



2010 Annual Report

Building Partnerships for the Future

Contents

*Want to travel fast, travel alone.
Want to travel far, travel together.*

– African proverb

Message From the Chairman of the Board of Directors.....1

Introduction to NDPI.....3

The Evolution of NDPI.....5

Board of Directors and Officers.....8

The Relationship of NDPI and PIND.....11

The Staff of PIND.....12

Program Focus Areas.....15

Achievements in 2010.....19

Making Progress.....25

Looking Ahead.....28

Auditor’s Report NDPI Foundation, Inc.....29



Message From the Chairman of the Board of Directors

It gives us great pride to present the first Annual Report of the Niger Delta Partnership Initiative (NDPI) Foundation.

Our mission is to contribute to the improvement of the standard of living for the people of the Niger Delta who are struggling to escape under-development and poverty. In 2010, we began to lay a solid foundation for socioeconomic development through innovative programs and multi-stakeholder partnerships focused on poverty alleviation and the promotion of peace.

The NDPI Foundation will serve as a catalyst to move the Niger Delta forward. We are dedicated to creating a network of support for programs and activities that will increase development in the Niger Delta. This innovative model of multi-stakeholder partnerships has proven successful elsewhere in the past, and it is the right approach to provide creative and lasting solutions to the complex problems faced by communities in the region. However, it will not succeed without the active and thoughtful participation of bilateral and multi-lateral donor agencies, federal and state government agencies in Nigeria, private companies, and foundations, and, most importantly, the local communities of the Niger Delta.

While we know that the governance of partnerships can be challenging, we are confident that working in partnership with diverse colleagues will enable excellent use of resources, facilitate knowledge sharing and help produce sustainable positive outcomes.

Our partnerships will be the dynamic force to achieve transformative change by fostering economic development and capacity building leading to prosperity and stability.

I am honored to serve as Chairman of the Board of Directors of the NDPI Foundation – a board that brings together the talents of experts with a wide range of experience and a deep understanding of the Niger Delta region.

We appreciate your interest in our progress. Your thoughts and comments are most valued and welcome.

Ali Moshiri



Ali Moshiri
Chairman and President,
NDPI Foundation

Working in partnership enables excellent use of resources, facilitates knowledge sharing and helps produce sustainable positive outcomes



Introduction to NDPI

The Niger Delta Partnership Initiative (NDPI) is a new social investment model with a mission to improve living standards in the Niger Delta through dynamic, innovative programs and multi-stakeholder partnerships focused on poverty alleviation and the promotion of peace. Chevron Corporation has provided the NDPI Foundation with initial funding of US \$50 million allocated over five years from 2010 to 2014. The NDPI seeks to leverage an additional \$50 million from other donors, both public and private, in kind and in cash, to provide a total program portfolio of \$100 million.

The Foundation was incorporated in the commonwealth of Virginia in the United States on February 18, 2010 as a not for profit 501(c)(3) organization. The Board of Directors was fully established on April 29, 2010.

In addition to the NDPI Foundation, a second non-profit organization was co-established in Nigeria. The Foundation for Partnership Initiatives in the Niger Delta (PIND) administers NDPI's funding in Nigeria, employing a team of development professionals. NDPI Foundation is responsible for decision-making related to strategic partnerships and overall project funding.

The theme of this report, Building Partnerships for the Future, accurately describes the efforts undertaken by NDPI in 2010 to establish a firm base from which to launch effective and sustainable projects for the coming years. This report highlights the achievements and progress made by NDPI during 2010, its first year of operation, introduces the Board of Directors and officers and the staff of PIND, and discusses

the origins of NDPI in the social and economic context of the Niger Delta.

The main activities of NDPI's initial year include:

- Identifying and selecting NDPI board of directors and officers
- Structuring and incorporating the foundation
- Establishing PIND Foundation, recruiting its trustees and hiring initial staff
- Defining program objectives and strategies
- Developing project management and administration processes and procedures
- Engaging and consulting with stakeholders at federal, state and local levels
- Researching the donor community and implementing partners
- Introducing NDPI to potential partner donors



Promoting multi-stakeholder partnership is at the heart of our development model.

Dennis Flemming
Project Director



The Evolution of NDPI

Development, originally seen as the primary domain of governments and aid agencies, has grown to include an increasing number of private sector donors. The number of local and international nongovernment organizations (NGOs) implementing development programs on the continent has grown exponentially as the number of donors grows. With this increasing mass of players in the development field, many look for the synergies that can come with development partnerships. Despite the aspirations and well-intentioned effort of partnerships, individuals and organizations, it can be challenging to be open to diversity of thinking and approach. NDPI believes diversity of thought and approach are crucial in creation of a new development partnership paradigm.

The concept of public-private partnerships has changed some of that thinking. The development community is turning more frequently to the private sector to join development initiatives where social benefits could be sustained through various forms of economic opportunity. This engagement offers new opportunities for collaboration between the private sector and development organizations. NDPI is part of a new form of public and private sector collaboration, which represents exciting opportunities to produce unique development partnerships that can make a difference.

Chevron pioneered a new concept in public-private partnerships when it established the Angola Partnership Initiative (API) in 2002, partnering with international aid agencies, such as the United States Agency for International Development (USAID) and the United Nations

Development Programme (UNDP), to help rebuild Angola after years of civil war. The initiative did not focus on Chevron's business interests and operational areas, but on development programs that sought to bring stability and growth in the areas most affected by conflict. This focus enabled Chevron and its donor partners to find more common ground in working together but still generated a diversity of thinking that produced some innovative results, such as the establishment of Angola's first microfinance bank and improvements in commercial agriculture. API continues to generate important benefits for Angola to this day.

For Chevron, the experience was an important learning opportunity and the company was eager to try the model again, building upon what it learned in Angola. The Niger Delta region of



The development community is turning more frequently to the private sector to join development initiatives where social benefits could be sustained through various forms of economic opportunity.



From the creeks and waterways to the green lands of the Niger Delta, existing levels of socioeconomic development in the region show that much effort is needed to improve the lives of the people.

