

NDPI-PIND 2014 Participatory Strategic Review

FINDINGS, CONCLUSIONS & RECOMMENDATIONS



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Acronyms

CBI	Consensus Building Institute
CSR	Corporate Social Responsibility
NDPI	Niger Delta Partnership Initiative Foundation
NDDF	Niger Delta Development Forum
M&E	Monitoring & Evaluation
PIND	Foundation for Partnership Initiatives in the Niger Delta
PSR	Participatory Strategic Review

Executive Summary

Out of the socio-economic and security challenges of Nigeria's Niger Delta region, a new approach to generating positive social change has emerged. Since 2010, the U.S.-based Niger Delta Partnership Initiative (NDPI) Foundation and its sister organization, the Nigerian-based Foundation for Partnership Initiatives in the Niger Delta (PIND) have worked together to develop innovative solutions for addressing complex economic, social, and security challenges in the Niger Delta region.

After four years of implementation, a Participatory Strategic Review (PSR) was completed to holistically assess the effectiveness of the initiative's development strategies and approaches to date. The PSR aimed to identify, analyze, and understand the foundations' impact and influence from a diverse range of stakeholder perspectives. Individuals from the public, private, and civil society sectors who interacted with NDPI and PIND in various capacities – as donors, implementers, beneficiaries, Government representatives, and partners – were interviewed and their insights assessed. Results from their perspectives are encompassed in this report.

Although there were notable differences between respondents' views in Nigeria and the U.S., the overwhelming majority of stakeholders interviewed during the PSR were positive about the activities and approach of both organizations. They agreed PIND's interventions are relevant, needed and successful and supported the market-driven, private-sector approach both organizations apply to all programmatic areas.

The NDPI-PIND partner-centric approach to development was thought to be distinctive, inclusive and effective in building operational capabilities on the ground. A strong majority of stakeholders also endorsed the NDPI-PIND focus on the Niger Delta region and the organizations' preference to strengthen their current areas of focus.

Many stakeholders were also supportive of the scope and diversity of the initiative and the significant financial support provided by Chevron. They also credited the structure of both organizations and their arms-length distance from Chevron as keys to their success. Areas for improvement expressed by stakeholders included taking steps to reduce confusion about the complexity of the NDPI-PIND structure, its model for development and the nature of its funding and relationship with Chevron.

There was broad agreement that monitoring and evaluation must better capture the outcomes and impacts of programs and communication activities must do a better job of telling the NDPI-PIND story. On the programmatic side, many stakeholders felt the peace building, analysis and advocacy and capacity building programs lag too far behind achievements made in economic development. Some stakeholders called for NDPI and PIND projects and programs to focus more on women and youth. They also suggested deepening development work in those Delta States where currently NDPI and PIND have only had limited exposure.

Looking ahead, stakeholders discussed barriers to replicating the NDPI-PIND model in other regions of Nigeria or in other countries. Many respondents also raised the issue of sustainability and shared a broad spectrum of views about NDPI-PIND leadership and succession planning and funding.

Introduction

The oil-rich Niger Delta is the source of 80 percent of the country's revenues, however nearly half of the Niger Delta's population of 32 million live below the poverty line and two-thirds of its citizens are under the age 30, making the region one of the world's leading development challenges.

Chevron, like many companies in the region, grappled for years on how to safely conduct its operations in such a challenging and complex environment. As a result, in 2010 Chevron established NDPI with a US\$50 million fund to develop new solutions to the economic and social development challenges in the Niger Delta. Under the initiative, two non-profit organizations were established – the NDPI Foundation, based in the U.S. and the Nigerian-based PIND Foundation. Having two separate entities under the initiative has enabled NDPI to focus on strategic planning and funding, while PIND maintains responsibility for operational planning and project implementation. Together, they work to establish and encourage innovative, multi-stakeholder partnerships that support programs and activities focused on reducing conflict and promoting equitable economic growth in the Niger Delta.

Today, NDPI and PIND are distinguished by their partner-centric approach to socio-economic development. They use regional knowledge to understand the root causes of economic instability and forge community owned, market-driven, sustainable results. Their activities fall under four program areas:

- Economic development focused on generating opportunities for pro-poor market development and employment generation
- Capacity building to improve the service delivery and engagement capacity of government, civil society and communities
- Peace-building to strengthen conflict resolution mechanisms for enabling integrated peace and economic growth
- Analysis & advocacy to improve the examination and understanding of systemic constraints to growth in the Niger Delta region

Four years after the establishment of NDPI and PIND, both organizations undertook a Participatory Strategic Review (PSR) to determine their strategies and opportunities for continuing to pursue socio-economic development in Nigeria's Niger Delta region for the next five years.

They contracted the Consensus Building Institute (CBI) of Washington, DC to guide and facilitate the PSR process and reached out to a wide range of stakeholders in the U.S. and Nigeria.

