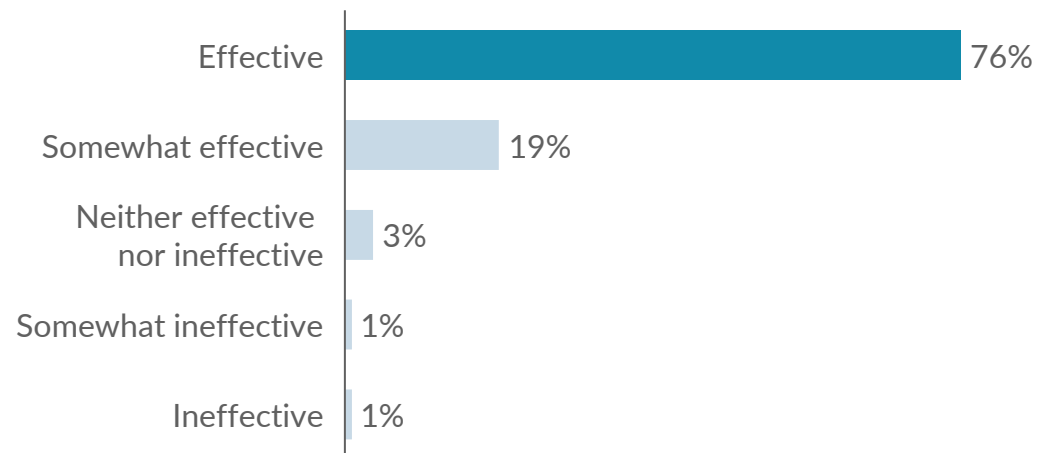
"I now understand triggers behind every conflict, and this has been advantageous when resolving conflict even among students." ~ Male agent (Ondo)

"PIND had new training modules that extended my initial knowledge regarding conflict resolution." ~ Male agent (Cross River)

Further, peace agents and partners believe IPDU to be effective in identifying root causes of conflict and coordinating early warning and responses

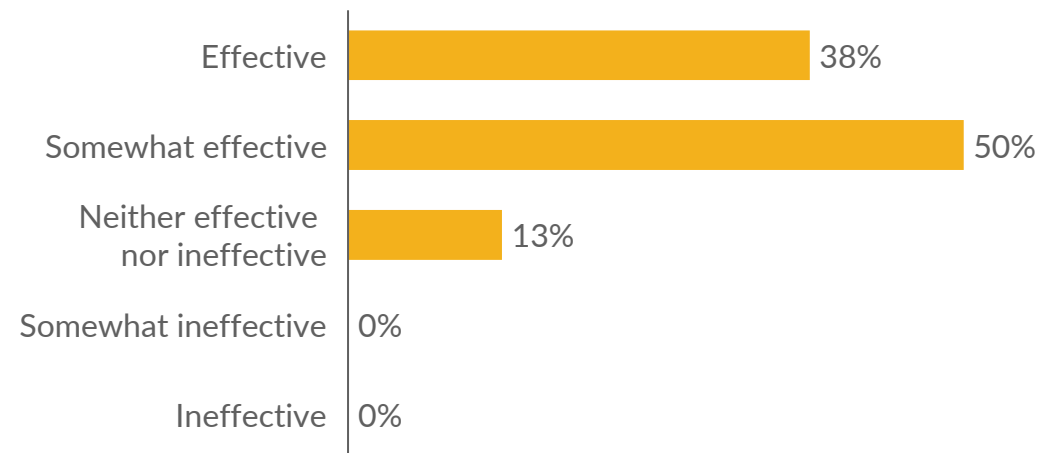
Peace agents' rating on the effectiveness of IPDU in coordinating early warning and response to conflicts

116 respondents; %; 2023;



Partners' perception on the effectiveness of IPDU research's ability to get to root causes

8 respondents; %; 2023



- Before the IPDU system, **decision makers identified limited access to accurate and timely data as key challenges impacting their activities**
- **The IPDU system is seen as a credible end-to-end conflict resolution innovation.** On one end, the system enables volunteers and community members to **report incidents confidentially, which builds trust.** Afterward, the received data is processed into a **conflict map and trackers** that enable P4P and partners to **design purpose-fit interventions to prevent/stop conflict in the identified hot-spot areas**

"IPDU's incidence trackers and map enable us to map the number of fatalities, location of incidences, and background of the conflict, essentially informing us what is happening and where we should focus on first." ~ Programme officer

"Its effective because it helped and stop most of the challenges from happening again in the community." ~ Male agent (Delta)

PIND's early warning system has been integrated by ecosystem actors to facilitate decision making and broaden institutional impact



Early warning system

- 100% of the interviewed implementing partners (NGOs) stated they are aware of ecosystem actors actively integrating the IPDU conflict map and trackers. These stakeholders include members within and outside the Niger Delta Peace and Security Network*
- These organisations incorporate the data into their decision-making frameworks, enabling them to design their interventions targeting communities with the highest safety risks

"We believe in IPDU's data analytics and results. Hence, we always cross-check our data with IPDU's before committing to any intervention." ~ NGO partner

"During the prevent council inauguration, organisations such as Universal Peace Harmony publicly testified that PIND early warning signal was effective in their conflict management." ~ Male peace agent (Cross River)

"In Abia state, our stakeholders highly trust the information emanating from IPDU. No one refutes it." ~ State coordinator

The lists of organisations actively using the system include (in alphabetic order and non-exhaustive):



AAPW



Search for
Common Ground
Trust, Collaboration, Breakthroughs

Particularly CIEPD and SFCG have reported using the system to develop proxies to inform initiatives beyond the Niger Delta

The IPDU's information and PIND's expertise has enhanced collaboration in the ecosystem, particularly with PIND influencing landmark policies

Summary and context

Key impact areas

PIND vs trends

P4P and IPDU outcomes

- In totality, the information disseminated through the IPDU system has influenced more than 100 pieces of research, helped rapid intervention on 300 cases of conflict, and delivered over 200 trainings

"The IPDU data has informed many academic pieces." ~ Programme officer

- The wealth of information in their ecosystem and depth of expertise has earmarked PIND as a leading organisation to partner with on safety and security in the Niger Delta. More specifically, PIND is working deeply with the government to develop policies and strategies to **enhance the sustainability of the peace interventions**

Examples of policies and strategic documents led by PIND (non-exhaustive)



Niger Delta Security Framework

- PIND is supporting the Ministry to develop a security framework for participatory incident reporting and strengthening of rural-urban security in the region
- *"The gov't recognizes PIND as the foremost authority on peace building issues in the Niger Delta." ~ Gov't official*



Niger Delta Development Commission (NDDC)

- PIND was added to the NDDC think tank to shape the strategy for achieving sustainable regional development



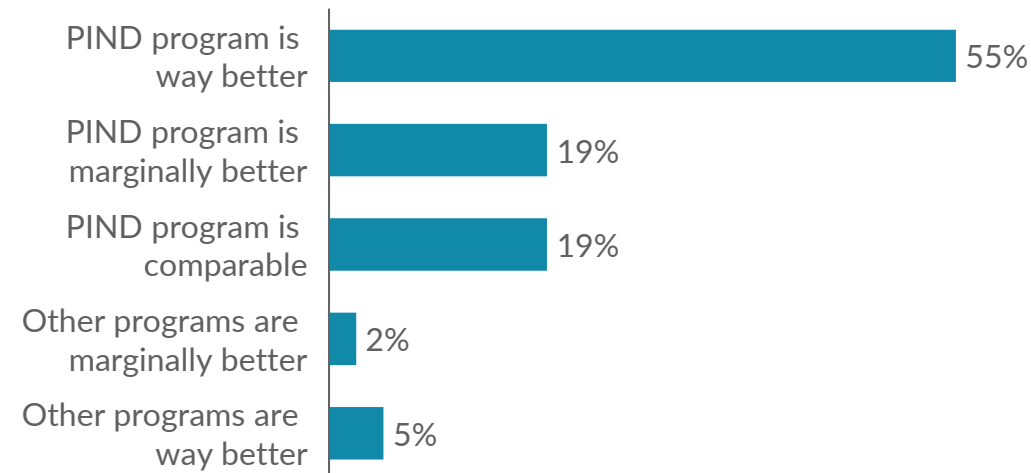
Ondo State Agricultural Policy

- The document articulates strategies aimed at stimulating economic growth, employment generation, and enduring food security in the State
- *"We used the wealth of data from our programmes including IPDU to update Ondo's Agricultural policy, last revised in 2005." ~ Central committee member*

PIND's peacebuilding is considered better compared to others in the Niger Delta due to its intentionality, engagement model and early warning system

