



# The Bridges Project

**REPORT**  
JANUARY-DECEMBER 2023



Foundation for Partnership Initiatives in the Niger Delta



## THE BRIDGES PROJECT CAPACITY BUILDING WORKSHOP, WARRI DELTA STATE.

# ACKNOWLEDGEMENTS

**T**he Nigerian Petroleum Industry Act (PIA), enacted on August 16, 2021, marks a new era for the country's oil and gas sector. The PIA aims to streamline industry operations, improve relations between the industry and local communities, address development gaps, and ensure direct benefits to host communities.

This status report outlines the activities of The Bridges Project, a partnership between the Ford Foundation and the Foundation for Partnership Initiatives in the Niger Delta (PIND), which aims to foster cooperation among communities, non-governmental organizations (NGOs), oil and gas companies, government entities, and other stakeholders to ensure effective PIA implementation in five Niger Delta states: Akwa Ibom, Bayelsa, Delta, Rivers, and Ondo.

From March to July 2023, The Bridges Project conducted:

- Awareness creation workshops to educate stakeholders on their roles and responsibilities under the PIA, particularly regarding the governance of HCDTs.
- Capacity-building workshops to enhance the skills of community-based and civil society organizations to support HCDTs in conducting needs assessments and developing plans as required by the PIA.

In August 2023, the project launched a Multistakeholder Platform (MSP) to explore sustainable community development models and facilitate ongoing dialogue among sector stakeholders on the PIA implementation.

This report of all these activities is a collective achievement made possible by the unwavering support, expertise, and collaboration of

numerous distinguished individuals, organizations, and partners.

PIND would like to appreciate the host communities, NGOs, community-based organizations (CBOs), civil society organizations (CSOs), and key stakeholders, including New Nigeria Foundation, Center for Peace and Environmental Justice (CEPEJ), Life and Peace Development Organization (LAPDO), Independent Petroleum Producers Group (IPPG), Oil Producers Trade Section (OPTS), Stakeholder Democracy Network (SDN), and Policy Alert, for their active participation and commitment. Their insights and dedication have greatly enhanced the project's outcomes.

We thank the Bridges Project Multistakeholder Platform members for their expertise and contributions to community development models. We are also grateful to those who facilitated community sensitization and capacity-building throughout the project.

The project has greatly benefited from the guidance of experts like Prof. Femi Ajibola, Chuks Ofulue, Ayebatonye Basuo, Ineba Bobmanuel, and Dr. Rachael Misan-Ruppee.

A special thanks to the Ford Foundation for its funding support.

This report highlights the power of collaboration, and we look forward to continuing this critical work, driving positive change and sustainable development in the Niger Delta.

**Tunji Idowu**  
**Executive Director**  
**PIND**

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# ACRONYMS

**AGM** - Annual General Meeting

**BoT** - Board of Trustees

**CBOs** - Community-based organizations

**CDP** - Community Development Plan

**CSOs** - Civil Society Organizations

**GMoU** - Global Memorandum of Understanding

**HCDT** - Host Community Development Trust

**MSP** - Multistakeholder Platform

**NASS** - National Assembly

**NGOs** - Non-Governmental Organizations

**NPDC** - Nigerian Petroleum Development Company

**NUPRC** - Nigerian Upstream Petroleum Regulatory Commission

**PIA** - Petroleum Industry Act

**PIND** - Foundation for Partnership Initiatives in the Niger Delta

**RDC** - Regional Development Committee

# 1.0 INTRODUCTION

**The Bridges Project** is an initiative designed to foster collaboration among the host communities and other stakeholders who are direct and indirect beneficiaries of the Petroleum Industry Act (PIA) 2021. The project has sought to explore the realism of community development, which promotes collaboration and synergy among different actors, such as communities, non-governmental organizations (NGOs), oil and gas companies, and government (particularly the upstream petroleum regulator and state governments) towards a successful implementation of PIA. This will ensure active involvement and representation of their interest in the implementation process.

The Bridges Project is being implemented in five states: **Akwa-Ibom, Bayelsa, Delta, Rivers, and Ondo**, which are the epicenter of oil and gas extractive activities in Nigeria's Niger Delta region. Its components include:

- a) **Capacity building workshops for NGOs and CBOs:** Workshops were organized for representatives of selected Non-Governmental Organizations (NGOs) and Community-Based Organizations (CBOs) from the five focal states — twenty-five organizations, with two representatives each, making 50 participants trained. The workshops provided participants with the requisite skills and knowledge for conducting, evaluating, and reviewing needs assessments and community development plans on behalf of the communities. They also received training in monitoring and evaluation to

ensure enough capacity to provide the requisite services to the region's HCDTs.