The core objectives of the PSR were to review NDPI and PIND's development strategies and approaches to improve effectiveness. It explored how partners (i.e. funders, beneficiaries, implementers, and Government) view the foundations and examined links between partner goals and interests. It assessed the foundations' impact and influence, how they could achieve lasting benefits, and how to ensure their operations were sustainable.

The PSR was structured to give stakeholders ownership and influence over the review process itself; create a shared analysis and understanding and produce documentation that serves as a joint record for stakeholders and external audiences.

The Funding Model



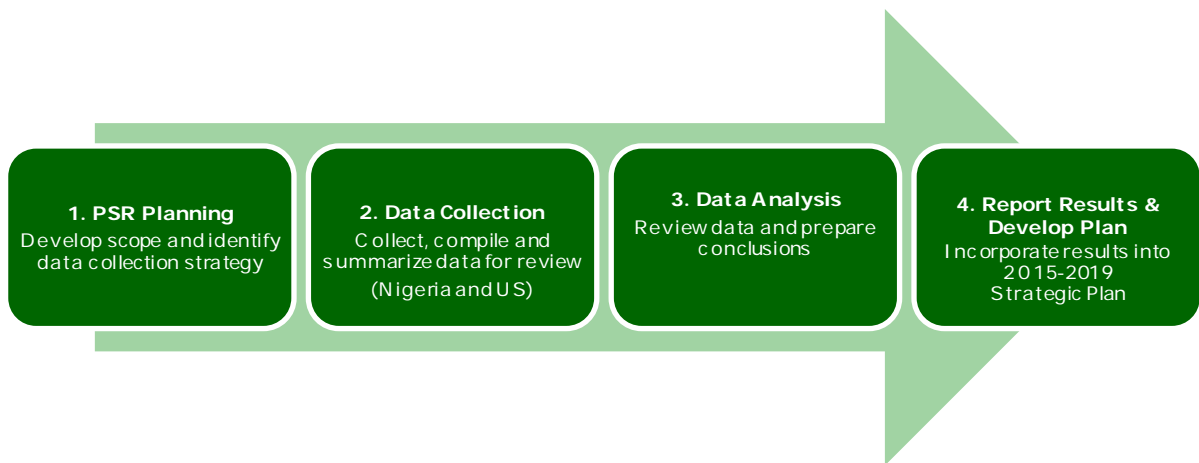
Provides annual funding grants to



NDPI Foundation, with an office in Washington DC, focuses on strategy development and raising interest/support for Niger Delta issues amongst the international donor community. Provides operating grants and individual project grants to



PIND Foundation, based in Nigeria with offices in Abuja, Warri and Port Harcourt, focuses on program planning, management and coordination with development partners.



Over the course of seven months, the U.S. and Nigeria-based PSR teams conducted 316 stakeholder interviews. Raw data collected was analyzed and findings were then incorporated into NDPI and PIND's new Strategic Plans for the organizations' second phase of operations, 2015 – 2019.

Four teams were created within NDPI and PIND to lead and coordinate the work:

- The **Core Planning Team** charted the overall review focus on key strategic issues, and finalized the review findings and PSR deliverables (see below).
- The **Nigeria-based sub-Team** planned and tailored the Nigerian portion of the review, guided local and regional data collection and analyzed initial findings.
- The **Washington, D.C.-based sub-Team** planned and tailored the Washington portion of the review, guided local and regional data collection and analyzed initial findings.
- Nigeria and Washington, D.C.-based **data collection teams** conducted interviews.

The PSR lasted seven months and was divided into four phases—planning, data collection, data analysis, creation and delivery of the report. Activities included key informant interviews, focus group discussions and telephone surveys in Nigeria and the U.S. with a particular focus on Niger Delta regional partners and stakeholders within public, private and civil society sectors.

In the Niger Delta, 316 stakeholder interviews took place (including with PIND, Chevron, local and international partners, Commissions, beneficiaries and media). More than 40 interviews were performed within the Washington, DC-based development community and some 1,300 phone-based surveys were conducted across all nine States of the Niger Delta.

II. Findings

The following findings reflect observations and summations based on the raw data collected as part of the PSR process. Key strengths highlighted were NDPI and PIND's market-driven approach, their effort not to overextend focus beyond the Niger Delta, the high quality governance of the organizations, and the inclusivity of partnerships established by the organizations. Key areas for improvement centered largely on perceived confusion of the initiative – namely around its structure, relationship with Chevron, and its hybrid role as both a donor and an implementer. Although NDPI and PIND's focus on partnerships was indicated as a strength, stakeholders also highlighted the organizations' overall approach with partners could be more clearly defined and the level of engagement with partners increased. Mainstreaming gender and youth, improving monitoring and evaluation, and communicating the NDPI and PIND narrative better were other areas mentioned for improvement.

