



NDPI

2013 ANNUAL REPORT

Empowering Economic Entrepreneurs and
Peace Advocates

Niger Delta Partnership Initiative Foundation





Photo by David Synder

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Cover picture: A Niger Delta palm fruit harvester displays a handful of unprocessed palm nuts. *Photo by David Snyder.*

Introduction

The oil-rich Niger Delta is the source of 80 percent of the country's revenues. Yet more than half of the region's population lives in poverty and beset by the risk of armed conflict.

The Niger Delta Partnership Initiative (NDPI) Foundation is pioneering the intersection between business objectives and positive social impact to create long-term economic prosperity and peace.

2013 was a pivotal year for NDPI and its Nigeria-based sister organization, the Foundation for Partnership Initiatives in the Niger Delta (PIND) Foundation. Successful market-driven pilot projects driven by community need were taken to greater scale. Building on in-depth knowledge, community engagement, and conflict mapping, new initiatives were launched to perpetuate peace

in the region. A presence was established in Washington, D.C. to bring about stronger international partnerships and pave the way for public and private funders to invest in the socio-economic success of the Niger Delta.

NDPI's approach is not the typical model of corporate social investment. Rather, it catalyzes social change in ways that blur the traditional divisions between public and private sector roles by rethinking how companies can deliver shared business and social value.

“Chevron has launched an unprecedented experiment, which empowers economic entrepreneurs and peace advocates. By working to improve their livelihoods and striving for greater harmony in their diverse communities, Nigerian citizens are building a safer and more prosperous living space while fostering a better business climate.”

— **Dr. Pauline Baker**
President Emeritus for the Fund for Peace and
NDPI Board member



Photo by David Synder

John Oritshe, president of the Eziorso Palm Oil Farmers and Processors Association, holds up two ripe palm nuts. The association received training from NDPI and was introduced to manufacturers of affordable, more efficient appropriate technologies that have significantly improved the speed, safety and quality of the group's palm fruit harvesting and processing into palm oil.



Photo by David Synder

Egwuogu Emeka processing palm nuts into high quality palm oil using new technology introduced by NDPI.

Mission

The Niger Delta Partnership Initiative (NDPI) Foundation establishes and encourages innovative multi-stakeholder partnerships that support programs and activities which empower communities to achieve a peaceful and enabling environment for equitable economic growth in the Niger Delta.

Vision

NDPI Foundation seeks to achieve a legacy of sustainable peace and development among communities in the Niger Delta.

A member of the Eziorso Palm Oil Farmers and Processors Association uses a new motorized adjustable harvester to cut down palm fruit.

The device has made harvesting the fruit significantly faster and safer. NDPI introduced the association to the manufacturer of the tool.

Photo by David Synder



Message from the Chairman of the Board of Directors



Ali Moshiri

Chairman, NDPI Foundation

How does a corporation invest in social development in meaningful ways that address business interests and perpetuates economic development and sustained community well being?

The solution requires looking through the lens of shared value. To do business in the Niger Delta, a region faced with high levels of poverty, requires working on well-thought out solutions that promote lasting prosperity and peace. It requires understanding that to make a significant impact in this area we must forge partnerships across a broad spectrum and integrate stakeholders from local communities, corporations, local and national governments and development actors. But most of all, it requires embracing the idea that effective solutions emerge when we take the time to gather research, share best practices, provide training, and solicit key data.

Only then, through community-driven ideas, can we design smart programs with far-ranging results.

The Result

In 2013 this multi-layered approach began to bear fruit. Existing NDPI programs that proved successful in the pilot phase began to go to scale in the cassava, palm oil and aquaculture sectors. We launched a new grassroots network of peace builders. We trained thousands of farmers, community organization staff and small business owners in methods to improve efficiencies, strengthen capacity and increase income. And we leveraged more than \$50 million into the region for Niger Delta projects via additional donor partnerships.

None of this could have been accomplished without the close collaboration and hard work of the 172 local and international groups