Nigeria was the obvious choice for the next attempt. The region has many complex development challenges. Yet there is a noticeable lack of coordination and collaboration among the many development partners in the region.

From the creeks and waterways to the green lands of the Niger Delta, existing levels of socioeconomic development in the region show that much effort is needed to improve the lives of the people. The Niger Delta is home to more than 31 million inhabitants. People 30 years and younger comprise more than 62 percent of the population, and about 70 percent live in poverty. About 46 percent of the employed persons in households earn less than 5,000 Naira (\$32) per month, and 44 percent are engaged in agriculture. Crude oil production accounts for 90-95 percent of Nigeria's export revenue and about 80 percent of government revenue. During the peak of the nation's oil boom of the

1970s, life expectancy in Nigeria was 60 years. In 2000, national estimates dropped life expectancy to 46.8 years.*

Learning From Past Experiences

The innovative model that established participatory mechanisms in the Niger Delta began in 2005 under the Global Memoranda of Understanding (GMOU) that engaged communities through Regional Development Committees (RDCs) together with state and local government agencies, and local non-government organizations (NGO). The participatory partnerships formed in this process included stakeholders in the planning, implementation, monitoring and evaluation of programs with high standards of accountability and transparency.

*Sources: United Nations Development Program, Niger Delta Human Development Report 2006; Niger Delta Regional Development Master Plan

NDPI recognizes that these multi-stakeholder partnerships provide a key to generating creative, positive solutions to the complex problems faced by communities in the Niger Delta. NDPI works to facilitate broader and more diverse partnerships.

A New Approach

Promoting partnership and strong collaboration among diverse stakeholders hinges on the recognition that no single organization can address the problems in the region. A new approach is required, one focused on participatory development through partnerships, operating with transparency and accountability. Thus, the NDPI was created in 2010. The challenge from Chevron was to make the initiative even bigger and better than API. So Chevron doubled its initial API investment to \$50 million for NDPI. It established two foundations, the NDPI Foundation in the U.S. to coordinate development project funding and the PIND Foundation in Nigeria to coordinate project implementation. Both foundations were created as models of partnership, with the Chevron representative directors outnumbered by independent directors – experienced development professionals coming from diverse disciplines and backgrounds. NDPI intentionally blurs the rigid lines between donors and implementers, focusing instead on multi-stakeholder partnerships.

Success in the Niger Delta is fundamentally linked to the socioeconomic development and peaceful coexistence of communities in the region. NDPI

is dedicated to the establishment of partnerships for creating sustainable development. The foundation designs, funds and builds broad stakeholder support for programs and activities that contribute to poverty alleviation and the promotion of peace in the Niger Delta, thereby creating an enabling environment for the economy to grow. Combining donors, both public and private, NDPI helps form partnerships that support programs and activities. This is generating expanding networks in the Niger Delta that are committed to improving the standard of living and addressing the root causes of conflict in the region.

Embracing the Concept of Partnership

NDPI collaborates with a diverse array of development partners (including bilateral and multilateral aid donor agencies and civil society organizations), federal and state government agencies in Nigeria, private companies and foundations.

NDPI's efforts are already showing promise in its very first year. In less than a year from its inception, NDPI has already confirmed new partnerships with donors, who are quickly recognizing the opportunity for using this unique model of partnership to bridge relationships and efforts between the many development actors in the region. For the development community, NDPI is an interesting, unique organization that bears watching. The organization represents new paradigms for development partnerships.

Success in the Niger Delta is fundamentally linked to the socioeconomic development and peaceful coexistence of communities in the region. NDPI is dedicated to the establishment of partnerships for creating sustainable development.





The NDPI Board of Directors and Officers

The NDPI Foundation in the United States is governed by its seven-member Board of Directors. The foundation ensures its independence as a charitable institution by allocating four of the seven seats on its Board to experienced non-Chevron development professionals. The remaining three Board seats are held by Chevron employees with a passion for the foundation’s mission.

The board has three main responsibilities:

- Strategic decision-making on foundation programs, operation, and direction
- Approval of overall funding allocations and individual program funding
- Approval of new projects and donor/partner alliances

Members of the board are professional men and women experienced in development, coming from diverse disciplines and backgrounds. They were selected based on their ability to provide sound leadership to the Foundation. The board held its inaugural meeting on September 9, 2010 and holds meetings two to three times each year. The board consistently communicates and maintains sound relationships with the management and staff of PIND.

Directors



Ali Moshiri
Chairman and President,
NDPI Foundation

President, Chevron Africa and Latin America Exploration and Production Company

Ali Moshiri brings 35 years of petroleum engineering and international operations expertise to NDPI. He began with Chevron as a Reservoir Engineer and assumed

greater responsibilities to become General Manager of Strategic Planning and Assets Evaluation for Chevron Overseas, and was responsible for more than 10 international strategic business units. In 2001, he spearheaded operations in six countries in Latin America as Managing Director of Chevron Latin America Exploration and Production.

He now serves as a Board Member of the Council of the Americas, the Institute of the Americas and the Pan-American Development Foundation, the Trust of the Americas, Organization of American States, the Houston Zoo, and Spindletop Charities.



Walt Maguire
Treasurer,
NDPI Foundation

Manager, Policy, Government and Public Affairs, Chevron Africa and Latin America Exploration and Production

During his 35 years with Chevron, Walt Maguire has acquired expertise in international upstream, fire and safety, and corporate public and government affairs. He has held a variety of positions of increasing responsibility in oil industry operations and public affairs management in Indonesia and the United States.



Pauline Baker
NDPI Director

President Emeritus
Fund for Peace

Pauline Baker is President Emeritus of Fund for Peace, a non-profit organization based in Washington, DC. She has

served as Professional Lecturer at the Johns Hopkins School of Advanced International Studies, and as an Adjunct Professor in the Graduate School of Foreign Service at Georgetown University, specializing in conflict management, failed states and state building. Baker taught at the University of Lagos in Nigeria (1965 - 1972). She was also a Senior Associate for the Carnegie Endowment for Peace, a former Staff Director of the Africa Subcommittee for the Senate Foreign Relations Committee, and Deputy Director of the Aspen Institute's Congressional Program.



