



Notes from Mid Year Review & Reflection 9th-10th, July 2018 Warri EDC

Day 1

Opening

Executive Director, Dr. Dara Akala, welcomed everyone, remarking that the major difference between last year and this year is that is the team could be said to be bigger. Dr. Dara went on to say conversations have to be open and honest to ensure that the operating plan is achieved to at least 90%.

He said the operating plan is the social contract with the board and emphasized that processes are as important as the results. He concluded by reminding the team that PIND is here for the long haul thus sustainability in processes and projects delivery is key.

To ensure the 2018 mid-year review and reflection enables us to learn from our experiences, to respond and adapt to a changing context, and empower each of us to pursue the change we seek to realize, the 2-day session was designed to allow for an assessment progress towards implementing our 2018 plans vis-à-vis strategic priorities. Therefore, it was premised on a *Triple Loop Learning* concept.

FIRST LOOP: Did we do things right?	we are interested in the performance divergence of planned interventions
SECOND LOOP: Did we do the right things?	we want to know – “What were you trying to achieve?”; “What changed as a result?”; “What were the intended and unintended results?”
THIRD LOOP: Were our assumptions right?	we are to know – “Whether the context has changed and if we reassess the context?”; “How did we use resources?”; “Was there value for money?”

Following the progress presentations, feedback was provided as follows.

Planning, Monitoring, and Evaluation (P,M & E)

The PM&E team presented PIND’s progress towards implementation of the 2018 operating plan, and here are some key points to note:

- 168 program activities were carried out across board.
- 53% of these programs were carried out by the Economic Development team, 5% by the Gender Mainstreaming project, 18% for Peace Building, 16% for Analysis & Advocacy and 8% for Capacity Building.
- Under the Economic Development program, 56 activities were planned, 16 completed, 31 are ongoing and 9 were not started at all.
- For the Capacity Building program, 13 activities were planned, 2 completed, 9 are ongoing and 2 were not started at all. Some reasons for their performance was the delay in commencing DFID's MADE II, and assessment of new organizations for CAPABLE training was cancelled.
- The Peace Building team planned 10 activities and completed 3. Currently, 24 activities are ongoing and 3 were not started at all. The major challenge was that they did not align timelines with the Economic Development program to initiate interventions and Chevron Nigeria Limited (CNL) delayed some dates for training.
- With the Analysis and Advocacy program, 27 activities were planned, 7 completed, 15 are ongoing and 5 were not started at all. Meeting with the Ondo State governor was described as being key to implementing some of their activities. They also mentioned that the weekly column on the nation newspaper was cancelled because the activity was suspended by Knowledge Management.
- For Gender Mainstreaming, 8 activities were planned, 1 completed, 5 are ongoing and 2 were not started at all.

Economic Development

- The team is advised to clearly explain its sector logic to aid understanding in subsequent presentations.
- The team was also asked to highlight some market system changes in its presentations in the future to give a sense of how things are changing as a result of PIND's work in the various markets. This can be represented in percentages.
- Results from areas PIND is collaborating with Chevron Nigeria Limited should be highlighted clearly
- When removing activities from the operating plan, the senior management should be informed

The Economic Development team raised the following as challenges impeding their progress so far;

- High cost of logistics in moving bricks to riverine areas;
- Mandatory 20% guarantee under the CBN anchor borrowers scheme;
- Suspension of Grofin partnership reduced proposed plans;
- Difficulty in selling 3,000 oil palm seedlings

Niger Delta Youth Employment Pathways (NDYEP)

- NDYEP team is advised to work with other teams within PIND and ensure internal collaboration.
- The team is advised to ensure beneficiaries are not only trained but also linked with long-term and short-term employment opportunities. At least 95% of youths trained should be engaged after the training.
- The current age range for beneficiaries (18-26) to be reviewed to foster inclusion.
- The NDYEP team is also advised to develop its selection criteria for beneficiaries and to put an eye on the end market for ICT to ensure supply meets demand.
- NDYEP team to work with P,M&E team to develop monitoring and evaluation framework and stakeholders matrix for the project.
- Team to disaggregate its target for training, by sector and state.
- Grant guidelines can be reviewed to ensure NDYEP engages grantees to commence implementation in time before the end of the first year of the project.