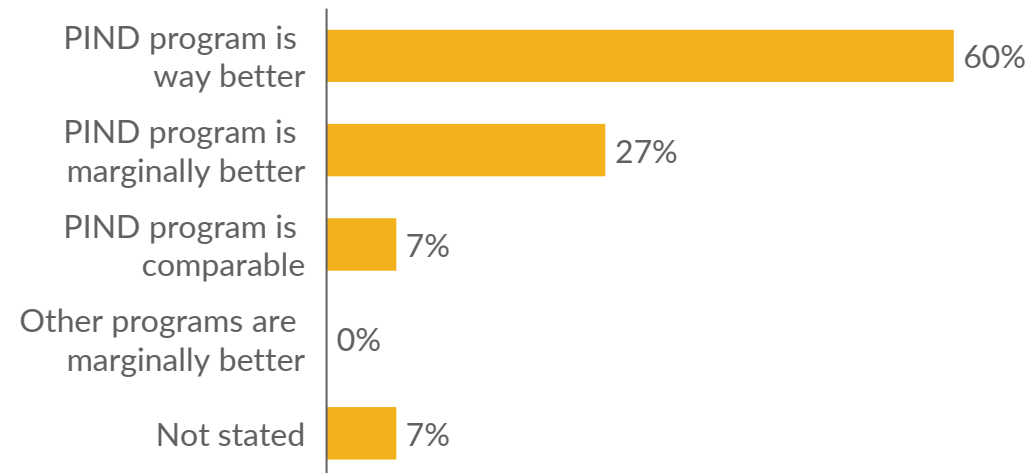
Peace agents' rating of PIND's peacebuilding comparability

116 respondents, %; 2023



Partners' rating of PIND's peacebuilding comparability

14 respondents; %; 2023



- When asked to compare PIND's programming to other initiatives with similar objectives and community engagement modules, **peace agents, state coordinators, and partners primarily rated PIND's programme as 'way better' than other organisations.** This rating is primarily due to its **intentional and invested focus on peacebuilding, its collaborative engagement with the community and ecosystem actors, and the early warning system that provides evidence to tailor interventions in the Niger delta**

"PIND has clearly defined peace-building and conflict resolution as a vital impact area and not an add-on to other work." ~ State coordinator, Delta

Despite its success, committee members, coordinators and partners identified a need for consultation in design and improvement in incentive and linkages

Summary and
context



Inadequate consultations at design affect peace outcomes

- State coordinators and NGO partners believe they are consulted inadequately in the initiative design. Overall, PIND has done well in identifying conflict drivers in communities, but the partners highlight that their limited involvement in design leads to a one-size-fits-all approach

“We often report to PIND on the need to re-design initiatives to ensure they fit with our local communities.” ~ NGO Partner

“PIND can improve stakeholder involvement during design to limit later changes.” ~ Consultant

Key impact areas



Linkage gaps between IPDU/PIND and state authorities

- There are variations in working relationships with authorities, with some peace actors experiencing linkage gaps, particularly with the IPDU system. As examples, in Ondo, P4P actors have cemented an effective relationship, enabling a clear linkage between incident reporting, police response, and adoption of alternative conflict resolution. Nonetheless, in Edo, authorities are not as receptive, limiting the effectiveness of the IPDU system, which partners view as a sound detection system hampered by limited follow-up protocols
- Beyond the IPDU system, limited linkages between efforts affects the community engagement in programming. While initiatives factor in state cooperation in design, peace actors are at times restricted from engaging communities due to a sense that their interventions are duplicating or contradicting government efforts

“An early detection system is only as good as its response.” ~ NGO partners

“In Edo, we were repeatedly cornered and questioned by authorities.” ~ State coordinator

Recommendations to these challenges found in the next few slides but also in the recommendation slides

P4P and IPDU
outcomes

A significant opportunity for PIND is to strengthen the linkages between its two pillars to sustain the peace building efforts

Economic opportunities for youth

- The peace-building team noted that **chances of sustaining peace are limited in cases where there are few economic activities to support volunteers**. Hence, **enabling** a select group* of peace volunteers to participate in PIND's economic activities creates a **higher value proposition for them to join and stay in the programme**.
- Additionally, by engaging the select peace volunteers, the PIND programme has an **existing, cost-effective branch to scale its economic development goals**
 - **Example.** There was an initiative in Ondo where State coordinators enrolled reformed youth cultists in a skill acquisition training to increase their chances of engaging in meaningful economic activities. Unfortunately, **the programme was only made available to ~ 20% of participants due to funding constraints**. Nonetheless, this example shows the promise of linking the two pillars, since the trained youth members have not re-engaged in criminal activities
 - PIND can build off this example and **explore end-to-end programmatic synergies that tie peace building, to trainings and available economic opportunities in the energy and agriculture sub-pillars**

Quotes from stakeholders

"The programme should create a nexus between peace-building and livelihood support, effectively improving self-sufficiency and easing peace advocacy efforts." ~ Male peace agent (Cross River)

"The programme should create a nexus between peace-building and livelihood support, effectively improving self-sufficiency and easing peace advocacy efforts." ~ Male peace agent (Cross River)

PIND also needs to invest in strengthening P4P’s feasibility and evaluation capabilities to improve effectiveness of peace building efforts

Summary and context

Key impact areas

PIND vs trends

P4P and IPDU outcomes

Investment in feasibility studies and partner engagement

- Investing in mini-feasibility tests and engaging partners early will enable PIND and P4P to shift from a one-size-fits-all approach to targeted tailoring of interventions to best suit communities. Practically, the peace pillar could adapt MSD’s pre-diagnostic approach that informed the focus sectors/VCS* – to inform activities
“We receive interventions from top teams, but they are not as successful since there were no feasibility studies that highlighted the support needed to address conflict drivers in our state.” ~ State coordinator
- Actors noted that climate change effects are significant conflict drivers. Hence, within the feasibility studies, PIND and P4P need to embed (I) an early detection mechanism for climate-related conflict and (II) provide solutions to address the drivers
“For example, the continuing farmer and herder clashes are a result of a mini-drought limiting food options.” ~ NGO partner

Investment in rapid MEL

- Strengthening MEL mechanisms can improve the focus and effectiveness of interventions. Specifically, rapid MEL in the first 3-6 months creates a loop where the peace actors capture early insights/learnings to inform the team on the areas to redesign and pivot
“In the case where there are limited feasibility studies, the rapid MEL will enable us to pivot the intervention’s focus if needed at an early stage, to provide us with higher chances of success in our peace efforts.” ~ State coordinator

Finally, peace agents and partners believe PIND should improve its awareness efforts and better coordinate with government to enhance overall outcomes

Summary and context

Key impact areas

PIND vs trends

P4P and IPDU outcomes



Create more awareness in the community

- Community members believe that PIND and P4P could better leverage tools and existing channels to **create more awareness of their programme** and the benefits of learning conflict driver identification and resolution. Three pathways exist:
 - Leverage their other economic pillar programmes to inform beneficiaries of peacebuilding efforts and their importance as a backbone for economic development
 - Leverage their social media channels to share more information on the programmes, its objectives and outcomes
 - Continue deepening engagement with traditional leaders who have convening power to direct rural members into peace efforts

"Often, when we go for interventions, people do not listen to us because they do not know us. So, I'd like them to improve on creating awareness, sensitizing more."

~ Male agent (Akwa Ibom)



Better coordination with government

- Agents and partners believe that increasingly collaborating with government and leveraging its mandate and reach can improve the effectiveness and sustainability of PIND's peacebuilding efforts. Two pathways exist:
 - Build the internal capacity of government to implement the security framework and other related policies that PIND is supporting to draft. Otherwise, there is a high likelihood of diminished returns from sub-optimal implementation
 - Sign MoUs with the local police to ensure they better respond to the early warning reports and, when appropriate, adopt alternative resolution mechanisms.