1. STRENGTHS

Across all stakeholder groups, there were positive perceptions about NDPI-PIND. Within Nigeria, many stakeholders stated that PIND's interventions are clearly relevant, needed, and served their target beneficiaries. They stated that PIND provides good value for money and reported positive outputs and outcomes from PIND's program

A. Market-Driven, Private-Sector Approach

Respondents indicated a number of beneficial qualities to NDPI-PIND's development approach, including:

- Evaluation of local conditions and needs and aiming to meet them.
- A built-in feedback and adaptive element since it's market-driven.
- Nimbleness, flexibility, adaptability, and efficiency -- less bureaucratic than many other development approaches.
- Opportunity to create transformational impact in the agriculture sector.

B. Systems-oriented and Values-driven

Several stakeholder groups noted that the NDPI-PIND approach tackles root causes of the challenges facing residents of the Niger Delta and attempts to work at a systems level, rather than providing aid or charity to ameliorate symptoms. In addition, stakeholders view PIND as a value-driven organization.

C. Scale and Scope of Commitment

Many applauded the scale and scope of NDPI-PIND's commitment to working in the Niger Delta, including the size of the financial commitment from Chevron, the organization's long-term approach and commitment to the region, and efforts to address the root causes of social and economic challenges. Stakeholders highlighted NDPI-PIND's work in areas beyond Chevron's immediate interests in pursuit of wider, broader benefit to the Niger Delta.

D. Dual organizational structure and Chevron's role

Stakeholders credited NDPI-PIND's dual organizational structure for simultaneously promoting international strategy, oversight, and funding and also local leadership and execution, along with enabling both organizations to act as both donor and as implementer. The dual structure was also noted to support greater flexibility and nimbleness in strategy and implementation, as well as allowing independence from Chevron (an "arms-length relationship") and between NDPI and PIND.

E. Governance

Some highlighted the quality of the organization's governance, particularly the presence of independent Board members on both the NDPI and PIND Boards of Directors. Others noted the absence of comments stating that the dual-organization structure is cumbersome.

F. Diversity of Work

Some stakeholders credited NDPI-PIND for focusing on integrating work activities across four programmatic areas - economic development, peace building, analysis and advocacy, and capacity building – rather than only targeting one area of development.

G. Locally-grounded

Stakeholders highlighted a number of attributes about the strengths of PIND being a Nigeria-based NGO, including the importance of having local, Nigerian leadership in PIND. There was widespread praise for NDPI-PIND staff both in Nigeria and the U.S. NDPI-PIND's value chain analyses was lauded for focusing on local, existing agricultural practices and efforts to improve on these (as opposed to trying to introduce new industries or technologies). PIND's connection to beneficiaries and the "grassroots" nature of the work was also seen as a strength.

H. Partnerships and Collaboration

NDPI-PIND's focus on building partnerships was praised, suggesting that the partnership model is working well. Others noted how inclusive and participatory the model is, highlighting:

- NDPI-PIND are making admirable effort to move beyond simple funding partnerships to build operational partnerships on the ground with other organizations (including local ones) working in the Delta.
- Attempts to match up strategic objectives between NDPI-PIND and partners.
- Leveraging Chevron's funding to secure additional funding from partners.
- Examples of PIND allowing its partners to take the lead in setting up projects that PIND then plugs into and supports.

I. Geographic Focus

A strong majority of stakeholders suggested that NDPI-PIND maintain its current focus on the Niger Delta. Suggested reasons for this included:

- Focusing on the Delta aligns with Chevron's operational footprint in the Delta.
- The development model, politics, and drivers of conflict for Northern Nigeria are very different than the ones for the Delta.
- It is preferable to "go deeper rather than wider" and strengthen NDPI-PIND's current programs and areas of focus.
- NDPI-PIND already has more than enough to work on in the Delta. Expanding its geographic scope would dilute the foundations' focus.
- NDPI-PIND should continue to focus on beneficiaries and on structural change, not on getting enmeshed in politics (which would occur if it were to move to the national level).



The PSR's US Sub-Team conducted first-cut analysis on themes emerging from the raw data in Washington, DC, October 2014.

J. Data-driven and Research-oriented

A number of stakeholders commended NDPI-PIND's grounding and design of its programs in data and analysis and commitment to monitoring and evaluation.

2. AREAS FOR IMPROVEMENT

The PSR process identified a variety of areas in which NDPI-PIND could improve its performance or in which it could apply greater focus. These diverse positive perceptions and attributes are organized by category below.

A. Dual Governance Structure

Some respondents indicated that the perceived complexity of NDPI-PIND's structure as well as confusion about its dual role as a donor and implementer could have the following impacts:

- Hinder the development of new partnerships;
- Impede additional buy-in within Chevron (In addition, there was some confusion within Chevron about NDPI-PIND's branding vis-à-vis Chevron);
- Discourage other companies from replicating the model.

