



# Monitoring & Evaluation Report

Quarter Four:  
October - December 2025

[pindfoundation.org](http://pindfoundation.org)



## About PIND Foundation

The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a Nigerian non-profit organization dedicated to promoting peace and equitable economic growth in Nigeria's Niger Delta region. PIND fosters multi-sectoral and multi-stakeholder partnerships at regional, national, and international levels to address the complex development challenges of the region.

Recognizing that no single entity can resolve these challenges alone, PIND collaborates with government, civil society, businesses, and international development partners to implement market-driven, community-based programs that mitigate conflicts and expand economic opportunities. This ensures that economic progress in the Niger Delta is systemic, inclusive, and sustainable.

PIND operates across all nine states in the Niger Delta – Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers, with a special focus on underserved and hard-to-reach coastal communities often overlooked in development programming.

Since 2010, PIND and its partners have contributed to peace, poverty reduction, energy access, employment generation, stability, and development in the region.

Learn more about [PINDfoundation.org](https://pindfoundation.org).

© PIND Foundation 2025

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without full attribution

## Table of content

Abbreviations and acronyms		4
Background		6
Strategic Objectives		6
Security		7
Introduction - Abridged Monitoring and Evaluation (M&E) Report		8
1.0	Strategic Objective 1	8
2.0	Strategic Objective 2	14
3.0	Strategic Objective 3	16
4.0	Support to <b>CNL HCDTs</b> (Strategic Objective 4)	18
5.0	Strategic Objective 5	21
6.0	General Enabling Programs – Capacity Building, Advocacy, communications, GESI, PME	25
6.5	Business Development and Sustainability	29
7.0	Program Management - Governance and Accountability:	29
8.0	Project Support Services (PSS):	30
9.0	Challenges and Lessons Learned	31
10.0	Summary of progress against 2025 targets as at Q3	33
11.0	Sombreiro Kapital (SK)	37
12.0	Third-Party Projects – WISE	38

## Abbreviations and acronyms

AOIHCDT	Agbonu Ogulagha-Ibe Host Community Development Trust
APNAG	Advocates of Peace, Nature, and Gender Justice
A2E	Access to Energy
BATVE	Ondo State Board for Adult Technical Vocational Education
BDS	Business Development & Sustainability
BoI	Bank of Industry
CDP	Community Development Plan
CLASP	Collaborative Labelling and Appliance Standards Program - An NGO promoting efficient appliances for people and the planet.
CNA	Comprehensive Needs Assessment
CNL	Chevron Nigeria Limited
DARES	Distributed Access through Renewable Energy Scale-up
CPP	Crop Protection Product
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DELCOM COOP	Delta State Commercial Oil Palm Plantation Growers Cooperative Society
EOHCDT	Egbema OPUDIS Host Community Development Trust
EU	European Union
EWER	Early Warning and Early Response
FCDO	UK Government's Foreign, Commonwealth and Development Office
FGD	Focus Group Discussion
FIDA	International Federation of Women Lawyers
FSP	Farm Service Provider
FMYD	Federal Ministry of Youth Development
FUPRE	Federal University of Petroleum Resources, Effurun
GAP	Good Agricultural Practices
GESI	Gender Equality and Social Inclusion
HCDT	Host Community Development Trust
ICT	Information and Communication Technologies
IDH	IDH Trade
Ibom-LED	Ibom Leadership and Entrepreneurial Development Centre
ILO	International Labor Organization
IPDU	Integrated peace and development Unit
IWD	International Women's Day
KAP	Knowledge, Attitudes, and Practices
KEFFESO	Koluama 1, Ezetu 1, Foropa, Fish Town, Ekeni, Sangana
KSS	Knowledge Sharing Session
LMA	Labor Market Assessment
MDA	Ministries, Departments and Agencies
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MSME	Micro, Small, and Medium Enterprises
MWI	Melville Women Initiative
NASME	Nigerian Association of Small and Medium Enterprises
NDPSN	Niger Delta Peace and Security Network
NDRPS	Niger Delta Regional Peacebuilding Strategy
NDYEP	Niger Delta Youth Employment Pathways
NIHORT	National Institute for Horticultural Research
NPO	Nigerian Philanthropy Office
NSHP	Nigeria Solar for Health Project
NRCRI	National Root Crops Research Institute
NTU	NTU International
NUPRC	Nigerian Upstream Petroleum Regulatory Commission
PB	Peacebuilding
PIA	Petroleum Industry Act
PIP	PIND Integrated Platform

PPA	Power Purchase Agreement
PREO	Powering Renewable Energy Opportunities - A demand-led donor funded productive use of renewable energy program improving the livelihoods of communities in sub-Saharan Africa and Pacific Island Countries
PSS	Procurement Support Services
PWD	Person with Disability
P4P	Partners for Peace
REAN	Renewable Association of Nigeria
RFP	Request for Proposal
REEEP	Renewable Energy and Energy Efficiency Policy (NREEEP)
ROGEAP	Regional Off-grid Electricity Access Project - An ECOWAS project that provides funding for certified off-grid and standalone solar
ECN	Energy Commission of Nigeria
SDN	Stakeholder Democracy Network
SFCG	Search for Common Ground)
SHF	Small Holder Farmers
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
ToT	Training of Trainers
TSPs	Technical Service Providers
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
OAODF	Okiero Anthony Okoro Development Foundation
OOPC	Okomu Oil-Palm Company PLC
WACCIMA	Warri Chamber of Commerce, Industry and miles
WKHCDT	Warri Kingdom Coastal Host Community Development Trust
UK-PACT	UK Government's Partnering for Accelerated Climate Transitions
UHCDT	Ugboland Host Community Development Trust
YEP	Youth Employment Partway

## Background

Our goal at PIND is to identify, catalyze, and leverage opportunities, jobs, and incomes for our target beneficiaries. In these roles, we actively engage in identifying multi-stakeholder partners and act as a catalyst for establishing an enabling environment for socio-economic growth in the Niger Delta region. The goals of these partnerships are to reduce poverty, increase welfare benefits, and mitigate conflict by implementing interventions that promote stability and equitable growth in employment and income for beneficiaries across the nine target states: Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo, and Rivers.

To achieve this goal, PIND works to understand the root causes of economic instability, conflict, and fragility to develop community-based, market-driven, and sustainable solutions.

PIND's activities fall under two distinct but interrelated program areas:

- **Economic Development Program:** Focused on generating opportunities for pro-poor market development and employment creation.
- **Peacebuilding Program:** Strengthens conflict resolution mechanisms to foster integrated peace and economic growth.

Additional initiatives designed to support, enable, and communicate the achievements of these two program areas include:

- **Capacity Building:** Strengthens the service delivery and engagement capacity of business membership organizations, civil society organizations, and communities.
- **Advocacy:** Seeks to influence policies, practices, and programs through in-depth analysis and an understanding of systemic constraints to growth in the Niger Delta region.
- **Communications/Knowledge management:** Enhances PIND's reputation and brand through clear and consistent messaging across multiple channels, highlighting its unique value proposition, transformative approaches, impact, learning and knowledge management.
- **Monitoring and Evaluation (M&E):** Independently tracks, verifies, and measures program results to ensure accountability.

### THE STRATEGIC OBJECTIVES

By the end of Phase IV (2025-2029), PIND aims to:

**SO1:** Achieve better functioning market systems for agriculture and MSMEs, youth skills development for employment, finance, and access to renewable energy benefiting 800,000 farmers and MSMEs, 50% of whom will increase their income by 40%, and creating 150,000 new jobs, 50% of which will benefit youths and other vulnerable groups. Additionally, 250 communities will be electrified.

**SO2:** Influence \$50million investment in the Niger Delta through PIND; raise a minimum of \$7.5 million in additional funds from the private sector and donor community for PIND programs, equivalent to 30% of Chevron's funding.

**SO3:** Integrate climate adaptation and mitigation initiatives to increase resilience in the Niger Delta, reducing GHG emission from renewable energy, mitigating flood impacts through community plans, and supporting enterprises selling bio/organic products.)

**SO4:** Support Host Community Development Trusts (HCDTs) to co-invest in priority projects that improve economic and peacebuilding agendas in their communities by enhancing their capacity to co-design and co-invest in skills development, market linkages, and renewable solutions for job creation and income generation.

**SO5:** Reduce conflict and promote peace by sustainably deploying the P4P Network, strengthening the link between peacebuilding and economic development, delivering value to donors and other Stakeholders, and addressing regional conflict issues.

PIND’s Programs contribute to the following Sustainable Development Goals:

Programs	SDGs
Market development, Access to energy and Youth Employment Pathways	1,2,5,6,7
Peace Building Program	16
General Enabling Programs	5,10,15, 17



## Security

The Niger Delta recorded a notable improvement in its overall peace and security situation in the fourth quarter (Q4) of 2025 compared to the third quarter (Q3). Available data indicate a 23% reduction in lethal violence, with conflict-related fatalities declining from 96 in Q3 to 76 in Q4. This improvement reflects the combined effects of ongoing peacebuilding, security, and conflict management interventions across the region. Nonetheless, incidents of violence and insecurity persisted, underscoring the continued fragility of peace in several parts of the Niger Delta. Kidnapping, both targeted and opportunistic, continues to be a significant threat across Nigeria, primarily driven by economic gains regardless of the victim’s profile.

### Notable Security Incidents in Q4 2025:

- **Akwa Ibom State (October 7, 2025):** A notorious kidnap kingpin was apprehended at his hideout in Eket, Eket LGA, by the joint operation of the Army & Department of State Services.
- **Bayelsa State (October 30, 2025, at about 1140hr):** Suspected kidnappers were arrested at Ubeji Community, Warri South LGA, Delta State. The victims were also rescued.
- **Edo State (November 12, 2025, at about 13:45hr):** Approximately 21 suspected cultists (secondary school students aged 14–17 from Ogioma Public Secondary School) at Oghoghi area, off Benin–Sapele Road, Benin City (Ikpoba-Okha LGA) attempted to invade and attack Osemwende Public Secondary School in a convoy of motorcycles, armed with knives. Police from the Loveworld Division intervened and foiled the attack.
- **Rivers State (December 2, 2025, at about 0200hr):** Gunmen, suspected to be cultists, stormed an off-campus hostel in Emuoha LGA of Rivers state near Rivers State University, Port Harcourt, firing shots before abducting the student residents of the lodge.
- **Imo State (October 29, 2025):** A vigilante operative reportedly shot and killed his colleague under unclear circumstances in Ndegwu community, Owerri West Local Government Area of Imo State.

---

## Abridged Monitoring and Evaluation (M&E) Report

### Introduction:

The Monitoring and Evaluation report provides updates to donors, Board of Trustees, and partners on project achievements, challenges, and lessons learned. It also aims to strengthen collaboration for greater impact and sustainability while demonstrating how PIND's work contributes to a peaceful and stable operating environment in the Niger Delta.

The report highlights successes and challenges, fostering shared learning and encouraging further collaborations with partners including the Ford Foundation, the Master Card Foundation, and the European Union.

This quarter's report (**October – December, 2025**), is the fourth under phase IV strategic period (2025 – 2029), and it provides updates on program performance in line with PIND's five strategic objectives. Each quarter, PIND will present consolidated progress updates across all programs and projects under these objectives.

### 1.0 Strategic Objective 1. Better functioning market systems

This objective focuses on improving market systems in agriculture, MSMEs, youth skills development, finance, and access to renewable energy. Additionally, it aims to deepen economic growth outcomes in the Niger Delta through improved interventions to address systemic constraints hindering business functionality and equitable delivery of business gains to the players. In Q4 2025, the Market Systems Development (MSD), Access to Energy (A2E), and Youth Employment Pathways (YEP) programs continued to work collaboratively with PIND's cross-cutting units (Capacity Building, Advocacy, etc.) to advance activities benefiting farmers and MSMEs.

#### 1.1.0 Market System Development (MSD) Program

The functionality of the market system for agricultural growth continues to thrive with several behavioral changes observed in Q4 2025 by the engaged **Service Providers (SPs)**. Service Providers continued to enhance farmers' knowledge on improved productivity modules; strengthened the entire agricultural value chain through on-farm agronomic demonstrations; and diversified operations for resilience and growth. To expand the outcomes of service partners, PIND continued to identify entrepreneurial partners and onboard them into cross-cutting services across the MSD thematic areas: **Access to Agricultural Inputs (fertilizers, crop protection products (CCPs), feeds, vaccines, etc.); Access to Seeds; Access to Technical and Business Development Services; and Access to Industrial Markets and Agricultural Technology.**

##### 1.1.1. Deepening partnerships to expand farmers' outcomes:

Within this quarter, PIND continued to deepen its engagement with strategic partners across the thematic areas. An MoU was developed and signed with **Cold Hubs**, a provider of efficient cold-chain management and storage solutions, suitable packaging, and streamlined supply chain systems to unblock market access for 5,000 farmers and promote a digital market platform, Coldivate, through a collaboration with PIND's A2E and MSD program. PIND signed another MoU with **CAD consulting** to leverage its Blink Hub, a digital platform to expand access to technical and business service provision to 80,000 farmers in the next year.

Also, in Q4 2025, PIND facilitated a Training-of-Trainers (ToT) for an additional set of 30 technical service providers from across the Niger Delta. The training strengthened participants' capacity to deliver cross-cutting, climate-smart technical services across multiple commodities and value chains. The onboarded service providers continued to train farmers, strengthened the entire agricultural value chain through the on-farm agronomic demonstrations, and are also diversifying operations for farmers' resilience and growth in the Niger Delta.

##### 1.1.2. Partners promote Agricultural Technology Innovations

**Renewable-Powered/Digital Technology Adoption for Market Access:** In line with PIND’s value for innovations, in Q4 2025, the onboarded partners facilitated the adoption of practical agro-technologies that directly address productivity and quality outcomes, which strengthen farmers’ ability to meet the requirements of higher-value markets in the Niger Delta region., Details below:

- **Use of solar-powered knapsack sprayers:** Within the cocoa sector, a service provider in **Cross River state** - Praise Achima, in collaboration with Choice Agrochemicals, organized three demonstrations on solar-powered knapsack sprayers, which significantly reduce spraying time and operational costs by approximately 40 percent.
- **Tarager Drier:** Agronadol Limited, a partner in Edo state, also trained farmers on local cocoa drying methods using a technology called **Tarager** - a hybrid dryer that utilizes sunshine and artificially produced hot air to ensure a more sustainable and energy-efficient method of drying cocoa beans.
- **Skonnet digital application for labor sourcing:** To address labor bottlenecks that often limit timely farm operations, access to the Skonnet digital application for labor sourcing was facilitated in Edo State within the reporting period. This digital platform enables farmers to more efficiently identify and hire skilled labor for critical farm activities, such as pruning and harvesting, thereby reducing the average search time for labor, particularly during peak production periods from five days to under 24 hours.

### 1.1.3. MSD Key Outputs/Outcome as at Q4 2025

- In Q4 2025, an additional nine Service Providers were onboarded, bringing the cumulative total for the year to **54** entrepreneurial Service Providers, surpassing the annual target of 50. They are delivering improved services to farmers and MSMEs across the four thematic areas: Access to Agricultural Inputs (fertilizers, crop protection products (CCPs), feed, vaccines, etc.); Access to Seeds, Access to Technical and Business Development Services; and Access to Industrial Market and Agricultural Technology.
- An additional **17,865** farmers/MSMEs were reached with improved cross-cutting services in this quarter, bringing the cumulative total to **107,190—of which 47,275 (45.8%) were women, through 54 service providers**, with an investment of **₦59.90 billion**, representing 86% of the annual target of **₦70billion**. Women’s investments totaled **₦27.43billion**, adopting cross-cutting models.

