

PIONEERING NEW OPERATING MODELS AND MEASUREMENT TECHNIQUES FOR PRIVATE SECTOR-LED DEVELOPMENT

ASSESSING IMPACT IN NIGERIA'S NIGER DELTA



FOREWORD

In the lead up to the publishing of this report, IGD hosted two Expert Roundtables and separately engaged several outside peer reviewers. In an effort to obtain a well-rounded and diverse set of both international and local perspectives, the first Roundtable was hosted in Washington, D.C. on April 11th and the second Roundtable was hosted on May 4th in Abuja, Nigeria.

In addition to obtaining feedback about the report and the approaches used in the assessment, the Roundtables were intended to engage thought leaders in meaningful dialogue about private sector-led development initiatives, market systems-based development approaches, and the state of impact measurement of such initiatives. IGD facilitated the discussions, guiding participants through a series of questions centered on: 1) re-thinking development impact, 2) re-orienting evaluations to capture evolving concepts of impact, and 3) re-tooling evaluation methodologies.

This foreword shares the key themes that emerged from the Roundtables and other feedback sessions and brings to light many of the inherent challenges faced by organizations, regardless of size and sector, in implementing and measuring sustainable, market-systems based development interventions. It is our hope that these findings, and the assessment, contribute to creating wider awareness for the importance of market-systems based approaches, promoting the leadership of the private sector in sustainable development, and advancing the field of impact measurement.

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We welcome continued questions and comments on the assessment as well as opportunities to partner and collaborate on future initiatives. For more information please contact us.

Sincerely,

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1. Understanding and Challenging Theory of Change and Program Logic

A starting point for impact evaluation is to understand and test the theory of change, which is the hypothesis underlying the design of program interventions. One opinion shared was that a good evaluation involves “critically challenging the evidence upon which a program logic is based and the assumptions which are not documented” in order to test whether the program is doing what it is supposed to do. From this perspective, it can be noted that while the impact assessment does clarify NDPI and PIND’s program logic, a more in depth study could identify weaknesses in the program logic, as opposed to describing whether or not the initiatives are accomplishing the objectives it has laid out.

2. Defining Market Systems and Bounding Analysis

The complexity in measuring market systems is primarily a function of the wide range of stakeholders involved as well as their unpredictable behavior. Participants acknowledged that it is not possible to be exhaustive in identification and analysis of all market players while retaining the central focus of a study. Rather, a best practice includes leveraging social network analysis to create network maps. However, these maps should be bounded and not attempt to include every entity in a given network. The key is to include enough detail to group networks together and find the elements that create causality, identifying how change is being transmitted through them. In more detailed analyses, establishing control groups is recommended to enable comparison of behavior changes over time for these key nodes of information transfer and the individuals they affect.

3. Collecting Quality Data Consistently

Participants highlighted that impact measurement is both “an art and a science” requiring a fine balance of quantitative and qualitative approaches. Generally, participants felt the report went a long way towards explaining the story and narrative of changes occurring in the Niger Delta as a result of NDPI, PIND, and partner interventions. However, participants also identified how further studies could strengthen the data and findings by:

- addressing negative feelings and behaviors that could impede adoption rates (e.g. jealousy experienced by members of a population experiencing less favorable results or success than their peers);
- building baseline data established in this study (e.g. data used to support rate of adoption calculations) to enable more robust historical data regressions, reduce assumptions, and establish consistent measurement methods;
- utilizing randomized control trials (RCTs), and survey data to support increasingly robust rate of adoption calculations.

4. Measuring Systemic Change

Participants provided feedback that the assessment’s use of rate of adoption, and development of a maturity model, are good methods that offer robust quantitative evidence that helps to answer important questions such as: 1) “Are people re-telling the story?” 2) “How accurately are they re-telling it?” and, 3) “Do people rely on the systems and believe they will work?” However, the methods should continue to be developed to better evaluate the often “non-linear” progression of innovations that occur as a result of changing realities on the ground. These dynamics can include abrupt fall-off of adoption or leapfrogging that may occur through the activation of informal systems or new unexpected innovations.

It was also suggested that including geographical overlays of the spread of innovations using maps would be beneficial in understanding the reach of innovation diffusion and may help uncover why some innovations could take off in one area and not in others to bolster intervention approaches.

5. Addressing Macro-economic Factors

Participants highlighted that macro-economic factors such as urbanization, industrialization, and environmental degradation in the Niger Delta region may have serious causal effects on the adoption and diffusion of specific innovations, and even the growth and sustainability of entire markets. While it was not within the scope of this impact assessment to determine the effects that macro-economic factors might have on the success of NDPI and PIND’s interventions, IGD agrees that such factors could have major implications and should be monitored and considered in future studies.

6. Monitoring and Evaluation (M&E) Governance in Partnership-Based Models

Experts at the Roundtables highlighted some of the specific challenges of implementing and measuring partnership-based models of development – or collective impact. Aggregating and analyzing data across vast numbers of implementing partners is a challenge. Participants highlighted the need to invest significant effort and resources to develop common approaches and systems for data collection and sharing and extend measurement methodologies used in the assessment to be applied consistently across the entire portfolio of interventions. In addition, the results must be discussed and decisions made amongst a broader set of stakeholders, increasing complexity. In addition, many donors are keen to understand the impact of their specific investment. While attribution, contribution, and value for money are commonly measured elements, they may be misplaced in partnership models, which should be focused not on the achievements of any single implementing partner, but rather on the collective impact created by the whole. Balancing this with the needs of individual donor reporting requirements can create challenges for impact evaluators and merits further exploration by practitioners in the field.

7. Assessing Sustainability

Sustainability was a focal point of discussion, with participants emphasizing the need for NDPI, PIND and its partners to pay considerable attention to the sustainability strategies of their market-based development interventions. Generally, the discussion encompassed four primary topic areas: 1) participatory methods, 2) developing benchmarks, 3) additional measurement considerations, and 4) the importance of political will.