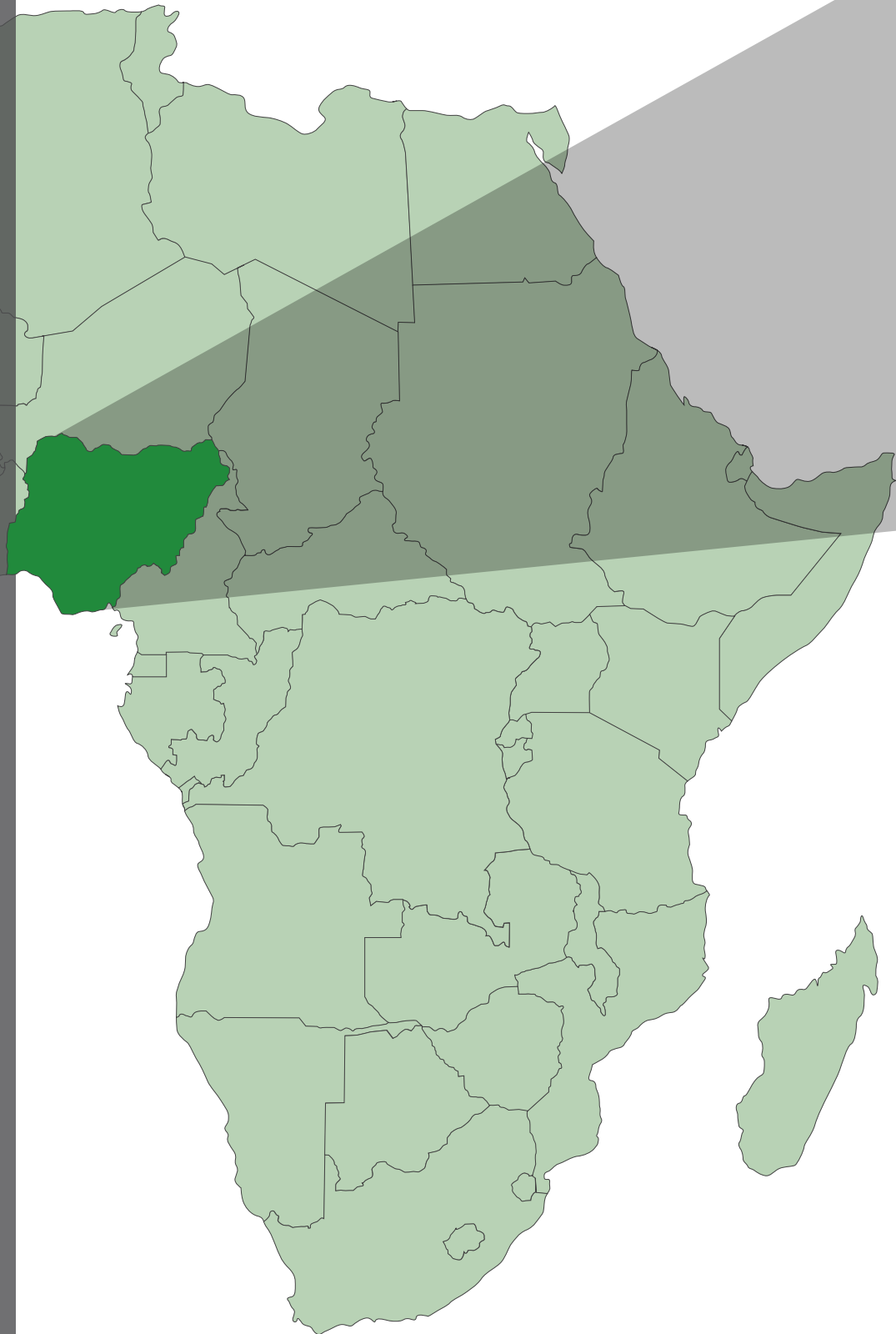
that have partnered with NDPI. We are deeply grateful for their shared vision of prosperity for the citizens of the Niger Delta. Chevron has recognized NDPI's ability to deliver on its promise of creating effective programming by providing an additional \$40 million in funding over five years starting in 2015. As our programs and collaborations take root, we expect the potential impact for job creation and increased incomes will help break the cycle of poverty and conflict.

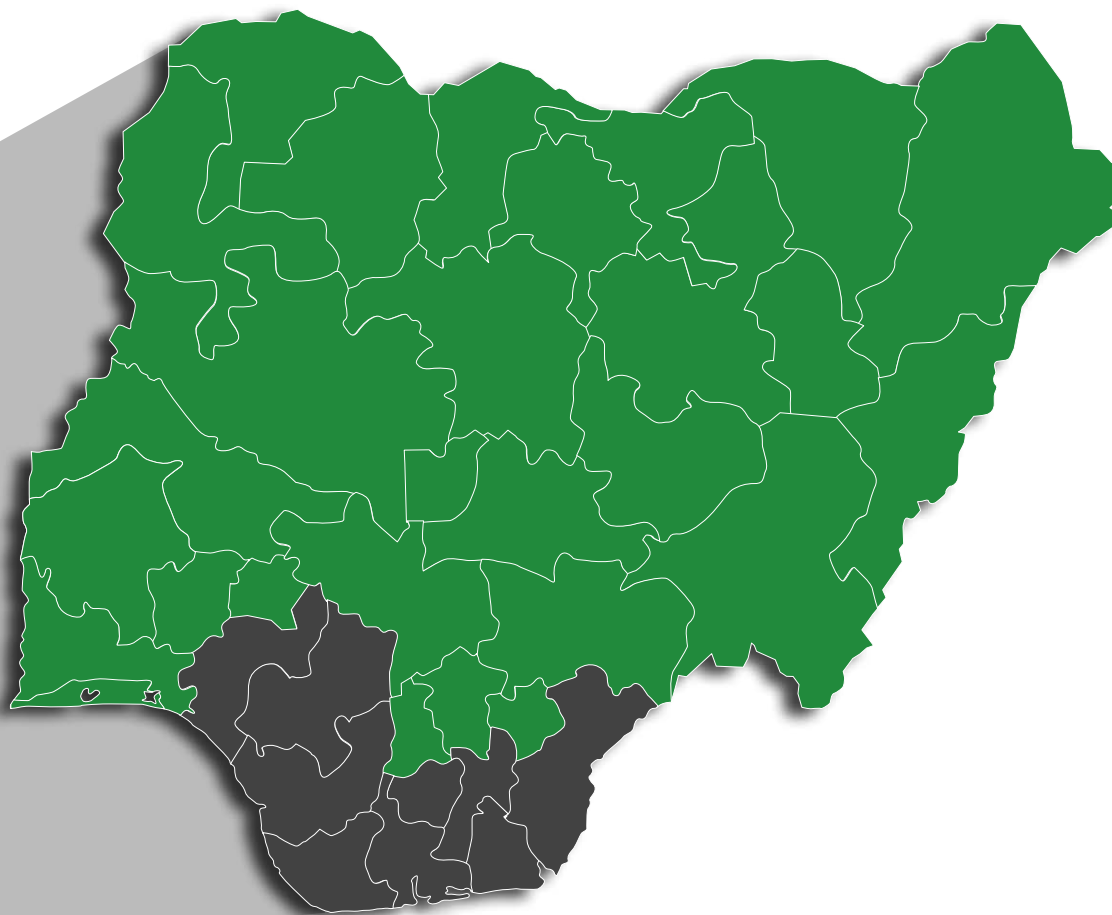
We look forward to expanding the network of organizations working towards a promising future for everyone in the Niger Delta.