Jane Nelson
NDPI Director

Senior Fellow and Director, Corporate Social Responsibility Initiative, Kennedy School of Government, Harvard University

Her experience in the UN included preparing a report on UN-Private Sector Cooperation for the UN General Assembly and leading a global research project on business and sustainable development for the UN Environment Program. A former Vice President at Citibank, Nelson authored a variety of books and publications on public-private partnerships and small enterprise development, including a report for the 1992 Rio Earth Summit for the Business Council for Sustainable Development in Africa.



Laurie Regelbrugge
NDPI Director

Corporate Community Engagement Specialist, currently teaching at Blessed Sacrament School

Prior to her current position as a parochial school teacher in Virginia, Laurie Regelbrugge held a variety of senior management positions and specialized in global corporate citizenship and corporate responsibility. With more than 15 years experience as a grantmaker for three major international corporations, including Hitachi Corporation, Unocal Corporation and Chevron Corporation, she has directed development programs in non-profit organizations working in Asia, Africa, Latin America and the Middle East.



Princeton Lyman
NDPI Director

U.S. Department of State
Special Envoy to Sudan

Princeton N. Lyman was appointed United States Special Envoy for Sudan on March 31, 2011. Immediately preceding his

tenure as Special Envoy, he served as U.S. Senior Advisor on North-South Negotiations, where he led the U.S. team focused on supporting on-going negotiations between the parties to Sudan's 2005 Comprehensive Peace Agreement. He previously worked as an adjunct senior fellow for Africa policy studies at the Council on Foreign Relations. He is an adjunct Professor at Georgetown University. His extensive career with the U.S. State Department includes ambassadorships to Nigeria and South Africa and service in managerial positions including Director of Refugee Programs and Assistant Secretary of State for International Organization Affairs. He is a former director of the U.S. Agency for International Development (USAID) in Addis Ababa, Ethiopia.



Dennis Flemming
Project Director
NDPI Foundation Secretary
NDPI and PIND Project Director

For 24 years he has focused on establishing corporate community engagement and sustainable development

partnerships. His work includes the Community Development Initiative Foundation in Papua New Guinea, a non-profit organization dedicated to socioeconomic development of rural communities, as well a leadership role in Chevron's Angola Partnership Initiative. In Nigeria, he developed community engagement strategies including renegotiation of agreements with regional development councils. He is based in Abuja.



Linda Padon
NDPI Director
General Manager, Corporate Public Policy,
Chevron Corporation

Appointed to the NDPI board of directors in February 2011, Linda Padon develops Chevron's

corporate and social responsibility strategic programs, analyzes global policy issues, and manages the company's Global Issues Committee. She began her career with Chevron in 1980 and has held a series of positions in the Policy, Government and Public Affairs (PGPA) organization with responsibilities in government affairs, community engagement, trade and business association activities, and major sponsorships. She served as Global PGPA Manager for Global Gas, and as PGPA General Manager for Global Upstream and Gas and Corporate Business Development.



Tam R. Nguyen
NDPI Executive Officer
Chevron, Senior Advisor Global Issues and Policy

Based in Washington, D.C., he is Chevron's senior advisor for corporate responsibility and has more than 15 years of diversified

experience in corporate policy and strategy, international development, and public affairs. Included in his portfolio are implementation of Chevron's global human rights policy and advising the company on social issues, risk management, and strategy and policy planning. He represents Chevron in a number of industry groups, international initiatives, and standards bodies. Prior to joining Chevron Corporation, he worked for the Asian Development Bank (ADB) in the Philippines, and the Inter-American Development Bank (IDB) in Washington, DC. International assignments include Northeast Asia, Southeast Asia, Eurasia, West Africa, and Central and South America.



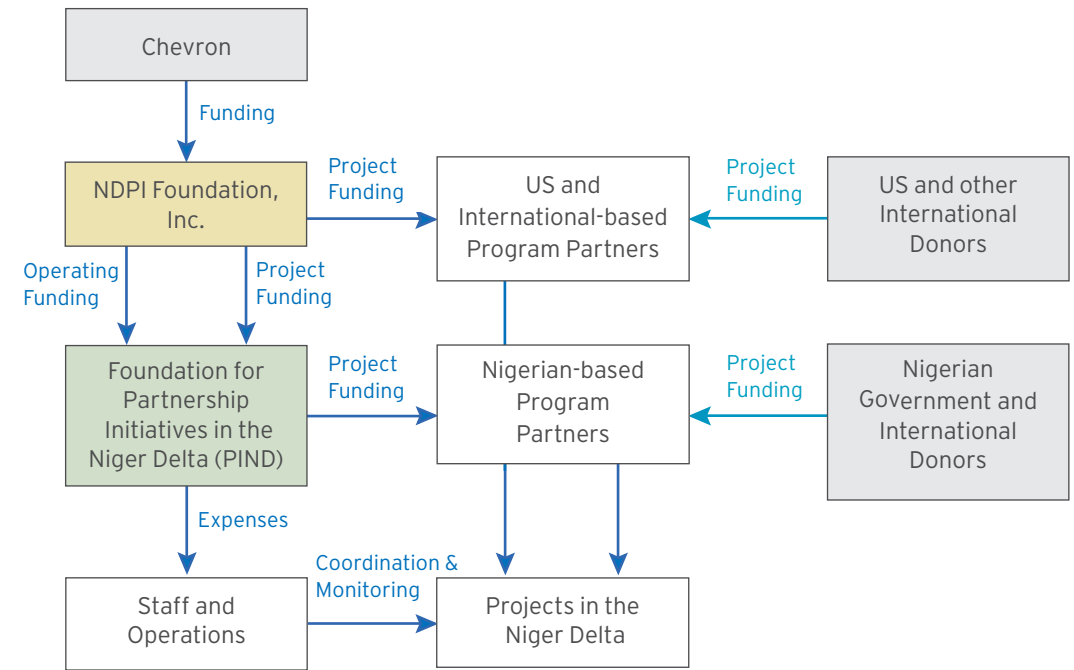
The Relationship Between NDPI and PIND

The NDPI Foundation is incorporated in the state of Virginia in order to administer funding from Chevron Corporation and other partners efficiently and transparently. The Foundation focuses on decision-making related to strategic partnerships and overall project funding.