Participatory Approaches

The experts noted the use of participatory approaches throughout the design and implementation of NDPI and PIND interventions as well as the impact assessment, and stressed that this is a critical factor to long-term sustainability. Participatory approaches must be used from the outset and organizations must embrace positive psychology by “placing a higher value on local ownership of data versus the accuracy of every aspect of the data.” It was suggested that the approaches used in the assessment could be enhanced by asking beneficiaries, “If not this, what else would you like to do?” and finding ways to integrate these requests into market development activities.

Developing Benchmarks

Participants highlighted the need to continue to develop the methods in the assessment to develop clear benchmarks that will:

- 1) provide clarity for the end-state vision of an intervention;
- 2) appropriately sequence interventions given the inter-dependent nature of market systems, and,
- 3) assist decision-makers in determining which interventions can be exited and which require additional investment.

Additional Measurement Considerations

NDPI, PIND, and IGD could use several approaches to accomplish this including following the stories of entrepreneurs highlighted in the assessment's case studies over time. While these individuals have experienced early successes, participants stressed that it is their resilience over time that will serve as one of the best indicators of the sustainability of the interventions. Similarly, one participant also noted that within market systems-based approaches, the ultimate indicator of sustainability is the eventual ability of a business to pay dividends to shareholders. As interventions mature, this should be considered as a unit of measurement to determine local business success and sustainability and may indicate an exit opportunity.

The Importance of Political Will

Finally, participants also emphasized the importance of identifying and gaining support of local political champions in ensuring the sustainability of interventions. Sustainable market-systems based interventions eventually result in the establishment of new policies and regulations that create a favorable investment climate that will support business growth and allow market systems to take over, eventually phasing out the need for on-going intervention.

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About IGD

IGD is a United States-based organization that engages an influential network of African and global business leaders in creating sustainable growth and poverty alleviation through strategic business investment in Africa. The IGD Advisory team works with private sector partners and foundations like NDPI and PIND to measure the socioeconomic impact of core operations, using an in-house business-oriented approach to assessment. Learn more at www.igdleaders.org.

About the cover photos

The Partners for Peace (P4P) network of local state chapters holds Peace Camps, carries out local peace building activities, and conducts media campaigns to create a peaceful society where healthy market systems can flourish.

Justina Okocha a member of a cassava farmers association in Ubulu is tilling the land along with others for planting at the cassava demo plots in Ubulu - Uku, Delta state.

Ideal Women's Advancement Initiative partners with PIND to facilitate gender mainstreaming throughout PIND programming and build the capacity of associated NGOs and CSOs.

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ACRONYMS

ADVANCE	Advocacy, Awareness and Civic Empowerment
ANDE	Aspen Network of Development Entrepreneurs
ATED	Appropriate Technology Enabled Development
ATF	African Technology Foundation
BSF	Bio-Sand Filter
CAFAN	Catfish Farmers Association of Nigeria
CAPABLE	Capacity Building for Local Empowerment
CMADI	Coastal and Marine Areas Development Initiative
COPA	Coalition of Peace Advocates
CSO	Civil Society Organization
CSPO	Certified Sustainable Palm Oil
DAI	Development Alternatives Inc.
DFID	United Kingdom Department for International Development
EDC	Economic Development Center
ENABLE	Enhancing Nigerian Advocacy for a Better Business Environment
FFP	The Fund for Peace
GBF	Grassroots Business Fund
GIZ	German International Cooperation
ICT	Information and Communications Technology
IGD	Initiative for Global Development
IPDU	Integrated Peace and Development Unit
LAPO	Lift Above Poverty Organization
LCBP	Local Capacity Building Project
LEAD	Leadership, Empowerment and Development Project
LGA	Local Government Area
LITE	Leadership Initiative for Transformation and Empowerment
LSD	African Centre for Leadership, Strategy and Development (Centre LSD)
M&E	Monitoring and Evaluation
MAH	Mechanized Adjustable Harvester
MARKETS	Maximizing Agricultural Revenue and Key Enterprises in Targeted States
MFI	Microfinance Institution
MSDF	Morgan Smart Development Foundation
NDPI	Niger Delta Partnership Initiative
NDDF	Niger Delta Development Forum
NGO	Non-Governmental Organization
NIFOR	National Institute for Oil Palm Research
NGN	Nigerian Naira
P4P	Partners for Peace
PIND	Foundation for Partnership Initiatives in the Niger Delta
PLACE	Peaceable Livelihoods and Community Empowerment

PMO	Project Management Office
PSR	Participatory Strategic Review
PSWG	Peace and Security Working Group
RSPO	Roundtable on Sustainable Palm Oil
SACE	Strengthening Advocacy and Civil Engagement
SHERDA	Self-Help Rural Development Association
SME	Small and Medium Enterprises
SSPE	Small-Scale Processing Equipment
UNICEF	United Nations Children's Fund
US	United States
USAID	United States Agency for International Development
UUFFA	United Ufuoma Fish Farmers Association
WASH	Water, Sanitation, and Hygiene
\$	Dollar (United States)

DEFINITIONS

Adopter

Individuals or organizations that practice one or more ideas/techniques or use promoted technology.

Adoption Rate

The "multiplier effect" calculated by the Bass Diffusion equation whereby variables include the effect of individuals changing behavior based on the imitation of near peers and/or the influence of advertising and promotion of new behaviors or technologies.

Coordinated Strategy / Implementation Plan

Key criteria of IGD Maturity Model measuring progress achieved by organizations supporting market systems development in implementing a comprehensive strategy to coordinate market actors and activities, but this eventually scaling back and giving way to self-sufficiency of the market.

Ecosystem

Network of interconnected systems to support sustainable development.