Won't you join us?

Why the Niger Delta?

With more than 32 million people, two thirds under the age of 30 and 43% living below the poverty line, the region represents one of the world's leading development challenges.





According to the McKinsey Global Institute, 74 percent of Nigerians (around 130 million people) are unable to fulfill their basic needs for food, energy, housing, drinking water, sanitation, health care, education and social security.

While the underlying causes of this persistent poverty are complex, the primary reasons include low farm productivity and urbanization that has largely failed to raise incomes and living standards. Faced with few opportunities to provide for themselves and their families, some local residents have sought opportunity through militancy and violence.

Like all companies in the region, Chevron has grappled with how to minimize the risk to its Nigeria-based operations and personnel.

Out of this challenge, a new approach to generating positive social change for an entire region has emerged. This approach draws its inspirations from business rather than social institutions, and offers productive ideas for how companies can use their resources in ways that not only reduce risk but also add value to a society in great need.

NDPI is retooling how corporations and international donors can work together with communities in the Niger Delta to create a shared vision for long-term prosperity in the region. Unlike most traditional development models, NDPI has been working in partnership with constituencies in the Niger Delta and the donor community to lay the groundwork for sustainable socio-economic development.

Our methods for meeting business objectives require our partners to take a broader view of what successful social and economic development looks like. We help companies see how they can transform constraints into opportunities and become catalysts for social change in ways that reimagine the traditional divisions between public and private sector roles.



University Students from the Niger Delta join hands at the NDPI sponsored Partners for Peace (P4P) Network Peace Camp in Oyigbo, Rivers state, Nigeria. At the weeklong event they learned about conflict resolution, conflict mapping and project management.

Photo by PIND Media Hub

A New Path to Social Change

NDPI approaches economic and social development in the Niger Delta as a collaborative learning process.

Our programs evolve through our partnerships with the communities in the region and are driven not only by a shared understanding of their economic needs, but by a shared vision and investment in the outcome. Our joint efforts with the people of the Niger Delta, local groups and international partners have encouraged the development of creative solutions that are adaptable and responsive to challenges on the ground.

This mutual sense of ownership, of overlapping interests and needs among communities and partners, has resulted in real gains towards the larger goals of prosperity and peace in the region.

To advance this longer-term vision, NDPI's work continued to focus on four key areas in 2013:

Economic Development

Aimed at stimulating non-oil related growth in the local economy and creating a more diversified range of economic opportunity for the local residents.

2013 Accomplishments

- Completed and scaled support for aquaculture in the region, improving the technical skills of nearly 600 farmers.
- Opened a second Economic Development Center in Port Harcourt.
- Strengthened a business network that connects over 700 fish, cassava and palm oil farmers with processors, banks, feed companies, trainers, millers and fabricators.

Capacity Building

To improve local government institutions and strengthen civil society organizations that seek to empower communities.

2013 Highlights

- We continued to invest in programs that train individuals in core competencies to improve the operational ability of community service organizations.
- We also provided “Training of Trainers” style programs to train others to do the same within their own communities.

Peace Building

To raise awareness and understanding of the impacts as well as the drivers of conflict and help promote improved dialogue and reconciliation.

2013 Highlights

- Launched the Partners for Peace (P4P) Network, a grassroots organization of peace builders.
- Held the first P4P's Peace Camp in Oyigbo, Rivers State. More than 110 university students, community and religious leaders, civil society organizations and representatives from women's and youth groups from across the Niger Delta gathered to focus on conflict resolution, conflict mapping and the use of new media tools for conflict resolution.

Analysis and Advocacy

To generate actionable data relevant to the NDPI Foundation's development agenda.

2013 Accomplishments

- Convened the annual Niger Delta Development Forum (NDDF). Working in concert with 10 organizing partners, 285 participants from a broad spectrum of development entities shared their best examples of development models and forged linkages among their organizations.
- Launched NDLink (NDLink.org). This online resource enables organizations and professionals to build partnerships, expand capacity and coordinate efforts.



Photo by David Synder

Catfish are smoked on a chorkor oven at the entrance to catfish ponds in Warri, Nigeria. The new chorkor oven is part of the NDPI Aquaculture Value Chain Project to improve the business skills and profits of catfish farmers.



Photo by PIND Media Hub

Participants at the February 2013 Capacity Building for Local Empowerment (CAPABLE) program collaborate on a problem solving exercise during a training session at the NDPI Economic Development Center in Warri, Delta State, Nigeria.



Photo by PIND Media Hub

Partners for Peace (P4P) members proudly display the organization stickers during the launch of the P4P network at the August 2013 Peace Camp held in Port Harcourt, Rivers State, Nigeria.



Photo by PIND Media Hub

Participants listen to a speaker during the November 2013 Niger Delta Development Forum (NDDF) in Benin, Edo State, Nigeria.

Scaling Up

At the heart of NDPI's work is the aim of developing opportunities for sustainable economic development. Working with communities across the Niger Delta, in 2013 we began scaling up existing projects to improve their effectiveness in generating jobs and better incomes for local citizens.



Scenes from a catfish pond in Warri, Nigeria. The NDPI Aquaculture Value Chain Project is helping to improve capacity and profitability of catfish farmers.

Photo by David Synder

Aquaculture Value Chain Project

The Aquaculture Value Chain Project is an important example of how to stimulate economic growth in the Niger Delta region.