### 1.1.4. MSD Program Impact on Service Providers, Farmers, and MSMEs

The success of PIND’s program is hinged on the sustained delivery of incentives to both Service providers and farmers/MSMEs. As the Service Providers and farmers/MSMEs adopted the improved cross-cutting modules, additional income and jobs were recorded in 2025, as summarized below:

- **Change in income of Service Providers:** Service Providers across the region are experiencing increased income from providing services to farmers/MSMEs. Additional income of **₦18,700,990** was recorded from nine onboarded service providers in Q4 2025, bringing the total income of the Service Providers in 2025 to **₦112,205,943**; which represents 90% of the 2025 Service Providers income target of **₦125 million**.
- **Change in income of Adopting Farmers/MSMEs:** Within the reporting period, an additional **14,292** farmers (*80% rate of adoption*) **adopted cross-cutting modules in their farms/businesses, bringing the cumulative adoption for 2025 to 85,752 farmers/MSMEs**. Outcome assessment shows that **60% (51,451)** of the adopters experienced increased income of **₦35.23 billion—84% of 2025 income target of ₦42billion**, at an average of **₦684,821** per farmer. The combined income of the **54** Service Providers and farmers in 2025 totaled **₦35.35 billion, against a target of ₦42.125 billion**.
- **Creation of Jobs (FTE) by partners and farmers:** A total of **11,440** jobs were created by the Service Providers and farmers as they adopted and adapted improved productivity modules. This amounts to **82%** of the 2025 target of **13,750** full-time equivalent (FTE)<sup>1</sup>.

### 1.1.5. Systemic Changes

PIND’s interventions are effectively removing systemic constraints faced by farmers and partners in their businesses. Below are a few examples of how the initial underlying (root)causes of businesses' non-performance were addressed in 2025.

- **Enhancing Farmer Training and Knowledge Transfer:** Farmer education is being revolutionized through more

<sup>1</sup> This refers to the temporary/full employments, as well as farm labor engaged by farmers as they adopt the new improved business model in their farms.

structured and impactful methods. Providers are moving from single value-chain training to collaboration with other service providers and groups of experts covering different value chains. They utilize lead farmers for community mobilization, establish demonstration plots for hands-on learning, and are even transforming their farms into practical business schools to institutionalize knowledge transfer.

- **Strengthening the Entire Agricultural Value Chain:** Service Providers are taking on a central role in connecting the fragmented agricultural ecosystem. They are actively linking farmers to markets, providing crucial training on reducing post-harvest losses, and facilitating access to quality inputs. By also off-taking farm produce, they create a complete loop that ensures farmers not only grow successfully but also have a guaranteed market for their products.
- **Advancing On-Farm Agronomic and Climate-smart Practices:** There is a strong focus on introducing modern and sustainable farming techniques to boost yields. This includes promoting the use of improved and superior planting materials, such as yam vines instead of mini-sets and new, improved cassava varieties. Furthermore, providers are championing sustainable methods like mixed cropping, applying organic fertilizers, and mulching to improve soil health and long-term productivity.
- **Building Strategic Partnerships and Service Hubs:** To create a supportive infrastructure, service providers are focusing on collaboration and centralization. They are establishing farm service centers as one-stop shops for practical needs such as spraying and pruning. Critically, they are forging partnerships with technology firms, agro-input companies, and government bodies like the Ministry of Agriculture [and Food Security](#) to provide holistic support and link farmers to broader intervention programs.
- **Farmers' Input Access:** Farmers are increasingly accessing verified products through structured distribution networks established under the Input Distribution Model. The growing adoption and repeat purchase of these products reflect a functional market system where informed farmers, trained Farm Service Providers (FSPs), and credible agro-dealers interact seamlessly, building trust, reinforcing demand, and driving the commercial viability of input delivery across the Niger Delta.
- **Income Diversification Systems in Apiary:** Building on the oil palm engagement, Service Providers have introduced **apiary** as a complementary enterprise to improve land use efficiency and generate off-season income for farmers. Apiary activities were integrated within existing oil palm landscapes, allowing farmers to optimize underutilized land while maintaining their primary crop. Through the aggregator, smallholder farmers were trained on apiary management and value addition, including the production of creams and candles from bee by-products. This has enabled farmers to establish bee farms and secure linkages for Uhi Farmers' MPCs and Owan Farmers' MPCs to sell honey into existing markets in the region.



Figure 1 Honey harvesting at Owan Community, Ovia North East LGA

### 1.1.6. Success Stories:

- **Christiana's Story of Change:** How access to cross-cutting agricultural services revived a smallholder vegetable enterprise: [Click here to read more](#)
- **Building Resilience in Cocoa Farming:** How improved agricultural services helped Henry Effi withstand market volatility. [Click here to read more](#)
- **From Poultry to Multi-Commodity Services:** How Chukess Enterprise expanded its business through a cross-cutting service model. [Click here to read more](#)

## 1.2. Access to Energy (A2E)

### 1.2.1. Significant Achievements / Results

In the fourth quarter of 2025, the Access to Energy (A2E) program consolidated gains made earlier in the year by

translating structured partner engagement, market facilitation, and HCDT collaboration into tangible investment and early deployment outcomes across the Niger Delta. The quarter marked a continuation of preparatory activities toward implementation readiness and first-time private investment in coastal and HCDT communities. A2E's facilitative approach continued to strengthen private-sector confidence, align institutional actors, and promote productive-use-focused energy solutions that support livelihoods, inclusion, and resilience.

Through targeted technical assistance and sustained engagement, A2E supported energy developers to internalize PIND's market-driven model, move away from grant dependency, and commit their own capital to last-mile energy delivery. Parallel engagement with HCDTs focused on building credible technical and investment foundations through energy assessments, validation exercises, and budgeting support.

Together, these efforts reinforced the conditions for scalable, private-led renewable energy deployment in coastal communities.

- **Private Investment Mobilized for Coastal Electrification:** Five energy developers made concrete investment decisions following A2E's outreach and technical assistance, collectively investing **₦358.36 million** to deploy renewable energy solutions across nine rural coastal communities in Delta, Bayelsa, and Ondo States.
- **Shift in Partner Behavior and Market Entry:** New partners demonstrated clear changes in knowledge, attitudes, and practices by adopting co-investment approaches, mobilizing blended finance, and making first-time investments in Niger Delta communities previously perceived as high-risk.
- **Expanded Access to Electricity and Productive Use:** Energy solutions deployed in Q4 enabled over 7,000 people, including households and small businesses, to gain access to reliable electricity, supporting income-generating activities and improving quality of life in underserved communities.
- **Strengthened HCDT Investment Readiness:** A2E supported comprehensive energy assessments across Olero and Dibi Field communities and provided technical validation and budgeting support to the Egbema-OPUDIS HCDT, strengthening evidence-based planning for future electrification, mini-grid upgrades, and school ICT center deployment.

**Progress on Social Inclusion and Gender Participation:** Early outcomes indicate improved access for women traders and fisherwomen using solar refrigeration and electricity services, alongside the entry of two female-led energy enterprises implementing projects under the Off-Grid Challenge Fund.

### 1.2.2. Energy Partners outcomes

In Q4 2025, A2E observed clear shifts in the knowledge, attitudes, and practices (KAP) of partner energy providers, following sustained outreach and targeted technical assistance. Developers moved from exploratory interest to concrete investment decisions, demonstrating stronger confidence in operating within coastal and last-mile markets in the Niger Delta. For example:

- **Primevolt Solar** exemplifies this transition. After the technical support sessions, the company actively pursued financing, securing grant support through the Anzisha Fellowship and complementing this with debt from other partners. This marked a shift from reliance on upfront grant funding to a more diversified financing approach. With these resources, Primevolt deployed energy solutions in Ogungbeje and Odunbeeku communities in Ilaje LGA, Ondo State, translating learning into direct service delivery.
- **Saf-Aga** also showed a significant change in practice by adopting the solar refrigeration hub business model introduced during the engagement process. Rather than focusing on its traditional upland market focus, the company deployed a solar-powered refrigeration hub in Okpokunou community, Burutu LGA, Delta State. This demonstrated both openness to innovation and increased willingness to test productive-use energy solutions in coastal contexts.
- For **DISA Energy**, the engagement process built the technical understanding required to operate in Nigeria's coastal environments. Following this, the company deployed an Energy Cabin to serve Opuede and Opuede-Zion communities in Warri North-West LGA, Delta State. This marked DISA's first concrete step toward establishing a long-term operational presence in the Niger Delta.
- **Mimshack Anointed International** progressed from intention to action by mobilizing co-investment from private financiers. With improved business structuring and financial linkages facilitated by A2E, the firm is proceeding to electrify three communities—Olobe, Bobi, and Orubu—in Delta State. This reflects a shift toward structured expansion supported by shared-risk financing.
- **Coldhubs** similarly adapted its approach after the outreach engagements. By applying the solar refrigeration hub

business model, the company expanded its operations to Swali Market in Bayelsa State, extending access to cold storage and ice production for market users through a commercially viable, renewable energy solution.

Collectively, these partner actions represent a substantive change in behavior across the cohort. Rather than waiting for fully subsidized interventions, partners invested their own capital, mobilized external finance, and deployed solutions aligned with the productive use of energy. In total, the five partners invested **₦358.360 million** into rural and coastal communities in the Niger Delta during the quarter. Also, Darway's Mini Grid invested **₦3,750,000,000.00** in the deployment of energy solutions in the following communities: Agbokim - (113KWP) 900 connections, Abia - (67KWP) 700 connections, Etomi-(120KWP) 1200 connections, Bendeghe-(134KWP) 2000 connections. The cumulative equity funds leveraged in 2025 (Q1 -Q4) was **₦4.31 billion** by these partners, underscoring growing confidence in the region as a viable market for sustainable energy delivery.

### 1.2.3. Key A2E Activities/Outputs/Outcomes as at Q4 2025

Within the reporting period, Access to Energy (A2E) focused on converting sustained interest from energy developers into firm investment commitments in the Niger Delta. While informal engagements with several developers had existed prior to the quarter, the turning point was the launch of the 2025 Off-Grid Challenge Fund call. The call attracted applications from 20 energy developers; however, most proposals reflected a grant-dependent approach that did not align with PIND's private-led, market-driven model. Many applicants expected full project financing from PIND, with limited own investment or long-term operational commitment.

Recognizing this gap, A2E shifted from a selection-driven process to a facilitative one. Eight developers whose proposals showed partial alignment were invited to a series of targeted technical sessions. These sessions focused on unpacking PIND's Access to Energy model, particularly the emphasis on co-investment, commercial viability, and long-term engagement in last-mile and coastal communities. Developers were supported to rethink their approach, redesign their proposals, and reassess their willingness to invest capital and technical capacity in the Niger Delta.

This structured engagement led to a clear outcome. Five developers demonstrated a strong understanding of the model and a willingness to invest: **Primevolts Solar, ColdHubs, DISA Energy, Saf-Aga, and Mimshack Anointed International**. Their revised proposals reflected a shift from grant dependency to shared-risk investment, with clear plans for deploying productive-use-focused energy solutions in coastal and HCDD communities, details below:

- **Primevolts Solar**, a female-owned energy enterprise led by a 23-year-old founder, illustrates the value of this approach. Although initially constrained by limited access to capital, sustained one-on-one technical assistance helped strengthen her understanding of the energy market and investment pathways. A2E further supported her investment readiness by facilitating exposure to funders and strategic partners. As a result, Primevolts Solar transitioned from concept to action and successfully deployed energy solutions in two communities in Ondo State.
- **ColdHubs**, an established cold room developer, initially struggled to align with PIND's model, having operated largely within traditional grant frameworks. Through focused model-sharing and technical discussions, the developer gained clarity on the sustainability and commercial logic of private-led cold storage solutions in rural communities. This shift positioned ColdHubs to adapt its approach for long-term operation and impact in underserved areas.
- **DISA Energy**, an international developer without an existing footprint in Nigeria, used the engagement process to assess entry points into the Nigerian market. A2E's guidance redirected their interest toward the Niger Delta, where they identified long-term incentives for investment alongside opportunities to deliver impact in two coastal communities. This marked a strategic decision to establish a local presence anchored in last-mile electrification.
- **Saf-Aga**, a growing renewable energy company with a prior focus on upland markets, expanded its approach through innovation around solar refrigeration integrated with the energy cabin concept. The initial idea, piloted in Okpokunou, was further refined with A2E's support, helping the developer adapt its solution to coastal contexts and productive-use needs.
- Similarly, **Mimshack Anointed International**, a female-owned energy firm, entered the process with strong commitment but limited technical and financial structuring capacity. Through targeted support, A2E helped bridge these gaps by strengthening business skills and facilitating linkages to financial institutions. This positioned the firm to proceed with plans to electrify three coastal communities.

Overall, Q4 demonstrated that structured technical assistance and investment-oriented facilitation can shift developer behavior. By guiding partners to internalize and adopt PIND’s model, A2E enabled concrete investment decisions for scalable, productive-use-focused energy solutions across coastal and HCDT communities in the Niger Delta. Key outputs are provided below:

- **Number of businesses and households accessing clean energy:** Within the reporting period, **700<sup>2</sup>** households, and **952** businesses were recorded as accessing clean energy from the installation of solar mini-grids as shown below. Cumulatively, as at Q4 2025, a total of **4,275/(4,000 target)** households and **1,992/(2,000 target<sup>3</sup>)** businesses have been verifiably connected to clean energy. The total number of persons with access to clean energy within this period was **26,650**.<sup>4</sup>
- **Access to Energy–Induced Cost Savings:** Over **8,983** households that verifiably accessed clean energy from January – December 2025 saved **₦838,038,148**, while over **1,000** businesses recorded additional income of **₦160,728,917** within the same period. The total financial benefit enjoyed by these households and businesses was **₦998.76 million**, against the 2025 annual target of **₦1 billion**.<sup>5</sup>
- **Energy Access–induced Job creation:** Total Jobs created in 2025 by businesses using clean energy in 2025 were **980 FTEs**, against the annual target of 1,000 FTEs. Over **17%** of the micro-businesses accessing clean energy reported employing extra paid labor to do their businesses due to business expansions.

### 1.3.0. Youth Employment Pathways (YEP)

The Youth Employment Pathways program adopts three-prong approach in phase IV of PIND program, aimed at improving the system for youth employment: TVET facility upgrades for inclusive training; TVET scholarship grants and challenge fund award. These complement each other in building a system that stimulates ecosystem functionality for youth development in the Niger Delta.

This leverages **Implementing Partners** as the key drivers of youth skill development. As the program continues to facilitate models that address key constraints through a series of systemic changes led by the TVETs and support interventions, TVETs are increasingly operating commercial business models with private and diverse income streams; interacting with other industry and market actors to drive access to affordable, market-relevant skills training; supporting more youth in gaining employment or enterprise opportunities in the region; and exploring opportunities for scaling impact through collaborations with state and non-state actors such as government agencies, HCDTs, and private entities.

#### 1.3.1. TVET Facility Improvement Grant and 2025-2026 TVET Scholarship Grant:

At the end of Q4 2025, fifteen (15) TVET organizations were onboarded, of which 14 organizations received facility improvement grant and were already delivering training. A total of **₦112,700,450** was awarded to the 14 organizations to facilitate strategic outcomes such as the expansion and scale-up of TVET operations and service delivery, and the increase of commercially effective skills training models.

On the **TVET Scholarship Grant** component, **₦351,171,431** (VAT Inclusive) was disbursed as grant awards to 25 TVETs across all YEP sectors—agriculture, ICT, building construction and services, and solar renewable energy. The 25 organizations (including six new organizations) are committed to supporting the vocational training of over 4,000 unemployed youths, with about 1,430 receiving scholarships. Forty-five percent (45%) of the organizations are women-led, continuing to promote women's participation in vocational skills development under the YEP program.

---

<sup>2</sup> We are still verifying 560 Households reported within the reporting period.

<sup>3</sup> The earlier target was corrected from 1000 initially used to 2000 after the earlier assumptions were faulty.

<sup>4</sup> NBS average number of persons per household in the Niger Delta is 6 – this was used to estimate the number of users of clean energy from 4,275 households reported within the reporting period.

<sup>5</sup> Outcome monitoring is ongoing around all the installations.

### 1.3.2. YEP, Implementing Partners Outputs and Outcomes

Within the reporting period, an additional 2,086<sup>6</sup> youths were trained by 16 implementing partners, bringing the cumulative number of youths trained in 2025 to **4,983**, which is 99.7% of the **5,000** targets for 2025 across the region. Women constitute **1,744 (35%)** of the youths trained. Click to view [Implementing partners \(TVETs\) delivering training in 2025](#)<sup>7</sup> An investment of **₦214,543,354** was recorded by these partners, who plough back their incomes into their businesses. The cumulative investments recorded in 2025 by the 16 implementing Partners was **₦234.54 million** as against the 2025 target of **₦250 million**.