Empowerment

Capacity building efforts (with or without funding support) that function to increase the degree of autonomy and self-determination in the lives of people and communities in order to enable them to represent their interests in a responsible, and self-determined way, acting on their own authority. Characterized by a move away from a deficit-oriented towards a more strength-oriented perception.

Human Capital Alignment

Key criteria of IGD Maturity Model measuring progress achieved toward behavioral and societal norms change.

Impact

The long-term changes observed in a population as a result of a program, intervention, or adoption of an innovation.

Impact Statement

Used as a proper noun to refer to the long-term desired and/or demonstrated change in behavior of a given group of stakeholders that NDPI and PIND innovations are targeting, and the resulting decrease in poverty and improvement in well-being experienced as a result of this change of behavior.

Innovation

Definition 1: Used as a common noun generally throughout the report to broadly refer to any new ideas, practices, approaches, and technologies. These may be stand-alone innovations or packages of innovations (e.g. a single technology versus a package of standard approaches and practices disseminated to smallholder farmers).

Definition 2: Used as a proper noun when specifically referencing one of the 13 Innovations in the Summary Findings Framework as identified by IGD to group together the 49 discrete Impact Statements.

Innovation Area

Used as a proper noun to specifically reference one of the seven Innovation Areas (Aquaculture, Cassava, Palm Oil, Peace Building, Civil Society, Policies and Institutions, Infrastructure), which comprise the 13 Innovations in the Assessment Findings Framework.

Maturity model

IGD-developed scoring model for assessment of the progress the Impact Statements, Innovations, Innovation Areas, and Program Areas have made towards a systemic level of change. The model breaks out five stages of maturity: Ad Hoc, Pilot, Stickiness, Scale, and Systemic Change.

These stages are defined as follows:

1. **Ad Hoc:** Stage of a preliminary activity occurring on an experimental or uncoordinated basis without clear plan for program activities, stakeholders and participants, funding, and/or monitoring.
2. **Pilot:** Stage of program activity when experimentation becomes controlled as plans begin to take shape around specific activities, actors come together and engage, funding is identified, and/or monitoring methods are identified and tested.
3. **Stickiness:** Stage of activity when experimentation ceases and plan becomes clearly defined or “sticky,” leading to the buy-in, consistency, and strategy related to stakeholders, funding, and/or monitoring, which helps programs reach the “tipping point” required to take off and build to large numbers quickly.
4. **Scale:** Stage of activity when widespread, internally driven involvement leads programming and scope of the project expands significantly.
5. **Systemic Change:** Stage of activity when new practices and ideas spread independently and sustainably without further need for intervention.

Minimum Viable Product

The innovation with the highest return on investment versus risk. In other words, the innovation is developed in a manner that leads to higher rates of adoption in the communities in the region.

Network Development Relationships

Key criteria of IGD Maturity Model measuring progress achieved toward collective networks reaching critical mass across the region.

Core Program Area

The three primary areas encompassing all of NDPI and PIND programming interventions. The three core areas include: 1) Economic Development, 2) Peace Building, and 3) Enabling Environment.

Resources

Key criteria of IGD Maturity Model measuring progress achieved toward effective and efficient flows of capital to enable market systems development and eventually reaching a state where the market is so large and efficient it may contribute to increasing GDP.

Systemic Change

New practices and ideas spread independently and sustainably without further need for intervention.

EXECUTIVE SUMMARY

INTRODUCTION

The Niger Delta region of Nigeria is a land of extremes. It is a region wealthy in resources, yet devoid of local prosperity. It produces nearly 75% of Nigeria's foreign exchange earnings, yet more than 70% of its roughly 32 million inhabitants live on an average of less than United States (US) Dollars (\$) 2 a day. It is one of the world's richest sources of oil, but its people lack economic opportunities. The resultant inequalities have, in turn, led to extreme forms of conflict, including militancy and the rise of cults, which have functioned to further erode the region and increase poverty levels.

Recognizing the risks posed by the lack of peace and stability in the region, Chevron invested \$50 million to establish two independent, sister foundations in 2010: The Niger Delta Partnership Initiative Foundation (NDPI) based in Washington, D.C., and the Foundation for Partnership Initiatives in the Niger Delta (PIND), based in Abuja, Nigeria, with the mission of relieving poverty and promoting development across the Niger Delta. NDPI and PIND aim to reduce poverty by acting as catalysts for systemic change in the Niger Delta in three core program areas: Economic Development, Peace Building, and Enabling Environment Development. The organizations are founded on a strong theory of change, which recognizes the interrelatedness between conflict and poverty and they have thoughtfully designed market-based economic development and peace building interventions that are mutually reinforcing and address the root causes of conflict and poverty in a localized and sustainable manner.

In addition, NDPI and PIND's success to date in the region can be credited to their development of a unique operating model and governance structure – a “secret sauce” that deserves close examination and consideration for replication by other organizations, including development agencies and private sector institutions. Through a strong partnership-based approach, the organizations have developed strong local and international

alliances and leveraged these to build extensive social networks in the region. NDPI and PIND then diffuse new best practices, ideas, and technologies (i.e. innovations) throughout these networks by demonstrating that their projects work. In doing so, NDPI and PIND empower existing stakeholders, and, as a result, encourage new stakeholders that begin to “crowd in,” resulting in new resources being catalyzed into the region. Eventually, these changes in behavior by regional market actors will reach a point of critical mass or “tipping point” when they will become self-sustaining, thus resulting in systemic change.

IGD'S ASSESSMENT OF NDPI AND KEY OBJECTIVES

But when will systemic change be achieved and how much impact has been created to date? These were the fundamental questions NDPI posed when the organization met with the Initiative for Global Development (IGD) in late 2014. In March 2015, IGD and NDPI entered into agreement to conduct an assessment of progress in the first five years of NDPI's work with the following objectives:

- Develop and implement a robust, innovative approach towards achieving systemic change.
- Identify NDPI and PIND's impacts in the Niger Delta (and beyond) towards achieving systemic change.
- Identify critical success factors of the NDPI model.
- Identify opportunities for NDPI to enhance impact going forward and recommendations for how to do so.
- Serve as a call to action by sharing key lessons.