The Project builds the organizational capacity of business membership organizations and provides fish farmers with access to technologies, financing and markets. Demonstration ponds offer farmers valuable hands-on instruction in optimizing fish feed utilization and growing catfish more efficiently and profitably. In 2013, 80 demonstration-pond pilot farmers received training to create sustainable businesses and improve their business management skills.

Plans to scale-up the project in 2014 are currently in the works.

Similar value chain approaches have been employed to improve the capacity and profitability of other key agricultural sectors. In the palm oil farming sector, new technical tools were introduced to improve processing and harvesting. In the cassava-farming sector, we focused on boosting the supply of the tuberous roots from smaller farms to large-scale commercial processors.



Photo by David Synder

A fresh batch of Catfish are laid out for smoking on the chorkor oven at the site of NDPI's Aquaculture Value Chain Project in Warri, Nigeria.

“PIND has impacted us at UUFFA positively... Together, we have taken baby steps, which have led to big steps. We can now keep records. We can now work with best practices, like preparing your pond, and other things we have learned, even though we believe there are things we still have to learn. PIND has been such a positive influence, and we are a better organization for their work with us.”

— **Josephine Ehoho-Acquaye**
UUFFA Board Member



Photo by PIND Media Hub

UUFFA Board Member, Mrs. Josephine Ehoho-Acquaye feeding the fish in her pond during the demo-pond pilot project which resulted in adoption of better feeding practices amongst fish farmers of the association.



Photo by PIND Media Hub

Cassava farmers participated in a test which showed the starch content of their tubers are adequate for industrial supply and use.

Cassava Value Chain Pilot Project

NDPI's cassava pilot project focused on boosting the supply of cassava from small-holder farmers to large-scale commercial processors.

NDPI coordinated cassava starch tests for farmers of the Edo State Cooperative Farmers Agency (ESCFA) to raise awareness among farmers of the kinds of cassava needed for industrial use, which needs a higher starch-to-water content than that needed for personal consumption. The tests revealed that the starch content of their cassava harvests exceeded the 19 percent minimum requirement to supply to Ogun State-based Thai Farms International, the largest producer of high-quality cassava flour in the country. With NDPI's support, 60 ESCFA farmers supplied 46 tons of cassava tubers to Thai Farms.

NDPI facilitated a series of stakeholder meetings between processors, banks, the Edo State government and the ESCFA from which a proposal emerged for a joint venture cassava out-grower scheme to be implemented in 3,000 hectare (7,400 acre) farm land in Edo State.

All of these approaches were carefully developed and tested with local partner organizations, agricultural associations and farmers to fine-tune and ensure positive, replicable outcomes.



Photo by PIND Media Hub

Cassava tubers from the Niger Delta.



Photo by David Synder

John Oritshe, president, Eziorsu Palm Oil Farmers and Processors Association proudly displays documentation certifying the registration of the association with the Nigeria Corporation Affairs Commission.

“PIND was a huge help to us. It is no small thing to be able to keep adequate records and record one’s profits adequately. Before, we never even used to bother with these financial institutions, because it was almost as if they were speaking another language. Now, when we go to banks, we are able to think like them and communicate our work effectively, so we are taking our work much more seriously as a business now as a result. We are happy because PIND has made us into real businesses. Also, this new digester is a very good machine. We were all so excited when we saw it tested at Nigerian Institute for Oil Palm Research (NIFOR), and PIND was with us, along with NIFOR, to make it a reality for us. It is actually here now, and at the mill, and people are using it.”

— **John Oritshe**
President, Eziorsu Palm Oil Farmers and Processors Association

ATED Project

The Appropriate Technology-Enabled Development (ATED) Project sources and shares new or existing simple technologies that meet the needs of small businesses and communities in the Niger Delta.

In 2013, ATED:

- Began construction of a new training center.
- Continued to promote and train individuals in the construction and use of bio-sand filters, a simple water filtration technology made with locally available materials that removes up to 99 percent of water impurities.
- Introduced the chorkor oven to women fish smokers in Bayelsa State. Made from locally sourced materials, the chorkor oven enables the fish smokers to produce higher capacities of smoked fish with fewer emissions.



Photo by David Synder

A construction worker paints the exterior of the newly erected Appropriate Technology-Enabled Development Center in Warri, Nigeria.

Expanding the Potential for Prosperity

NDPI is committed to improving the capacity of governments, civil societies and communities to have positive economic and social impact.

Projects Launched in 2013

- The youth leadership training component of the Capacity Building for Local Empowerment (CAPABLE) Project, launched in partnership with the Africa Center for Leadership, Strategy and Development. The project trains and mentors younger community members in leadership, entrepreneurship, communication technologies and peace building.
- The second phase of the Advocacy, Awareness & Civic Empowerment (ADVANCE) Project, which helps community organizations improve their abilities in the areas of advocacy, financial management, governance, and public/private partnership oversight.



Photo by PIND Media Hub

Youth learned information communication technology skills at the NDPI youth leadership training workshop.



Photo by PIND Media Hub

“I used to believe there are no standards and rules about how to get things done. To me, life was like a rat race where might is right and the end justifies the means. But with this mentorship program, I began to see things differently. I saw at work virtues like integrity, vision, hard work, service, transparency and accountability. Today, I believe success is sustained by doing the right things at all times.”

— **Njoku Augustine**
Youth Capacity Building Training participant



Photo by PIND Media Hub

NDPI and Crown Agency Capacity Building for Local Empowerment (CAPABLE) training session in Warri, Nigeria.

CAPABLE Project: Building the Technical and Institutional Capacity of Local Civil Society Organizations

In 2013, 57 individuals from 30 civil society organizations graduated from the NDPI and Crown Agent Capacity Building for Local Empowerment (CAPABLE) training program. They received instruction on grant making and project management, information communications technology, financial management and reporting.