In addition, there was some concern about the organizations' two different names (NDPI and PIND), stating that it is problematic both from a communications and programmatic perspective. While perceptions about NDPI's complexity were, in part, informed by some stakeholders' lack of understanding of the structure/model, even those who understand it well also acknowledged its complexity.

B. Relationship with Chevron

While some non-Chevron/NDPI stakeholders gave Chevron credit for allowing NDPI-PIND to have some latitude to operate independently, many still perceived the organization as being closely tied to Chevron. Views included:

- Perception that NDPI-PIND is largely (or exclusively) Chevron-funded.
- NDPI-PIND is seen as an extension of Chevron, carrying out CSR activities on behalf of Chevron.
- PIND should carve out an identity independent from Chevron that will more fully promote its acceptability to diverse stakeholders.
- Chevron retains too much control over the two organizations' Boards of Directors.
- Some beneficiary partners see PIND as a Chevron project, but relationship to different parts of Chevron can be confusing.



Through its partnership with Development Alternatives Inc. (DAI), PIND and NDPI facilitated a training for Chevron Nigeria Limited staff on value chain analysis. NDPI's relationship with Chevron was a key area stakeholders provided various perspectives on during the PSR.

C. Hybrid Role

PIND is a hybrid organization that serves both as a donor and implementer. Views on this included confusion among stakeholders about whether NDPI is a donor or an implementer and

encouragement for NDPI-PIND to strength its donor role. It was also suggested that NDPI-PIND strategically prioritize activities and decide whether its central role is to be an intermediary (a knowledge hub, etc.) or to provide direct service delivery in order to achieve greater impact.

D. Diversity of Work

Many respondents felt that the other program areas (peace building, analysis and advocacy, and capacity building) lag behind the organization's economic development work. Others called for greater integration and coordination across the program areas in order to leverage aspects of different programs for broader benefit.

E. Partnerships

- **Increase Partner Interaction:** The partnership model can be strengthened and sustained through regular interactions with partners.
- **Define Partnership:** Partnership types and methodology of engagement are not clearly defined. Many urged NDPI-PIND to develop greater clarity around roles and relationships with partners and to communicate clearly with partners and other internal and external stakeholders about the above.
- **Leverage partners' Goals and Interests':** By better defining the intent and purpose of partnerships through enhanced communication, periodic review of implementation strategy, and ongoing alignment of partners' interests with NDPI-PIND's interests.
- **Increase Government Partnerships:** Consider engaging in strategic partnerships with government institutions in order to influence government policies and programs.
- **Engage New Partners:** More efficiently engage new partners and leverage existing ones through its partnership model.
- **Define Metrics:** Define metrics for success when it comes to bringing new partners into the mix.
- **Concern of Increasing Complexity:** Concern that increasing the number of partners might make things overly complicated and unwieldy.
- **Personal Relationships:** Difficulty aligning interests between stakeholders and suggested that personal relationships can help to bridge these sorts of gaps.



Partnership remains a core element of NDPI and PIND and was a key theme at the 2014 NDDF in Washington, DC. Panelists shared their perspectives on “Partnering to Grow Business in the Niger Delta.” (L-R) Amb. Robert Perry, VP, Corporate Council on Africa; Clay Neff, Chairman and Managing Director, Chevron Nigeria. Ltd. and Uwa Igjehon, CEO, Greenpark Petrochemical. *Photo: David Snyder*

F. Geographic Focus



NDPI and PIND's geographic focus on the nine states of the Niger Delta was a key area of stakeholder feedback during the review.

Some stakeholders suggested deepening work in areas of the Delta where it currently has only limited exposure. In other cases, NDPI-PIND could explore strategic opportunities to broaden its linkages and impact beyond the Delta.

G. Broader Exposure within the Delta

PIND's presence in the Niger Delta should be increased to more fully include other Niger Delta states apart from Rivers and Delta to be more effective in reaching people in these other areas.

H. Strategic Opportunities beyond the Delta

- PIND's office location in Abuja is strategic for interfacing with government and donor partners.
- Research and advocacy efforts should not be restricted to the Niger Delta.
- Build on NDPI-PIND's work in the Delta to tackle national issues, such as access to energy.
- Make key linkages with other parts of Nigeria, for example linking with cities to make market linkages for Delta value chains, or linking with Ogun State because of the concentration of industry there.
- As more people move to cities, perhaps NDPI-PIND's economic development focus should shift away from agriculture and aquaculture and towards more urban-oriented programming.
- Instead of PIND expanding its geographic focus directly, it can leverage partnerships to expand its reach beyond the Delta.
- PIND could work at the policy level to have a broader national impact. For example, some stakeholders believe that PIND needs to strengthen its government engagement and advocate for policies that promote transparency and accountability as well as equitable and inclusive development in the Niger Delta.