To comply with Nigerian law, a partner organization - the Foundation for Partnership Initiatives in the Niger Delta (PIND) is incorporated in Nigeria as an operational entity that actively engages in the design, development, and monitoring of the programs funded by NDPI and other donor partners.

PIND has an independent board of trustees who focus on operational decision-making, selection of implementation partners, and engagement with Nigerian government partners.

The relationship between the two foundations and their other partners is outlined in the diagram below.



Decision-making Roles and Responsibilities

Decisions and Approvals	NDPI Board of Directors	PIND Board of Trustees
Strategic Plans	Review and approve NDPI Strategic Plan (including updates).	Review and approve PIND Strategic Plan (including updates). Align PIND Strategic Plan with NDPI Strategic Plan.
Operating Plans	Review and approve NDPI Operating Plan (including updates). Align NDPI Operating Plan with PIND Operating Plan.	Review and approve PIND Operating Plan (including updates).
Project Funding/NDPI Grant Agreement Approval	Approve Funding of Individual Projects or Small Grants Programs. Approve grant agreement specifying terms of funding.	Provide input on project development portfolios regarding project development and funding issues. Approve funding of any small grants programs awarded by NDPI to PIND.
Project Execution/PIND Project Agreement Approval	Provide input on project management portfolios regarding project execution and implementation issues.	Approve PIND's project Execution Agreements with implementing partners, including any mid-term evaluation reports and design revisions.
Operating Expenses and Contracts	Authorize NDPI Officers to execute NDPI's contracts, services and purchases within defined authority levels. Approve PIND Operating Grant.	Authorize PIND Officers to execute PIND's contracts, services and purchase within defined authority levels and in accordance with NDPI Operating Grant.
Donor Alliance Agreements	Approve alliance agreements negotiated in the US and with US Government Institutions.	Approve alliance agreements negotiated in Nigeria.

The Staff of PIND



Sam Ogbemi Daibo
Deputy Project Director

Manages program staff and coordinates PIND's support for economic development

We have an ambition to be different, have a long-term perspective to development, independent and local. We have our fund and a network in the Niger Delta that gives us the ability to operate in the region.



Yela Joseph Alagoa
Monitoring and Evaluation Officer

Coordinates monitoring, evaluation, data gathering and reporting of PIND's program

We are a responsible organization that provides leadership and innovations in the development of the Niger Delta.



Oroma Wodi
Administrative Officer

Coordinates logistics and provides administrative support for PIND's staff and office

We are a team of fully motivated and well-rounded individuals with a shared mission to succeed.



Chichi Nnoham-Onyejekwe
Communications Officer

Coordinates public relations events; prepares newsletters, brochures, annual reports and manages the website

Our approach to partnership is unique... it's a strong motivating factor for my colleagues and me.



Robinson Ariyo
Peacebuilding Program Officer

Coordinates PIND's outreach program to foster stability in vulnerable and conflict-impacted communities

We are like an explorer trying to find our way through a terrain with very few sign posts and a map still in its preparatory stages.



Pamela Mark
FGN Engagement Consultant

Our strength is secured in our funding, an expert team of personnel drawn from several areas and participatory styles of decision making.



Bosede Eitokpah
Capacity Building Officer

Coordinates capacity building of government, nongovernment and community organizations to generate socioeconomic development

I joined PIND because of my passion for connecting with people in order to support positive change. I joined to be part of a team that I believe would be dynamic in addressing development issues in Nigeria's Niger Delta.



Micah Mendie
Analysis and Advocacy Program Officer

Coordinates PIND's research, advocacy and engagements at different levels to promote understanding and awareness of socioeconomic needs

We have considerable autonomy and local identity, allowing us to position ourselves distinctively and work in different ways from many established actors.

Alone we can do so little.
Together we can do so much.

– African proverb





Program Focus Areas



Economic Development

Concentrating on programs to benefit the poor and disadvantaged, emphasizing the needs of youth and women, and generating sustainable economic opportunities for micro, small, and medium-sized enterprises, NDPI seeks to generate employment in the region, building upon its strengths to tap new potential areas of non-oil related economic growth, such as in agricultural development, making markets work for the poor.



Capacity Building

Strengthening the skill and ability of government, civil society and communities to encourage the development of broad-based economic growth



Peace Building

Fostering stability and promoting increased consensus among key stakeholders through deliberative dialogue and other conflict resolution approaches

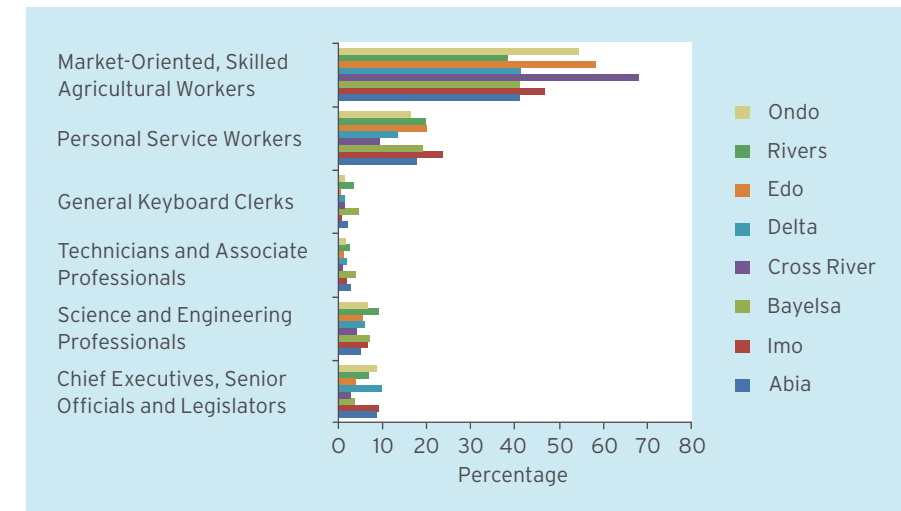


Analysis and Advocacy

Through studies and assessments, gain understanding and awareness of the socioeconomic needs in the Niger Delta and identify strategies for addressing those needs



Percentage of Working Population in Niger Delta States by Occupation



Source: Adapted from NBS; Harmonized Nigeria Living Standard Survey 2008/09 July 2010

Approximately half the population of the Niger Delta is dependent upon agriculture for their livelihood. Increased agricultural production, processing and trading represent significant opportunities for economic growth and sustainable development in the region, particularly in the rural areas. PIND is studying these opportunities to identify where and how it can generate increased growth and employment.