The training enabled participating organizations to access more funds for development activities and increase their organizational efficiency and internal governance.

Peace for Economic Growth

Without a stable environment, community-based economic development cannot take root. NDPI works with communities to foster a culture of peace so successful, market-led development can happen across the region.



Photo by PIND Media Hub



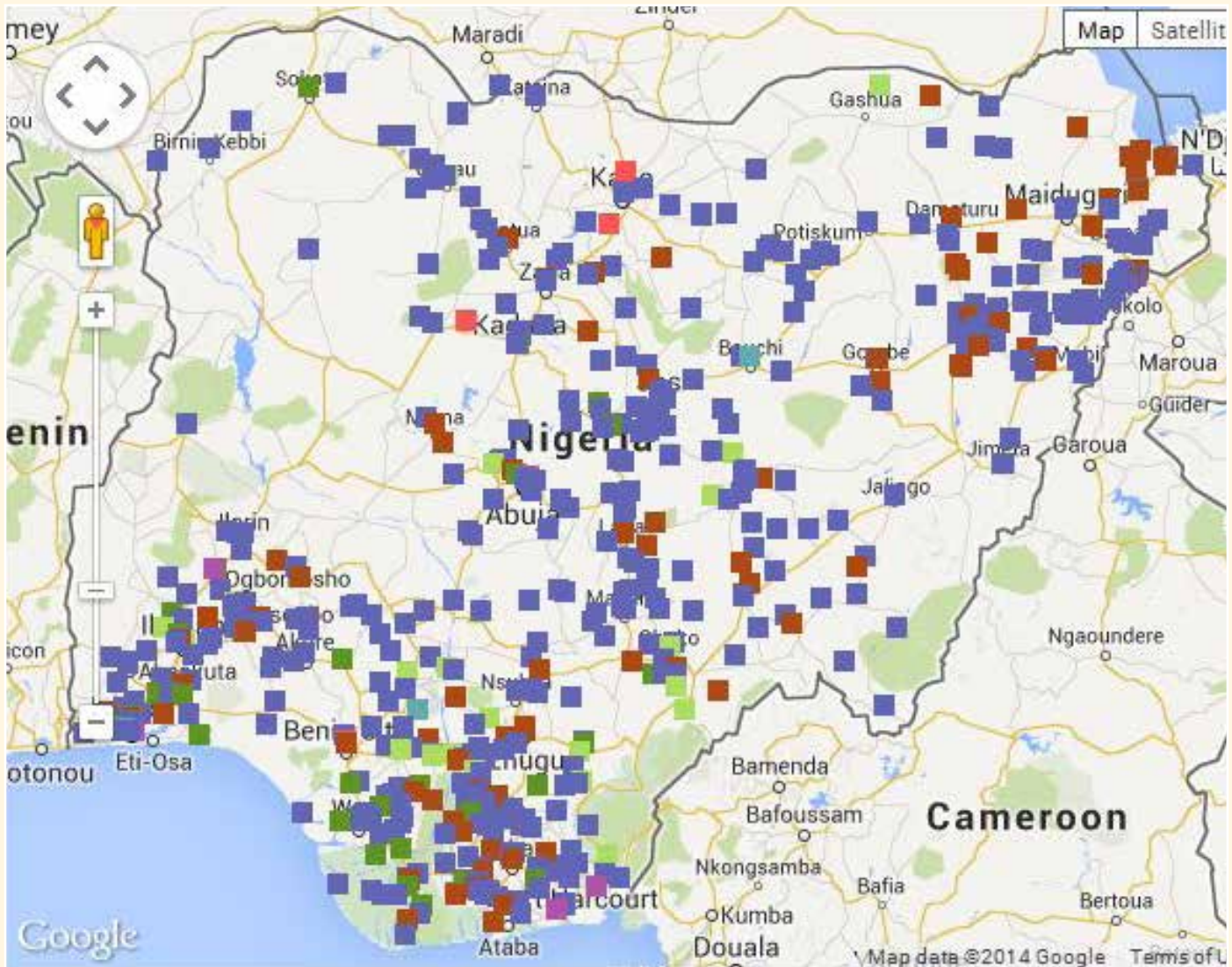
Photo by PIND Media Hub

P4P Network members raise their hands in celebration of their unanimous acceptance of their new Terms of Reference at Peace Camp, which took place in Oyigbo, Rivers State, Nigeria.

NDPI helped establish an important new grassroots network of peace builders, Partners for Peace (P4P). P4P promotes peace in the Niger Delta with the larger goal of establishing innovative multi-stakeholder partnerships that enable socioeconomic development programs to improve the standard of living in the Niger Delta.

P4P builds social capital around peace-building by amplifying the voices of those in the region who are trying to make a positive difference, building a network of self-identified agents of peace, and leveraging that network through facilitation, small grants and capacity building. It is designed to facilitate conflict analysis and warn of emerging conflicts. Once a potential crisis has been catalogued, P4P identifies and promotes existing initiatives (emphasizing local efforts) that can address the main conflict risk factors.

The kick-off for P4P took place during a weeklong Peace Camp. Approximately 120 peace advocates from across the region received training in peace building, dialogue facilitation, utilization of new media for research, development of early warning mechanisms and conflict mapping.



Partners for Peace in the Niger Delta Peace Building Map.

Peace Map

Peaceful, harmonious communities are a prerequisite for regional long-term economic growth and development. Healthy market systems flourish in peaceful societies. Jobs created through economic development initiatives, in turn, help reinforce peace.