IGD'S INNOVATIVE APPROACH TO ASSESSING IMPACT AND PROGRESS TOWARDS ACHIEVING SYSTEMIC CHANGE

The broad scope of conducting an institutional-level assessment of NDPI and PIND necessitated a highly tailored approach, as well as the use of methodologies and practices that go beyond traditional evaluation metrics (like the number of jobs created or beneficiaries reached). IGD developed a more holistic evaluation of impact leveraging a multi-disciplinary approach that combined traditional evaluation methods with emerging best practices to design and implement innovative methodologies and tools, including qualitative and quantitative outcomes metrics, “proof

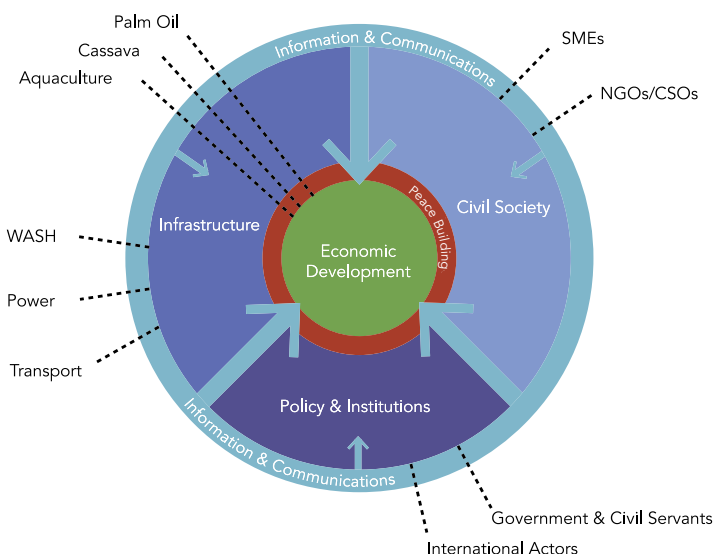


Figure 1: Simplified Model Forming the Basis of the Analysis Framework

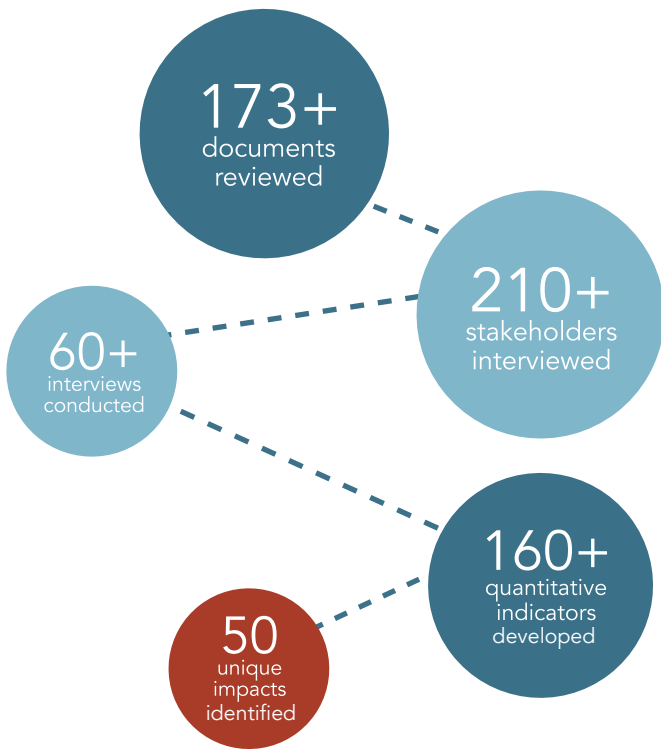
Note: When the term NDPI is used alone in the report, it refers to both organizations. PIND is used when referring to activities specifically in Nigeria.

points," and case studies.

To address the complexity of assessing market systems and the NDPI and PIND goals of achieving systemic change in the Niger Delta, IGD leveraged the theories of Diffusion of Innovation and Tipping Point as the theoretical underpinnings for the assessment. IGD supported this with the introduction of two new methodologies:

1. Rates of Adoption – Provides an estimated number of stakeholders who have changed their behavior, specifically with regards to adopting a new idea, practice, or technology introduced by NDPI and PIND or their partners in an area of innovation.

2. Maturity Model – Assesses the progress of each of the identified impacts towards reaching a systemic level of change using a tailor-made maturity model developed by IGD that defines criteria in four different categories – Coordinated Strategy/Implementation Plan, Network Development/Relationships, Human Capital Alignment/Resources, and M&E – for each of the five stages that an innovation must progress through in order to reach systemic change: Ad Hoc, Pilot, Stickiness, Scale, and Systemic Change. Impacts were assessed and scored to give an overall position on the scale of systemic change.