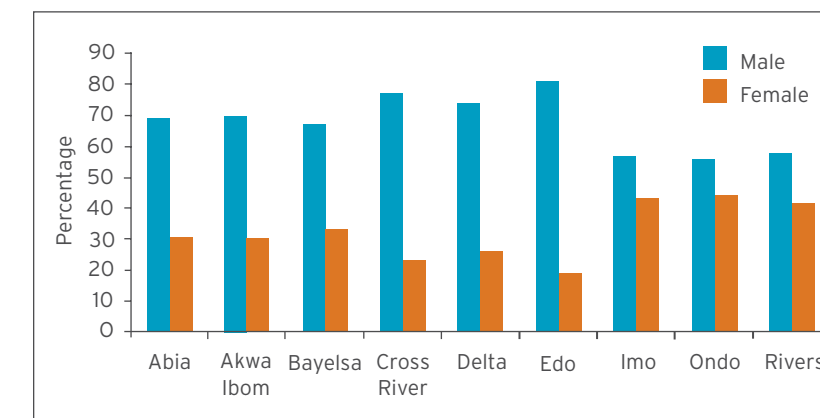
Bananas and plantains constitute major staple food crops for millions of people in the Niger Delta.

The Approach of NDPI and PIND

The foundations have established a set of principles of operation in handing programs and activities:

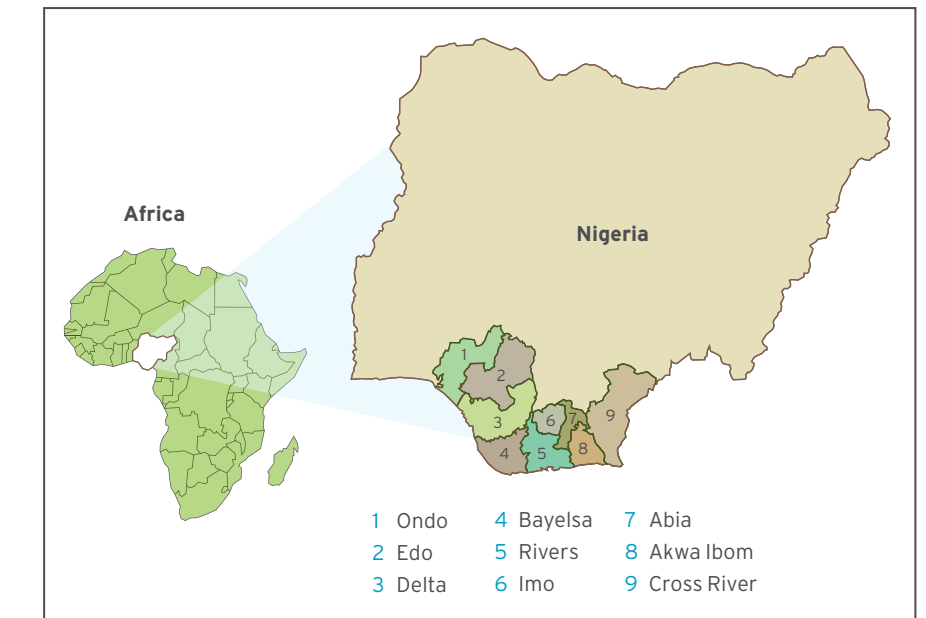
- Work within the social and economic guidelines of the Nigerian government
- Work at the national, regional and community levels
- Work in a participatory manner
- Leverage resources
- Combine international best practice with local expertise
- Conduct impact assessments
- Promote sustainability
- Focus on gender, youth and social inclusion

Percentage of Employed Niger Delta Residents by State and Gender 2008-2009



Source: Adapted from National Bureau of Statistics, National Manpower Stock and Employment Generation Survey Report July 2010

Where NDPI Is Focused - The Nine States of the Niger



The Niger Delta is occupied by more than 30 million inhabitants. The states with higher population sizes are Rivers, Delta, Akwa Ibom and Imo. The average density is about 265 inhabitants per square kilometer.



Achievements in 2010

Establishment of Foundations

The NDPI Foundation Inc. was incorporated in the Commonwealth of Virginia in the United States on February 18, 2010 as a not for profit 501(c)(3) organization. The Board of Directors was fully established on April 29, 2010.

In December, Reed Smith LLP submitted the completed Form 1023 for 501(c) tax exemption to the Internal Revenue Service on behalf of NDPI. Matechak PLLC is engaged to assist NDPI with its Foreign Corrupt Practices Act (FCPA) compliance procedures and reviews as well as review of agreements with potential donor partners.

PIND was registered as a nonprofit organization in Nigeria on July 1, 2010. Following PIND's inauguration of an independent board of trustees in August of 2010, revised documents were submitted to Nigeria's Corporate Affairs Commission (CAC). A new certificate of incorporation was issued to PIND in early 2011.

Briefings on PIND's activities in Nigeria were provided to representatives of the Nigerian National Planning Commission. PIND also was registered as a nonprofit foundation with the commission.

Plans were put in place for the supply of the foundation's finance, procurement, IT, legal and compliance support services.

PIND was officially launched in Abuja at a ceremony on October 22, 2010 with approximately 100 representatives from government, donor agencies, NGOs and press representatives in attendance. Its website went live on the same day.