**Post-Training experience:** Several youths had access to livelihood opportunities after their training. Within this quarter, **1,752** youths engaged in livelihood activities<sup>8</sup> were recorded, bringing the cumulative total in 2025 to **4,365**, which constitutes 88% of those with employable skills. The entrepreneurial youths are earning an average income of over **₦60,000** monthly from their businesses, for both grantees and non-grantees. The net additional income recorded between January and December 2025 was **₦GN 1.69 billion**—84% of the **₦2 billion** target for 2025.

**More jobs are created:** These youths are contributing to the reduction of unemployment in the region by creating more jobs from their businesses. Currently, an average of 2.7 full-time equivalent (FTEs) were created by each business, leading to over **4,788** (96%) against the annual target **5,000** youths with employable skills.

### 1.3.3. YEP Scale-up and Expansion Activities

The youth employment pathways program is expanding into Bayelsa State. Already a labor market assessment has been conducted with several youths' development opportunities identified in the state. The State has shown good interest in the program with the initial collaborative meeting held with the State Ministry of Youth Development.

A collaborative meeting was held with the Honorable Commissioner for Youth Development, Bayelsa State, where strong commitments to adopt and adapt the YEP Model and youth skills training were reached. Key outputs from the meeting included a commitment by the Commissioner for Youth Development to cover logistics costs associated with all youths to be enrolled in the program, to encourage maximum trainees' participation and program outcomes. A target of 2,000 youths was agreed to be enrolled in the skills training program for an initial two-year period. To evidence this commitment, a draft Memorandum of Understanding (MoU) was developed and is currently awaiting signing by both PIND and the Government of Bayelsa State.

The Youth employment program is also exploring opportunities in creative art in **Delta State**. Terms of Reference (ToR) were drafted to engage a consultant who will conduct a rapid study in the creative sector in Delta State and select immediate environs to explore and catalyze sustainable youth employment and enterprise development opportunities within the creative industry ecosystem.

### 1.3.4. Job Readiness Orientation – Niger Delta University (NDU), Bayelsa State

Within the quarter, the YEP team, partnered with the Niger Delta University (NDU) and Aqua Green Initiative (AGI) to conduct job readiness orientation for the students of the university. The orientation was designed to improve students' understanding of labor market realities and emerging trends; strengthen employability competencies such as CV writing, job search strategies, and personal branding; introduce entrepreneurship pathways and practical approaches to developing business ideas; enhance awareness of sector opportunities in agriculture and ICT; and build confidence, adaptability, and readiness for both employment and entrepreneurship.

The Job Readiness Orientation featured key relevant activities that equipped graduating students with relevant employability and career-transition skills. The event recorded over 400 participants, representing diverse faculties in the university. The activity was also attended by the Vice Chancellor, Deputy Vice Chancellor (Administration), Dean of the Faculty of Agriculture, Head of the Department of Fisheries, lecturers, and administrative staff, demonstrating broad

<sup>6</sup> 2607 was reported by YEP TEAM, 80% - 2086 have been verified and reported this quarter

<sup>7</sup> We reported only the proportion of the trainees that are youths.

<sup>8</sup> This refers to both those linked to jobs after their training and those that established their own enterprises – with or without challenge funds.

university commitment to student development.

### 1.3.5. YEP, Exploring Innovative opportunity with the JobRed Platform

During the reporting period, the YEP team met with representatives of **JobRed** to explore potential areas of collaboration. **JobRed** is a career readiness and talent development platform supporting students, job seekers, and young professionals across Africa.

The meeting revealed strong alignment in objectives, particularly around improving employability outcomes for young people. Potential areas of collaboration identified included:

- **Job linkage opportunities for YEP beneficiaries** - Leverage PIND's existing youth demographic database to clearly understand the profiles, capacities, and needs of young people in the program; add value for potential employers through a comprehensive assessment process; and curate candidates for tech roles, internships, and recruitment opportunities.
- **Building on Existing Training** - Strengthen and scale the skills of youths who have already received foundational training by supporting them with new, value-added capabilities, including business development, climate-smart agriculture, digital marketing, and other emerging skills that enhance employability and entrepreneurship.
- **Software Development Training** - Provide scholarship-based software development programs with a new cohort in January to add value to existing training and improve employability.
- **Enhanced Entrepreneurship Support** - Complement PIND's existing training programs by offering tailored modules such as start-up guidance, pitching decks, and core business management skills to prepare youths for entrepreneurship.
- **Career Fairs** - Collaborate to run career fairs to provide career support and job linkage opportunities for skilled youths.

Immediate next steps involve holding work sessions to refine collaboration scopes, agree on timelines, and identify pilot activities.

### 1.3.6. Support to the 2025 Challenge Funds Awardees

2025 Challenge Fund awardees are continually being supported by partners to guide the procurement of priority items, tools, and resources for their businesses. Additionally, through various social media group networks, they are updated with relevant information and opportunities to facilitate continuous growth, development, and improved economic wellbeing.

### 1.3.7. System Level Shifts - Sustainability of YEP

- **Sustained Independent Youth Training:** The Implementing Partners are sustainably delivering employability training, with an average of **193** youths trained, leveraging support from PIND. With current support to upgrade some TVET centers, more youths will benefit. Click here to read more about [2025 YEP Active implementing partners](#).
- **Deepened Independent Partners' Post Training Linkages:** Partners are increasingly promoting post-training engagements for youths who completed skills training at their centers. Within the reporting period, verified post-training experience shows that 38% of the youths with employable skills established new businesses with personal equity, while 46% are being linked to jobs. Overall, **84%** of youths with applicable skills have access to livelihoods, strengthening enrolment into YEP programs—**57.3%** male and **42.7%** female<sup>9</sup>.
- **Formation of YEP Alumni Network for improved coordination, adaptation, and stakeholder response, a YEP Alumni Network was** formed in 2025 in collaboration with the implementing partners. This forms part of a broad strategy to sustain promotion of the program's value proposition.

---

<sup>9</sup> These values will be tracked and updated once more in 2026 through field outcome monitoring

## **2.0 Strategic Objective 2: Influence \$50 million in investment by donors/funders in the Niger Delta through PIND; raise a minimum of \$7.5 million in additional funds from the private sector and donor community for PIND programs (equivalent to 30% of Chevron’s funding).**

This objective seeks to attract external investments into the Niger Delta from donors and funders to deepen the economic growth outcomes in the region through improved interventions that address systemic constraints hindering business functionality and equitable delivery of business gains to market players.

New funds will be raised from the private sector and donor community for PIND programs through the activities of the Business Development and Sustainability (BDS) unit. The target is to raise a minimum of \$7.5 million, equivalent to 30% of Chevron’s funding. Government funds spent on projects arising from PIND-influenced development models, policies and initiatives, (e.g. Niger Delta Regional Peacebuilding Strategy (NDRPS), Access to Land Policy, State long-term development plans, etc.) and resulting in demonstrable changes will be tracked and reported, annually.

### **2.1.0 Q3 Key Achievements**

In 2025, PIND influenced a total of **\$773,797 (N1.16 billion)** in investment by donors and funders into the Niger Delta under the Youth Employment Pathways (YEP), Access to Energy and Capacity Building (CB) programs. This constitutes 8% of the target of **\$10 million** target set for 2025. Details below:

- **Youth Employment Pathways (YEP) program:** In Q4 2025, six implementing partners reported N186million<sup>10</sup> (**\$124,000**) in investments from external funders/donors to support youth skills training through sponsorships and technical assistance. The cumulative funds influenced under YEP was **\$352,812.05**.
- **Capacity Building:** Also, in Q4 2025, Green Concern for Development (GREENCODE) successfully secured a total of **\$16,206.67** (N24,310,000) through the Global Green Grant Fund and the Global Environment Facility Small Grants Project (GEF/SGP) to implement environmental conservation and alternative energy interventions in Cross River State. The cumulative amount influenced by CSO/NGOs for local services was **\$22,984.66**.
- **Access to Energy:** No new funds were influenced under A2E in Q4; however, the cumulative amount influenced in 2025 was **\$398,000**<sup>11</sup>

**Business Development Services (BDS):** PIND signed an agreement with Okomu Oil Plc for a N1 billion (\$654,000 at N1,530) to implement a series of CSR interventions in 2026. The 2025 BDS target was to raise \$1.5 million for PIND’s development program in the region. Efforts are ongoing through several proposals at various stages of engagement.

## **3.0 Strategic Objective 3: Integrate climate adaptation and mitigation initiatives to increase resilience in the Niger Delta, reduce GHG emissions through renewable energy, mitigating flood impacts through community plans, and support enterprises selling bio/organic products.**

This objective aims to build resilience in the Niger Delta by promoting carbon markets, reducing greenhouse gas emissions, mitigating flood risks, and supporting enterprises selling bio/organic products.

### **3.1.0 Access to energy**

In Q4 2025, A2E-supported interventions continued to strengthen climate adaptation and mitigation outcomes across coastal communities in the Niger Delta through the deployment of solar-powered energy solutions. All six energy solutions implemented during the quarter relied on solar photovoltaic systems, directly replacing the widespread use of petrol and diesel generators in these communities.

The shift to renewable energy reduced greenhouse gas emissions while also addressing local environmental and health challenges. In many coastal settlements, women are heavily involved in fish processing and smoking activities, which expose them to smoke and health risks. By introducing solar-powered refrigeration and cold storage, these interventions reduced the need for continuous fish smoking, offering safer and cleaner alternatives for fish preservation.

<sup>10</sup> AMY6015 GLOBAL – services (N5,400,000); Corifotech Solutions Ltd – ICT (N4,000,000); Develop You Foundation – Agriculture (N20,000,000); Innovation Growth Hub – ICT (N150,000,000); MICAFOTOY TECHNOLOGIES LIMITED – ICT (N900,000); and Olotu Square Solutions Limited – ICT (N6,000,000)

<sup>11</sup> In 2025, we tracked the funds influenced to guide the 2026 target setting of this indicator.

In Bobi community, a high fish-smoking hub, the introduction of a solar-powered refrigeration hub enables fish to be preserved and stored before sale, reducing post-harvest losses and reliance on smoke-intensive processing methods. Similarly, Swali Market in Bayelsa State now hosts a solar cold room and ice point, serving the market and surrounding communities. This shared infrastructure improves market efficiency and reduces environmental impact.

In Okpokunou community, the deployment of a solar-powered cold room created a stable storage environment that attracts more traders. Fish can now be safely stored while buyers negotiate prices, reducing spoilage and waste without additional emissions. Across these communities, the use of solar energy has strengthened resilience by protecting livelihoods against fuel price volatility and climate-related disruptions.

Cumulatively, in 2025, A2E-supported interventions—through Energy Cabins, Solar Home Systems, and solar refrigeration hubs—contributed to an estimated **120,588.10 units of CO<sub>2</sub>-equivalent emissions avoided**. These outcomes demonstrate how access to renewable energy in coastal communities delivers both climate mitigation benefits and practical adaptation gains, particularly for women and livelihoods dependent on climate-sensitive value chains such as fisheries.

### 3.1.1. Market System Development Program

In Q4 2025, PIND consolidated climate adaptation efforts across the thematic areas by embedding climate-resilient practices within partner-led outreach, demonstrations, advisory services, and community-level engagement platforms across the Niger Delta. These efforts strengthened farmers' capacity to adapt to rainfall variability, rising temperature stress, and shifting pest pressures by promoting practices that improve soil health, conserve moisture, reduce losses, and sustain productivity.

A key adaptation milestone recorded during the quarter was the successful validation of the harmonized Climate-Smart GAP Manual, developed with technical inputs from institutions including CRIN, IAR&T, IFDC, and NIHORT, strengthening the availability of standardized, climate-resilient extension guidance for scale. Under the Access to Agricultural Inputs and Seeds thematic area, partners strengthened adaptation by integrating soil moisture conservation and climate-resilient agronomic practices into GAP trainings and field demonstrations. Farmers were supported to adopt practices such as mulching, ridge planting, improved spacing, and better soil management techniques that reduce runoff, retain moisture, and stabilize yields under erratic rainfall conditions

PIND partners continued to intensify the integration of climate adaptation and mitigation practices across all four MSD thematic areas to strengthen smallholder resilience in the Niger Delta as follows:

- **Efficient fertilizer application and organic composting to reduce greenhouse gas emissions and improve soil carbon sequestration:** Across different states, farmers were trained on efficient fertilizer application, organic composting, and the use of bio-based soil enhancers to restore fertility and minimize nutrient loss. Demonstrations in Ondo and Cross River showcased mulching, ridge planting, and cover cropping to improve soil carbon retention, prevent erosion, and conserve moisture. These practices are helping farmers adapt to erratic rainfall while mitigating carbon emissions associated with excessive fertilizer use.
- **Adoption of Integrated Pest Management (IPM) and use of certified, eco-friendly CPPs to limit environmental pollution and protect biodiversity:** Partners also promoted the responsible use of certified crop protection products and integrated pest management to reduce dependency on hazardous chemicals and strengthen ecological balance. Livestock-oriented interventions emphasized the use of vaccines and quality feed to reduce climate-related mortality and improve animal health.
- **Use of drought-tolerant and heat-resistant crop varieties to maintain productivity under changing climatic conditions and reduce crop failure:** Across Cross River, Bayelsa, and Akwa Ibom, farmers were introduced to climate-smart varieties such as TME 419 cassava, SC 419 and SC 612 maize, and FARO 44 rice, along with CRIN-approved fungicides that reduce fungal infections in cocoa caused by high humidity.
- **Improved water-use efficiency through mulching, ridge planting, and controlled irrigation to reduce runoff and water wastage:** In Delta State, training on irrigation and water management introduced farmers to techniques that conserve soil moisture and reduce reliance on unpredictable rainfall.

### 3.1.2 Peace Building Program

PIND is progressing with the deployment of a filter for climate-related data on the Peace Map. This data would showcase Environmental Risks and Hazards (ERH) data of the Niger Delta (including flooding, windstorm, gully erosion and oil spillage). The data would complement the conflict data on the Peace Map and provide context that will inform and guide climate adaptation and mitigation initiatives by the Peacebuilding and Economic Development programs, as well as external stakeholders in the region.

In addition, during the quarter, the program concluded the development of a policy brief exploring the nexus between climate change, livelihood disruptions, and conflict in the Niger Delta. The overarching goal of this policy brief is to generate actionable insights for stakeholders, including government institutions, civil society, the private sector, and development partners, on how climate-related stressors are influencing conflict dynamics, and to recommend strategies that promote resilience and sustainable development in the region.

---

#### **4.0 Strategic Objective 4: Support to CNL HCDTs to co-invest in their priority projects to improve economic and peace agendas in their communities.**

*This objective focuses on enhancing the capacity of HCDTs to co-design and co-invest in interventions that improve economic conditions and peacebuilding in their communities through skills development, market linkages, and renewable solutions for job creation and income generation. This section will highlight activities supporting Chevron Nigeria Limited Host Community Development Trust (CNL HCDT) communities, as well as the non-CNL HCDTs across the Niger Delta region, as part of PINDs broad response to the PIA opportunity in phase IV.*

#### **4.1.0 Market Systems Development (MSD) HCDTs Engagement:**

MSD aims to improve the livelihood of 12,000 farmers and nano, micro, and small businesses in the HCDT communities. The MSD program continued its community-based training and demonstration activities tailored to MSMEs in the HCDT communities. These efforts are designed to build local capacity and drive the adoption of good agricultural and business practices within the communities.

In Q4 2025, the HCDT Rapid Assessment Report was finalized and validated through a multi-stakeholder workshop held in December 2025, involving HCDT leadership, input firms, service providers, and PIND. The validation confirmed priority commodities, input and seed requirements, feasible entry points, and practical co-investment pathways for last-mile delivery of fertilizers, Crop Protection Products (CPPs), and certified seeds/improved planting materials, positioning implementation to commence in subsequent quarters.

PIND sustained community-based business and financial literacy support to MSMEs, fisherfolk, and processors in HCDT communities. In collaboration with Newland Pathway Integrated Consults, a Business Management, Financial Literacy, and Linkages Program was delivered in Odo-Nla Community, Ilaje LGA, Ondo State, reaching 72 participants and promoting cooperative development and improved access to finance and market opportunities.

Additionally, Marich Agro Allied Services conducted business development and financial literacy training in Tsekelewu and Otumara communities in Delta State, reaching 287 MSMEs and fisherfolk, with a focus on strengthening business practices, improving financial management skills, and linking participants to markets and technologies. This brings the cumulative number of MSMEs and fisherfolk reached in the HCDT communities for the year to 973 against the target of 1,000.