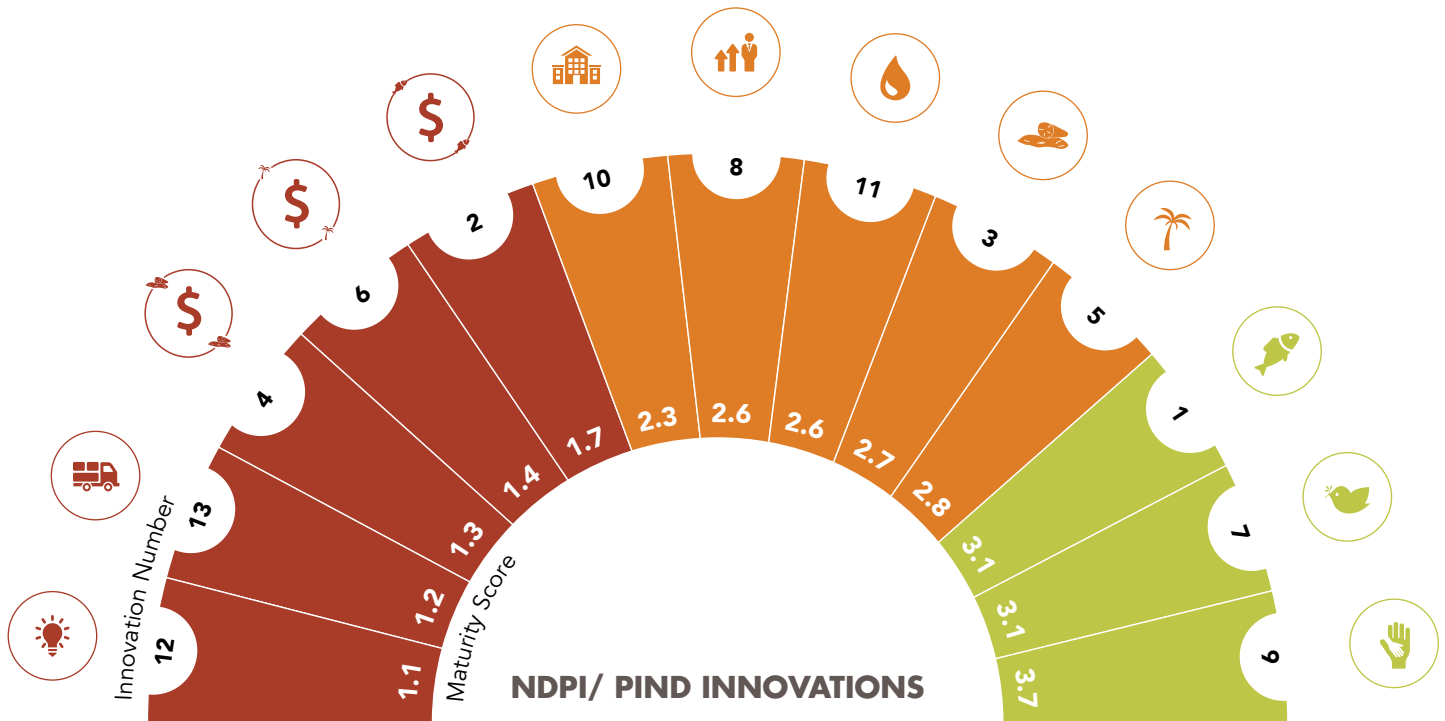


	Level 1	Level 2	Level 3	Level 4	Level 5
	Ad Hoc	Pilot	Stickiness	Scale	Systemic Change
Coordinated Strategy/ Implementation Plan	No service portfolio or investment	Service portfolio strategy & plan emerges	All actors buy in & agree to play a role in service portfolio	Service portfolio executed & reviewed across all 9 Niger Delta states	Market systems begin to take over and development institutions scale back
Network Development Relationships	Stakeholders are not connected	Small loosely connected networks form around activities	More tightly connected networks gain recognition	Networks expand (geographically, more stakeholders, industries) & internally driven	Collective networks have reached critical mass across the region
Human Capital Alignment	Raising stakeholder knowledge & awareness	Stakeholders' attitudes change	Stakeholders capacity is built	Stakeholders adopt & operationalize actions	Behavioral/societal norms change
Resources	No planned budget or investment	Funding & investment identified for specific activities	Consistent, committed funding & investment	More funders & investors crowd-in	Effective & efficient flows of capital to Niger Delta contribute to GDP increase
M&E	No measurement or easy measurement for the sake of measurement	New, more appropriate measurement methods & tools identified & tested	Development of a strategic M&E plan	Evidence collected & measured consistently within all initiatives & innovations	Investor & policy-makers make decisions based on appropriate, timely & accurate information

Figure 2: IGD Innovation and Systemic Change Maturity Model

KEY FINDINGS OF IGD'S ASSESSMENT

IGD applied the Theory of Diffusion of Innovation to develop an assessment framework that articulates the NDPI model in terms of what are referred to throughout the assessment as 13 Innovations. Underlying the 13 Innovations are 49 Impact Statements that describe the long term, systemic effect the organization is hoping to achieve for each group of stakeholders (grouped by "existing market actors" and "new market entrants" consistent with the operating model). The Impact Statements were developed using NDPI and PIND's existing results chains, as well as through direct observations and other primary data IGD gathered in the field. The maturity of each of the 13 Innovations is shown in the gauge below and corresponding Table on page 5.



LEAST MATURE -----> MOST MATURE

Innovation 1:	Aquaculture Value Chain Development
Innovation 2:	Aquaculture Access To Finance And Financial Services
Innovation 3:	Cassava Value Chain Development
Innovation 4:	Cassava Access To Finance And Financial Services
Innovation 5:	Palm Oil Value Chain Development
Innovation 6:	Palm Oil Access To Finance And Financial Services
Innovation 7:	Peace Building Network Development
Innovation 8:	SME Network Development
Innovation 9:	NGO/CSO Network Development
Innovation 10:	Institutional Network Development
Innovation 11:	Water, Sanitation, And Hygiene (WASH) Infrastructure Development
Innovation 12:	Power Infrastructure Development
Innovation 13:	Transport Systems (Roads / Waterways / Public Transit) Infrastructure Development

Based on IGD's assessment, the top six Impact Statements, all of which have started to reach a level of Scale in the region, and are listed in order from most mature to least mature, are as follows:

1. Donors and other actors work effectively with Niger Delta non-governmental organizations (NGOs) / civil society organizations (CSOs).
2. International development actors better contribute to economic development and peace building in the region.
3. Existing NGOs / CSOs better serve their constituents/stakeholders.
4. Partners for Peace (P4P) network members are responsive and mitigate conflict.
5. New and more accurate information, resources, and strategies about peace are available and enable more effective engagement.
6. Existing fish farmers improve practices and increase yield from their ponds.