"The optimal way for PIND to build sustainability of its projects is to engage government in its programming, where they leverage each other strengths: technical capacity and reach." ~

Donor

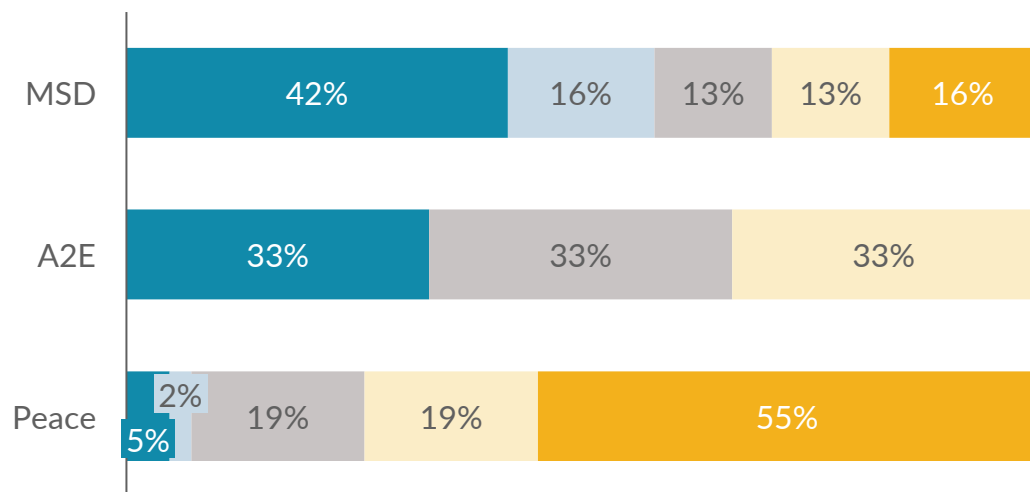
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Overall, beneficiaries perceive PIND to be marginally better or comparable. Peacebuilding is ranked way better due to its critical role in the Niger Delta

Beneficiaries' comparison of PIND's programmes against others in the region

77 beneficiaries; %; 2023



- While peacebuilding is less sustainable without PIND support, it is the highest ranked due to its unique yet important mission of establishing peace in the region, which is the bed rock for economic empowerment. *"The community understands that peace is very crucial for our livelihoods. That's why we need this programme."* ~ Peace agent (Bayelsa)

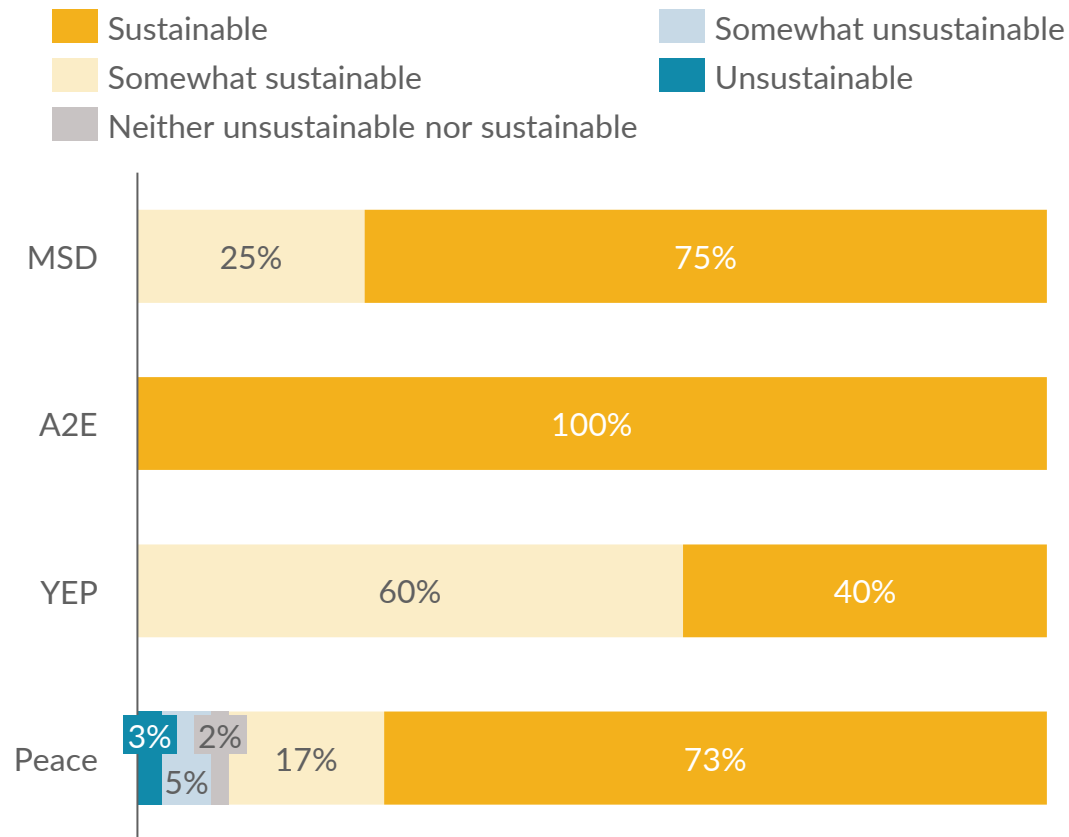
"The training given to peace champions and community members makes them to love and value life." ~ Female Peace agent (Akwa Ibom)

- Though rated lower, economic programmes stand out from others in the region due to 1) **Robust technical skills** offered during the training sessions, and 2) **Intentionality** to link trainees to job and entrepreneurial opportunities
- The key reason beneficiaries might not recommend PIND programming or opt to join others is due to the **limited opportunities to access financing@** after the training

A2E is viewed as the most sustainable programme due to the economic opportunities created, while YEP is seen as the least sustainable

Beneficiaries' and partners' rating on sustainability of PIND programming

276 respondents; %; 2023

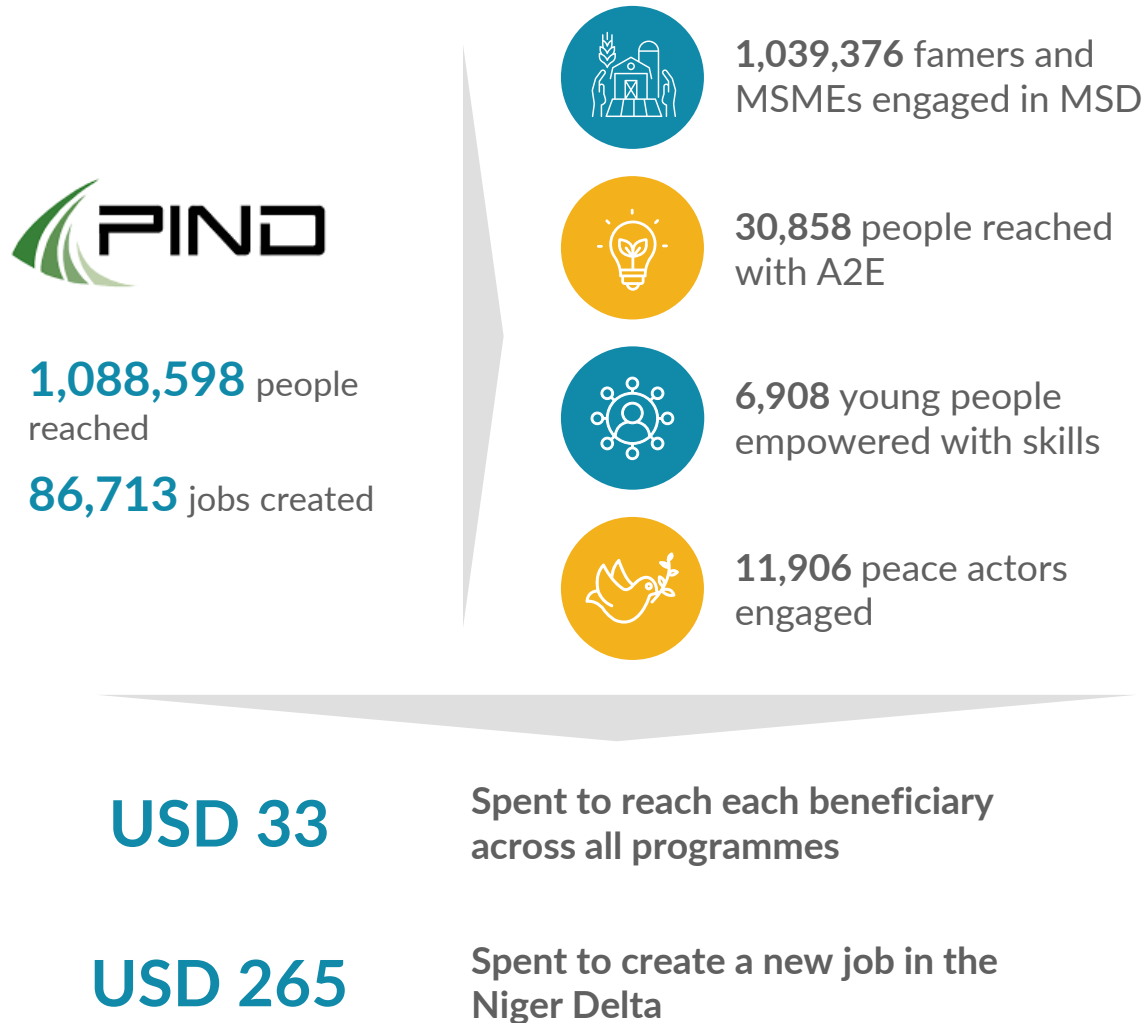


- **The A2E programme is seen as most sustainable** since the gains achieved through improved energy, including access to online learning materials, business scaling due to longer operating times and leveraging more electrical equipment and others, will easily outlive PIND's programming
- **Conversely, YEP is seen as least sustainable** primarily because implementing partners and beneficiaries believe that with **constrained linkages to waged employment and limited access to capital**, the learnt skills will not be put in productive use in the medium term