#### **4.1.1 Capacity Building (CB)**

PIND is focusing on strengthening Chevron's Host Community Development Trusts (HCDTs) for effective governance, project implementation, and alignment with Nigeria's Petroleum Industry Act (PIA).

The **Capacity Building team** enhanced internal coordination across PIND programs on CNL HCDT engagements, resulting

in a shared understanding of the approved 2026 **CAPIND HCDT**<sup>12</sup> collaboration workplan and clearer alignment on roles, responsibilities, and coordination mechanisms.

The Capacity Building team convened the monthly internal alignment meeting on December 11, 2025, at the Warri EDC, in line with its coordination secretariat mandate on CNL HCDT interventions. The meeting focused on enhancing cross-program coordination on HCDT engagements, building a shared understanding of the 2026 alignment workplan, and collectively identifying strategies to strengthen program delivery in the year ahead. Participants reviewed the approved 2026 CAPIND HCDT's joint collaboration workplan, reflected on lessons from the 2025 implementation cycle, and clarified roles and coordination mechanisms across program units.

Discussions further emphasized effective coordination practices, stakeholder engagement approaches with HCDTs, and priority actions to improve alignment, accountability, and overall delivery outcomes in 2026

#### 4.1.2 HCDTs Access to Energy

In Q4 2025, A2E significantly deepened its engagement with Host Community Development Trusts (HCDTs), focusing on building a strong technical and investment foundation for renewable energy interventions aligned with community priorities. These activities were designed to move HCDTs beyond intent toward informed co-investment decisions, grounded in credible data and realistic system design.

One major area of support was the energy assessment across Olero and Dibi Field communities, initiated jointly by PIND and CNL Corporate Affairs. Field engagements covered multiple communities, including Ajameta, Gbokoda, Udo, Obaghoro, Ebrohimi, Eghoro, Ureju, Tebu, Daleoketa, Jakpa, Bateren, Kolokolo, Usor, Sagharatie, Deghele, Ute-Tisun, and Omadino. The assessments responded to observed challenges such as heavy reliance on diesel generators, deteriorated electricity infrastructure, and constrained economic activity due to unreliable power supply.

Through direct interactions with community leaders, households, women, youth groups, business owners, and social service providers, the assessments documented existing energy assets, demand patterns, productive-use opportunities, and willingness to pay. A key outcome was the clear expression of community readiness to collaborate on future electrification projects.

In parallel, Q4 also revealed growing private-sector confidence in CNL host communities. As a result of A2E's market facilitation and increased visibility of peer investments, some energy developers made first-time investment decisions in CNL host communities. Having observed other developers operating successfully in similar contexts, these partners were more willing to manage perceived risks and commit capital to new communities. Through these market-based decisions, energy solutions were deployed in seven CNL communities—Opuede, Opuede-Zion, Bobi, Olobe, Orubu, Ogungbeje, and Odunbeeku.

This pattern reflects an important market signal: CNL host communities are increasingly viewed not only as development priorities but as viable investment locations. The convergence of HCDT planning and early private-sector entry is strengthening confidence in renewable energy delivery and laying the groundwork for broader, sustained electrification. A2E also provided targeted technical support to the Egbema-OPUDIS HCDT, following their request for assistance in designing and budgeting a comprehensive solar electrification program across the kingdom. Priorities include upgrading mini-grids, electrifying new communities, and powering school ICT centers to support computer-based WAEC examinations.

In collaboration with the HCDT's Projects and M&E teams, A2E conducted validation visits across selected communities. Four communities were assessed for the upgrade of existing mini-grids, while additional communities were evaluated for

---

<sup>12</sup> **Cooperate Affairs (Formerly PGPA)–PIND Collaborative Framework was created to enhance coordinated support to the CNL HCDTs.** The CA–PIND Strategic Alignment Meeting resulted in the establishment of a two-tier collaboration structure (Steering Committee and Collaboration Team), creating a clear coordination and accountability mechanism for joint HCDT support. It also led to the harmonization of all PIND's HCDT work plans with the HCDT Community Development Plans, paving the way for a five-year joint collaboration framework.

new solar installations. Six schools were also assessed to determine infrastructure needs and appropriate system sizing for ICT centers. Following these visits, A2E is supporting the HCDT in validating existing system sizes and budgets, as well as developing new system designs and cost estimates for both community electrification and school solar installations.

Overall, Q4 activities strengthened HCDTs' ability to co-invest in renewable energy by providing the technical evidence required for budgeting, procurement planning, and engagement with regulators and private developers. These efforts position HCDTs to make informed investment decisions and advance implementation of priority energy projects that support livelihoods, education, and long-term community development.



Egbema OPUDIS HCDT Peacebuilding Committee members

### 4.1.3 HCDTs Youth Employment Pathways (YEP)

Engagement with Egbema-OPUDIS HCDT and Ugboland HCDT continued in Q4 for the enrolment of youths in skills training. While Egbema-OPUDIS stated that management approvals and fund releases were the reason for delays, Ugboland reported that it is reviewing the outcomes from the pilot training to inform next steps. Additionally, engagements are ongoing with Foukeregba HCDT in Bayelsa State and Odikan HCDT in Warri South-West.

In the meantime, following the disbursement of TVET Scholarship grant awards to TVET partners in Q4 2025, eight (8) TVET partners have been strategically positioned in Delta and Ondo States for CNL HCDTs to leverage for youth skills training.

### 4.1.4 Peace Building Activities in the HCDTs

Results from a recent conflict risk assessment showed that intra-communal leadership or chieftaincy disputes, conflict over HCDT benefit-sharing and development project allocations, youth restiveness due to unemployment or marginalization, and grievances against oil companies are among the factors that pose high to very high conflict risks in the area. The assessment recommended more effective local peacebuilding efforts, more inclusive local governance and grassroots engagement, the introduction and strengthening of peacebuilding committees within the HCDT administration, and increased livelihood and economic empowerment programs. These findings informed the interventions to institutionalize peacebuilding in four Chevron Nigeria Ltd (CNL) HCDTs through the establishment and strengthening of Peacebuilding Committees. The HCDTs include Agbonu Ogulagha - Ibe HCDT (Burutu LGA), Warri Kingdom Coastal (Warri North LGA), Egbema OPUDIS HCDT (Warri North LGA), and Ugboland HCDT (Ilaje).

The interventions identified systems and structures and leveraged institutions within the HCDTs to engender sustainable peacebuilding, social cohesion, and economic cooperation. In particular, they strengthened existing community-based structures—the Peacebuilding Committees- to support dialogue among stakeholders in the target communities and LGAs. This was achieved through the inauguration of the Peacebuilding Committees and capacity strengthening for enhanced conflict mitigation.

In Egbema OPUDIS HCDT, the Committee is made up of a 14-member standing committee integrated into the HCDT governance structure. PIND also facilitated the participatory development and formal adoption of a comprehensive Community Conflict Management Plan (CCMP) for the Egbema OPUDIS HCDT, which provides a clear, step-by-step protocol for conflict reporting (including established channels), assessment, mediation, and resolution. In Agbonu Ogulagha-Ibe HCDT, 16 members were inaugurated into the Committee. In the Warri Kingdom Coastal HCDT, 12 nominated members, carefully selected from the Board of Trustees, Management Committee, and Advisory Committee, were inaugurated as Committee members. In Ugboland HCDT, 16 members were also inaugurated into the Committee. These committees were trained on peacebuilding, mediation, leadership, and conflict early warning\early response (EWER) mechanism.

Additionally, PIND disseminated seven (7) conflict early warning alerts to CNL HCDTs. These early warning alerts were shared with HCDT leaders and secretaries, alongside other peace actors in the area.

**Peacebuilding Sensitization Program for HCDTs:** Sensitization on the Tenets of the Petroleum Industry Act (PIA) and community peacebuilding was facilitated through the P4P network across five locations within four Host Community Development Trusts (HCDTs). The activities were implemented in Peretouru community under Foukeregha II HCDT (Ekeremor, Bayelsa), Obunagha community under Gbarain/Ekpetiama HCDT (Yenagoa, Bayelsa), Owevwe and Afiesere communities under Uhierivie HCDT (Ughelli North, Delta), and Molutehin community under Ugboland HCDT (Ilaje, Ondo). The overall objective was to strengthen grassroots understanding of the PIA, particularly the provisions establishing HCDTs, and to reduce misinformation that could trigger conflict within host communities.

Across all locations, the sensitization engaged community leaders, youth, women, persons with disabilities, and HCDT representatives using participatory approaches such as interactive presentations, question-and-answer sessions, group discussions, and drama-based learning. Participants were provided with an overview of the PIA, highlighting its passage into law in 2021 and its significance in transforming host community development from voluntary corporate commitments to a legally guaranteed system through the establishment of HCDTs.

#### 4.1.5 Advocacy - HCDT Engagements

PIND's Advocacy interventions within the HCDTs have focused on creating awareness, strengthening capacity, and building stakeholder consensus to foster effective governance and sustainable development. Leveraging models such as the Multiple Project Model, Multiple Settlor Model, GESI Model, Conflict Resolution Model, and M&E Model, the interventions have enhanced coordination, inclusivity, and transparency in HCDT operations.

As a result, HCDTs participating in the Bridges Project have continued to record tangible successes, including the resolution of internal conflicts, sustainable resource management through the prevention of project duplication, and greater inclusivity and accountability in decision-making and implementation. Collectively, these efforts have strengthened peace and cohesion within HCDT communities while promoting transparent, sustainable, and community-driven project delivery.

The PIA models promote gender inclusion by mandating women's representation across the Board of Trustees (BOT), Advisory Committees (AC), and Management Committees (MC) of HCDTs. To date, **237** women serve on these boards, with several holding leadership positions as chairpersons. As awareness increases and more HCDTs become registered, this number is expected to grow, further strengthening women's participation in local governance.

The PIA also reserves a quota of contracts for women-led indigenous enterprises, reinforcing inclusion in economic opportunities. These provisions are supported and amplified through the Bridges Project's GESI model, which seeks to address exclusion within the HCDT framework.

---

### **5.0 Strategic Objective 5 (So5): Reduce conflict and promote peace by ensuring the sustainable and effective deployment of the P4P Network; cultivating linkages between peacebuilding and economic development; delivering value to Chevron; and addressing regional conflict issues.**

Building on over a decade of achievements, the Peacebuilding Program aims to position PIND more centrally as a strategic enabler of sustainable peace and development in the region. In **Phase IV (2024-2029)**, the Peacebuilding Program will bridge communities, government, and corporate stakeholders, empowering the P4P Network to independently manage peacebuilding initiatives aligned with broader development strategies. By linking peacebuilding with economic growth initiatives, PIND will promote a holistic model that leverages economic stability as a foundation for long-term peace.

#### 5.1.0. Niger Delta Peace Outlook in Q4 2025

The Niger Delta recorded a notable improvement in its overall peace and security situation in the fourth quarter (Q4) of 2025 compared to the third quarter (Q3). Available data indicate a 23% reduction in lethal violence, with conflict-related fatalities declining from 96 in Q3 to 76 in Q4. This improvement reflects the combined effects of ongoing peacebuilding, security, and conflict management interventions across the region. Nonetheless, incidents of violence and insecurity persisted, underscoring the continued fragility of peace in several parts of the Niger Delta.

Analysis of conflict trends during the quarter shows a general decline across major drivers of insecurity, including criminal violence, communal conflict, mob violence, and armed confrontations between security forces and non-state armed groups. Organized criminal violence, including homicide, robbery, and kidnapping, declined substantially. Fatalities from criminal violence fell by 43%, from 87 in Q3 to 56 in Q4, while reported incidents dropped by 44%, from 83 to 53. Confrontations between criminal gangs and government security agencies decreased markedly, with associated fatalities declining from 50 in Q3 to 12 in Q4. Despite these reductions, criminal violence remained the leading driver of insecurity and fatalities in the Niger Delta during the period, with the highest fatality levels recorded in Delta, Imo, Edo, Rivers, and Ondo States.

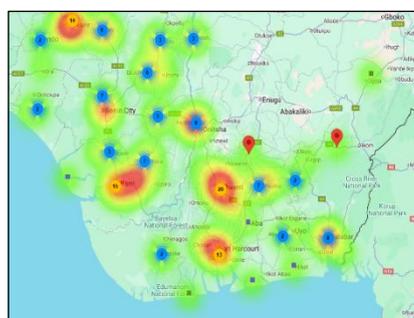


Ugboland HCDT Peacebuilding Committee members

Communal violence also declined at the regional level, with fatalities decreasing by 53.3%, from 19 in Q3 to 11 in Q4. However, communal clashes persisted in Delta and Ondo States, with Delta State accounting for a significant share of communal violence-related fatalities during the quarter. Only a limited number of incidents were recorded in Cross River, Edo, Rivers, and Imo States, suggesting relative calm in some areas that had previously experienced recurrent communal tensions. In contrast, separatist-related violence remained a persistent feature of the conflict landscape despite a decline in associated fatalities. Although reported deaths linked to separatist activities fell from 24 in Q3 to five in Q4, incidents continued to occur, largely confined to Imo State. Clashes between separatist militias and government security forces resulted in localized fatalities and property destruction, particularly in Mbaitoli Local Government Area (LGA), indicating sustained operational activity despite reduced lethality. Clashes between rival cult gangs also increased during the quarter, with fatalities rising from nine in Q3 to 13 in Q4. These incidents were primarily concentrated in Delta, Rivers, and Edo States and were driven by reprisal attacks, competition for territorial control, and broader criminal dynamics.

### 5.1.1. Peacebuilding highlights of activities in Q4 2025

In response to the persistent incidents of violence and criminal activity, PIND continued to implement interventions in conflict prevention, conflict management, and peacebuilding across the Niger Delta as part of its strategy to keep violence levels low, particularly in key communities of interest. PIND continued to leverage on its peacebuilding social infrastructure and social capital of peace actors across the region for long-term sustainable peace. PIND’s peacebuilding strategy recognizes the need for an integrated and comprehensive approach to addressing the complex causes and drivers of conflict, adopting innovative methods to tackle militancy, election violence, gang/cult violence, communal conflict, and the cross-cutting issue of Violence Affecting Women and Girls (VAWG). The highlights key activities carried out in Q4 2025.



Niger Delta Conflict Fatalities Heat Map,

- **Advance Research and Data-Driven Analysis for Informed Peacebuilding:** During the period, PIND, through its IPDU, produced and disseminated a range of data-driven, research-based conflict early warning products to inform peace and security stakeholders and support targeted peacebuilding and conflict management interventions across the Niger Delta. In total, 10 conflict early warning alerts were issued to more than 60 response actors, including P4P Prevent Committees, Prevent Councils, CNL’s HCDT Peacebuilding Committees, EU–Niger Delta Project consortium partners, and local and community-based response mechanisms established under the EU–Niger Delta Project. These alerts enabled timely responses to emerging risks and strengthened coordination among peace actors across the region. For example, in October 2025, PIND issued an alert on gang-related violence at the Akwa Ibom State University, which was promptly shared with the Akwa Ibom State Prevent Committee. The Committee subsequently engaged key partners to strengthen community peace and resilience against cultism and substance abuse in Ifa Ikot Akpan, Uyo LGA, helping to de-escalate tensions and prevent further violence.
- **Analytical and research outputs:** PIND produced 12 analytical and research outputs during the period, comprising 10 weekly conflict briefs, the Q3 2025 Niger Delta Conflict Tracker, and a policy brief examining the nexus between climate change and conflict dynamics in the Niger Delta. Cumulatively, a total of 49 analytical and research products were disseminated in 2025. These outputs monitored and analyzed evolving conflict risks and security trends, including organized criminal violence, cult and gang clashes, communal tensions, mob

violence, drug abuse, as well as public awareness of climate change, disaster and disease outbreak risks. The outputs were widely disseminated to local peace actors, civil society organizations (CSOs), government security agencies, academia, and development partners at local, national, and international levels, supporting evidence-based decision-making and preventive action.