In 2013, NDPI and its P4P program released an online interactive map designed to help address conflict in the Niger Delta. The application compiles the shared knowledge of the wider peace building community across the region and reveals patterns of conflict risk and the locations of peace building actors working to address them. To view this interactive map, visit the Partners for Peace in the Niger Delta website at: p4p-nigerdelta.org/peace-building-map.



Other Significant NDPI Peace Building Accomplishments During 2013

Spread Awareness on the Negative Impact of Conflict

Over 6,000 people received information on the negative social, economic and political impact of violence on livelihoods. The information was distributed via workshops, events, seminars, films, meetings, emails, Facebook, Twitter and websites and was designed to encourage support for peaceful options to solve problems.

Activated Digital Resource for Peace Building

The P4P Web Map built in 2012 allowed peace builders and development implementers in the Niger Delta region to more effectively anticipate and respond to conflict. By the end of 2013:

- 11,126 incidents were uploaded on the Web Map as well as 350 peace actors, initiatives and their locations
- Nine conflict bulletins were produced and shared with 2,557 peace actors

Convening Private Sector-Led Development

In November 2013, NDPI's Niger Delta Development Forum (NDDF) played an important role in convening stakeholders to examine innovative approaches for competitive micro, small and medium enterprises (MSMEs).



Photo by PIND Media Hub

Plenary discussion at the second annual Niger Delta Development Forum, which was held in Benin, Edo State, Nigeria.

The NDDF is an annual NDPI outreach event where government officials, civil society representatives, academics, the private sector and other interested observers come together to engage in an open and interactive dialogue on key poverty and development issues. With its emphasis on promoting multi-stakeholder partnerships, the forum offers a unique opportunity for sharing good practices and engaging development actors in constructive policy dialogue.

The two-day event in Benin City, Edo State, Nigeria attracted more than 285 representatives from various governments, civil society organizations, private businesses, trade unions, parliamentarians, academics and other international organizations. Local businessmen and women of the Niger Delta also participated. These local leaders ranged from small business owners to farmers to large processors.

During the 2013 NDDF, discussions focused on access to finance, access to markets, business linkages and enabling business environment and business support services. Entrepreneurs and support service providers identified systemic constraints to sustained growth within their own economic sectors and interventions for addressing these challenges in the Niger Delta. The forum also provided business linkage opportunities for organizations and MSMEs through the exhibition of their products and services.



At the NDDF, Prince Iyare (second from the left) discussed financial lending challenges faced by MSMEs.

Photo by PIND Media Hub

“I was a lead delegate to the NDDF representing the Manufacturing Association of Nigeria Council. The forum meant a lot to us. After the NDDF, we brought together members of the organized private sector in Edo State to review what was done and create awareness among our people, especially raising awareness among stakeholders on the very huge and worrisome levels of unemployment presently estimated at more than 20 percent in our state. We need to resuscitate our economies in the Niger Delta. What do we do to re-orientate our people? How do we get the Niger Delta back to work? How do we move forward in the value chain? How do we come to where we can now add value and take control over our resources and export finished products? The great work that PIND has started to do will help us as we work to answer those questions.”

– **Prince Iyare**

Executive Council Member, Manufacturing Association of Nigeria, Edo State Chapter

A U.S.-based NDDF will take place in October 2014 in Washington, D.C. The goals of the U.S. forum will be to:

- Bolster collaboration, learning and sharing among Niger Delta stakeholders from the private sector, donor community, government and civil society.
- Raise awareness of the Niger Delta to generate solutions and opportunities for the region and drive participation.
- Identify potential partners to contribute and partner with NDPI on projects such as the Niger Delta Development Report.

Other NDPI Analysis and Advocacy Accomplishments During 2013



Linking Partners for Niger Delta Development

NDLink.org

Launched at the NDDF, NDLink is an interactive online resource that enables organizations and professionals to build partnerships, expand capacity, and coordinate economic development efforts. With just one click, government officials, donors, international oil companies and development implementers are able to access the information they need to advance development activities in the region. By using NDLink, stakeholders in the region are able to more efficiently:

- Understand current events in the region
- Engage reliable partners
- Find staff and consultants
- Promote community engagement accomplishments to relevant audiences
- Publish and find funding opportunities
- Build relationships and networks
- Find employment
- Build and share collective knowledge

Models of Development and Experiential Learning (MODEL) Project

Feedback gathered from a broad range of stakeholders has made it clear that even though there are numerous development projects in the Niger Delta region, there has been no conscious effort to identify, understand, document and share best development practices and models. The MODEL project seeks to address this gap and establish a network of institutions and individuals committed to sharing knowledge.



NDPI is deeply grateful to all of our partners for their time, ideas, support, and willingness to work together to build a prosperous future for and with the people of the Niger Delta. We are interested in working with organizations that share our vision, and invite you to explore our work and the opportunities that collaboration may offer.

- Find more in-depth information about our work at ndpifoundation.org and pindfoundation.org
- Sign up for our quarterly newsletter at ndpifoundation.org
- Contact us directly at **+1.202.602.0740**