PIND Headquarters Office and Staffing

The initiative's fully staffed functional headquarters was established in Nigeria's capital city of Abuja to be in close proximity to the federal government and international donor agencies. The Abuja office accommodates nine PIND program staff with additional space for at least two partner researchers and trainers. The office has a conference room suitable for hosting meetings, small seminars and training activities (with capacity for up to 30 people).

PIND began the early construction phase of the Economic Development Center (EDC) located in Warri, Delta State, which will also serve as a hub for PIND's field activities. The EDC will also house the proposed Appropriate Technology





Left and right – Nigerian Ambassador to the United States Adebawale Adefuye; and Chairman and President NDPI Foundation, Ali Moshiri

Demonstration Center to support training and programs for beneficiaries from throughout the Niger Delta region.

In its first year, NDPI concentrated on effectively communicating to internal and external audiences, to deliver information that was accurate, timely and accessible. NDPI launched a website to provide information about the initiative’s goals, strategy, funding, program areas and partners. The website is a platform for contacts, feedback and updated perspectives on effective development partnerships.

Visit <http://ndpifoundation.org/>

Launch of NDPI

On September 9, 2010, NDPI was introduced to a cross section of government and diplomatic representatives, along with members of the donor community, nongovernment organizations and development agencies. The announcement event was held at the Council on Foreign Relations building in Washington, D.C.

In his welcoming remarks, NDPI Chairman and President Ali Moshiri explained how NDPI can move beyond previous development models to embrace new – and perhaps unorthodox – development partnerships with national and multinational donors in order to find new

solutions to the development challenges faced by the Niger Delta region. Dignitaries at the occasion included Nigrian Ambassador Adefuye from the Nigerian Embassy and Mrs. Obi Ezekwasili, Vice President for Africa Region from the World Bank.

The NDPI event included a panel discussion titled “Rethinking Development Partnerships: Opportunities for the Niger Delta.” Jane Nelson, NDPI Board member and Director of the Corporate Social Responsibility Initiative, Harvard University moderated the discussion. Panel members included Dr. Pauline Baker, NDPI board member and President Emeritusfor The Fund for Peace, Ambassador Princeton Lyman,

NDPI Board member and a Senior Fellow at the Council on Foreign Relations, and Volcker Treichel, Lead Economist for Nigeria at the World Bank.

The discussion focused on how to facilitate new stakeholders’ partnerships for socioeconomic development in the Niger Delta region and identify opportunities for demonstrating the positive impacts that a cooperative, participatory approach to development can take.

The event generated interest and enthusiasm among the donor community and other invitees and gained support for NDPI’s approach to development through partnership.



From left to right: Jane Nelson, NDPI Director and Director of the Corporate Social Responsibility Initiative, Kennedy School of Government, Harvard University; Pauline Baker, NDPI Director and President Emeritus, Fund for Peace; Volcker Treichel, Lead Economist for Nigeria at the World Bank; Laurie Regelbrugge, Corporate Community Engagement Specialist; and, Ambassador Princeton Lyman, NDPI Director and U.S. Department of State, Special Envoy to Sudan.

Effective use of research findings enables NDPI to plan strategically, increase program impact, derive community ownership and contribute to lasting change.

Research and Strategic Planning

The NDPI board of directors makes decisions with confidence in PIND's ability to involve community members in the design and implementation of programs through the conduct of assessments and studies undertaken to better understand the socioeconomic needs in the Niger Delta. This approach helps ensure that programs are designed to meet identified needs.

In 2010, NDPI commissioned studies in priority areas including business market research development, conflict management, youth employment, gender integration, agriculture, and advocacy programs.

Gender assessment

One of NDPI's goals is to integrate gender participation and awareness of gender issues into every aspect of project design and implementation to foster equitable participation and benefits for both men and women.

To help achieve this objective, NDPI commissioned the Center for Development and Population Activities (CEDPA) to conduct a gender assessment. Recommendations from the study will support NDPI's ability to incorporate gender issues into program plans and designs. Field data collection was completed and being analyzed by the end of 2010.

Economic development

NDPI worked with consultants from the Springfield Center and Development Alternatives Incorporated (DAI) to meet with potential donor partners and assess their approaches to economic development in order to prioritize projects and opportunities for its economic development strategy. This helped PIND to understand how much analysis and capacity building is needed for itself as well as its partners in order to undertake effective and sustainable projects aimed at promoting economic growth for the poor in the Niger Delta region.

Youth assessment

The International Youth Foundation (IYF) (with the support of PIND's Analysis and Advocacy Program Officer), commenced field work to conduct a youth study that will identify key issues and needs of youth in the Niger Delta.



A focus group discussion session with women in Edo State

Quantitative and qualitative demographic data was collected and being analyzed by the year's end. The findings will identify existing youth related policies and programs and develop recommendations that will assist PIND in the planning of future program content.

Advocacy and conflict assessment

Knowledge of the sources and types of conflict in the Niger Delta and the existing approaches to conflict management will help guide NDPI's peace-building program area.

PIND conducted studies to identify ongoing and past advocacy programs, donor and implementing agencies, and capture lessons learned through past experience in the area of conflict resolution. Research findings will be used to create a strategic framework and plans to monitor and evaluate peace-building programs.



A focus group discussions session with male youths in Delta State

Sourcing Partnership and Collaboration Opportunities

NDPI seeks partners and donors from the public and private sector to create dynamic, multi-stakeholder partnerships that take advantage of the synergies of involving diverse organizations and interests.

In 2010, NDPI commenced discussions with several development partners, funders, Civil Society Organizations (CSOs) and communities on partnership possibilities and intervention opportunities.

Discussions were conducted with the United States Agency for International Development (USAID) in order to focus on collaboration for integrated peace and development

programs. These programs will help by increasing employment opportunities in the Niger Delta. Discussions with the U.K.'s Department for International Development (DFID) Economic Growth team and their Governance and Social Development teams also examined collaboration opportunities.