- **Sustainable and effective deployment of P4P Network:** During the quarter, the Partners for Peace (P4P) Network continued to promote peace education and implement activities aimed at strengthening community capacity and commitment to peacebuilding and locally driven conflict response.
- **Subchapter Creation and Strengthening:** Subchapter creation and strengthening training was implemented by the National Secretariat of Partners for Peace, with support from state leadership across the Niger Delta, to support the growth and sustainability of the P4P Network by addressing critical capacity gaps at the Local Government Area level, particularly in conflict-prone communities. Through this intervention, newly created subchapters and selected existing ones were trained and strengthened on peacebuilding, conflict management, and Early Warning and Early Response skills to enable more effective peacebuilding engagement and locally driven conflict response. Overall, 26 subchapters were established and strengthened, reaching 853 community members across Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo, and Rivers States. This brought the total number of P4P subchapters in the Niger Delta to 131. Community members demonstrated strong commitment to coordinating subchapter activities and initiating peacebuilding solutions tailored to their local contexts. The training, organized in November 2025, enhanced participants' understanding of conflict dynamics and equipped them with practical tools to promote dialogue, manage disputes, and support early reporting of conflict incidents for timely response.
- **Peace Club Activities:** In Q4, the P4P Network strengthened its commitment to peace education by expanding Peace Club activities across secondary and tertiary institutions in Akwa Ibom, Abia, Bayelsa and Rivers States. The interventions focused on building facilitation capacity, promoting youth leadership, and institutionalizing Peace Clubs within formal education systems. The activities were designed to nurture dialogue, non-violence, and shared responsibility among young people while deepening school-level ownership and sustainability of peacebuilding initiatives in 8 secondary schools. Each participating school received two updated copies of the Peace Club Training Manual to guide structured club activities. Students and teachers expressed keen interest in leading Peace Club initiatives, especially around peer mediation, positive behavior modeling, and community-focused peace messaging.

### 5.1.2. Q4 2025 P4P Update

**Network Sustainability Strategies Workshop:** The P4P successfully convened a two-day capacity-building workshop focused on reviewing project impact and strengthening network sustainability. The sessions provided practical insights and tools to enhance the effectiveness and resilience of P4P structures at state and network levels. The workshop was attended by P4P State Coordinators from the nine Niger Delta states, reinforcing peer learning, shared accountability, and collective ownership of the network's sustainability agenda. Overall, the activity strengthened the capacity of P4P leadership to plan strategically, mobilize resources, and deliver impactful peacebuilding interventions, positioning the network for improved coordination and deeper impact in 2026 and beyond.

P4P carried out several state-led Prevent Committee peacebuilding interventions Abia, Akwa Ibom, Bayelsa, Cross River and Rivers States. Key conflict drivers include:

- Mitigating gender-based violence and ritual killings in Aba South Local Government, following reported incidents gender-based violence and ritual killing in Aba South, North and Ikwuano LGAs.
- Strengthening community peace and resilience against cultism and substance abuse in Ifa Ikot Akpan, Uyo LGA, Akwa-Ibom State. The intervention was informed by a reported threat of violent attacks on Ifa Ikot Akpan community by a cult group known as KKK confraternity, allegedly in response to perceived harassment its members by security agents.
- Engaging critical stakeholders and partners to mitigate community crisis through effective leadership and conflict resolution in Swali, Yenagoa, Ovom and Ogu Communities, in Atissa Clan, Yenagoa Local Government Area of Bayelsa State.
- Stakeholder engagement to advocate against drug abuse in Port Harcourt suburbs. The project also campaigned for community action to prevent gender-based violence on a rally, in partnership with the Coalition to Promote Gender Justice, advocating for the domestication of the Violence Against Persons Prohibition (VAPP) Law.

### 5.1.3. Strengthening Regional Ecosystem Players

**Niger Delta Crisis Scenario Planning and Resilience Strategy Workshop:** PIND organized the Niger Delta Crisis Scenario Planning and Resilience Strategy Workshop in collaboration with the Office for Strategic Preparedness and Resilience (OSPRES), GIZ, FFP, and partners under the ECOWAS Peace, Security and Governance (EPSG) project, with support from the European Union (EU) and Germany's BMZ. The three-day workshop convened 49 stakeholders from government, civil society, academia, and international organizations to strengthen anticipatory crisis response capacities using data analytics and artificial intelligence (AI). The workshop leveraged AI-enabled decision-support tools, including the Crisis Sensitivity Simulation (CSS) model, which enables the forecasting of crisis scenarios and simulation of stakeholder responses. Participants also co-developed a "Perfect Storm" meta-scenario and translated it into an Integrated Strategic Roadmap for Resilience, enhancing coordinated preparedness for complex, multi-risk crises. Overall, the intervention strengthened early warning, strategic foresight, and coordinated response planning, contributing to a shift from reactive crisis management to anticipatory and preventive peacebuilding in the Niger Delta.

**Niger Delta Regional Peacebuilding Strategy (NDRPS):** The activity aimed to implement components of the NDRPS in Onna LGA through the institutionalization of an inclusive, multi-stakeholder, and functional grassroots peacebuilding infrastructure. PIND engaged the Local Government Council Secretariat representatives and established groundwork for: a functional and inclusive Local Government Peacebuilding Committee (LGPC) in Onna LGA; strengthened vertical coordination between Onna communities and state-level peace mechanisms; Improved capacity of local actors to interpret and act on early warning signs; enhanced trust between traditional institutions, security agencies, and communities; and the Institutionalization of peacebuilding architecture rooted in local ownership. Council representatives expressed commitment to finalizing the stakeholder mapping for the Local Government Peacebuilding Committee (LGPC), conducting a follow-up advocacy with the relevant units, initiating planning for the LGPC formation and inaugural session, and beginning preparatory work for developing the Local Peacebuilding Action Plan (LPAP). This intervention represents a strategic step toward translating the NDRPS into practical, localized action. By piloting the NDRPS in Onna LGA, the initiative is expected to create a sustainable model of inclusive, multi-stakeholder, grassroots-led conflict transformation in Onna LGA, Akwa Ibom State and the wider Niger Delta.

**Fostering Cohesion in Warri Federal Constituency amid Ward Delineation Disputes:** The Warri Peacebuilding Intervention was necessitated by growing tensions following the ward delineation exercise conducted by the Independent National Electoral Commission (INEC) across the Warri Federal Constituency. In the aftermath of the exercise, conflict spoilers and influential actors exploited social media and other platforms to politicize ethnic identities, inflame grievances, and heighten inter-communal mistrust among Itsekiri, Ijaw, Urhobo, and non-indigene communities. Given Warri's history of violent conflict, these dynamics posed a clear risk of escalation, with potential consequences for social cohesion, livelihoods, and economic stability.

**Inauguration of a Joint Implementation Committee (JIC):** Although peace actors and civil society organizations initiated independent engagements to de-escalate tensions, these fragmented efforts proved insufficient to address the scale and complexity of the crisis. Consequently, on 27 November 2025, the Joint Implementation Committee (JIC) was established as a coordinated, neutral, multi-stakeholder platform comprising the Warri Peace Community Support Initiative, One Love Community Development Centre, AAP Works, and other peacebuilding partners. The intervention aims to de-escalate tensions associated with the ward delineation process, counter inflammatory narratives, and lay the foundation for sustainable peace and peaceful coexistence in Warri. Its specific objectives include reducing the risk of violence through early de-escalation and confidence-building actions, and building local ownership and legitimacy for a longer-term mediation and reconciliation process.

Since its establishment, the JIC has undertaken targeted advocacy and engagement with critical stakeholders identified through conflict and stakeholder mapping. These engagements include courtesy visits to the Commissioner of Police, the Olu of Warri and the Pere of Gbaramatu kingdom. The JIC has secured political buy-in from local authorities, strengthening its legitimacy and operational reach across communities. Coordination among civil society actors has improved, reducing duplication and enabling a unified approach to de-escalation. Most importantly, the intervention has strengthened trust among stakeholders, reduced the spread of inflammatory narratives, and created an enabling environment for the next phase of mediation and sustained peacebuilding across the Warri Federal Constituency.

#### 5.1.4. EU-funded Niger Delta Project:

PIND sustained its partnership with a consortium of peacebuilding organizations—Search for Common Ground (SFCG) and the Stakeholder Democracy Network (SDN)—to continue implementation of the EU-funded peacebuilding project in the Niger Delta. As a leading implementing partner, PIND worked closely with consortium members and community leaders to deliver community-driven peacebuilding and peaceable livelihoods interventions aimed at strengthening social cohesion, building community resilience, and promoting positive behavioral change among youth to address drug abuse and criminality in Delta and Bayelsa States. Through the IPDU, PIND supported the EU-funded project and other peace actors by issuing timely early warning alerts to established response mechanisms, including Prevent Councils, P4P Prevent Teams, Community, Local Government, and State Peace Architectures (CPA, LPA, SPA), and Local Government Peacebuilding Committees (LGPCs).

#### 5.1.5. Nexus between Peace Building and Economic Development:

The alignment of peacebuilding initiatives with economic development goals materialized through the ongoing collaboration between PIND and Okomu Oil Palm Company (OOPC). Both programs worked together to conduct follow-up engagements with OOPC, culminating in the signing of an MoU and a Project-Specific Agreement with the company in Q4 2025.

Both programs also collaborated with PIND’s Business Development team to make presentations to Wilmar in Cross River State, leveraging PIND’s ongoing support to OOPC as a model. The engagement pitched PIND’s peacebuilding and economic development approaches, and is expected to result in the implementation of targeted interventions that promote social cohesion, mitigate conflicts, improve livelihoods, strengthen relationships between Wilmar and its host communities, and enhance the company’s operational stability and profitability.

This strategic engagement aims to lay a strong foundation for peacebuilding, economic development, and stakeholder collaboration by identifying conflict triggers, socio-economic gaps, and opportunities for sustainable development in communities neighboring OOPC operations. This initiative leverages PIND’s proven models and infrastructure, including the Market Systems Approach, sector-based programs, Access to Energy (A2E), and Youth Employment Pathways (YEP), access to finance, Peacebuilding’s Early Warning and Early Response (EWER) systems, the Partners for Peace (P4P) network, and a broad base of peace actors.

---

## 6.0 General Enabling programs

This section presents key achievements in Q4 2025 for initiatives implemented under the General Enabling Program. PIND’s work is anchored on two interrelated pillars: (1) the Economic Development program, focused on enabling pro-poor market development and job creation; and (2) the Peace Building program, centered on strengthening conflict resolution mechanisms to promote sustainable peace and economic growth.

To support, enable, measure the outcomes of these pillars, PIND implements several cross-cutting initiatives:

- **Capacity Building:** Enhancing the capabilities of Business Membership Organizations (BMOs), Civil Society Organizations (CSOs), and local communities, for sustainable development.
- **Advocacy:** Influencing public policies, practices, and programs, using in-depth analysis to address systemic constraints to regional growth.
- **Communications:** Ensuring consistent, high-impact messaging that amplifies PIND’s models, results, and learning.
- **Planning, Monitoring, and Evaluation (PM&E):** Tracking and assessing performance and ensuring data-driven decision-making across all program areas.

### 6.1 Capacity Building

As a key enabler of PIND’s Phase IV strategy, the Capacity Building program is designed to strengthen the institutional and operational capacities of Chevron Host Community Development Trusts HCDTs, private institutions, government institutions, civil society, business associations and services providers, for effective socio-economic engagement and

inclusive governance. This program directly contributes to PIND's long-term development objectives and the promotion of growth and peaceful co-existence in the Niger Delta.

The program focuses on two major areas:

1. **Strengthening HCDTs:** Supporting Chevron HCDT, which replaced the Regional Development Councils (RDCs) under the Petroleum Industry Act (PIA) of 2021, to effectively implement peacebuilding and economic development interventions.
2. **Empowering Local Institutions:** Enhancing the institutional capacity of local BMOs, organizations, and implementing partners, to drive sustainable economic growth in the region.

### 6.1.1 Empowering Local Institutions (BMOs)- Key Achievements – Q4 2025:

In the fourth quarter of 2025, the Capacity Building program implemented a two-day institutional strengthening program for selected Business Membership Organizations (BMOs); farmer groups, and cooperatives operating within PIND's Market Systems Development (MSD) program. The intervention targeted recurring organizational and business development gaps identified through earlier validation and organizational profiling exercises conducted across Akwa Ibom, Rivers, Bayelsa, and Cross River States earlier in the year. The program improved organizational readiness among participating BMOs, farmer groups, and cooperatives, enhancing their understanding of cooperative governance, leadership, basic financial management, and strategic planning required for effective participation in agricultural market systems.

### 6.1.2 Organizations providing Community services in the Niger Delta

During the reporting period, two BMOs, **Family Welfare Foundation Bayelsa (FAWEF)** and **Green Concern for Development (GREENCODE)**, demonstrated improved organizational capacity and enhanced service delivery, drawing on institutional strengthening support and capacity-building trainings previously provided by PIND across relevant organizational practices and frameworks. The capacity building support enabled FAWEF to successfully deliver a series of farmer-focused trainings on climate-smart agricultural practices across multiple communities, including Finima in Bonny LGA and Bori in Khana LGA, Rivers State, as well as Ogulagha community in Burutu LGA and Youbebe community in Warri West LGA, Delta State. These engagements reflect FAWEF's strengthened ability to design, coordinate, and implement field-level interventions that respond to local agricultural and climate resilience needs.

**Green Concern for Development (GREENCODE)** implemented a project in Akpabuyo LGA, Cross River State, focused on reducing carbon emissions, promoting sustainable use of alternative energy, and enhancing environmental conservation at the grassroots level, contributing to Nigeria's attainment of the Sustainable Development Goals (SDGs). The project also increased awareness among school pupils on forest conservation and mangrove protection as strategies for climate change mitigation.

### 6.1.3 Organizations, associations, and networks accessing funds/grants with PIND assistance

Green Concern for Development (GREENCODE) successfully secured a total of USD 17,000 (₦24,310,000) through the Global Green Grant Fund and the Global Environment Facility Small Grants Project (GEF/SGP) to implement environmental conservation and alternative energy interventions in Cross River State. The organization attributed this achievement to its strengthened capacity in proposal development, project design, and monitoring frameworks gained through previous PIND capacity-building support.

## 6.2.0 Advocacy

In Q4 2025, PIND, through its Advocacy program, continued to promote its models and influenced states policies to address constraints to peaceful coexistence and economic development in the Niger Delta region. The quarter marked the final phase of the PIA-related Bridges Project, which involved conducting a high-level dialogue session among stakeholders in the PIA implementation process. Key activity lines in Q4 centered on promoting PIND's development models to state governments and private sector organizations, strengthening strategic partnerships across all sectors, and supporting program areas and third-party projects in advocacy-related activities. Initiatives also continued to track the efficacy and impacts of PIND-influenced policies, enhancing PIND's thought leadership on the PIA by leveraging the Bridges Project. This approach ensured impactful outcomes and learning from the project's activities.

### 6.2.1 Promotion of PIND's Models to Government & Private Sector:

**Rivers State Ministry of Energy & Natural Resources (Bridges MSP Model, A2E):** PIND continued to engage with the Rivers State Ministry of Energy & Natural Resources, which oversees oil and gas and Host Community Development Trust (HCDDT) affairs, following the Ministry's expression of interest in PIND's work. As part of this engagement, the Ministry was invited to participate in the Bridges Project Closeout event, providing an opportunity to showcase the extent of PIND's collaboration and partnership with the host communities in Rivers State to the Permanent Secretary and Commissioner. These initial engagements are expected to strengthen the State's interest in partnering with PIND, with opportunities for deeper collaboration to be explored in 2026.

**Long-term Development Plans (Akwa Ibom State):** Sustained engagements with the Akwa Ibom State Ministry of Budget and Economic Planning were held in Q4 2025. The Commissioner was invited to participate in the Bridges Project Stakeholder Closeout Convening, providing an opportunity to deepen discussions on the States' proposed long-term development plan initiatives while showcasing PIND's broader work and development interventions in the state.

**Bayelsa Labour Market Assessment (LMA):** PIND strategically engaged the Bayelsa State Ministry of Youth Development, building the framework of the state's youth development policy, to advance adoption of the Youth Employment Pathways (YEP) model by leveraging the completion and validation of the Bayelsa State Labour Market Assessment (LMA). The engagement built on the Ministry's partnership with PIND to implement demand-driven skills training for underemployed and unemployed youth, and focused on aligning proposed interventions with the YEP end-to-end model for effective youth employability and job linkages.