I. Women and Youth

- Some stakeholders discussed the need for a greater focus on women and youth as well as the potential for PIND to catalyze a more innovative approach to engaging with youth and gender in the Niger Delta. In particular:
 - Although PIND has focused to some extent on including women and youth in its programs, no one indicated that NDPI-PIND is doing enough in this area.
 - Diverse perspectives about whether women and youth should be mainstreamed into other PIND programs, whether PIND should develop programs targeted at these populations, or whether this is primarily an issue requiring better communication about work that PIND is already doing.
 - Some questioned whether NDPI-PIND is pursuing a focus on women and youth because this is a priority for development agencies and, therefore, there is money available for it, or because of its actual importance for development outcomes.



Women and youth learned information communication technology skills at a NDPI youth leadership-training workshop.

J. Monitoring and Evaluation

Almost universally, stakeholders emphasized that NDPI-PIND needs to improve its ability to evaluate the outcomes and impacts of its work.

Insights included that more robust M&E capabilities would yield better results for beneficiaries, and that evaluation is a critical issue for the future of NDPI-PIND. Although stakeholders indicated they understood the need for taking a long-term view when assessing NDPI and PIND's development impact, they also emphasized the importance of demonstrating results only continues to increase with each passing year. NDPI and PIND have relied heavily on showcasing impact qualitatively, but greater priority on aggregating quantitative data needs to be made going forward. However, respondents also cautioned that NDPI-PIND should not "over-evaluate" and thereby kill PIND's spirit.

Additional insights indicated that PIND's current M&E work does not adequately capture the inputs that are invested to produce certain outputs, and a suggestion that providing this information could help to contextualize outputs. It was also suggested that PIND needs to tailor its M&E approach for each partnership in order to evaluate how well the goals and needs of that particular partnership are being met.

In terms of PIND's systemic approach, it was also indicated that PIND's current M&E work does not adequately capture the organization's efforts to create systemic change. This parallel's comments that indicated emphasis on the importance of NDPI-PIND trying to move beyond simple quantitative measures of outputs to assess impacts holistically, including spillover effects of the organization's programs.

Finally, some remarked on the difficulty of evaluating peace-building work and the need to focus on developing M&E capacities for this area, and that having better data about outcomes and impact would help NDPI-PIND to better communicate its story.

K. Communications

Almost universally, stakeholders emphasized that NDPI-PIND is not adequately communicating its story. Diverse data sources, including both stakeholder interviews and telephone polls conducted in the Niger Delta, indicated that NDPI-PIND is not widely known. Some suggested that NDPI-PIND could do a better job strengthening its profile and that an opportunity exists to communicate more effectively about the outcomes and impacts of NDPI-PIND's work in order to better meet stakeholder expectations.

i. Strengthening the NDPI-PIND Profile

- NDPI-PIND needs a clearer narrative because it currently means different things to different people.
- NDPI-PIND is not engaging diverse forms of media to build its image.
- Complexity of structure and operations can make it difficult to communicate effectively.
- NDPI and Chevron leadership could do a better job communicating about NDPI-PIND within Chevron to build both greater support at all levels of the company, and recognition within Chevron that corporate social enterprise is integral to the company's wellbeing and future. This would also help to help to lessen NDPI-PIND's reliance on Dennis' credibility within Chevron.
- Improve communication efforts around its approach to partnerships, its structure, and its advocacy efforts.
- When communicating with Republicans in the United States, NDPI-PIND's private-sector approach and leadership is helpful. When communicating with Democrats, the organization's development focus is useful.
- Increase opportunities to advocate for the importance of the private sector-led development model.
- Hold regular conferences and meetings with donors and other partners to enhance communications.

ii. Communicating Impact

- Better communication around the impacts of PIND's programs could help to address points of confusion among stakeholders.
- NDPI-PIND tends to focus its communications efforts on the virtues of its structure rather than on its activities and the impacts that it is having. It is unclear what the organization's most compelling stories are. It needs to communicate about "life change."
- Providing more information about the results of its programs can yield greater influence on decision-makers.
- The overall approach is slow and incremental by design, therefore the organization needs to better communicate its approach and clarify expectations so that stakeholders understand that results will not come quickly.
- There's a significant expectations gap between NDPI-PIND and its beneficiaries. For example, according to telephone surveys, respondents in the Niger Delta place low interest in working in agriculture but PIND's economic development programs are



focused on this area. As such, NDPI-PIND should strive to close this expectations gap by communicating about its programs such that Delta residents better understand the value of PIND's work.

- Telephone survey data indicate that top priorities for Delta residents are unemployment, corruption, and the lack of electricity.
- Articulate the “theory of change” to stakeholders, including beneficiaries and funders, in order to close the expectations gap.