In addition to the scoring and ranking of the Impact Statements and Innovations, IGD summarized the following as key achievements of the organizations in their first five years of operation:

1. **NDPI, PIND, and their partners have brought the entire institutional portfolio to a full-fledged Pilot stage with significant momentum driving each of the innovations and their underlying impacts towards Stickiness and Scale, and eventually towards Systemic Change. In particular:**
 - › Successful pilots of more than 20 distinct best practice or technological innovations within 13 broader areas of innovation completed.
 - › Establishment of a self-sustaining, rapidly growing movement of peace actors of nearly 4,000 individuals.
 - › Development of an expansive network of more than 400 organizations creating change in the region through interventions to shift cultural norms.
2. **They have enhanced the attractiveness of the Niger Delta by reducing risk, which has paved the way for other development investment in the region.** By demonstrating the ability to create change in the region, NDPI and PIND have been able to catalyze new investment of more than \$92 million into the region and more than \$730,000 in new loans from local financial institutions into the market.
3. **They have set the benchmark by creating a blueprint for a new type of development model across Africa and beyond,** which includes:
 - › Successful establishment of a physical presence and hiring of top local talent in three locations in Nigeria, including a world-class economic development center in Warri. (See Page 8: Key Lessons Learned.)



Ejiro Eshareturi (far right), Ideal Women Advancement Initiative partners with PIND to build the capacity of women to be leaders and agents of peace within their communities.

Caption: Summary table of Maturity Scores assigned to each level of IGD's institutional-level assessment of NDPI. Detailed Maturity Scores can be found in Appendix A.

Core Program Area	Maturity Score	Innovation Area (7)	Maturity Score	Innovations (13)	Maturity Score	Impact Statements (49)	Maturity Score						
Economic Development	2.5	Aquaculture	2.7	1: Aquaculture Value Chain Development	3.1	1	3.4						
						2	3.4						
						3	2.9						
						4	3.0						
						5	3.8						
		Cassava	2.2	3: Cassava Value Chain Development	2.7	2: Aquaculture: Access to Finance / Financial Services	1.7	6	2.4				
								7	1.0				
								8	2.9				
								9	3.0				
								10	3.0				
								11	2.0				
								12	2.4				
								13	1.5				
		Palm Oil	2.4	5: Palm Oil Value Chain Development	2.8	4: Cassava: Access to Finance / Financial Services	1.3	14	1.0				
								15	2.8				
								16	3.0				
								17	3.1				
								18	2.5				
								19	2.6				
								20	1.9				
								21	1.0				
Peace Building	3.1	Peace Building	3.1	7: Peace Building Network Development	3.1	22	3.4						
						23	2.0						
						24	4.0						
						25	2.5						
						26	3.7						
Enabling Environment	2.2	Civil Society	3.2	8: Small & Medium Enterprise (SME) Network Development	2.6	27	3.1						
						28	2.0						
						Policy & Institutions	2.4	10: Institutional Network Development	2.3	9: Local NGO / CSO Network Development	3.7	29	4.0
												30	4.1
		31	2.9										
		32	2.5										
		33	2.3										
		Infrastructure	1.7	12: Power	1.1	11: Water, Sanitation, & Hygiene (WASH)	2.6	34	1.6				
								35	1.9				
								36	4.0				
								37	1.6				
		13: Transport (Roads / Waterways/ Public Transportation)	1.2	11: Water, Sanitation, & Hygiene (WASH)	2.6	12: Power	1.1	38	3.1				
								39	1.8				
40	3.3												
41	2.4												
42	1.1												
43	1.1												
44	1.1												
45	1.1												
46	1.1												
47	1.3												
48	1.1												
49	1.1												

CRITICAL SUCCESS FACTORS FOR CREATING AND SUSTAINING SYSTEMIC CHANGE

IGD identified a 50th impact that in essence encompasses all of the other 49 discrete impacts identified within the various areas of innovation. Equally important to what NDPI is doing, is how they are doing it. The NDPI model is an impact or innovation in itself. The following are the six critical success factors identified by IGD demonstrating how NDPI and PIND have achieved and continue to achieve impact and progress towards systemic change.



1. Build strong foundational networks among all stakeholders. These strong relationships create the critical **trust and credibility** that enables change. NDPI and PIND play an active role in linking groups and individuals. This **connecting function** encourages collaboration and cooperation among different actors, enabling them to identify and access more opportunities. NDPI and PIND also act as a **bridge** between the private sector, government, development actors, and local organizations and individuals. This is an important space that few organizations are able to navigate successfully as a result of the mistrust between the different sectors.



2. Develop and support critical cross-sector relationships, partnerships, and alliances, which are stronger than the sum of their individual parts. Inherent to the NDPI and PIND approach is the humility and acknowledgement that one organization cannot address these challenges alone. NDPI and PIND identify partners who are committed to the same principles and approaches and work with them and through them **to catalyze new resources** into the region to create systemic change.



3. Identify, inspire, and empower local change agents. NDPI and PIND have demonstrated an ability to identify **change agents** – the innovators and early adopters of a population. NDPI and PIND inspire change-makers and show and encourage them how to make change happen on their own. NDPI and PIND support change agents with technical assistance and knowledge – offering platforms, advice, networks, and information. Where NDPI and PIND do provide direct funding, it is at a pilot scale to find projects that work and to demonstrate the viability of particular models.



4. Commit to a sustainable and holistic market-led approach. The market-based approach effectively drives sustainable change in the Niger Delta and develops widespread economic opportunity for the people of the region. NDPI and PIND **facilitate and catalyze**, rather than create dependency on donor funding. NDPI and PIND not only focus on the development of sustainable market systems to create economic opportunities for the poor, they recognize and address the complexity involved and actively work to tackle barriers to efficient markets including: conflict and violence, a weak civil society, lack of government participation and transparency, and poor infrastructure. NDPI and PIND do this by developing and implementing solutions in three core and interrelated focus areas: Economic Development, Peace Building, and Enabling Environment Development.