"There is a high likelihood that we will not be linked to jobs, and I fear that all the skills learnt will be wasted." ~ YEP beneficiary

PIND is 'efficient' in influencing the creation of new jobs, and could improve further by enhancing internal operations to elevate programme delivery

PIND's reach and job efficiency (2010 – 2022)



- PIND allocated USD 23 million for economic programmes¹, influencing the **creation of 86,713 new jobs between 2010 and 2022**, translating to **USD 265 spent per new jobs**
- The World Bank estimates that it takes **between USD 500 and USD 3,000 to create jobs in donor-funded programs**, meaning that PINDs' efforts are considerably '**efficient**'. It should be noted that the cost is below the World Bank spectrum since PIND and its partners focus on linking **many beneficiaries to entry-level jobs to start their careers**
- Internally, there are operational inefficiencies including i) **60–90-day delays in fund disbursements** impacting YEP and MSD partners leading to late purchases at higher costs, and ii) **high staff turnover and long onboarding processes in 2022-23** impacting continuation of the MSD programme
- To improve operational efficiency, PIND could i) **institute systems and process that expedite disbursements**, and ii) **embed better transition planning and knowledge sharing**

PIND's models have been tested and are being adopted in the Niger Delta, resulting in sustained impact beyond PIND's direct efforts



Improved coordination in value chains

- PIND has built capacity of convening associations to better coordinate linkages within VCs.* Further, PIND has facilitated the introduction of domestic players to international actors elevating them to global standards
- Partners are enabling registration of beneficiaries' entities with the Corporate Affairs Commission*
- **Models adopted by: Oil Palm Growers Association**



Demand-driven training models

- PIND's training models from MSD and YEP are being replicated by state governments running similar trainings for farming and youth upskilling
- For example, Rivers state government is working with a mini-PIND (Aqua Green) to develop a module and train youth on aquaculture farming practices
- **Models adopted by: Rivers, Delta and Edo State Governments**



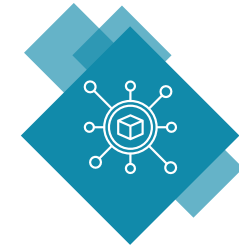
Early warning systems

- organisations are incorporating data from early warning systems into their decision-making frameworks, enabling them to design their interventions targeting communities with the highest safety risks
- **Models adopted by: CIEPD, AAPW, and SFCG**



Advisory/technical guidance

- Leveraging the technical capacity, implementing partners are now advising initiatives focusing on sectors within/beyond the Niger Delta
- Using these technical skills to support policies such as the Security Framework and Economic Blueprint
- **Models adopted by/Beneficiaries: Nigerian Red Cross, River State**



Bridging the digital divide

- With improved access to energy, communities are able to access and use technology to access learning materials, entertainment, and news, overall improving their digital literacy and closing the digital gap
- **Beneficiaries: Coastal communities in the Niger Delta**

Note: 51% of MSD MSMEs are registered with the Commission. Source: Dalberg analysis, 2023

Yet, constraints such as high staff turnover and delayed disbursements hinder the programmes from meeting their full potential

High staff turnover

- PIND's partners have recently observed a high turnover of key staff which has affected engagement with partners and takes away from its effectiveness in achieving its outcomes
- In as much as the staff are replaced, time and impact are lost before the new staff get up to speed with the operations and fill the gaps

"Within the space of one year, four key staff have left for other organisations. This is having a negative effect as the new ones (staff) cannot operate at the same level." ~ Implementing partner

Fund disbursement delays

- Implementing partners and internal teams report up to 60–90-day delays in accessing funds. These delays are caused by late requests and non-compliance of the required grantee 'financial release' documents
- With the late release of funds, partners are unable to acquire necessary materials on time and sometimes end up paying higher prices than the budgeted. Additionally, implementors experience additional pressure from supervisors who expect deliverables within the original work plan

"If PIND can release budget money on time, it will help us get raw materials on time and at better prices." ~ Implementing partner

While PIND has done a good job ensuring equal participation, it could be more intentional about customizing programming and thinking about the system

Gender insights

A sense of safety

- Across all the programmes, female beneficiaries noted the peace-building programme as having the most impact, this is because they now have a higher sense of safety that enables them to move freely and engage in economic activities

Lack of customization

- In conversations with partners, there were anecdotes of how “women are great at managing resources”, and often show better results (for the YEP program). Such nuances around women’s performance could be leveraged to inform programming
- However, while there is a quota requirement on the number of women participants per programme, there is no programme customization for women

“No, there is nothing like that (customization for women), our programme is in line with conventional practices. Most of our activities are male-oriented but women also have their own areas (processing and marketing) in the value chain where they have focused.” ~ Implementing partner

“Currently we are not focused on customizing or assessing impact by gender, we will do it 3-4 years after installation.” ~ Implementing partner

Social cohesion/ community considerations

Rural youth

- While PIND successfully engages urban youth for the YEP program, there is a need for concerted efforts to include more trainees from rural areas. PIND could consider establishing a transportation allowance for trainees living beyond a 10 km radius

Understanding the community

- Finally, in discussions with some academics that PIND works with, it was noted that PIND should consider the community as a system, understanding where the opportunities lie and how the relationships between people could support employment.

We need to actively include the rural youth to extend the impact of this programme. Currently, we are not supporting 50% of our young people.” ~ Implementor

PIND's capacity-building is creating positive change; nonetheless, respondents believe PIND should explore opportunities to build financial sustainability

Capacity building insights

A strong network of technical partners

- In the economic pillar, PIND has built the technical capacity of implementing partners, associations, and MSMEs by training them on agronomic practices and organisational management. Likewise, in peacebuilding, PIND has trained peace actors and the Prevent Council on conflict identification, resolution, and mitigation, which has enhanced their capacity to foster peace building

"PIND is trying to build the capacity of local organisations to do similar work as them. We call them 'Mini-PINDs.'"

~MSD co-facilitator

Cross cutting analysis

Business development insights

- Business development is a critical element for PIND to build alternative sources of income to reduce reliance on singular donors and boost its growth as an influencer and multiplier in the Niger Delta
- Through our surveys, we have heard diverse avenues PIND could consider:
 - **Advisory services:** PIND could position itself as an entity providing consulting services to foundations seeking to institute economic and peacebuilding initiatives in the Niger Delta
 - **Product commercialization:** PIND could position and market the economic and peacebuilding index currently in development
- Further, **donors noted internal BD capacity needs to be improved to allow for more partners to come onboard.** Improving BD capacity will strengthen various outcomes. For example, it could support partnerships on productive use of equipment for A2E or with employers or with job orgs like Jobberman for YEP, etc

"There is need to consider BD avenues to ensure that PIND is financially sustainable to carry on its activities." ~

Board member

"As much as we are considering business development angles, we should consider conflict mandate and taxation implications of setting up commercial activities." ~ PIND senior team

PIND has developed strong economic and peace building policies, but needs to amplify and clarify its communication

Target progress

PIND's collated results show quite extensive communication mainly through forums, media reports, and newsletters. Further, donors have also highlighted that PIND is a good communicator, especially at the project's outset

"PIND is good at articulating the focus areas of its projects at the initial negotiation and design stages." ~ Donors

Improvements on clarity and awareness

Unclear communication – MSD and YEP beneficiaries highlighted that they expected the promised financial support in the form of loans and inputs to start/sustain businesses

"When I joined the programme, they promised money to start businesses which they did not give. We ask for clarity on this."

~ Female MSME beneficiary (Cassava)

Constrained awareness - Economic and peacebuilding partners and beneficiaries noted that PIND needs to improve awareness of its programs and its objectives in the Niger Delta

Thought leaders

PIND's strong technical know-how, experience in the Niger Delta, and extensive partnerships have earmarked them and their implementing partners as key thought leaders supporting economic and peacebuilding policies.