L. Replication

Stakeholders were asked whether and how the NDPI-PIND model could be replicated elsewhere – by Chevron or by other oil companies. Barriers to replication were discussed, including perceptions that the organization is very resource-intensive. Viewpoints included:

- Chevron should explore replication of the NDPI-PIND model, or aspects of the model, in other locations
- Direct replication of the NDPI-PIND model in other countries may not work and the model may need to be adapted to the local context. In addition, the right personnel would need to be in place.
- NDPI-PIND should identify the elements of its model that could be independently replicated.
- Among other international oil companies, there is a perception that only Chevron could implement something like NDPI-PIND. Cross-company communication and an effort by NDPI-PIND to distill replicable elements could help to overcome this perception.

M. Sustainability

Many stakeholders suggested that NDPI-PIND need to think about sustainability, both of the organization itself and of its work and impact in the Niger Delta. Comments about sustainability touched on themes including funding, the vision and structure of the organization, leadership and succession planning, institutional support, and the operational environment. Viewpoints included:

i. Funding

It is important for NDPI-PIND to secure funds from additional and diverse sources. As such, NDPI-PIND needs to build stronger relationships with other funders to ensure its sustainability. Strong programming and savvy communications would attract other funders. However, perceptions that NDPI-PIND is very well funded could hinder additional fundraising efforts. Finally, diversifying funding sources would help maintain NDPI-PIND's independence from Chevron and its distinct identity.

ii. Vision and Structure of the Organization

Some asked whether there is clarity within the organization about its long-term vision. In addition, while NDPI-PIND is designed to be a long-term intervention, it may not be clear how the organization will keep running over the long-term.

- Think more about how the model could be transitioned for greater sustainability in the future by, for example, transitioning some aspects of the organization (such as the Economic Development Centers) from a philanthropic to a for-profit model.
- However, contrary to that perspective, some stakeholders felt NDPI-PIND's long-term sustainability may be better assured if it leaves its role as implementer and becomes a funding agent.

iii. Leadership and succession planning

NDPI-PIND needs to undertake succession planning for the organization's leadership. Dennis Flemming is perceived to be critical to NDPI in terms of its brand and plays a key role in partnership development but may not be as indispensable as he may appear to some external stakeholders in terms of execution, programmatic work, etc. The perception among some stakeholders that Dennis has had/continues to have an indispensable role in leading the organization has implications for future leaders within the organization and for the sustainability of the organization.

Nigerian stakeholders expressed significantly less concern about Dennis' future with the organization than did some international respondents, perhaps because Dennis had already completed a successful leadership transition in Nigeria and international stakeholders are used to interacting primarily with Dennis outside of Nigeria. Some suggested that Dennis' role may not be so opaque or unique, and instead it may just need to be communicated better.



Representatives of NDPI and PIND staff at the Niger Delta Development Forum in Washington, DC in October.

iv. Institutional support

Noting that the approach that NDPI-PIND has adopted requires time and resources, some participants encouraged Chevron to provide those resources. Others commented on the concept that future changes in thinking and priorities at Chevron and among Chevron leadership could imperil support for NDPI.

v. The operational environment

Some asked whether there is enough stability in the operating environment in the Niger Delta to make NDPI-PIND's work sustainable. Others commented that the organization should think about possible future scenarios and contextual issues in the operating environment (including highly-unlikely "black swan" events) and how this could impact NDPI-PIND strategically.

N. Notable differences between Nigerian and International Data

The data analysis teams identified the following general areas of differentiation between the Nigerian data and the international data:

- Concerns about succession planning, and especially about replacing Dennis, were much more prevalent in the international data than in the Nigeria data.
- Confusion about PIND's dual role as both a donor and an implementer was more evident in the Nigeria data than in the international data.
- The Nigeria data featured greater attention and detail on partnerships as a key component of the NDPI-PIND model.
- The international data focused more on strategic issues, whereas the Nigerian data focused more on the implementation and delivery of programmatic work.

III. Conclusions & Recommendations

The PSR affirmed strong positive stakeholder relations and partnership building as crucial to development outcomes and a foundation of clear and grounded strategies that reinforce NDPI-PIND's current direction. Indeed meaningful progress has been made in a relatively short period of time, with opportunity to further capture these results and communicate them well.

1. STRENGTHS

The PSR identified a variety of strengths and positive characteristics about NDPI-PIND. Overall positive NDPI-PIND perceptions were informed by direct stakeholder experience or an awareness of the organizations' reputation and development model. Other elements that were identified as strengths included NDPI-PIND's market-driven, private-sector development approach that evaluates local conditions and needs, provides built-in feedback systems, and is seen as adaptive, nimble and flexible. The systems-oriented and values-driven strategic thinking that tackles the root causes of challenges was also noted as a key strength, along with the appropriate scale and scope of commitment to working in the Niger Delta, including the size of the financial investment, long-term approach, commitment to the region and efforts to address the root causes of social and economic challenges.