NDPI and GIZ reached agreement on a business-enabling project designed to promote economic growth and create a new link to other business development centers in Nigeria. The agreement supports establishment of the EDC in Warri. Also, under the agreement, 45 farmers have been trained on the application of business concepts in agriculture.



Representatives of NDPI and GIZ Cooperation Agreement signing meeting on Business Enabling Partnership for Economic Development Centre, Warri



Third from both left and right:
Chief Omoyene of Benbo Farms in
a business planning exercise
during training

Making Progress

NDPI and PIND commenced work on project development with local and international implementing partners in several program priority areas. An emphasis was placed on economic development projects.

Business Training for Farmers

In December 2010, the first training began under the co-operation agreement between NDPI and GIZ. In Abraka, Delta State, small-scale commercial farmers learned how to improve the management of their farms as businesses. They were trained following the National Agricultural

Enterprise Curriculum (NAEC). The training was organized in collaboration with the All Farmers Association of Nigeria (AFAN). During the training, the participants were exposed to participatory and experiential learning methods.



"As a farmer you need some training to improve at your work. That is why when I was invited to the training, I did not delay to accept. Before the training, most of us did not know that farming is a business at all...but from that experience, I now know it is a business. Farming is part of business...we were taught how to manage it...we didn't know the difference between personal expenses and business expenses before. They trained us on how to differentiate between personal and business expenses. I also learned that the time you have to bring out your business to the market matters. There is a right time to bring out our business products to the market. For example, I am a fish farmer. At times I will bring out my products, and when you invite the buyers, they will pay a very cheap price...but this time around, after the training, I know the right business time to bring out my products. You know most of the training for farmers doesn't get done in the villages. They do it in the townships and we the local farmers are not invited to attend. Doing the training in the village was good."

– Samuel Atigogo, a fish farmer and NAEC Trainee, resides in Iro Abraka in Delta State

"...the training was about planning. The more you plan, the more you stand the chance to succeed."

– Chief C.O Omoyene, Oil Palm Farmer, Benbo Farms, resides in Ojeta, Abraka, Delta State

"....now, after the training, at the end of the week or a month, I will look through my expense sheet, then I will look at my profit too..."

– Evelyn Atitigbe, poultry farmer, resides in Abraka, Delta State

NDPI and PIND can ensure peace...no doubt these are good initiatives. We need to collaborate with PIND in meeting up our target of training 50,000 youths on agriculture.

Honorable Minister for Niger-Delta Affairs,
Elder Godsdag Orubebe

Youth Employment in Agriculture

Gainful employment, particularly for youths, is a key factor for economic development and peace building. Shortly after the conclusion of the Nigerian government's amnesty period granted to Niger Delta militants, NDPI entered into discussions with the Delta State government to explore job creation collaborations for amnesty participants and unemployed youths through the stimulation of commercial agricultural production and downstream processing.

PIND worked with the Delta State government ministry of agriculture and market research company Raphia Red Ltd. on a study that focused on agricultural market systems and opportunities for youth employment in agriculture. Findings showed clearly that there are income growth and employment opportunities within agriculture in the state. PIND reviewed the study's value chain analysis to identify information required before development of a project on oil palm production and processing. The preliminary study will assist in PIND project plans that will support and improve economic opportunities and livelihoods for about 1,000 unemployed youth.

Economic Development Centre at Warri

The first phase of construction began on the EDC at Warri, Delta State. The center will provide business development services, training and market research to support micro-, small- and medium-sized enterprises in the Niger Delta region. The project site was cleared and leveled

and an initial funding of \$2 million approved for construction of the facility and pilot program activities. An architect was engaged to design the facilities, and local contractors were invited to bid on the construction job. The center will be located on a three-acre parcel of land in the community of Egbokodo, within the environs of Warri. The center will support a broad range of projects and programs while providing PIND with a recognizable base of field operations.

As part of the planning for the new center, PIND worked with Raphia Red Ltd. to conduct a study of existing business development centers in the Niger Delta region to compare experiences, services and ideas with those under consideration for the EDC at Warri.

Jointly with GIZ, PIND produced a concept proposal for the Warri center. GIZ has supported a similar project called the Business Information and Technology Center (BITC) in Nasarawa state. That center is now self-sufficient through revenue generation, a goal shared for the center in Warri.

Appropriate Technology Enabled Development (ATED) Program

In 2010, NDPI started developing a partnership with Engineers Without Borders (EWB), toward the establishment of an Appropriate Technology (AT) center in Warri. The project will identify, research, promote and apply various technologies suited to the local context of the

Niger Delta that support community infrastructure needs and social entrepreneurship opportunities.

The project will draw upon EWB's network of partners. It is expected to foster a steady pipeline of individual project and economic development opportunities. NDPI and EWB partners commenced project development discussions with other development partners including the United Nations Department of Economic and Social Affairs and Rotary International while a concept proposal has been developed and circulated to program partners.

Social Sector Investment Action Plan

NDPI and United Nations Development Program (UNDP) identified a shared interest in exploring new attempts at contributions of multiple donor resources into a well-designed social action fund based on successful models in Mozambique, Angola and Malawi. Chevron, through the Angola



Partnership Initiative, worked closely with the Fundo de Apoio Social, one of the models UNDP is using as a basis for its design work, and found the model to be a very effective means of applying donor funds for community projects with the structured, participatory involvement of communities, along with local and state government.

NDPI advanced discussion with UNDP on setting up the design team for the Social Sector Investment Action Plan for Niger Delta. The team will research and design a multidonor trust fund to support community development in partnership with the Federal Ministry of Niger Delta Affairs.

Negotiations continued in December on a Memorandum of Understanding (MOU) with UNDP, who continue to work with the Ministry of Niger Delta to finalize plans and terms of reference for the design team.

Throughout 2010, PIND staff worked closely with USAID/Nigeria Mission staff to explore overlapping interests and potential project collaboration opportunities. A range of potential projects and shared strategic objectives were identified and an MOU was drafted proposing a US\$50 million alliance (US\$25 million from USAID). The MOU proposes a financial target and set of mechanisms for collaboration, but doesn't replace individual project approval process in place for both organizations or represent a binding legal commitment for any specific project or financial obligation.