Examples of policies being drafted: (1) Access to arable land for small holder farmers, (2) Multiple taxation and illegal levies, (3) Peace & Security framework

"The government sees PIND as critical enabler; hence, we are working with them to draft the Peace Framework." ~ Executive government official

However, there is a need to ensure these efforts lead to increased government partnerships

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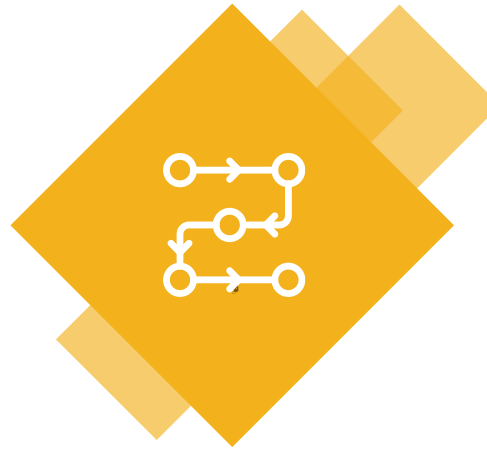
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Our recommendations falls into four categories: 1) cross-cutting; 2) programmatic shifts; 3) new models of delivery; and 4) new investments needed



Programmatic shifts

- *Detailed explanation*



New delivery models

- *Detailed explanation*



New investments/resources needed

- *Detailed explanation*

Cross-cutting recommendations

PIND needs to explore engaging government and donors further, and building its internal BD capacity

Cross-cutting

Recommendations below cover all programmes

Government participation



- PIND could achieve and sustain greater gains across programming through increased government participation to support systems change. PIND could consider **public-private partnerships** – where they co-invest in initiatives in the Niger Delta, leveraging PIND's technical capacity and government's reach
"PIND is great at achieving project outputs, but to achieve systems change, they need the government to take on its approaches. This could be presented in the form of public-private partnerships." ~ Donor
- **Risk(s) to mitigate:** Developing partnerships could involve prolonged bureaucratic processes. PIND would need to set up a scheduled timeline that is agreed on upfront and a multi-pronged approach, developing relationships with multiple stakeholders. A MoU should be developed inclusive of performance indicators to support progress

Donor engagement



- PIND should extend engagement with donors beyond the design phase throughout programming to collectively rework/pivot programmes toward their objectives. Donors could contribute to technical expertise that could be valuable in solving implementation bottlenecks affecting the programmes and best reposition them to achieve systemic outcomes
"PIND's engagement was robust at the design, but it would have been effective if they continued engagement on implementation." ~ Donor
- **Risk(s) to mitigate:** Without proper planning, engaging multiple parties in the implementation stages might lead to protracted processes that limit effectiveness. This will require structured engagement plans

BD capacity



- PIND should develop its internal BD capacity to enhance partner and donor engagement. Partnerships could support across multiple outcomes for programming such as equipment for A2E and job linkages etc.
"There is need to consider BD avenues to ensure that PIND is financially sustainable to carry on its activities." ~ Board member
- **Risk(s) to mitigate:** PIND could lose track of programming with a focus on partnership and BD development, but to mitigate this should ensure that there is specific teams that focus on BD

PIND needs to improve internal systems to enhance efficiency, leverage existing tools to improve awareness and standardize training materials

Cross-cutting

Recommendations below cover all programmes

Efficient fund disbursement



- PIND needs to improve internal processes to disburse funding and support more efficiently to partners. Two pathways exist:
 - Institute workshops and service lines to provide technical support to prospective grantees on filling the grant requirements
 - Develop a feedback system that (i) communicates clear deadlines after which grants will not be considered, (ii) communicate exact reasons why grant documents are not considered successful, (iii) communicates the time horizon from which funding will be disbursed after successfully filling grant documents, (iv) ensure internal checks that flag if payments are running behind schedule, and (v) measure timeliness of team to manage and disburse funding against performance indicators

“PIND could consider a feedback system to address delays affecting vendors and internal teams.” ~ Donors
- Risk(s) to mitigate: PIND would need to invest time and costs to institute a new system/synergize existing operations. Further, PIND would need to develop a mitigation plan to cover initial onboarding challenges as teams familiarize themselves with this system

Increased awareness



- PIND needs to leverage existing infrastructure and tools to improve awareness of its programmes, especially the economic pillar. Three pathways exist: i) Scale social media advertisements with youth-related content; ii) Leverage the peace agent network; and iii) Deepen engagement with traditional elders, especially in rural areas
- Throughout awareness campaigns, PIND needs to be clear on the specific offerings of programmes from onboarding to implementation

“They should share more on social media platforms to increase awareness about the programme.” ~ Male farmer (Aquaculture)

Risk(s) to mitigate: While social media can amplify awareness, it can also amplify failure and so should be effectively managed/monitored

Standardization



- PIND should consider the standardization of training modules, equipment and services in each sector. This could be in the form of instituting minimum requirements for its implementing partners

“Some sites have world class facilities, while others barely have equipment, which could lead to vastly different learning outcomes.” ~ Researcher
- Risks to mitigate: PIND would consider resources needed to periodically cross-check the minimum requirements across each site

For MSD and YEP programmes, PIND could consider deepening post training support; while for YEP specifically, PIND could deepen waged job linkages

Post-training support



Recommendation below cover MSD and YEP programmes

- Across YEP and MSD programmes, PIND could consider extending post-training support to increase the likelihood of trainees accessing jobs or scaling entrepreneurial opportunities. Two pathways exist:
 - **Mentorship and practical support** – PIND could work with implementing partners to formalize support systems where past trainees can gain practical support regarding agronomic practices and business registration and avenues to advance the training received within the programme
 - **Networking platforms** - PIND could engage with entities such as the FATE Foundation to tap into/develop networking platforms for their beneficiaries
- *“They could add all of us onto platforms to discuss ideas and link to markets.” ~ Female farmer (Poultry)*
- **Risk(s) to mitigate:** To manage expectations, PIND needs to be clear where the support ends, i.e., the maximum number of years for support to ensure it has enough capacity to onboard and support new trainees

Recommendation below covers YEP programme only

Matching support



- YEP programme has been good at ensuring internship opportunities, but **PIND can play a connective role in matching implementing partners to corporates/organisations for jobs**
- *“PIND and the trainers can provide further support to place in paying jobs, so that we do not waste the learnt skills.” ~ YEP male beneficiary*

Additionally for MSD, PIND needs to customize its training for women in specific value chains and integrate more climate smart modules

Recommendations below cover MSD programme only

Gender customization



- Collaborating with implementing partners, PIND needs to explore opportunities to customize training for women who are often located in specific parts of the value chain. The customization could target:
 - Deeper soft skills training identified as a more significant issue for women
 - Higher targeted number of women that are able to access post-training financing support since women have less resources and often find it difficult to access loans

“In our palm oil value chain, we notice that women constitute ~90% of people in processing and marketing.” ~ MSD service provider

Climate smart techniques



- PIND and collaborating partners need to continue **deepening climate-smart practices for MSD beneficiaries**. This is particularly important given the impending climate impact on food systems and security in the Niger Delta and its potential to trigger conflict

“PIND and the trainers can provide further support to place in paying jobs, so that we do not waste the learnt skills.” ~ YEP male beneficiary

PIND could explore opportunities to strengthen linkages across pillars and re-evaluate exit strategies

Cross-cutting

Programmatic shifts

New delivery models

New investments needed

Recommendation below cover MSD programme only

Synergize pillars



- PIND needs to strengthen linkages between economic and peace-building pillars to sustain gains of both efforts. Two pathways exist:
 - **Profile the interest, expertise, and experience of peace actors** to inform the economic programme pillar that best suits them
“The Peace and MSD managers could work together to see which peace actors are best placed to join the programmes. Though we have to be cognizant that reaching all 11,000 at a go won’t be possible.” ~ PIND Senior Team
 - **Explore opportunities to link peace-building efforts to companies’ community engagement budgets.** For example, peace actors could be linked to companies to report on current and anticipated security concerns that better prepare the companies. In turn, the organisations could incentivize the network from its CSR budgets
- **Risk(s) to mitigate:** PIND risks creating an expectation that each of the >11,000 peace volunteers will participate in economic building; hence, the need to place clear caveats on who participates across pillars

Exit strategy re-evaluation



- PIND to re-evaluate exit strategy parameters, especially assessments on the readiness/capability of actors to continue sustainably
“PIND leaves initiatives a bit too fast; without opportunities to ensure their implementing partners are well strengthened for the long term.” ~ Donor
- **Risk(s) to mitigate:** PIND would need to invest additional time and cost to cover to assess and implement the new exit strategy

For YEP and MSD, PIND could explore online classes, while for A2E, they could consider supporting partners in a clustered approach to scale the programme