Photo by David Snyder

NDPI and PIND Partners in 2013



Photo by PIND Media Hub

Organization Name	Type of Organization	Project Done With PIND	Program Area
Accord for Development	NGO	Local Capacity Building project (LCBP), Value chain studies	Capacity building, Economic development
Amnesty Office, Presidency	Government agency	Technical support for the development of economic recovery plan for the post-amnesty program	Peace building
ANPEZ Centre for Development and Environment	Private company	Business Linkages project	Economic development
Antof Research and Resource Development Center (ARRDEC)	NGO	ADVANCE	Capacity building
Applicant Welfare and Development Center	CSO	ADVANCE	Capacity building
Aquarium Consult	Consultants	Value chain analysis for palm oil	Economic development
Aries Concept Nigeria Limited	Research organization	Small research grants, P4P	Analysis and advocacy, Peace building
Bayelsa NGO Forum (BANGOF)	Coalition of NGOs	ADVANCE	Capacity building
BNOT Harel Limited	Private company	Aquaculture Value Chain project	Economic development
Brafin Nigeria Limited	Private company	Aquaculture Value Chain project	Economic development
Brookings Institute	Research organization	MODEL	Analysis and advocacy
Center for Development and Population Activities (CEDPA)	NGO	ADVANCE	Capacity building
Center for Development Support Initiative (CEDSI)	NGO	2011 Calendar	Analysis and advocacy
Center for Environment, Human Rights and Development (CEHRD)	NGO		
Center for Peace and Development Action (CPDA)	NGO	Partners for Peace	Peace building
Chevron Corporation	Oil & gas industry	Provided initial funding for PIND Foundation	All program areas
Coastal and Marine Areas Development Initiative (CMADI)	NGO	PLACE project. ATED project	Peace building, Economic development
Coastline Micro Finance Bank	Financial institution	Aquaculture Value Chain project	Economic development
Community & Youth Development Initiative (CYDI)	NGO	Partners for Peace	Peace building

Organization Name	Type of Organization	Project Done With PIND	Program Area
Community Initiative for Enhanced Peace and Development (CIEPD)	NGO	ADVANCE	Capacity building
Community Resources Development Organization (CREDO)	NGO	Value chain studies	Economic development
Crown Agents	Management consultants	CAPABLE	Capacity building, PIND general
Delta State Government	Government	Value chain projects	Economic development
Department for International Development (DFID)	International development organization	Partners for Peace	Peace building
Development Alternatives Inc. (DAI)	International development organization	Value chain projects	Economic development
Development Support Care & Empowerment (DSCE)	NGO	Partners for Peace	Peace building
Devex	International development organization	Hosting of PIND website, NDLink	Communication, NDLink
Dodo River RDC	Regional Development Center	WASH Projects	ATED
Edo State Co-operative Farmers Agency Ltd (ESCFA)	Business membership organization	Cassava Value Chain project	Economic development
Egbema-Gbaramatu RDC	Regional Development Center	WASH Projects	ATED
ENABLE	DFID project	Capacity assessment of UUFA/Training in governance	Capacity building & Economic development
Engineers Without Borders	Professional body	ATED	Economic development
Ezioru Palm Oil Farmers and processors Association (EPOFPA)	Business membership organization	Palm Oil Value Chain project	Economic development
Edo Palm Oil Farmers Association	Business membership organization	Palm Oil Value Chain project	Economic development
Federal University of Akure Business Development Center	Research organization	Aquaculture Value Chain project	Economic development
Forward Africa	NGO	ADVANCE	Capacity building
Fund for Peace	International development organization	Partners for Peace	Peace building
Global Peace Development (GPD)	NGO	Partners for Peace	Peace building

Organization Name	Type of Organization	Project Done With PIND	Program Area
Grand Cereals Limited	Feed manufacturer	Aquaculture Value Chain project	Economic development
GroFin Nigeria Ltd	Private company	Value Chains and Business Linkages project	Economic development
Idama RDC	Regional Development Center	WASH projects	ATED
Ideal Women Advancement Initiative (IWAI)	NGO	Partners for Peace	Peace building
Initiative for Community Development (ICD)	NGO	Partners for Peace	Peace building
International Youth Foundation (IYF)	International organization		Analysis and advocacy
Justice Development and Peace Caritas - JDPCaritas	CSO	ADVANCE	Capacity building
Leadership Initiative for Transformation & Empowerment - LITE	NGO	ADVANCE, value chain studies	Capacity building, Economic development
Lentus Foods and Agro Limited, Benin	Processing company	Cassava Value Chain project	Economic development
Liberty Fish Farmers Association	Fish Farmers' Association	Aquaculture Value Chain project	Economic development
Lift Above Poverty Organization	NGO		Capacity building
Living Earth Nigeria Foundation	NGO	Value chain analysis studies	Economic development
MADE	DFID project	Market development projects	Economic development
MARKETS II Project	PIND/USAID project	Value cChain projects	Economic development
Ministry of Niger Delta Affairs	Government agency	Worked with PIND in the analysis of economic data	Economic development
Morgan Smart Development Foundation	NGO	Small livelihood enhancement grant program	Analysis and advocacy
NAEC trainers	Professional trainers	Aquaculture Value Chain project	Economic development
National Centre for Technology Management (NACETEM), Bayelsa	Government agency	Small research grants	Analysis and advocacy
National Institute for Oil Palm Research (NIFOR)	Research organization	Palm Oil Value Chain project	Economic development