**Engagement with NUPRC:** Engagements to finalize the partnership framework with the Nigerian Upstream Petroleum Regulatory Commission (NUPRC) continued in Q4 2025. A draft MoU is now awaiting the regulator's endorsement for finalization. The NUPRC also participated actively in the Bridges Project Stakeholder Closeout convening as the keynote speaker and in panel session and work sessions. These engagements enhanced the Commission's understanding of PIND's work in deepening collaboration and partnership towards PIA implementation interventions.

**Abia Technology and Innovation Summit:** PIND participated as the keynote speaker and a panelist at the Abia Technology and Innovation Summit held in the International Conference Center in Umuahia. The summit was hosted by the Abia State Ministry of Science and Technology as part of a series of initiatives aimed at youth development through digital strategies. PIND's keynote address highlighted its contributions to youth development in the state through the YEP program and its commitment to continued collaboration as Abia State advances its technology and digital transformation agenda.

At the same summit, PIND initiated a strategic collaborative engagement with the Abia State Ministry of Agriculture as they launched the Abia State Agricultural Dynamic Database System (ADDS). The platform features interactive agricultural maps, farmer and farmland profile dashboards, input planning tools, and policy analytics. PIND agreed to partner with the Ministry of Agriculture to revolutionize the Abia State Agricultural Roadmap through new and ongoing initiatives in the sector.

**Unveiling of reviewed Long-Term Development Plan:** PIND participated in the unveiling of the renamed "Abia State's 25-Year Development Plan", a five-yearly review of the 2020–2050 Long-Term Development Plan developed in collaboration with PIND. The revised plan, structured around five thematic pillars, integrates key global, regional, and national frameworks and introduces a digital, data-driven monitoring and evaluation system for enhanced accountability. At the event, PIND's Executive Director spoke on the Foundation's contributions to long-term planning in Abia and the wider Niger Delta region. The state Governor acknowledged PIND's role in facilitating state-led development planning, while the convening also created opportunities to engage regional and international partners, including UNICEF and UNDP.

**Launch of Documentary on Multiple Taxation and Illegal Levies:** As part of efforts to raise awareness, a documentary on the effect of Multiple Taxation and illegal levies on small businesses in the Niger Delta was released following a review session with key stakeholders, including business owners, trade associations, trader groups, tax experts, among others drawn from the Multiple Taxation TWG. The documentary was well received by stakeholders, with feedback indicating that the issues and proposed solutions were clearly articulated. A key highlight of the documentary was the showcase of reforms in Ariaria Market in Abia State, where digitized solutions for levy harmonization and collection have been implemented.

## 6.2.2 Policy Influencing & Tracking

Tracking of Government Spending on development projects: Engagements with the Ministries of Planning in Abia and Cross River States continued focusing on tracking government spending on development initiatives influenced by PIND interventions. The verification exercise has been initiated and will be completed in Q1 2026.

## 6.3.0 Knowledge Management and Communications

In Q4 2025, the Knowledge Management and Communications unit continued positioning PIND as a thought leader and impact-driven organization through integrated storytelling, strategic visibility, stakeholder engagement, and knowledge-sharing initiatives. The team aligned efforts with organizational priorities, supporting key program activities, advancing internal learning and branding efforts, and increasing both digital and media presence.

### Significant Achievements/Results

- Provided comprehensive media coverage for the Bridges Project PIA-HCDT Stakeholders’ Dialogue Forum, securing 21 media mentions, including a feature on Channels TV News at 10, Nigeria’s top nightly news program.
- Expanded visual storytelling capacity, producing multiple documentaries—including features on Multiple Taxation and Okibou Zion, bringing the total number of success-story videos hosted on YouTube to 44.
- Provided social and mainstream media coverage, photography, videography, live streaming, branding, and other corporate communications services for seven strategic events, including the WISE Project Launch, the Niger Delta Scenario Planning and Resilience Strategy Workshop, and the TVET Facilities Upgrade Grant.
- Welcomed 16,815 new visitors to PIND’s digital platforms in Q4, bringing the total visits for the year to 60,691.
- Boosted institutional visibility by sharing compelling success stories across PIND programs, growing the social media audience to 62,492 followers, and maintaining an average organic reach of 600,000 without paid advertisements.

### 6.3.1 Q3 2025 GESI Key Achievements:

**6.3.2 GESI Mainstreaming:** In Q4 2025, PIND’s mainstreamed gender data recorded an average of 35% participation across its activities. The final mainstreamed percentage of women in 2025 was **42%** exceeding the GESI target of 40%. For details of the annual GESI performance by program area, click here [2025 PIND GESI Mainstreaming](#)

- **MSD:** In 2025, a total of 107,190 farmers and MSMEs were reached, of which **49,951** were women, representing approximately **46.6%** female participation. This reflects strong commitment to gender inclusion and balanced outreach efforts. Specific interventions were designed using inclusive service models, ensuring that women and youth were not only participants but also positioned as service providers, seed entrepreneurs, and agripreneurs within the evolving market systems.
- **YEP:** In 2025, over 16 partners reported a cumulative total of 4,983 youths trained on applicable skills between January and December, of which 2,143 (**43%**) were female.
- **Peacebuilding (IPDU):** A total of 293 participants were recorded in 2025, including 126 women (43%) and three persons with disabilities (PWDs).
- **Project Support Services:** In Q4, a total of 66 contracts (service and purchase orders) were awarded, with 15 awarded to female-led vendors, representing 22.7% % of the total.

2025 Average GESI Mainstreaming -		
MSD	46.60%	
YEP youths	43%	
PB IPDU	37%	41.98%
PSS Contracts	23.53%	
Average	37.37%	
<b>2025 GESI Mainstreaming (PSS inclusive) 37.37%</b>		
<b>2025 GESI Mainstreaming Programs only 41.98%</b>		

### 6.3.3 16 Days of Activism Against Gender-based Violence

During the quarter, PIND implemented activities to commemorate the 2025 16 Days of Activism Against Gender-Based Violence, themed “*Creating Safe, Inclusive, and Digitally Empowered Spaces for Women and Girls in the Niger Delta.*” The commemoration focused on increasing awareness of digital and offline gender-based violence (GBV), strengthening

inclusive advocacy, and promoting safer spaces for women, girls, and persons with disabilities (PWDs). An in-house GESI sensitization session was conducted for staff to reinforce understanding of gender-based violence and digital safety. This session included a sip-and-paint activity, which provided staff with a creative platform to convey campaign messages aligned with the theme, while fostering reflection on individual and organizational roles in promoting safety and inclusion.

In commemoration of the International Day of Persons with Disabilities (PWDs), a sensitization walk was organized in collaboration with the Joint National Association of Persons with Disabilities (JONAPWD), Rivers State Chapter, with support from the Amaclare Connect & Development Initiative Team. The activity highlighted the heightened vulnerability of PWDs to both online and offline GBV and emphasized the need for enforcement of disability protection laws, public sector accountability, and increased community awareness.

Community-level engagement was further strengthened through an art competition and exhibition involving three junior secondary schools in Rivers State. The initiative used creative expression to educate young people on GBV, digital safety, peace, and non-violence. Artworks and performances were curated and documented, providing a platform for youth engagement, learning, and stakeholder commitment.

#### 6.4.0 Q4 2025 Planning M & E Key Achievements

Within the reporting period, the Planning, Monitoring and Evaluation team:

- Coordinated program performance review at the staff retreat and drew lessons to guide 2026 operational planning.
- Developed the planning framework for 2026 operations and coordinated the development of program milestones for 2026.
- Implemented result-measurement processes by facilitating field monitoring through the deployment of research officers (M & E Associates)
- Developed and deployed tools to track service provider-level performance for data quality assurance.
- Maintained program intervention control frameworks to support plausible attributions and reporting.
- Provided oversight to ensure Phase IV strategy implementation aligned with the Theory of Change (ToC) across all programs and projects.
- Supported organizational governance processes, including the conduction of Q4 M & E Boards meeting.

#### 6.5.0 Business Development and Sustainability (BDS)

In 2025, BDS aims to raise \$1.5 million. In alignment with its strategic objective to diversify and expand its funding base, the BDS team deepened internal collaboration with other units in Q4 2025 to advance fundraising efforts including:

- Signing a Project-Specific Agreement with the Okomu Oil Plc for ₦1billion (\$ 654,000 at ₦1,530) to support the development of its Corporate Social Responsibility (CSR) program for 2026. A three-year modified MoU was also signed and the final CSR budget for 2026 was agreed upon.
- Developing a draft MoU with the NUPRC to strengthen the HCDDT framework under the Petroleum Industry Act (PIA), pending legal review.
- Engaging Wilmar International and the Nigerian Agriculture Development Fund (NADF) on co-financing Continuum Capital to the tune of ₦5.4 billion to unlock the stalled Wilmar/PZ Wilmar transaction for a 26,000-hectare integrated Oil Palm Plantation.

Advancing CAPIND implementation for CNL HCDDTs, with lessons learned informing a broader engagement strategy for over 150 NUPRC-approved HCDDT Community Development Plans.



PIND staff during the sip-and-paint session

### 7.0 Program Management - Governance and Accountability:

PIND held her fourth 2025 Leadership Team (LT) meeting in Q4 2025 to review organizational health and guide the course for 2026 program management. During the quarter, PIND also held and participated in separate board meetings for

NDPI trustees and the PIND Board of Trustees, providing oversight, guidance, and accountability for program implementation. Preparations for a joint Board meeting in Nigeria also commenced during the period.

PIND further held its **2025 annual staff retreat** to evaluate phase IV the implementation and facilitate learning and reflection. The retreat included planning sessions to shape strategic direction for 2026.

## 7.1 Organizational Sustainability

PIND continues to refine its program governance structure to enhance outcomes and stakeholders value. Program **oversight** has been organized into **Energies and Non-Energies portfolios**. The **Energies portfolio** covers interventions and projects across oil and gas sector corporations, while the **non-energies portfolio** focuses on interventions and projects across non-oil and gas corporations in the Niger Delta. Dr. Teslim Giwa, PIND's Access to Energy program manager, leads the **Energies Portfolio**, while Mr. Misan Edema-Sillo, Economic Development program manager, leads the **Non-Energies Portfolio**. Both portfolios are expected to operate as impact teams, machine-enabled, and with high analytics.

The signing of a N1billion agreement with Okomu Oil Plc to implement CSR interventions in 2026 represents a significant milestone in strengthening non-oil corporate partnerships in the Niger Delta.

PIND also progressed operations of Continuum Capital (CC), its impact investment vehicle, following the employment and full onboarding of a dedicated manager. Continuum Capital (CC) was established to drive large-scale investments into the Niger Delta for widespread impact. It is separate from the existing Sombreiro Kapital (SK), which provides access to finance through loan guarantees for PIND program beneficiaries.

PIND continued implementation of the **Mastercard Foundation-funded Women in Sourcing and Enterprise (WISE)** program, while the EU-funded **Community-centered Approach to Transforming Criminality and Violence in the Niger Delta** project expanded IPDU-led community peacebuilding efforts.

### 7.2.0 Organizational effectiveness, health, safety, and security

PIND continued investing in employee well-being and workplace safety. In Q4 2025, the Operations unit provided seamless services to consultants and stakeholders, enabling effective project delivery.

Key achievements included:

- Enhanced IT management through continuous review and updates of PIND's Integrated Platform (PIP).
- Optimal logistics support for program implementation and operations.
- Onboarding support for new staff and project teams, including WISE.
- Delivery and commissioning of eight (8) new project vehicles.
- Timely processing of utility bills, maintenance of communication systems, stakeholder/vendor relations, and vehicle maintenance.
- Successful facilitation of internal and external events including the 2025 PIND Staff retreat.

## 8.0 Project Support Services (PSS):

The PSS unit continued implementing policies and procedures to ensure transparency and compliance in PIND's procurement and grant processes. Key achievements as at Q4 2025 include:

- Processing a total of 67 contracts comprising 13 service orders, 11 purchase orders, 33 grants and 10 memoranda of agreement.
- Engaging five new consultants for the WISE Project to strengthen implementation capacity.
- Initiating discussions with Administrative Operations to establish blanket purchase agreements for frequently procured goods and services, aimed at improving efficiency and strengthening internal compliance. These requests were initiated in December 2025 with implementation planned for January 2026

Table 1. Contracts awarded in Q4 2025 in their types, total amount and by type of recipient

Q4 2025												
Instruments	Number (Q4 2025)	Number Processed to date (January - December 2025)	Value Committed(Q4) (NGN)	Total Amount committed to date (Jan-Dec 2025) (NGN)	Total Value Committed by Gender (Q3 2025)							
					Male	Value Committed (NGN)	Female	Value Committed (NGN)	Female-Headed/Owned Organizations	Value Committed (NGN)	Male-Headed/Owned Organizations	Value Committed (NGN)
Professional Services Contract	-	8	-	1,879,695,507.00	-	-	-	-	-	-	-	-
Services Order	13	66	162,743,315.15	544,880,284.32	4	26,249,999.00	1	3,713,316.15	1	6,000,000.00	7	126,780,000.00
Purchase Order	10	30	251,361,211.27	1,033,765,586.48	-	-	-	-	1	8,972,500.00	9	242,433,711.27
Master Services Contract	-	-	-	-	-	-	-	-	-	-	-	-
Grants	33	142	367,171,434.00	703,584,284.00	-	-	-	-	9	90,152,677.00	24	277,018,757.00
MOU	10	15	2,589,742,250.00	7,206,612,292.60	-	-	-	-	3	23,000,000.00	7	2,566,742,250.00
<b>Total</b>	<b>66</b>	<b>271</b>	<b>3,371,018,210.42</b>	<b>11,368,537,954.40</b>	<b>4</b>	<b>26,249,999.00</b>	<b>1</b>	<b>3,713,316.15</b>	<b>14</b>	<b>128,018,177.00</b>	<b>47</b>	<b>3,212,974,718.27</b>

## 9.0 Challenges and Lessons Learned

### Challenges

#### 9.1.0 Economic Development and Peace Building Programs:

##### 9.1.1 Market System Development Program:

Slow adaptation of the cross-cutting model by service providers who are accustomed to commodity-specific services continues to be observed.

- The high cost of engaging digital technology firms remained a major barrier to scaling service delivery through digital solutions, limiting the speed at which platforms can be onboarded and operationalized to improve outreach efficiency.
- Scarcity of competent aggregators within certain targeted commodities, who are both operationally active and willing to test structured sourcing models that guarantee consistent market access for smallholder farmers, remains a concern. Mapping exercises indicate that many such actors operate informally or on a limited scale, constraining their capacity to facilitate aggregation and maintain supply relationships.
- To mitigate these challenges, PIND continues to prioritize capacity enhancements of the service providers through refresher training, and linkage meetings to increase dialogue and interactions, stimulate synergies, and deepen collaboration. PIND is also expanding outreach to a broader range of market participants and leveraging partnerships with service providers to foster stronger connections and establish more inclusive, market-driven aggregation systems.

##### 9.1.2 Capacity Building (CB)

- **Dependency and entitlement mindsets among some participants remain prevalent:** Some Trusts continue to expect PIND to cover all logistics and related costs of capacity-building activities, rather than taking financial responsibility as part of building self-reliance and accountability. This reflects a residual dependency culture rather than ownership of institutional development processes. PIND continues to address this challenge through constructive dialogue and clarification, fostering shared understanding and reinforcing a shift toward greater ownership and sustainability within HCDT operations. The co-creation through CAPIND as a single governance office is also helping to reduce the impact of this mindset across HCDTs.

##### 9.1.3 Youth Employment Program (YEP)

- Delayed engagements of youths from CNL host communities due to delays in engaging implementing partners under the TVET Scholarship Grant. In response, PIND has onboarded specific partners to focus on delivering services to the HCDTs.

- Delayed MOU signing with Bayelsa State Government, through the Ministry of Youth Development, on scaling youth skills training in the state. The YEP team is collaborating internally with the Advocacy team to sustain engagements with relevant stakeholders in the state.
- Decreased enrolment of persons with disabilities (PWDs) across TVET partner centers due primarily to affordability constraints and limited access to scholarships. PIND is exploring partnerships with other ecosystem actors to optimize the scholarships model for inclusive outreach to PWDs.