Cross-cutting

Programmatic shifts

New delivery models

New investments needed

Recommendation below cover MSD and YEP programmes

Online classes



- **Institute online classes for students to solve the high transport costs and limited agency issues.** Practically, PIND could set up the initial theoretical lessons as virtual classes before re-engaging the youth physically for the practical units. Moreover, PIND could consider a staggered practical session system where a select number of students attend each lesson to avoid overcrowding
“There should be online classes because my house is very far from the training location, and I’m worried about missing classes.” ~ YEP female beneficiary
- **Risk(s) to mitigate:** The model will create the demand for additional support on laptop and internet provision, which PIND and its implementing partners will need to evaluate the likelihood of offering and access to computers/internet more broadly

Recommendation below covers A2E programme only

Clustered approach



- **The A2E program could consider adopting a clustering approach, where they support implementing partners across a cluster of communities closer to each other,** making it easier to scale reach. This approach could increase scale while minimizing associated costs
“Community clusters could maximize impact and economies of scale.” ~ A2E implementing partner
- **Risk(s) to mitigate:** Covering a larger cluster will require more funding, which will need focused dedication of fundraising to scale these operations

Finally, PIND need to think about innovative ways to provide more access to finance at a larger scale for MSMEs and farmers

Cross-cutting

Programmatic shifts

New delivery models

New investments needed

Recommendation below cover MSD and YEP programmes

Review of SK Capital



- PIND should consider how to expand the Sombreiro Capital offering, reach more farmers and MSMEs, and create loan terms that can support **more of the market**. To date SK has reached about 1,000 farmers over the last two years. Beneficiaries noted that the loan process is stringent limiting many farmers from accessing the loan. Solving the bottlenecks might increase access to finance for MSMEs which is identified as their primary issue
"I'm yet to fully understand Sombreiro capital and what it could do for my business." ~ MSD service provider
"Sombreiro Capital has tougher loan conditions than regular banks." ~ MSD co-facilitator
- **Risk(s) to mitigate:** Expanding the guarantee offer could increase the chance of default and as PIND holds the guarantee could create additional financial risks

Blended finance schemes



- PIND could also consider developing other blended finance mechanisms in collaboration with partners. At the design stage, PIND could map external lending entities such as the Nigeria Youth Investment Fund and co-develop guaranteed, concessional loan mechanisms for beneficiaries
"Access to finance is an ecosystem issue and PIND should look for partnerships to solve this." ~ Donor
- **[YEP]** From these schemes, PIND could consider providing more immediate financial support in terms of small business loans and financial training. In collaboration with the trainers, PIND could develop an **assessment matrix based on performance to identify beneficiaries who would be suited**. Moreover, the trainers could act as **accountability supervisors**, providing advisory support for their former beneficiaries
- **[MSD] Climate products:** PIND should bolster the MSD programme with innovative loan and savings products for farmers and MSMEs to **help them increase scale operations while increasing knowledge and use of climate-smart practices (this could leverage SK but for climate-smart practices specifically)**
- **Risk(s) to mitigate:** PIND risks exposing itself to financial burdens, including non-performing loans. Therefore, it should first test out these tools to see which is most effective, and successful in the market

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Learning questions

Annex: Learning questions covered in the impact assessment (1/6)

Learning questions	Sections	Slide no.	Indicators
Ln Qn 1: To what extent did PIND's programmes and projects achieve sustainable reductions in poverty and conflict in the Niger Delta?	5.1 Economic pillar	43	• # beneficiaries that saw a positive change in income while/after receiving PIND's support • Median monthly income at various time points across programmes • Beneficiaries' perceived impact of the programmes
	5.1 Economic pillar	44	• Comparison of income inequality before and after PIND's interventions • Comparison of the unemployment rate before and after PIND's interventions
	5.11 MSD	52	• Partners' rating of impact of PIND's programming
	5.11 MSD	53	• Farmers' rating on the programme's impact • Farmers' comparison of PIND and similar programmes
	5.11 MSD	54	• MSMEs' rating on the programme's impact • MSMEs' comparison of PIND and similar programmes
	5.11 MSD	56	• Farmers' reported median monthly earnings • MSMEs' reported median monthly earnings
	5.11 MSD	57	• Farmers' reported median employee numbers • MSMEs' reported median employee numbers
	5.11 MSD	58	• Farmers' reported income across value chains
	5.12 A2E	70	• Change in energy situation affecting MSMEs • MSMEs' rating of effectiveness • MSMEs' median monthly revenue
	5.12 A2E	71	• Change in energy situation affecting households • Household's rating of A2E's effectiveness • Identification of energy used by households
	5.13 YEP	80	• Beneficiaries' rating of impact of PIND's programming
	5.13 YEP	81	• Partners' rating of impact of PIND's programming
	5.2 Peace building	93	• Community members' rating of safety before/ after peace agents' interventions • Proportion of community members who believe the security condition has positively changed
	5.2 Peace building	95	• Reported conflicts in states with vs without PIND's peace building interventions
	5.2 Peace building	96	• Reported casualties from insecurity incidents before and after PIND's interventions
	5.2 Peace building	104	• Peace agents' rating of PIND's peacebuilding comparability • Partners' rating of PIND's peacebuilding comparability

Annex: Learning questions covered in the impact assessment (2/6)

Learning questions	Sections	Slide no.	Indicators
Ln Qn 2: For which beneficiaries was the impact of PIND's programmes most evident?	5.1 Economic pillar	43	Beneficiaries' perceived impact of the programmes
	5.11 MSD	56	- Farmers' reported median monthly earnings (female vs male) - MSMEs' reported median monthly earnings (female vs male)
	5.11 MSD	57	- Farmers' reported median employee numbers (female vs male) - MSMEs' reported median employee numbers (female vs male)
	5.2 Peace building	94	Community members', peace actors' and partners' rating of effectiveness on impact of PIND programming
Ln Qn 3: How have PIND efforts led to improved institutional performance? What key success factors supported improved institutional performance with private, public and civil society collaboration? Which of PIND's key activities have led to improved institutional performance? Have any PIND models/innovations been adopted leading to systems change?	5.1 Economic pillar	44	- Proportion of beneficiaries who witnessed improved coordination in their programmes - Proportion of beneficiaries who witnessed improved coordination in their value chains
	5.1 Economic pillar	45	Examples of PIND enabling ecosystem-wide improvement and institutional performance
	5.11 MSD	55	Sombreiro Capital and its impact on cooperatives and farmers
	5.11 MSD	60	Success factors of the MSD programme
	5.12 A2E	72	Success factors of the A2E programme
	5.13 YEP	82	Success factors of the YEP programme
	5.2 Peace building	97	- Community's perception of the level of social cohesion and trust - Community's perception on the peace efforts of state and society
	5.2 Peace building	102	Integration of early warning systems into the Niger Delta ecosystem
	6. Cross-cutting	113	PIND's models incorporation and indirect impacts

Annex: Learning questions covered in the impact assessment (3/6)

Learning questions	Sections	Slide no.	Indicators
Ln Qn 4: How do partners, beneficiaries, and key stakeholders rate the effectiveness of the programmes towards contributing to the reduction of poverty / promoting peace? (linked to strategic goal in MRM plan)	5.11 MSD	52	• Partners' rating of effectiveness of PIND's programming
	5.11 MSD	53	• Farmers' rating on the programme's impact/effectiveness
	5.11 MSD	54	• MSMEs' rating on the programme's impact
	5.12 A2E	70	• MSMEs' rating of effectiveness
	5.12 A2E	71	• Household's rating of A2E's effectiveness
	5.13 YEP	80	• Beneficiaries' rating of effectiveness of PIND's programming
	5.13 YEP	81	• Partners' rating of effectiveness of PIND's programming
	5.2 Peace building	94	• Community members', peace actors' and partners' rating of effectiveness of PIND programming
	5.2 Peace building	100	• Agents' perception on the programmes' effectiveness in building their understanding of conflict drivers
Ln Qn 5: Has collaboration between PIND partners or external stakeholders within and across programmatic pillars resulted in employment/income opportunities for the poor or improvement in the peace situation?	5.2 Peace building	101	• Agents' and partners' perception of the IPDU system's effectiveness
	5.1 Economic pillar	38	• Comparison of income inequality before and after PIND's interventions Comparison of the unemployment rate before and after PIND's interventions
	5.11 MSD	47	• Collaboration between SK Capital and banks
	5.2 Peace building	86	• Reported conflicts in states with vs without PIND's peace building interventions
	5.2 Peace building	87	• Reported casualties from insecurity incidents before and after PIND's interventions
Ln Qn 6: Against each of the systemic outcomes how has PIND contributed to impact? How does this compare to other work in the region done against these outcomes? What activities within each project result in systemic outcomes?	5.2 Peace building	94	• Examples of collaboration in peace building efforts in the Niger Delta
	5.11 MSD	45	• Farmers' comparison of PIND and similar programmes
	5.11 MSD	46	• MSMEs' comparison of PIND and similar programmes
	5.12 A2E	63	• Partners' comparison of PIND and similar programmes
	5.2 Peace building	95	• Peace agents' rating of PIND's peacebuilding comparability Partners' rating of PIND's peacebuilding comparability
	6. Cross-cutting	101	• Beneficiaries' comparison of PIND's programmes against others in the region