The dual organizational structure and Chevron's role that simultaneously promotes international strategy, oversight, funding and local execution, allows for independence, acts as both donor and as implementer and supports flexibility and nimbleness was seen as both a strength by some and as an area in need of improvement by others.

Other positive characteristics included:

- An independent organizational governance model with a majority of independent Board members.
- Diversity of work that integrates across economic development, peace building, research and advocacy and capacity building.
- A grassroots approach that highlights the Nigerian leadership of PIND and emphasizes value chain analysis of existing agricultural practices.
- A partnership and collaboration model that is inclusive, participatory and focused on the alignment of mutual capacities.
- Geographic focus with the Niger Delta that "goes deeper rather than wider" and strengthens NDPI-PIND's current programs and areas of focus.
- Data-driven and research-oriented programs combined with a commitment to monitoring and evaluation.

2. AREAS FOR IMPROVEMENT

Areas for improvement included strengthening organizational capability, including NDPI-PIND's model, structure and M&E capacity, enhancing NDPI-PIND's partnership approach, and enriching the program strategy and approach. It was also noted that improving communications would be important, along with maintaining geographic focus and ensuring long-term sustainability.

Each area is further articulated below in detail in terms of key conclusions and recommendations for moving forward.

A. Organizational Capability: Model & Structure

Conclusions

The overall model and strategy are working, although there is a lack of understanding among stakeholders about how the model works. The governance model and structure, and the presence of independent Board members, are key assets and attract support from other organizations.



Stakeholders respect PIND's ethical behavior – its research, conduct, engagement, fairness, and integrity. The multi-sectorial approach is supported and appreciated, and there is an opportunity to convene and influence government spending in development to a greater extent. However, the dual role as donor and implementer can be a source of confusion to some partners and beneficiaries.

PIND's market development projects are managed from the Economic Development Center (EDC) in Warri pictured above. Stakeholders viewed the projects as unique and beneficial, although time-intensive.

Recommendations

NDPI-PIND should leverage differentiation (with respect to model, private-sector approach, etc.) and clarify definition(s) of "success." "Hybrid status" (donor-implementer) should be maintained, but NDPI-PIND should strengthen their donor role and expand the capacity to convene and influence (e.g. government).

In addition, it was recommended that the considerable upfront time and effort required to implement PIND's market development projects should be recognized and that timeframes be planned accordingly.

B. Monitoring & Evaluation

Conclusions

NDPI-PIND lacks adequate M&E capacity (including structures, processes, and systems) to appropriately report on its outputs and outcomes. It is still early days with respect to what kind of impacts can be expected from NDPI-PIND; however, measuring those impacts and communicating them clearly is of increasing importance. PIND can and must strengthen its M&E capacity to appropriately report on its program outcomes and impact. Understanding outcomes and impact may require a focused and analytical approach (similar to value chain work). Using more quantitative data to show impact was also suggested.

With respect to communicating impact, messaging should be tailored to a broad range of relevant stakeholders. Stakeholders felt current NDPI-PIND communications around impact is not strategic enough.

Data should support a comprehensive and integrated advocacy strategy, so NDPI-PIND should seek to better understand where and how their influence can be expanded through effective advocacy.

Recommendations

PIND can and must strengthen its M&E capacity to appropriately report on its program outcomes and impact, and it should use more quantitative data to show impact.

C. Partnership

Conclusions

PIND's programs and projects through its participatory partnership approach are making meaningful impact in the Niger Delta. There is significant opportunity to further define and articulate NDPI-PIND's partnership model and ensure clarity of roles, responsibilities, resources, and expectations. PIND can further exploit opportunities for influencing government policies and programs in the Niger Delta region.

NDPI-PIND should continue to develop and manage relationships with Chevron and with other partners.



Through NDPI's partnership with the United States Agency for International Development (USAID), \$25 million from both organizations was allocated over four years to support a portfolio of projects. During the PSR, stakeholders noted increased engagement with government agencies, such as USAID and others, could be beneficial for NDPI and PIND.

Recommendations

Increase engagement with government agencies and institutions as well as existing and new partners to improve the government's development spending and planning efforts. Enhance NDPI-PIND's partnership model by clearly defining partnership types, roles, processes, and responsibilities for each partner.

D. Program Strategy & Approach

Conclusions

PIND's strategic use of research and analysis in program design, and market development in implementation is unique and beneficial, and there is general alignment between PIND's current programs and the development priorities identified by stakeholders. Strong demand exists for programs that support women and youth. Finally, the opportunity exists to address multiple gaps in expectations – notably, beneficiaries' expectations for access to finance and access to electricity.