### 9.1.6 Access to energy (A2E)

- In Q4 2025, A2E encountered governance and coordination challenges within community leadership structures, which temporarily affected project implementation timelines in some coastal communities. This challenge arose during the signing of project agreements for the Olobe, Bobi, and Orubu communities, where differences in understanding among segments of the Warri Kingdom leadership led to hesitation in concluding agreements. This delayed the commencement of planned energy interventions under the Coastal HCDT framework. And underscored the importance of clear alignment among traditional leadership, HCDT representatives, and implementing partners in contexts with multiple governance structures.
- To address this, A2E facilitated structured engagement between HCDT leadership and relevant community representatives, focusing on clarifying project scope, roles, and benefits, governance expectations, and accountability. Through sustained dialogue and transparent communication, a consensus was reached, and the HCDT proceeded with signing the outstanding agreements. Going forward, A2E will continue prioritizing early and continuous stakeholder engagement to manage governance-related risks and ensure shared understanding and smoother implementation of energy projects in complex social contexts.

### 9.1.5 Advocacy:

- **NUPRC regulatory roadblocks:** Changes in NUPRC leadership and delays in finalizing the pending MoU have resulted in setbacks to planned collaborations and program implementation.
- **Poor Infrastructure and Limited Mobility:** The deteriorated condition of road networks and critical infrastructure across the Niger Delta continues to hinder mobility and access to communities, slowing program delivery. In response, Advocacy and program teams have increasingly adopted virtual and hybrid engagement methods to sustain stakeholder interactions and program continuity.
- **Persistent Insecurity:** Insecurity remains a significant impediment to operations in the region, with incidents of armed robbery, kidnapping, separatist agitations, intercommunal clashes, and piracy disrupting activities and discouraging investment, particularly in Abia and Imo States. PIND continues to apply conflict-sensitive approaches, leverage local partners, and utilize remote engagement modalities to sustain activities in affected areas.

### 9.1.6 Peace Building

There remains a disconnect between PIND's conflict early warning and early response outcomes, as feedback intentionality from stakeholders remains weak, affecting the seamless flow of warning-to-response actions. This challenge is consistent with broader local and global limitations in early warning and early response systems. PIND will continue to strengthen its structures and deploy innovations to improve effectiveness. For instance, the development of a tracking feature on PIND's SMS-based conflict reporting platform is helping to track response actions that follow warning reports.

**9.1.7 GESI:** There was minimal inclusion of PWDs in program activities, particularly individuals with visual impairments and other special needs. Programs and projects need to be intentional in designing and implementing inclusive approaches to ensure equitable participation of PWDs.

## 9.2.1 Lessons learned:

**A2E:** Activities implemented in Q4 2025 reinforced the importance of sequencing and coordination when delivering energy interventions in HCDDT-aligned communities. A key lesson is the need for stronger early alignment between community-level engagements and HCDDT governance structures. While community consultations remain essential, conducting stakeholder engagements in closer collaboration with, and with prior approval from, HCDDT Boards of Trustees (BOTs) would reduce delays associated with governance clarification and ensure smoother agreement processes.

Another lesson relates to implementation timing. Experience from Q4 demonstrated that launching the Off-Grid Challenge Fund earlier in the year would allow sufficient time for proposal refinement, agreement execution, and physical deployment within the same calendar year. An earlier rollout would also improve planning certainty for developers and reduce the likelihood of activities extending into subsequent years.

These lessons will inform future programming by strengthening institutional coordination and improving activity sequencing, ensuring that energy interventions are delivered more efficiently and with clearer stakeholder alignment.

**Advocacy:** Virtual engagements can effectively substitute for physical visits, helping to overcome budgetary and logistical constraints while maintaining consistent communication with stakeholders.

**Peacebuilding:** Emerging engagement with Okomu Oil Palm Company and interest from Wilmar demonstrates that PIND's peacebuilding products, frameworks, and models are marketable. These engagements highlight opportunities for PIND to provide value-added support and services to the private sector by creating enabling environments for business operations and strengthening relationships between investors and their host communities.

## 10. Summary of progress against 2025 targets as at Q4

Table 2: The summary below presents a view of progress against PIND's 2025 target as at Q4.

<b>Strategic Objective 1:</b> Better functioning market systems: for agricultural and MSME, youth skills development for employment, finance, and access to renewable energy.					
	Indicators	2025 Target	Results as at Q4 2025		
<b>1.</b>	Number of targeted service providers reached and providing services across sectors (MSD), TVET centers/IPs (YEP) and energy providers (A2E)			%	<b>Rag</b>
	Market System Development Program (MSD)	50	54	108%	
	Access to Energy (A2E)	10	11	110%	
	Youth Employment Pathways (YEP)	15	15	100%	
<b>2.</b>	Equity Investments leveraged from the implementing partners as a result of successful adoption and adaptation programs in MSD, YEP and A2E (NGN)				
	Market System Development Program (MSD) (NGN)	100million	89.14million	89%	
	Access to Energy (A2E) (NGN)	2.5billion	4.31billion <sup>13</sup>	172%	
	Youth Employment Pathways (YEP) (NGN)	250million	234.54million	94%	
<b>3.</b>	Service providers experiencing increased productivity/income - Service providers, reached through project facilitation, who experienced increased productivity/income				
	Market System Development Program (MSD)	50	54	108%	
	Access to Energy (A2E)	10	11	110%	
	Youth Employment Pathways (YEP)	15	15	100%	
<b>4.</b>	Net jobs created by the Partners' businesses (Energy providers/IPs/Other partners)				
	Market System Development Program (MSD)	150	119	79%	
	Access to Energy (A2E)	20	22	110%	
	Youth Employment Pathways (YEP)	300	270	90%	
<b>5.</b>	Number of targeted farmers and enterprises reached with improved products and services, introduced through project facilitation.				
		100,000	107,190 <sup>14</sup>	107%	

<sup>13</sup> **N4.31 billion leveraged in 2025 from the following:** ETIN Power, Consistent energy; (Mimshack, Primevolts, DISA, Saf-Agah, and Coldhubs). Darway's Mini Grid in Agbokim - (113KWP) 900 connections; Abia - (67KWP) 700 connections; Etomi - (120KWP) 1200 connections; Bendeghe - (134KWP) 2000 connections

<sup>14</sup> 54 MSD Service providers reached an average of 1,985 farmers with cross-cutting improved business modules/models in 2025

<b>6. Farmers/businesses who experienced increased productivity/income in MSD/YEP; Realize a financial benefit as a result of access to clean energy (A2E)</b>				
	Market System Development Program (MSD)	56,000	51,451.20	92%
	Access to Energy (A2E)	500	496	99%
	Youth Employment Pathways (YEP)	5000	4,365	87%
<b>7. Naira value of (equity) investment by farmers adopting/adapting the cross-cutting services and innovations (MSD); by new enterprises established under YEP; and Businesses accessing clean energy (A2E)</b>				
	Market System Development Program (MSD) NGN	70billion	59.90billion	86%
	Youth Employment Pathways (YEP) (NGN)	1.5billion	1.7billion	115%
<b>8. Number of Jobs created by farmers who access partners' services; Number of jobs created by Businesses established in YEP; number of jobs created by Businesses who access clean energy under A2E. (This is distinct from the SPs contribution to jobs)</b>				
	Market System Development Program (MSD)	13,750	11,440 <sup>15</sup>	82%
	Access to Energy (A2E)	1,000	968	97%
	Youth Employment Pathways (YEP)	5,000	4,788	96%
<b>9. Net attributable income change [Naira value] - Aggregated change in cumulative income of farmers/Businesses (NGN) -MSD/YEP</b>				
	Market System Development Program (MSD) (NGN)	42billion	36.21billion	86%
	Access to Energy (A2E) (NGN)	1billion	998,76million	99.8%
	Youth Employment Pathways (YEP) (NGN)	2billion	1.69billion	84%
<b>10. Percentage change in cumulative income of farmers/Businesses (NGN) -MSD/YEP (%)</b>				
	Market System Development Program (MSD)	40%	29% <sup>16</sup>	72%
<b>11. Change in Women's Empowerment in Agriculture Index.</b>				
	Percentage of GESI mainstreaming	40%	44.5%	111%
	Women's Empowerment in Agriculture Index (WEAI) - Market System Development Program (MSD)	80%	70.50%	88%
<b>12</b>	Number of households with access to energy solutions by the energy providers in the coastal/HCDTs and neighboring communities	4,000	4,275	107%
<b>13</b>	Number of businesses with access to energy solutions by the energy providers, promoting tested energy models around the productive use of energy for economic development of the coastal/HCDTs and neighboring communities	2,000	1,992	99.6%
<b>14</b>	Number of persons with access to clean energy.	24,000	25,650 <sup>17</sup>	107%
<b>15</b>	<b>Financial benefits accruing to users of energy solutions (NGN) - Businesses and Households (A2E) (NGN)</b>	1billion	998.76million	99.8%
<b>16</b>	Number of youths with applicable skills from supported TVET centers/IPs (private and public) implementing innovative youth skills development model in the ND (completed training)	5,000	4,983	99.7%
<b>17</b>	Number of youths accessing employment and other income-earning opportunities after graduating from YEP program	5,000	4,365	87%
<b>18</b>	Number of youths benefitting from PIND's Challenge Funds	65	65	100%
<b>Strategic Objective 2: Investment by donors/funders influenced by PIND in Niger Delta (\$50million)</b>				
	<b>Indicators</b>	<b>2025 Target</b>	<b>Results as at Q3 2025</b>	

<sup>15</sup> 11,316+123.12 (from the service Providers) = 11,4406 was the total jobs created, against the target of 13,750

<sup>16</sup> Another round of assessment will be conducted in 2026

<sup>17</sup> Average number of in a household estimated to be 6 – Source NBS 2025

19. Net Amount of funds/grants accessed with PIND's influence into the ND by partners (Energy providers/IPs and other SPs) from external donors/funders - (50 million USD)		\$10million <sup>18</sup>	\$773,797	8%	
A2E	Net Amount of funds/grants accessed with PIND's influence into the ND by Energy providers from external donors/funders - (USD)		\$398,000	6%	
YEP	Net Amount of funds/grants accessed with PIND's influence into the ND by YEP IPs from external donors/funders - (USD)		\$352,812.05	18%	
Capacity Building	Net Amount of funds raised/technical assistance from funders, donors, and private institutions by the CSOs/NGOs for local service provision (HCDTs + others) - (USD)		\$22,984.66	2%	
20. Naira value of the demonstrable changes as a result of PIND-influenced Development Models, policies and initiatives in EDP and PB. (NGN) <i>Demonstrable changes (infrastructural and non-infrastructural projects) as a result of the implementation of: Long-term Development Plans (LTDP), Access to land Policy, NDRPS, policy on double taxation etc. by public and private institutions.</i>					
	Advocacy (Naira value - NGN)	100billion	55.48billion <sup>19</sup>	55.48%	
21. BDS Funds raised for PIND managed activities (Raise additional funds from private sector and donor community for PIND programs. A minimum of \$7.5 million raised for PIND, equivalent to 30% of Chevron's funding) - USD					
	BDS - Grants/Technical Services - (USD)	\$1.5million	\$654,000	67%	
22. Number of firm commitments by state governments institutions and other development agencies to replicate key aspects of PIND's youth employment pathways approaches, per year and cumulatively (YEP)		4	3 <sup>20</sup>	75%	
23. Number of state and non-state actors that adopt or adapt the model for youth job readiness, workforce development and entrepreneurship that is developed, tested, validated, and/or refined by PIND.		20	5 <sup>21</sup>	25%	
<b>Strategic Objective 3: Integration of climate adaptation and mitigation initiatives to increase resilience in the Niger Delta. (Pilot)</b>					
	<b>Indicators</b>	<b>2025 Target</b>	<b>Results as at Q3 2025</b>		
24. Quantity of Co2 equivalent emissions reduced (metric tons of CO2 equivalent (tCO2e) emissions) - <i>This is the cumulative amount of CO2 displaced from the deployment of renewable energy technologies for community and cluster businesses energy solutions</i>		150,000	121,128 metric tons of CO <sub>2</sub> emissions <sup>22</sup>	80%	
<b>Strategic Objective 4: HCDTs are co-investing in their priority projects to improve economic and peace agendas in their communities: Enhance the capacity of Host Community Development Trusts (HCDTs), to co-design and co-invest in interventions to stimulate skills development, linkages to markets, and renewable solutions for job creation and income generation in their communities. Integration of climate adaptation and mitigation initiatives to increase resilience in the Niger Delta.</b>					
	<b>Indicators</b>	<b>2025 Target</b>	<b>Results as at Q3 2025</b>		
27. Number of organizations, associations and networks accessing funds/grants with PIND assistance.		5	5 <sup>23</sup>	80%	
28. <b>Capacity Building</b> - Organizations providing improved services to the HCDTs		5	5	80%	
29. <b>Capacity Building</b> - Total amount of funds raised/technical assistance from funders, donors, and private institutions by the CSOs/NGOs for local service provision at the HCDTs (NGN) - to be reported as part of the \$50million target		N200million	₦34,660,000 [\$22,984.66]	17%	

<sup>18</sup> Assumptions for a stronger funds influence in 2025 did not materialize

<sup>19</sup> Verification of demonstrable changes was conducted by PME and the Advocacy Team: 55.48billion is the value of the completed project under the LTDP implemented by Abia and Cross River States. Others are currently being verified. More verifications are ongoing.

<sup>20</sup> Firm Commitments in 2025 is 3 - BATVE, Bayelsa Ministry of Youth Development, OOPC

<sup>21</sup> The Initial steps that will lead to adoption of YEP model have been taken by GTC Okitipupa, Bayelsa Ministry of Youth Development, OOPC, Egbema Opudis HCDT, & Ugholand HCDT.

<sup>22</sup> This was 2025 estimate of the equivalence of CO<sub>2</sub> emissions prevented due to utilization of all clean energy solutions (46 operating Mini Grids across Niger Delta) deployed.

<sup>23</sup> **Capacity Building: Five** Local CAPABLE trained organizations: *Newland Pathway Integrated Consult, Women United for Economic Empowerment (WUEE), and Family Welfare Foundation Bayelsa (FAWEF)*. Others are Global Green Grant Fund and the Global Environment Facility Small Grants from Green Concern for Development (GREENCODE); and Family Welfare Foundation Bayelsa (FAWEF) deliver farmer-focused trainings on climate-smart agricultural practices across multiple communities, including Finima in Bonny LGA and Bori in Khana LGA, Rivers State, as well as Ogulagha community in Burutu LGA and Youbebe community in Warri West LGA, Delta State.

<b>30. Number of targeted farmers and enterprises reached in the CNL HCDTs with improved products and services, introduced through project facilitation per year and cumulatively. This includes Youths with applicable skills in the CNL HCDTs</b>				
	MSD - Targeted farmers and enterprises reached in the CNL HCDTs	1,000	973 <sup>24</sup>	97%
	YEP - Youths with applicable skills in the CNL HCDTs	500	-	-
<b>31. Number of CNL HCDTs persons benefitting from Capacity Building (EDP and PB)</b>				
		400	188	47%
<b>32. Number of youths benefitting from PIND's Challenge Funds in the HCDTs</b>				
		20	11	55%
<b>33. P4P members trained in project management, proposal writing, and reporting with participants demonstrating enhanced skills for successful project completions in the HCDTs</b>				
		20	12	60%
<b>Strategic Objective 5: Reducing conflict and promoting peace: Advance Research and Data-Driven Analysis for Informed Peacebuilding; ensuring a sustainable and effective deployment of P4P Network; cultivating linkage between Peace Building and Economic Development; delivering value to Chevron; and addressing regional conflict issues.</b>				
	<b>Indicators</b>	<b>2025 Target</b>	<b>Results as at Q3 2025</b>	
<b>34. Percentage of population reporting improved safety among local residents in the Niger - Delta - evidenced by persons reporting improved safety in their communities</b>				
		1.25million	594,837 <sup>25</sup>	48%
<b>35. Strategic alignment activities (workshops, consultations, and roundtables) conducted with government and corporate stakeholders to enhanced strategic alignment of government and corporate peacebuilding frameworks (e.g., NDRPS and Chevron HCDTs) with local needs, demonstrated integration conflict sensitive data and inclusive approaches.</b>				
		3	3	100%
<b>36. P4P members trained in project management, proposal writing, and reporting with participants demonstrating enhanced skills for successful project completions.</b>				
		20	12	60%
<b>37. Stakeholders utilizing PIND's peace data and analysis - Utilization rate of EWER data and alerts by stakeholders, evidenced by subscribers.</b>				
		100	126	126%
<b>38. Quarterly update from P4P detailing progress on independent projects activities, and regular peace outlook updates showing:</b>				
	i) New P4P members registered recorded/trained quarterly documented in the P4P quarterly reports	4	3	75%
	ii) Quality actions taken by the P4P members reported quarterly in P4Pnetwork quarterly report	27	25	93%
		16	14	88%
<b>39. Stakeholders incorporating conflict analysis insights into planning or interventions. (Greater adoption of peacebuilding strategies by local and international stakeholders informed by data and research products, evidenced by stakeholder feedback and application in policy or interventions)</b>				
		5	5	100%
<b>40. Briefs/Trackers and Research Products published</b>				
		48	48 <sup>26</sup>	84%
<b>41. Integrated plans and implementation strategy developed across peacebuilding and economic development teams, yielding joint interventions that are reported to enhance both stability and economic growth in targeted regions.</b>				
		4	1 (CNA for OOPC)	25%
<b>42. Documented cases of improved economic stability linked to peacebuilding interventions, tracked semi-annually.</b>				
		2	2 <a href="#">PB Case Studies</a>	100%
<b>43. New business investments attracted to the ND due to increased safety.</b>				
		20	5 <a href="#">Business attracted to ND</a>	25%

<sup>24</sup> PIND, in collaboration with Marich Agro, a Business Development service provider, supported 614 nano and micro businesses, inclusive of fisherfolks and processors, across 2 cooperatives (*Osan Oritse Business Women and Men MPCs and Gods Favour Fisheries/Business Men MPCs*) in **Ugborodo Community** with linkages to Unity Bank, a financial institution for financial linkages.