5. Embrace lean principles to diffuse innovation. NDPI and PIND are masters at embracing and exemplifying the core principles of lean innovation. They rapidly develop a prototype and test it with stakeholders, usually in a real-world competitive situation, and repeat the process until the core product is competitive or they pivot to explore a new approach. NDPI



Gloria Eremionkhale is the owner of Sunsel Interior furniture stores in Warri, Delta state, one of the SMEs receiving capacity building support from the PIND Business Service Providers.

leverages their partnerships and networks to communicate critical information about new innovations and they and their partners diffuse innovations through capacity building, advocacy, and communications mechanisms throughout the Niger Delta. Beyond this, NDPI embraces lean innovation throughout the organization in the way in which they embrace collaboration, feedback, and continuous learning.



6. Possess a rare and strong organizational DNA. NDPI and PIND possess a rare and strong organizational DNA that functions to make both organizations agile and high-performing. NDPI and PIND staff are extremely passionate and committed. NDPI and PIND are unrelenting on their principles – they walk the talk. Within PIND, the majority of staff is locally hired and they remain committed to embedding sustainable, participatory, market-based approaches in all initiatives.

SUMMARY RECOMMENDATIONS

Recommendations to Increase the Impact of NDPI and PIND's Innovations and Progress towards Systemic Change

To maximize the impact NDPI and PIND create going forward, IGD suggests that the organizations follow the recommendations outlined below. These recommendations are based on findings, observations, and feedback from stakeholders interviewed in the field, in combination with data analysis of NDPI and PIND documents and reports, and IGD subject matter expertise in impact measurement and sustainable development approaches in the sector. These recommendations represent consistent themes that were identified throughout the assessment.

1. Intensify focus on developing the Enabling Environment and supporting ecosystem.

Increase engagements with policymakers at all levels and catalyze cross-sector resources to address challenges in access to power and transport to alleviate constraints to the current value chains.

2. Explore partnerships with technology-focused organizations to integrate and apply information communication technology (ICT) to support actors and increase rates of adoption.

Bring expertise from technology-focused organizations to support NDPI and PIND in identifying additional technological innovations

to support value chain actors, particularly smallholder farmers, to help drive rates of adoption, and move value chain innovations to scale. (Rate of adoption of innovation, particularly technological innovation, is driven by its relative advantage, compatibility, complexity, trialability, and observability.)

3. Enhance partnerships with media institutions to intensify the focus on changing the overall narrative of the region, catalyze social campaigns, and create wide awareness of innovations to increase rate of adoption.

Partnerships with local and international media institutions could help create new headlines for the Niger Delta, including partnering with the PIND Media Hub to develop social campaigns around peace building and value chains, including helping to change the perceptions of youth around the viability of agriculture as a career of choice. Media and technology partner institutions could also work with the Appropriate Technology Enabled Development (ATED) Center and Media Hub to create new platforms and advertising for increasing stakeholder awareness about technologies and best practices such as the mechanical adjustable harvester (MAH) and water, sanitation, and hygiene (WASH) technologies, leveraging existing NDPI and PIND networks and SMS capabilities. Such activities will create a new image that recasts the Niger Delta as a region of economic opportunity and peaceable livelihoods, directly supporting NDPI and PIND's overall objectives of achieving systemic change in the region

4. Bolster the demand side of value chain development by focusing efforts on creating more linkages into larger markets, including facilitating off-take agreements and deals.

Enhance efforts to create viable linkages with demand-side actors including processors and large off-takers, who can guarantee off-take to match supply side value chain development undertaken to date to avoid oversupply resulting in local price collapse. NDPI could consider partnering with organizations that have the relationships and experience brokering deals with large multinationals to develop outgrower schemes and finance local and regional processing plants and storage facilities.

5. Continue to explore opportunities to apply market systems-based approaches to WASH.

The NDPI theory of change is predicated upon sustainable market-based approaches to development. IGD observed that some of the WASH technologies, such as the BioSand Filters (BSF), are being advanced through such approaches. However, the market-based approach is not being leveraged as significantly within this innovation area. NDPI can bolster this approach, working to identify additional social entrepreneurs who can take the technologies forward into communities to ensure the sustainability of WASH innovations and use them as an opportunity to generate more income for local individuals.

6. Increase access to finance across all value chains.

Create wider access to finance throughout all levels of the value chains by working with microfinance institutions (MFIs) to encourage market entry and product innovation to meet the needs of supply side actors and engage with impact investors to encourage the growth of the market and further stimulate growth of local small and growing businesses. Identify additional sources of funding such as that from angel investors, venture capitalists, and commercial banks to support investment in larger enterprises such as warehousing, distribution outfits, and processing plants so that the markets can proportionately grow and support the supply side actors. Such activities will unlock potential because access to finance was cited as a barrier to business success and growth by nearly all actors.

Recommendations to Enhance PIND's Operational Capacity

1. Institutionalize the criteria for identifying innovators and early adopters to speed the rate of adoption and achieve systemic change.

To effectively channel critical resources to those individuals who will most quickly adopt and spread new innovations (best practices, ideas, mindsets, and technologies) - and therefore ultimately maximize the organizations' social return on investment and progress towards systemic change - NDPI, PIND, and their partners must review and adapt existing criteria for identifying change agents to seek out and influence the innovators and early adopters within the stakeholder populations of its various innovations.

2. Continue to evolve the M&E system to incorporate market-based measurement methods and collect and aggregate necessary data to support consistent measurement of innovations.

New targets, metrics, indicators, and particularly methods must be developed and leveraged to adequately measure and assess what is occurring through market-based interventions. Within this assessment IGD has identified the top quantitative indicators for measuring each of the Impact Statements and their parent Innovations. NDPI and PIND should work to consistently gather data that will support measurement and reporting of changes in these metrics at regular intervals. Some additional baseline assessments and future studies may be needed to support this.