PIND staff held preliminary discussions with other potential donor partners including the World Bank, International Finance Corporation (IFC), Department for International Development (DfID), Rotary International and Cordaid.

Appropriate technology-driven development will increase awareness and understanding of the development and application of ATs for socioeconomic development; increase the availability, usability and quality of community infrastructure; enable organizations, institutions and individuals with common

interests in AT to share ideas, opportunities and learning in ways which improve their capacity for applying AT concepts in their work.

Beneficiaries: Broad range of rural and urban communities, social entrepreneurs, local investors, technicians, universities, students and engineering societies



Looking Ahead to 2011

As NDPI moves into its second year, the board of trustees and staff offer thanks for the support received in 2010 from the Nigerian federal government and its agencies, Niger Delta state and local governments and agencies, donor partners, Civil Society Organizations (CSOs), the private sector, implementing partners, and host communities.

NDPI will strive to consolidate the partnership discussions and program ideas initiated in 2010, forge more alliances, and implement identified projects.

In 2011, findings from the series of studies undertaken will help refine NDPI's strategic framework and program plans.

The mission remains constant—pursuit of better lives for the people of the Niger Delta through collaboration, mutual support and partnership.

NDPI Foundation Inc.

1401 I Street NW, 12th Floor
Washington, DC 20005

Principal Professional Advisers

Bankers

Crown Agents Bank
St. Nicholas Road
Sutton, Surrey
SM1 1EL
United Kingdom

Auditors

Gelman, Rosenberg & Freedman, CPAs
4550 Montgomery Avenue
Suite 650 N
Bethesda, Maryland 20814
USA

Solicitors

Reed Smith LLP
3110 Fairview Park Drive
Suite 1400
Falls Church, Virginia 22042-4503
USA

For additional information about the Foundation,
please visit NDPI's website:
www.ndpifoundation.org

Auditor's Report NDPI Foundation, Inc.

For The Year Ended December 31, 2010

Exhibit A

STATEMENT OF FINANCIAL POSITION

Assets	\$
Current assets:	
Cash and cash equivalents	4,734,033
Grants receivable	<u>11,000,000</u>
Total current assets	<u>15,734,033</u>
Other assets:	
Grants receivable, net of current portion	<u>30,651,201</u>
Total assets	<u>46,385,234</u>
Liabilities and Net Assets	
Current liabilities:	
Grants payable	8,190,000
Accounts payable and accrued liabilities	<u>98,051</u>
Total current liabilities	<u>8,288,051</u>
Net assets:	
Temporarily restricted	<u>38,097,183</u>
Total liabilities and net assets	<u>46,385,234</u>

Exhibit B

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

	Unrestricted	Temporarily Restricted	Total
Revenue	\$	\$	\$
Grant income	-	47,651,201	47,651,201
Net assets released from donor restrictions	<u>(9,554,018)</u>	<u>(9,554,018)</u>	<u>-</u>
Total revenue	<u>9,554,018</u>	<u>38,097,183</u>	<u>47,651,201</u>
Expenses			
Program services	<u>9,462,263</u>	-	<u>9,462,263</u>
Supporting service	<u>91,755</u>	<u>-</u>	<u>91,755</u>
Total expenses	<u>9,554,018</u>	<u>-</u>	<u>9,554,018</u>
Change in net assets	-	38,097,183	38,097,183
Net assets at beginning of year	<u>-</u>	<u>-</u>	<u>-</u>
Net assets at end of year	<u>-</u>	<u>38,097,183</u>	<u>38,097,183</u>

Exhibit C

STATEMENT OF FUNCTIONAL EXPENSES

	Program Services	Supporting Services	Total Expenses
	\$	\$	\$
Accounting and financial management services	-	15,000	15,000
Audit fees	-	6,000	6,000
Bank charges	-	2,601	2,601
Consultancy fees	27,263	-	27,263
Grant contributions	9,390,000	-	9,390,000
Legal fees	-	6,155	6,155
Public relations	-	47,371	47,371
Monitoring and evaluation costs	45,000	-	45,000
Travel expenses	<u>-</u>	<u>4,628</u>	<u>4,628</u>
Total	<u>9,462,263</u>	<u>91,755</u>	<u>9,554,018</u>

Exhibit D

STATEMENT OF CASH FLOWS

	\$
Cash Flows From Operating Activities	
Change in net assets	
Adjustments to reconcile change in net assets to net cash provided by operating activities:	38,097,183
(Increase) decrease in:	
Grants receivable	(14,651,201)
(Increase) decrease in:	
Grants payable	8,190,000
Accounts payable and accrued liabilities	<u>98,051</u>
Net cash provided by operating activities	<u>4,734,033</u>
Net increase in cash and cash equivalents	<u>4,734,033</u>
Cash and cash equivalents at beginning of year	<u>-</u>
Cash and cash equivalents at end of year	<u>4,734,033</u>

AUDITOR’S REPORT

TO THE BOARD OF DIRECTORS
NDPI FOUNDATION, INC.
WASHINGTON, D.C.

We have audited the accompanying statement of financial position of the NDPI Foundation, Inc. (NDPI) as of December 31, 2010, and the related statements of activities and change in net assets, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of NDPI’s management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with International Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes an assessment of the accounting principles used and the significant estimates and judgments made by the management, and an evaluation of the overall adequacy of the presentation of the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NDPI as of December 31, 2010, and its change in net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

August 1, 2011

Gelman, Rosenberg and Freedman
Certified Public Accountants

Photographs courtesy of:
Center for Development and Population Activities (CEDPA)
International Youth Foundation U.S.A.
Morgan Smart Development Foundation
Staff of the Foundation for Partnership Initiatives in the Niger Delta (PIND)
Young Consultants LTD

Written by: Kayode Olanorin and Chinwe Nnoham-Onyejekwe
Edited by: Karen Young
Designed by: Information Design & Communications

The Niger Delta Partnership Initiative (NDPI) Foundation

1401 I Street NW, 12th Floor
Washington, DC 20005