<sup>25</sup> Percentage of population reporting improved safety among local residents in the Niger - Delta - evidenced by persons reporting improved safety in their communities due to enhanced community-level engagement and resilience reflected in an increasing number of trained peace actors and community members adopting constructive conflict resolution techniques

<sup>26</sup> Achiever all the 48 research products: 4 Trackers and 44 weekly briefs

## 11.0. Sombreiro Kapital (SK)

Sombreiro Kapital Ltd/Gte (SK), incorporated on July 27, 2018, was established to drive innovation in agricultural value chain financing and MSMEs support in the renewable energy sector. Over the years, SK has demonstrated multiple models to improve access to finance for target sectors and businesses in the Niger Delta, stimulating capital flow on both the demand and supply sides of finance for agribusinesses, with a focus on smallholder inclusion. With a capital base of ₦100 million, SK focuses on increasing financial inclusion for smallholder farmers and MSMEs in the Niger Delta by reinvesting interest earned, lowering the cost of capital through blended finance, and serving as a testing ground for innovative financing models.

### In Phase IV (2025 – 2029), SK plans to:

- Influence financial institutions to tailor products for PINDs target beneficiaries in the Niger Delta and develop innovative financial products for PIND's Economic Development programs (MSD, YEP, and A2E).
- Increase its capital base to leverage more loans by seeking new capital injections from PIND and external investors, including HCDTs.
- Test new financing models aligned with evolving market and regulatory dynamics of the operating environment in target ED programs
- Expand financial services into Coastal communities and HCDT ecosystems by developing a bespoke funding strategy with the HCDTs.
- 

In 2025, SK's main focus is to:

- **Develop and test innovative financial products for PIND ED programs (MSD, YEP, A2E)** with new financial institutions/partners.
- **Integrate PIND technical Service Providers** and other economic actors into SK activities to build pipelines, facilitate financing engagements with banks, and support loan monitoring and remediation, while amplifying successful models through case studies, workshops, and events.
- **Attract Additional Capital into the SK** to increase loan volumes to MSMEs and Farmers, including the implementation of loan products tailored for HCDT communities.

## 11.1. Key Sombreiro Kapital (SK) Achievements in Q4 2025:

**Deepening Partnerships for Financial Inclusion:** By the end of Q4 2025, SK advanced its MSME financial inclusion agenda through strategic partnerships and service integration as follows:

- Conducted capacity-building workshops under the MSD framework, providing technical and business development services for 15 BDSPs, including four (4) financial institutions — Sterling Bank, Unity Bank, UBA, and Ecobank. Five (5) additional service providers were onboarded to strengthen business development, credit administration, and service delivery of SK products.
- Sustained momentum in deepening a partnership base by advancing business proposals and MoU to four (4) financial institutions, one (1) non-bank financial institution and two (2) agencies.
- Scaled access-to-finance initiatives in partnership with Dorbudee Consulting under the FGN/Bol micro-credit scheme in collaboration with WACCIMA, profiling 150 MSMEs by the end of Q4 and securing ₦70 million in approvals for ten beneficiaries. And also, furthering the engagements with NDCCIMA on a broader partnership targeting SK platform for loan facilitation and technical support, positioning SK for expanded reach and greater systemic impact.
- Anchor & Bolt supported business case development, resulting in a Sterling Bank/Bol Micro credit pipeline of ₦40 million for MSMEs in the Niger Delta

**Sustainability - Capital Leveraging:** In Q4, to strengthen SK's sustainability pathway, SK continued exploring capitalization and funding opportunities with external donors and corporate partners for CSR and other administrative fund leverage. This resulted in a milestone partnership with Okomu Oil Palm Company to deploy SK's access to finance platform in its operational area. The partnership will inject ₦82 million in direct leverage funding into SK's platform in Q1 2026, enabling loan facilitation for 500 oil palm value chain actors across Okomu host communities. Through this transaction, SK has successfully leveraged over 80% in additional funding relative to its ₦100 million seed capital.

The improved access-to-finance strategy developed for HCDTs gained traction with the Ugboland HCDT, with an expected ₦350 million in credit facilitation to be administered through SK's credit management platform for host community beneficiaries. Progress was made on finalizing the Memorandum of Understanding (MoU) to formalize the collaboration.

In addition, strategic engagements were undertaken with the SARO, SIAT, and PRESCO groups to explore partnerships aimed at scaling inclusive finance through CSR and ESG initiatives, leveraging SK's platform to deliver broad-based and sustainable impact

### Product Innovation -Tailored Financing Solutions

Building on progress from previous quarters, SK advanced product innovation by co-creating tailored financing solutions for priority value chains and MSMEs. New products and financing models were developed across the cocoa value chain, the Bol MSME Credit Scheme with Sterling Bank, with system delivery uptake by Adronadol Agro Services and Achor & Bolt consulting. HCDTs' Access-to-Finance Strategy was designed to establish offtake trade hubs within host communities. The Unity Bank asset finance initiative also progressed, leading to the review and adaptation of equipment finance products, including an ₦80M asset finance product with Unity Bank.

Building on initiatives from prior quarters, SK sustained engagement with strategic partners in Q4 to strengthen its impact investment pipeline. As part of these efforts, SK developed a financing framework and a portfolio management and risk-syndication model that unlocked a ₦5.4 billion impact investment pipeline for the Continuum Capital (CC) and NADF–Wilmar Palms initiative. SK currently holds outstanding financing pipeline requests totaling ₦5 billion and USD 3 million. In addition, SK facilitated access to affordable financing for viable MSMEs through the WISE program.

### Q4 2025 Outputs

In Q4, SK's targets and indicators were revised upward by the Board in response to the exceptional performance recorded in September, which exceeded expectations across all projects. During the quarter, an additional ₦2.4 million loan was facilitated to Habeeb Agro Services, bringing the cumulative value of loans facilitated to MSMEs and smallholder farmers to ₦96.4 million. Indirect leveraged loans and funds totaled ₦220 million through brokerage relationships supported by technical assistance on both the demand and supply sides of capital. An interest rate of 9% was sustained, the portfolio default rate was maintained at 5%, and women accounted for 42% of beneficiaries. These achievements contribute to fostering a more resilient and adaptive financial ecosystem aligned with sustainable systems change.

## 12. Women in Sourcing and Enterprise (WISE)

The Cassava Youth Agripreneur Program — now known as Women in Sourcing and Enterprise (WISE) — is an intervention under the agriculture priority sector of the Mastercard Foundation that contributes to the realization of the Young Africa Works (YAW) strategy in Nigeria. WISE seeks to transform the cassava value chain in Nigeria by promoting innovative and sustainable business approaches that boost production for both the food and industrial markets, while attracting youth and women into the cassava value chain to build capacity, access resources (including finance and markets), and improve efficiency in cassava production and processing. The program's approach focuses on providing key support, aligning relationships, and offering incentives needed to optimize productivity and efficiency across the value chain.

This will lead to profitable cassava farming businesses and the creation of dignified and fulfilling jobs. WISE aims to support cassava youth outgrower farmers (YOFs) —**80% of whom are young women** —and other cassava agripreneurs to increase knowledge and capacity in cassava production and processing. This will ensure the supply of safe, quality-assured, and price-competitive cassava-based raw materials and products to processing factories and global markets. The intervention will incentivize investment to unlock opportunities within the cassava value chain in Nigeria and create institutional changes that will sustainably drive the impact.

A total of **80,000 youth** participants aged **15-35 years** will be onboarded into the program, 80% of whom will be young women. These youth out grower farmers will be integrated into the supply chains of cassava SME processors. In addition, 1,250 more participants will be onboarded into other segments of the cassava value chain.

PIND is responsible for onboarding and engaging **30,000** youth agripreneurs and **94** cassava seed entrepreneurs, delivering **9** makeshift cassava processing centers, and engaging **10** SMEs within the Edo/Delta cluster in the implementation, coordination, and results delivery and reporting on the project.

### WISE Key Achievements as at Q4 2025

This report presents a comprehensive overview of the fourth quarter (Q4) implementation of the Empowering Young

Women through SME Growth and Local Sourcing in Africa (WISE) Program, covering October to December 2025. The quarter marked a critical transition from program setup to field-level implementation, with notable progress across SME engagement, farmer onboarding, and late-season farm establishment.

During the reporting period, the program expanded its delivery footprint through the successful contracting of five additional SMEs – Matna Foods, Adventium Songhai Delta, Asanita Agricultural Processing Company, Bethan Industries, and Arila Business Management —bringing the total number of SMEs engaged under the PIND-WISE Program to nine. Of the newly contracted SMEs, three commenced farmer onboarding within the quarter, complementing the four SMEs already operational from earlier phases. All nine SMEs are actively engaged in farmer onboarding processes to collectively achieve the revised Year 1 target of 8,000 Young Outgrower Farmers (YOFs).

As at the end of Q4, the program had onboarded a cumulative total of 5,220 YOFs, comprising **4,963 young women, 165(3%)** internally displaced persons (IDPs), and 46(1%) persons with disabilities (PWDs). This represents 46% of the original 2025 target of **11,400 YOFs** and **65%** of the revised 2025 target of 8,000 YOFs, reflecting steady progress despite the challenges and shortened implementation window. Of the total 5,220 onboarded YOFs, 4,075 have been fully registered on the Farm Management System (FMS). The remaining 1,145 YOFs, onboarded by the newly contracted SMEs, are ready for integration into the system, pending the creation of dedicated dashboards and training by Thrive Agric and final contracting of Greenhill. A total of 45 Cassava Seed Entrepreneurs (CSEs) were cumulatively onboarded at the end of Q4, 100% of whom are women and youth.

In terms of Youth in Work (YIW) outcomes, the program continued to build momentum, despite a late start. Against the revised Q4 2025 target of **3,760 YIW (minus the 1,880 YOFs, which brought the total to 5,640 YIW), a total of 1,021 youth (27%)** were engaged in work during the quarter. This included **1,016** young women and 13 IDPs (11 of whom were young women), primarily employed in on-farm activities such as land preparation, planting, fertilizer and herbicide application, and weeding. Importantly, these results were achieved within approximately two months of active field implementation, underscoring the program’s strong potential to accelerate YIW creation as implementation matures. The relatively modest figures are largely attributable to late planting, driven by extended SME contracting timelines, which delayed the commencement of field operations. As more SMEs enter into full production cycles and YOFs gain improved access to land, YIW figures are expected to increase significantly in 2026. To support this trajectory, the program team will intensify efforts to address land access and financing constraints, which remain critical enablers of job creation.

The quarter also marked the commencement of farm establishment activities. A total of 336 hectares of land (840 acres) were prepared and planted across eight SMEs, with **700** YOFs receiving agricultural inputs, including land access, cassava stem bundles, pre- and post-emergence herbicides, and organo-mineral fertilizers, laying a strong foundation for productivity in subsequent quarters. Plans are underway to contract two additional SMEs—Premier Plantation and Federal College of Agriculture, Akure—in January 2026, to strengthen implementation capacity and support achievement of the overall program target of **100,000** Youth in Work (YIW). As at the end of Q4, a total of **USD374,945.66** had been disbursed by PIND to the nine contracted SMEs, to support implementation activities. **USD255,550** was disbursed to 5 SMEs in quarter 4.

During the quarter, PIND recruited 5 program staff - two male field coordinators, one female admin/procurement officer, one male policy and advocacy advisor, and one male communication officer. Four resumed duties during the quarter, while the policy and advocacy advisor is scheduled to resume in January 2026.

With the SME contracting process largely concluded, PIND is transitioning to an execution-focused phase of the program focused on expanding implementation. Emphasis will be placed on closer engagement with participating SMEs to fast-track farmer onboarding, strengthen YIW tracking accuracy, and optimize delivery in areas with favorable agro-climatic conditions for land preparation, plot allocation, and crop establishment.

The first quarter of 2026 will be driven by a set of clearly defined priorities, including completing farmer onboarding across all participating SMEs, finalizing contracts with key service providers, training and producing extension, and safeguarding materials to support quality implementation. In parallel, discussions around improving SME and farmer access to finance will be advanced, alongside the initiation of makeshift centers' establishment to support coordination and service delivery at the community level. Together, these actions are expected to accelerate program momentum, strengthen implementation quality, and firmly position the WISE Program to deliver sustainable, inclusive outcomes in the year ahead.

## Challenges

**1. Program Timing and Scheduling Challenges:** Delayed program kickoff constrained achievement of the quarter's target as well as Year 1 establishment targets, compressing timelines for essential field activities such as farmers onboarding, ploughing, plot allocation, input distribution, and planting, and affecting soil readiness due to late harrowing. Coupled with late contracting and disbursement of funds, these scheduling constraints reduced the overall activity implementation and affected target achievement.

**2. Technical and Platform-Related Issues:** SMEs experienced technical issues with the Thrive Agric AOS platform, including data syncing errors, missing images, disappearing data, login challenges, and the need to re-register some farmers. These glitches, combined with delays in platform onboarding and difficulties in real-time data submission, slowed the onboarding process and required continuous follow-up. Temporary field staff shortages further compounded the impact of these technical challenges on program execution.

**3. Farmer Participation and Community Engagement Challenges:** Engagement with Youth Outgrower Farmers (YOFs) revealed several participation-related challenges. Eligible female youth were sometimes reluctant to participate, influenced by misconceptions about the project's target participants, expectations of cash empowerment, or preference for labor wages over farmer support. Men generally showed more interest than women, and older non-eligible adults often demanded inclusion. Additionally, community skepticism, limited awareness of project benefits, and initial resistance to the program slowed enrollment and participation. Trust issues stemming from prior land exploitation and security concerns, including the presence of Fulani herdsmen, further complicated community engagement.

**4. Land and Environmental Constraints:** Access to suitable farmland was limited, with only 50% of engaged communities offering usable land. Land boundary disputes temporarily halted mechanization, while high lease expectations from landowners added further delays. Environmental factors, such as persistent wet conditions in Bayelsa State and challenging terrain, slowed land preparation activities. Logistics and travel distances from central bases to farmlands also hindered timely field activities.

**5. Security Constraints:** Security challenges played a major role in shaping program implementation and community engagement. Areas near government reserves and regions with the presence of Fulani herdsmen posed safety risks, limiting access to farmlands and slowing field activities such as land preparation, input distribution, and supervision, as reported by the Edo cluster SMEs. These risks heightened community hesitation, as local stakeholders were concerned about potential conflicts or disturbances, which in turn affected farmers' willingness to participate. Security-related limitations also amplified logistical challenges, requiring careful planning of travel routes and timing to ensure team safety. Consequently, these security constraints not only delayed operational activities but also contributed to lower YOF enrollment, particularly among women and more vulnerable groups, and affected the program's ability to fully meet its planned targets.



© PIND Foundation 2025

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without full attribution

For more information visit [www.pindfoundation.org](http://www.pindfoundation.org)