ATED

- There's need to count numbers from the successful advocacy at Model Girls Secondary School, Rumueme, Rivers State which has led to the development of toilet facilities for students and teachers.
- Project Coordinators are advised to follow due process before reviewing targets on the organization's Operational Plan.
- There's need for ATED team to prioritize the implementation of the intervention funded by Procter & Gamble (P&G) and Rotary Club International.
- There's also need to prioritize distribution of biosand filters as about 800+ units are still in stock.

Knowledge Management (KM) & Communications (Comms)

- There's need to share findings from newsletter review strategy with other PIND teams who use newsletters to maximize reach.
- KM and Comms to give better explanation to numbers to aid better understanding of investment into various communication strategies.
- There's need to review plan for PIND's column on Nation newspaper which is to be implemented in collaboration with Analysis & Advocacy.
- KM is advised to find ways to incentivise use of PIND storage.
- There's need to review database of newsletter subscribers to remove subscribers who don't open newsletters, seeing the Comms teams' plan to increase its opening rate for the monthly PIND newsletter.

Day 2

Following the Progress Presentations, feedback was provided as follows:

Peace Building

- There's need to mentor and guide Partners for Peace (P4P) state chapters in preparing convincing funding proposals.
- There's also need to deepen ongoing collaboration between Market Development and Peace Building.
- Peace Building team is advised to involve Analysis & Advocacy in its policy drive in Rivers State which is a result of the Violence Against Women and Girls (VAWG) study carried out in Rivers State.
- The P4P network is currently made up of over 7,000 members.

Analysis & Advocacy (A&A)

- The A&A team is advised to follow due process to obtain approval for its proposed “*Access to Agricultural Information*” intervention.
- A&A to work with KM to schedule knowledge sharing session for Access to Agricultural Information intervention.
- Partnership and Government Engagement to be included in A&A presentations henceforth (e.g., status of work in each state, policies modified, status of key activities like NDDF) and more outcome focused indicators.
- A&A to share media request form with staff to aid proper preparation for individuals who need support from the Media for Development unit (M4D)
- The team is advised to organize more offline forums and events to bring together online users from NDLINK.
- There's need to get concrete results (outcomes) from various states on NDDF 2017 follow-up.
- Work with Capacity Building on post-SACE close out, Women in Business Clusters, and post-IWD efforts
- Champion advocacy concerning challenges facing ICT sector (broadband, etc.) in Rivers State.
- Investigate the methodology for how “viewership” is calculated.

Capacity Building (CB) & Gender Mainstreaming (GM)

- Capacity Building team to regularly remind all program teams of PIND's new gender target of 40% women representation.
- CB team to work with Directors to navigate board's directive to not increase number of CAPABLE organizations.
- Capacity Building team to work with Analysis & Advocacy, Knowledge Management, and Communications to implement solutions journalism workshop and grant.

Chevron PGPA

- In Economic Development, Chevron is willing to see more partnership just like there are ongoing partnerships with the Capacity Building and Peace Building programs.
- PGPA wants PIND to increase support for the Global Memorandum of Understanding by working with the RDCs.

Finance

- Program teams currently record low budget performances across board.
- Teams are advised to implement planned projects to avoid low annual budget performance.

Closing Remarks

- Deputy Executive Director, Tunji Idowu, encouraged staff to work together and to continue to reinvent processes and techniques in an attempt to make a lasting impact in the Niger Delta.
- Executive Director, Dara Akala, encouraged staff to quickly wrap up ongoing interventions as well as commence other interventions that are yet to be implemented as soon as possible because there are barely about 3 months left to work. He also appreciated everyone for the commitment put into work so far.

Notes prepared by: Ebenezar Wikina.

Date: 10th July 2018.