Annex: Learning questions covered in the impact assessment (4/6)

Learning questions	Sections	Slide no.	Indicators
Ln Qn 7: To what extent has each PIND programme contributed to these systemic outcomes? men vs women, youth vs non-youth	5.11 MSD	56	- Farmers' reported median monthly earnings - MSMEs' reported median monthly earnings
	5.11 MSD	57	- Farmers' reported median employee numbers - MSMEs' reported median employee numbers
	5.12 A2E	70	Change in energy situation affecting MSMEs
	5.12 A2E	71	Change in energy situation affecting households
	5.13 YEP	83	Reported median monthly earnings of YEP graduates
	5.2 Peace building	93	- Community members' rating of safety before/ after peace agents' interventions - Proportion of community members who believe the security condition has positively changed
Ln Qn 8: To what extent have PIND's targets been achieved to date? Are the targets still considered attainable, or is a revision in targets recommended?	2. Targets	26	Economic, peace building and investment targets
	2. Targets	27	Advocacy, Capacity Building and Communication targets
Ln Qn 9: What was the value for money for the services rendered through the programmes?	6. Cross-cutting	112	PIND's cost per reach and new jobs created
Ln Qn 10: What is the likelihood that these benefits will continue post-programme and what measures have been taken to ensure continuity?	5.1 Economic pillar	43	Partners' perceived sustainability of the programmes
	5.11 MSD	52	Partners' rating of sustainability on impact of PIND programming
	5.13 YEP	81	Partners' rating of sustainability on impact of PIND programming
	5.2 Peace building	98	- Respondents' perception of the environment if PIND stops peace efforts - Partners' perception of sustainability of PIND's peace efforts
	6. Cross-cutting	111	Beneficiaries' and partners' rating on sustainability of PIND programming

Annex: Learning questions covered in the impact assessment (5/6)

Learning questions	Sections	Slide no.	Indicators
Ln Qn 11: What is the perception of PIND's stakeholders on the relevance of PIND's activities in the region? Are there other projects that they consider to be more effective at reducing poverty and conflict in the region?	5.11 MSD	52	• Partners' rating of relevance of PIND programming
	5.13 YEP	80	• Beneficiaries' rating on the programme's relevance
	5.13 YEP	81	• Partners' average rating on relevance of activities
	5.2 Peace building	100	• Agents' perception on the relevance/suitability of the programme to its environment
Ln Qn 12: Is there variance in programme performance across locations in the region? And if so, what are the success factors and limiting factors of varied effectiveness?	5.11 MSD	61	• Most significant challenges affecting farmers during the programme • Most significant challenges affecting MSMEs during the programme
	5.12 A2E	73	• Challenges noted by MSMEs and households
	5.13 YEP	84	• Most significant challenges affecting youth during the programme
	5.13 YEP	85	• Challenges highlighted by implementing partners
	5.2 Peace building	105	• Issues highlighted by P4P, partners, NGOs, consultants and academics
Ln Qn 13: How were the recommendations from previous assessments been addressed? Have these led to an improvement in the areas identified?	1. Executive Summary	13	• <i>Reach across economic and peace building programmes</i> • Enablers, M&E and financing improvements
Ln Qn 14: How have results from completed (and almost completed) projects been scaled-up into other development partner operations or locations?	5.13 YEP	81	• Partners' rating of scalability of PIND programming
	5.2 Peace building	102	• Integration of early warning systems into the Niger Delta ecosystem
Ln Qn 15: Has programme design optimized for building environmental resilience or mitigating emissions?	5.11 MSD	65	• Climate training opportunities
	5.2 Peace building	107	• Climate related conflict identification and resolution
	7. Recommend'	123	• Climate smart training modules
	7. Recommend'	126	• Climate products

Annex: Learning questions covered in the impact assessment (6/6)

Learning questions	Sections	Slide no.	Indicators
Ln Qn 16: What has been the impact of PIND's activity in cross-cutting themes? To what extent has programme performance increased since the introduction of cross-cutting themes in the 2024 strategic plan? Should any other cross-cutting themes be considered to support the programme?	5.2 Peace building	103	Examples of landmark policies influenced by PIND
	6. Cross-cutting	115	- Gender insights - Social cohesion insights
	6. Cross-cutting	116	- Capacity building insights - Business development insights
	6. Cross-cutting	117	- Advocacy insights - Communication cohesion insights
Ln Qn 17: Are the cross-cutting themes applied in a gender-sensitive way?	6. Cross-cutting	103	Gender insights
Ln Qn 18: What unanticipated issues have come up that could have impacted results (e.g., economic changes) and what adjustments need to be made in approaches to account for this?	5.11 MSD	61	- Most significant challenges affecting farmers during the programme - Most significant challenges affecting MSMEs during the programme
	5.12 A2E	73	Challenges noted by MSMEs and households
	5.13 YEP	84	Most significant challenges affecting youth during the programme
	5.13 YEP	85	Challenges highlighted by implementing partners
	5.2 Peace building	105	Issues highlighted by P4P, partners, NGOs, consultants and academics
	6. Cross-cutting	113	High staff turnover and fund disbursement delays
	6. Cross-cutting	115	Lack of customization for women beneficiaries

Stakeholder outreach

Virtual outreach: We interviewed 17 MSD stakeholders including advisors, intervention partners, co-facilitators and service providers to map PIND's impact

Name	Gender	organisation	Role	State
Strategic Advisors				
William Grant	Male	Development Alternative Inc (DAI)	Senior Lead Specialist, Ag' and Market Systems	National
Intervention Partners				
Dr. S.O Agbeniyi	Male	Cocoa Research Institute of Nigeria (CRIN)	Director, Research Operations	National
ThankGod Nzenwa	Male	Umudike Seeds	General Manager	Abia
Arthur Aya	Male	Allissee Seed Company	Sprouted Nuts Producer	Edo
Co-facilitators				
Wale Ibinaye	Male	CAD Consulting	Director	Rivers
Blaise Okezie	Male	Kolping Society of Nigeria	National Coordinator	Abia
Francisca Ekwonu	Female	Centre for Social Awareness and Advocacy	Chief Operating Officer	Imo
Ade Adesida	Male	Conservation Alliance Development Initiative	Director, Technical Services	Ondo
Dr. Samuel Dare	Male	Self Help and Rural Development Association	Development Expert	Rivers
Service Providers				
Bright Remy	Male	Remok Consulting	Managing Director	Imo
Bamidele Ayodele	Male	Dorbudee Consulting	Managing Director	Delta
Bari Endurance	Male	Preem Harvest Integrated Enterprise	Managing Director	Bayelsa
Victor Tom	Male	Tom's Agricultural Centre	Expert	Akwa Ibom
Kingdom Obuza	Male	Kingdom Obuza Ventures	Managing Director	Bayelsa
Bassey Jacob	Male	Creative Empire	Managing Director	Cross River
Isreal Yusuf	Male	Dr. Fish Agro Consult	Managing Director	Delta
Dr. Momoh Yusuf	Male	Aqua Green (Momoh)	Managing Director	Rivers

Virtual outreach: We engaged 5 implementing partners under A2E and 6 in the YEP programme to assess PIND's impact

Name	Gender	organisation and sector	Role	State
A2E Implementing Partners				
Professor Yinka Omorogbe	Female	EtinPower - Energy	CEO and Founder	Edo
Kehinde Tayo	Male	Vectis Business options Ltd - Energy	CEO	Bayelsa and Delta
Francis Owieadolor	Male	Oghosa Ltd - Energy	CEO	Delta
Samuel Olie-Silas	Male	Infranergy - Energy	Lead Operations Engineer	Delta
Joseph Ojo	Male	A4&T Power Solutions - Energy	Chief Business Officer	Ondo and Delta
YEP Implementing Partners				
Nwamara Amadikwa	Female	AMY6015 Global Enterprise – Tailoring	Director	Delta
Chioma Edoziem	Female	The Footwear Academy - Leather	Project Manager	Abia
Daniel Chinagozi	Male	Innovation Growth Hub - ICT	CEO	Abia
Eno George	Female	Ibiteinye Int. Farms - Aquaculture	Manager	Rivers
Fabian Emmanuel	Male	Azure Gold Ltd - Construction	Lead Consultant	Akwa Ibom
Paul Oruierio	Male	Meranos Nigeria Ltd - ICT	Expert	Rivers