Recommendations

Regularly explore alignment of PIND's programs with stakeholder expectations and continue to base program design on research and analysis. Other recommendations included: incorporating access to finance in PIND's market development program, developing a framework for NDPI-PIND's advocacy approach and how collaboration occurs between NDPI and PIND around advocacy, considering what role PIND can play in enhancing access to electricity and enhancing the participation of marginalized groups – including women, youth, and people with disabilities – in NDPI-PIND programs.

E. Communications

Conclusions

Both internal and external communication can be improved by simplifying, clarifying, and communicating more effectively what NDPI-PIND does and how it works (e.g. PIND is both a catalyst and implementer). There is currently a lack of efficient, effective, and strategic means of communicating NDPI-PIND's value to existing and potential stakeholder partners to fulfill their missions.

A key focus for communications should be on addressing the confusion that exists among some stakeholders about core aspects of NDPI and PIND, particularly in regards to the organizations' branding, partnership approach, impacts, advocacy efforts, and overall structure.

The opportunity exists to improve awareness about PIND and its programs in the Niger Delta region and to better communicate the benefits of PIND's work in order to drive advocacy, increase buy-in from internal and external stakeholders and attract new partners.

Recommendations

Focus on strategically increasing awareness of NDPI-PIND programs among beneficiaries. Develop stronger communications capacity for NDPI-PIND collectively and for NDPI and PIND individually.

The overall narrative can be sharpened and tailored to different stakeholders. Improve an understanding of key expectations and concerns (on a regular basis) among different demographic and stakeholder groups in the Niger Delta.

F. Geography & Scope



Although some stakeholders thought PIND's focus on the Niger Delta was appropriate and distinctive, it was highlighted that the organizations' activities are not widely spread throughout all nine states.

Conclusions

Current geographic focus on the Niger Delta is working, appropriate, and distinctive. However, PIND's presence and activities are not widely spread across the region. PIND's office location in Abuja is strategic given the importance of interfacing with Government and donor partners.

Recommendations

Ensure PIND presence and activities are spread appropriately across Niger Delta states and continue to focus on the Niger Delta and share successes and best practices with other parts of Nigeria, where appropriate.

G. Sustainability

Conclusions

NDPI-PIND has admirable reputation for credibility and integrity, however the organization needs to strengthen its structure and relationship management (between management and staff as well as amongst partners). Many continue to see NDPI-PIND as an extension of Chevron. Opportunity exists to project autonomy and distinctiveness from Chevron as its major donor. A diversified funding base can create a distinct identity and enhance the organizations' independence. There were numerous and diverse stakeholder questions and concerns about sustainability and succession, including:

- NDPI-PIND's overall mission
- NDPI-PIND leadership and succession ("beyond Dennis")
- NDPI-PIND's structure (e.g. having two organizational tiers, and governance and accountability)
- Chevron's role and support
- Funding (from diverse sources, including self-generating)
- Options for replication, scaling up, expansion, etc.
- NDPI-PIND has not developed and articulated a compelling sustainability strategy to convince stakeholders about the sustainability of the organization. Until donors and partners are convinced about longevity, true partnership potential will not be achieved.

Recommendations

Protect NDPI-PIND's distinct identity and diversify its funding base. Create a robust sustainability strategy, based on multi-stakeholder input, inclusive of contingency planning (including different funding outcomes, best-case and worst-case scenarios, and "black swan" events) and identifying funding opportunities (including alternative ones – profit making, crowdsourcing, replication, scaling up, scaling down).

IV. Appendix

PSR Core Team

Dennis Flemming	NDPI
Sam Daibo	PIND
Prof Ajibola	New Nigeria Foundation (NNF)
Laurie Regelbrugge	NDPI Director
Mamadou Beye	Chevron
Brikinn Esimaje	Chevron
Stephen Lear	Crown Agents
Julie Koenen	USAID
Noble Pepple	Rivers State Sustainable Development Agency (RSSDA)
Mina Ogbanga	Center for Development Support Initiatives (CEDSI)

PSR Nigeria Sub Team

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Bose Eitokpah	PIND
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Samuel Fadare	Self Help and Rural Development Association (SHERDA)
Andy Ogbuigwe	Accord for Community Development (ACCORD)
Chuks Ofulue	Braced Commission
Yusuf Abdulraheem	National Planning Commission

PSR US Sub Team

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Rebecca Hummel	Chevron
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Nate Haken	The Fund for Peace
Bill Grant	Development Alternatives Inc. (DAI)
Tam Nguyen	NDPI Executive Officer
Dennis Flemming	NDPI
Bill Noveli	Georgetown University
Princeton Lyman	NDPI Director
Gisele McAuliffe	Advocacy Communications International
Porter Delaney	Kyle House Group
Micha Stoker	Chevron
Cathy Leslie	Engineers without Borders
Allan Robbins	Devex
Mamadou Beye	Chevron