Recommendations to Share Learnings with Other Development Actors

1. Work with other organizations to replicate the NDPI and PIND model to create impact around the globe.

The PIND model is unique and an example of best practice in private sector-led development. Chevron, NDPI, and PIND can continue to increase their impact by identifying platforms and opportunities to share the findings of the assessment, with emphasis on the critical success factors and operational model of the organizations to inspire more private sector organizations and development institutions to establish similar initiatives in other conflict-affected regions around the globe. This could potentially even be leveraged as an opportunity to identify sustainable means of revenue generation for the organizations to channel back into their own work in the Niger Delta.



Hon. Remy Chukwunyere, Executive Director of Imo State Directorate for Employment is passionate about partnering with PIND to increase job opportunities for youth by developing their skills and creating new businesses.

KEY LESSONS LEARNED FOR OTHER ORGANIZATIONS SEEKING TO CREATE SYSTEMIC CHANGE

A key objective of this assessment is to share key lessons learned both in terms of the NDPI model and approaches to measuring impact.

- 1. Set clear objectives for what you want to achieve, but learn by doing.** Actively testing creates opportunities for learning from previous development efforts and building on that learning. Though this iterative and learning process takes time, receiving initial buy-in and commitments from key supporters to learn together is a significant step, even if that means making a long-term investment and possibly changing the scope along the way.
- 2. Take a long-term perspective.** Assess where efforts can best be directed to achieve systemic change. Recognize the need to make trade-offs between spending in different areas to achieve greater impact.
- 3. Find common goals.** Embrace areas of alignment with partners. Sharing resources and learning can help networks of partners achieve more together than they could separately.
- 4. Cherish cultural differences.** Models of development are not universally applicable or appropriate. Individual needs, challenges, and cultural context are key factors in making a project successful.
- 5. Contribute more than money.** Show a willingness to be open and learn. Flexibility, adaptability, and evolution may lead to scope creep, but casting the role of the foundation to identify common objectives, as opposed to dictating results, can lead to the creation of shared value.

“Investing in communities is investment.”

“NDPI is unique in that it doesn’t hand out benefits to people. It’s really about catalyzing change that can be sustainable beyond our intervention.”

- Heather Kulp

6. Localize faster. Create an upfront local presence once a partnership or joint initiative has been agreed. Relocate staff, hire locally, and set up an office. Demonstrating commitment to local stakeholders and creating deep understanding of the context is paramount to success. Localization is critical to the longevity of results.

7. Break away from traditional methods of measuring impact. Re-examine and challenge traditional measurement methods. Test new methods and tools to better tell the story of impact. These adapted approaches can serve as useful aides for discussion, consideration, and evolution of measurement techniques. Pushing the boundaries can encourage more effective approaches to evaluate impact, determine effective resource allocation, and continue to develop and improve the field of international development, especially in the context of the increasingly important role that the private sector and market-based approaches play in achieving development goals.

“...the key to success is not so much in developing the right model, but building the capacity to develop and sustain an effective one, thereby bringing together the right mixture of people and partnerships that can learn how to make a difference together.”

- Dennis Flemming

“We wanted to do an impact study to see how our investments have really been impactful... to see how private companies can really look at this social investment and link it to their business objectives.”

- Mamadou Beye

CONCLUSION

Achieving sustainable, systemic change is a process and one that is not accomplished quickly, nor by a single institution or sector. It requires acknowledgement of the complexity involved in fundamentally changing human behavior and the fabric of a society. It requires significant time, and sustained commitment and investment to establish and maintain trust and credibility among a large group of stakeholders.

NDPI, PIND, and Chevron have “moved the needle” on corporate social responsibility, shared value, and development, to a new level by creating awareness, building knowledge, and changing attitudes, beliefs, capacity, and actions in ways that permanently re-orient the hopes, aspirations, and visions of the people of a society. NDPI and PIND together function as a “lighthouse in the Niger Delta,” beckoning to other institutions – local, national, and global – to come together in the region. NDPI and PIND shed light on the array of opportunities that exist in the Niger Delta for peaceable and sustainable livelihoods. This light has revealed a new vision for the region that many can now see and together this vast network of organizations brings resources to initiate market-based systems and create an enabling environment in which many industries can thrive...a concept that until now has eluded the Niger Delta. These catalytic resources bring hope and are captivating and empowering people of the Niger Delta.

IGD would like to use this opportunity to call to action other members of the private sector and development institutions alike to closely examine the NDPI model and seek every opportunity to replicate it around the world. NDPI's comprehensive, market-based approach is unique and a significant departure from traditional development approaches. As such, it requires a **different lens** through which the organizations and their **impacts are viewed**. Perhaps more importantly, **it calls for new and more appropriate measurement methods**. The **approach to interventions and measurement** alike must be **multi-disciplinary**, taking into account not just the economic aspects of market development, but more importantly, the sociological, anthropological, and psychological factors as well. Fundamentally, developing sustainable market-based systems and **creating systemic change is about influencing human behavioral change**. This report should be viewed as a step towards developing those new approaches. In the future, additional studies and analysis will be needed to capture the necessary data to enable robust, defensible analysis, and approaches that will need to be refined and evolve over time.



NDPI and PIND build connections with government leaders during the Niger Delta Development Forums (NDDFs). (L-R) Ayebaesin Beredugo, Executive Assistant, Rivers State Government; Ambassador Joe Keshi, Director, BRACED Commission and Ambassador Robert Perry, Vice President, Corporate Council on Africa led discussions during the first session of NDDF Washington, DC on Oct. 28, 2015.



(Above and Left) The Economic Development Center (EDC) in Egbokodo, Warri is one example of NDPI and PIND's commitment to localizing faster by creating a local physical presence and coordinating hub for regional development activity of the PIND partner network.