Organization Name	Type of Organization	Project Done With PIND	Program Area
National Institute for Social and Economic Research (NISER)	Research organization	MODEL	Analysis and advocacy
Nembe City Development Foundation (NCDF)	Community development organization	ADVANCE	Capacity building
Nigeria Liquefied Natural Gas Ltd	Oil and gas industry	Business linkages project	Economic development
Oil Palm Growers Association of Nigeria (OPGAN)	Business Membership organization	Palm Oil Value Chain project	Economic development
PACT Nigeria	International organization	ADVANCE	Capacity building
Practical Sampling International	Research organization	PLACE	Peace building
Prime Petal Farms	Private company	Aquaculture Value Chain project	Economic development
Raphia Red Limited (Market research)	Consultants	Report on agricultural market system	Advocacy/Analysis
Rivers State Sustainable Development Agency (RSSDA)	Government agency		Analysis/Advocacy, Capacity building, Peace building, Economic development
Rotary International	International organization	ATED	Economic development
Rotary Water and Sanitation Action Group (WASRAG)	NGO	ATED	Economic development
Schlumberger Nigeria Limited	Oil & gas industry	ATED	Economic development
Seigha Associates	Private company	Palm Oil Value projects, Aquaculture Value Chain project	Economic development
Self-Help and Rural Development Association (SHERDA)	NGO	Value chain analysis studies, Palm Oil Value Chain project	Economic development
Texmaco	Private company	Palm Oil Value Chain project	Economic development
Thai Farm Industries	Processing company	Cassava Value Chain project	Economic development
The Deutsche Gesellschaft-fürInternationale Zusammenarbeit (GIZ)	International development organization	Partners for Peace	Peace building
The German Protestant Agency for International Development	International development organization	Local Capacity Building project (LCBP)	Capacity building
Ugboroke Progressive Fish Farmers Association	Fish Farmers' Association	Aquaculture Value Chain project	Economic development

Organization Name	Type of Organization	Project Done With PIND	Program Area
United Nations Development Program (UNDP)	Development organization	Niger Delta social sector investment framework	Capacity building
United States African Development Foundation (USADF)	International development organization	Aquaculture Value Chain project	Economic development
United States Agency for International Development (USAID)	Development organization	ADVANCE, MARKETS II	Economic development, Capacity building
United Ufoma Fish Farmers Association (UUFFA)	Fish Farmers' Association	Aquaculture Value Chain project	Economic development
Wetland Micro Finance Bank	Financial institution	Aquaculture Value Chain project	Economic development

An Aquaculture Value Chain project site in Warri, Nigeria. Through NDPI, catfish farmers have received training to help increase the productivity and profitability of their ponds.

Photo by David Synder



Auditors Report

To the Board of Directors of Niger Delta Partnership Initiative (NDPI) Foundation Inc., Washington, D.C.

We have audited the accompanying financial statements of the NDPI Foundation, Inc., which comprise the statements of financial position as of December 31, 2013 and 2012, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Managements' Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NDPI as of December 31, 2013 and 2012, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

GELMAN, ROSENBERG & FREEDMAN
CERTIFIED PUBLIC ACCOUNTANTS
Bethesda, Maryland, USA

Niger Delta Partnership Initiative (NDPI)

Statements of Financial Position as of December 31, 2013 and 2012

	2013	2012
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 11,646,506	\$ 11,458,741
Accounts receivable	55	
Grants receivable	11,000,000	11,000,000
Prepaid expenses	5,971	
Total current assets	<u>22,652,532</u>	<u>22,458,741</u>
OTHER ASSETS		
Grants receivable, net of current portion		10,653,753
Total assets	<u>\$22,652,532</u>	<u>\$33,112,494</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Grants payable	\$ 21,722,770	\$ 25,832,769
Accounts payable and accrued liabilities	249,062	189,219
Total current liabilities	<u>21,971,832</u>	<u>26,021,988</u>
NET ASSETS		
Temporarily restricted	680,700	7,090,506
Total liabilities and net assets	<u>\$22,652,532</u>	<u>\$33,112,494</u>



*Statement of Activities and Changes in Net Assets for
the Years Ended December 31, 2013 and 2012*

	2013			2012		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
REVENUE						
Corporate grant	\$ -	\$ 346,247	\$ 346,247	\$ -	\$ 681,595	\$ 681,595
Net assets released from donor restrictions	6,756,053	(6,756,053)	-	25,242,460	(25,242,460)	-
Total revenue	<u>6,756,053</u>	<u>(6,409,806)</u>	<u>346,247</u>	<u>25,242,460</u>	<u>(24,560,865)</u>	<u>681,595</u>
EXPENSES						
Program Services	6,160,048	-	6,160,048	24,790,070	-	24,790,070
Supporting Services	596,005	-	596,005	452,390	-	452,390
Total expenses	<u>6,756,053</u>	<u>-</u>	<u>6,756,053</u>	<u>25,242,460</u>	<u>-</u>	<u>25,242,460</u>
Changes in net assets	\$ -	(6,409,806)	(6,409,806)	\$ -	(24,560,865)	(24,560,865)
Net assets at beginning of year	\$ -	7,090,506	7,090,506	\$ -	31,651,371	31,651,371
NET ASSETS AT END OF YEAR	<u>\$ -</u>	<u>\$ 680,700</u>	<u>\$ 680,700</u>	<u>\$ -</u>	<u>\$ 7,090,506</u>	<u>\$ 7,090,506</u>

Statement of Cash Flows for the Year Ended December 31, 2013 and 2012

	2013	2012
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in net assets	\$ (6,409,806)	\$ (24,560,865)
Adjustments to reconcile changes in net assets to net cash provided by operating activities:		
Discount on long-term receivables	(346,247)	-
(Increase) decrease in:		
Accounts receivable	(55)	-
Grants receivable	11,000,000	10,318,405
Prepaid expenses	(5,971)	-
Increase (decrease) in:		
Grants payable	(4,109,999)	14,327,328
Accounts payable and accrued liabilities	59,843	162,442
Net cash provided by operating activities	<u>187,765</u>	<u>247,310</u>
Net increase in cash and cash equivalents	187,765	247,310
Cash and cash equivalents at beginning of year	<u>11,458,741</u>	<u>11,211,43</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 11,646,506</u>	<u>\$ 11,458,741</u>



Local fish farmers feed catfish at the site of a fish pond project in Warri, Nigeria. The project was supported by PIND as a way to bolster the economic impact of the fish ponds.

Photo by David Snyder

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