Virtual outreach: In peace building, we engaged 16 stakeholders to understand the impact of PIND and its partners in reducing conflict in the Niger Delta

Name	Gender	organisation and role	State
Partners for Peace (P4P)			
High Chief Pius Akomolafe	Male	P4P National Coordinator	Ondo
Dr Moses Abang	Male	Central working committee	Cross River
Stella Ikeokwu	Female	P4P State Coordinator	Ondo
Chilos Godsent	Male	P4P State Coordinator	Imo
Ukorebi Essien	Male	P4P State Coordinator	Cross River
Imaobong Nnsewo	Female	P4P State Coordinator	Akwa Ibom
Eugene Okoeguale	Male	P4P State Coordinator	Edo
Uchella Lyke	Male	P4P State Coordinator	Abia
Vincent Gbosi	Male	P4P State Coordinator	Rivers
Amb. Prince D. Ebilade	Male	P4P Secretariat	Rivers
NGOs, Academics and Consultants			
Egondur Esinwoke Ogbalor	Female	CIEPD	Rivers
Dr. Agboro Andrew	Male	OLCDPPI	Delta
Tega Edeki	Male	AA Peaceworks	Rivers
Rachael Misan-Ruppee	Female	DICI	Delta
Dr. Kufre Effiong Essien	Male	Prevent Council Initiative Consultant	Akwa Ibom
Dr. Raphael Ayama Offiong	Male	Prevent Council Initiative Consultant	Cross River

Virtual outreach: We engaged 8 leaders across government, donors and academia who work with PIND to create systemic change in the Niger Delta

Name	Gender	organisation/agency	Role
Government and Academia			
Alfred Abah	Male	Office of the Chief of Staff to the President	Director
Professor Oguntade Adegboyega	Male	Federal University of Technology	Professor
Professor Ebebe Ukpung	Male	Nigerian Institute of Social and Economic Research	Senior Research Fellow
Donors and Cross-cutting Partners			
Dabesaki Mac-Ikemenjima	Male	Ford Foundation	Senior Program Officer – West Africa
Professor Femi Ajibola	Male	New Nigeria Foundation	CEO and Managing Director
Chyka Okarter	Male	Winrock International – Agricultural Extension and Advisory Services	Deputy Chief of Party
Medinah Ayubah	Female	Winrock International – Agricultural Extension and Advisory Services	MEL Manager
Nate Hacken	Male	Fund for Peace	Vice President - Research and Innovation

Virtual outreach: Across multiple engagements, the Dalberg team engaged leaders from the Board of Trustees, and PIND and NDPI's Senior team

Name	Gender	Role
PIND Board of Trustees		
Rick Kennedy	Male	Chairperson
Ibiye Ekong	Female	Trustee
NDPI Board of Trustees		
Pauline Baker	Female	Trustee
Dr. Mima Nedelcovych	Male	Trustee
NDPI Senior Team		
Aline Varre	Female	Director of Corporate Governance & Sustainability
Maputi Botlhole	Female	Special Projects Lead
PIND Senior Team		
Tunji Idowu	Male	Executive Director
Effiong Essien	Male	Programs Director
Chuks Ofulue	Male	Advocacy Manager
David Udofia	Male	Peace Building Manager
Misan Edema Sillo	Male	Market Systems Development Manager
Teslim Giwa	Male	Access to Energy Manager
Florence Agbejule	Female	Field Operations Manager
Ezekiel Odeh	Male	Planning Monitoring and Evaluation Manager
Olayinka Anyachukwu	Female	Finance Manager
Adaora Ezeokana	Female	Procurement and Support Services Manager
Stella Jamgbadi	Female	Sombreiro Capital
Laju Akperi	Male	Planning, Monitoring & Evaluation Coordinator
PIND's Former Leadership Executives		
Sam Daibo	Male	Former Executive Director
Dennis Flemming	Male	Former Executive Director

In-person outreach: We visited the sites and engaged 91 stakeholders in interviews and focus group discussions (1/3)

Name	State
MSD Beneficiaries (Farmer/MSME)	
Isaac Effiong	Akwa Ibom
Ubong Benedict Akpan	Akwa Ibom
Akaneine Simon	Akwa Ibom
Obot Ayara Akpan	Akwa Ibom
Archibong Peter	Akwa Ibom
Uduak Ibom Peter	Akwa Ibom
Bassey Peter	Akwa Ibom
Uko Essien	Akwa Ibom
Ofon Imeh Gilbert Akpan	Akwa Ibom
Oyeleyin Oluwaseyi	Ondo
Adebunmi Emmanuel	Ondo
Isiaka Oladimeji	Ondo
Obasi	Ondo
Funmilola	Ondo
Funmilayo Owolabi	Ondo
Lucy Bernard	Cross Rivers
Mfon Bassey Eyo	Cross Rivers
Lawrence Igboke Enag	Cross Rivers
Ekpan Efa	Cross Rivers
Comfort Akam Erena	Cross Rivers
Ferdinand Eko	Cross Rivers

Name	State
MSD Beneficiaries (Farmer/MSME)	
Abeng Sunday Oyom	Cross Rivers
Ovat Sophina John	Cross Rivers
Joseph Ajakhe	Cross Rivers
Obediah Ernestine	Delta
Blessing	Delta
Everlyne Onuwage	Delta
Happy David	Delta
Fisher Ogugu	Delta
Danladi Godwill	Delta
Igaga Judith	Delta
Joseph Atsepory	Delta
Kasarachukwu Ginikachukwu	Imo
Tochukwa	Imo
Okemeihuji Princewill	Imo
Obinna	Imo
Ann Chidinma Ura Azubike	Imo
Joseph	Imo
Ihemezie	Imo
Ikechukwu Cypril Ahakah	Imo

In-person outreach: We visited the sites and engaged 91 stakeholders in interviews and focus group discussions (2/3)

Name	State
MSD Service Provider	
Victor Tom	Akwa Ibom
Bassey Jacob	Cross Rivers
Bobade Adebayo	Ondo
Victory Ighellobo	Delta
Anyebuluchika	Bayelsa
Chief Sharon Chdebere	Imo
Dr. Momoh Yusuf Mustafa	River
Adaobi Umeh	Abia
Joseph Ursala	Edo
A2E Implementing Partner	
Joseph Ojo	Ondo
Francis Owieadolor	Delta
Kehinde Tayo	Delta/Bayelsa
A2E Trainee	
Okechukwu Stephen Ubaka	Delta
Eyiboma Timi Bright Asu	Bayelsa
Tigo	Bayelsa
Ogunsemore Abija	Delta
YEP Implementing Partner	
Nwamara Amadikwa	Delta

Name	State
Research Center (Peace Building)	
David Udofia	Rivers
Afeno Supra Odowovo	Rivers
Peace Building NGOs	
Peace Edem	Akwa Ibom
Dr. Agboro Andrew	Delta
Gennifer Okotie	Delta
Egondur Esuoko Ogbala	River
Peace Building Agents	
Tetsoma Neyin	Delta
Bemiho Oroeghen	Delta
Rita Ofuro	Delta
Oritseneye Fredrick	Delta
Esisiome Godstime	Delta
Onuba Gloria	Imo
Okanibe Emmanuel	Imo
Amaruko Jude Chinaza	Imo
Lucas Ifeanyichukwu	Imo
Okechukwu Ogaije	Imo
Cypril Okeyo	Imo

In-person outreach: We visited the sites and engaged 91 stakeholders in interviews and focus group discussions (3/3)

Name	State
Community Members (Interviewed for Peace Building)	
Ibe Rosemary Usochi	Imo
Amanda Onyedikachi Queenth	Imo
Ogaranya Clara	Imo
Odozie Michael	Imo
Juliet Ihedioha	Imo
Obinna Kelvin Anaka	Imo
Uzoma John Wilfred	Imo
Azubogor Atuoma	Imo
Governor Akoh	Delta
Ruth Felix Aboh	Delta
Presley Akelehi	Delta
Tetsoma Ogedeube	Delta
Ughere Rowland	Delta
Palma	Delta
Joy Odugbo	Delta
Misan Enegho	Delta
Rose Leme	Delta