- b) **Awareness Creation:** This activity was geared towards creating awareness about and deepening knowledge of the PIA's technical components among community stakeholders. The stakeholders' awareness-raising sessions were organized in the five states, and over 500 community stakeholders participated.
- c) **A Multistakeholder Platform (MSP):** Individuals and entities were strategically identified and selected to constitute a working group. The selection involved careful vetting of experts and critical stakeholders representing the communities, settlers, civil society, and government (the Nigerian Upstream Petroleum Regulatory Commission and State governments). The MSP has met every quarter since being inaugurated in 2023.

**Monitoring and Evaluation:** The evaluation is an independent end-line exercise geared at understanding changes, ensuring compliance with the PIA's provisions and guidelines, developing standards and frameworks, monitoring the implementation of the PIA requirements, and assessing the overall progress of the Bridges Project. These involve compliance with the Act's provisions and guidelines while supporting the HCDTs as NGOs to ensure effective participation and compliance with their constitutions.



## 2.0 OVERVIEW OF ACTIVITIES IMPLEMENTATION



The following were the major activities implemented in The Bridges Project from its inception in November 2022:

### 2.1 CAPACITY BUILDING WORKSHOPS FOR NGOS/CSOS



*A trainer at The Bridges Project Capacity Building Workshop in Warri, Delta State, which was held from March 21 to 23, 2023*

Two capacity-building workshops were held in Warri, Delta State, and Port Harcourt, Rivers State, in March and April 2023. Fifty-four participants from 27 CSOs (including two representing people with disabilities) received training in the technical aspects of the PIA, which included:

- Community needs assessment
- Community development plans
- Monitoring and evaluation
- Conflict resolution and
- Management mechanisms

The workshops aimed to build participants' capacity to support the HCDTs in the PIA implementation process. Some of these participating CSOs are currently supporting several HCDTs engaged in different stages of the PIA implementation within their various communities. The Centre for Peace and Environmental Justice (CEPEJ) has provided services in participatory community needs

assessment, community development plans, monitoring and evaluation, and capacity building to Platform Oil (OML 38), which has four HCDTs, NPDC/NECONDE Joint Venture (OML42) with 14 HCDTs, and 24 impacted communities. At the same time, Policy Alert and Antof Rural Resources and Development supported the community sensitization and awareness creation process of the PIA by using the knowledge and lessons learned to mobilize members of some HCDTs to participate in workshops.

#### Key insights from the workshops included:

- Participants opined that CSOs, the regulator, and HCDTs should apply the lessons learned from the workshop by actively contributing to capacity-building and knowledge-sharing within the HCDTs and the broader communities.
- Participants observed that while the PIA does not provide mechanisms for managing daily grievances and conflicts among entities critical to the HCDTs, it empowers settlers to clearly define how these issues will be handled, encouraging sound judgment in establishing these processes within the HCDTs' constitutions. Given their close ties to local communities, CSOs can play a vital role in managing grievances and conflicts.
- The CSOs expressed readiness and willingness to provide technical support to the HCDTs in implementing the PIA in their communities.

## 2.2 AWARENESS CREATION AND SENSITIZATION



*A group of participants at The Bridges Project Awareness Creation Workshop in Asaba, Delta State*

This component involved deepening knowledge of the PIA technical components among community stakeholders. The sensitization sessions were facilitated in the five focal states between June and July 2023. Relevant and critical community stakeholders convened for pragmatic learning, discussions, and understanding of the expected roles and responsibilities of individual and collective actors under the PIA dispensation. HCDT members and other stakeholders in these states acquired essential knowledge and skills regarding the core components and implementation requirements of the PIA, enhancing their ability to ensure compliance. Over 500 participants attended the sessions. Some outcomes of the sessions included:

- **The need for continuous sensitization on the PIA at the local/community level:** Awareness among community stakeholders remains low, so increased sensitization is needed to encourage greater participation in the HCDT implementation process. Significant opportunities exist for further awareness and enlightenment sessions, especially in rural areas beyond local government headquarters.
- **Large number of participants:** More people attempted to attend the sessions than were planned. The high turnout indicated a strong desire for knowledge about the PIA. Future awareness initiatives should consider hosting more sessions with smaller groups, allowing for increased interaction and possible breakout sessions.

- **Open communication:** Participants expressed the desire for all key stakeholders within the PIA structure, including the NUPRC and the settlers, to be committed to transparently communicating all major decisions related to implementing the Act.
- **Selection of BOT members:** The community stakeholders desired to explore ways to increase community involvement in the selection process to ensure fairness and transparency.
- **Acceptance of the PIA process:** Participants submitted that the Awareness Creation and Sensitization sessions have increased acceptance and engagement among HCDT members and other community stakeholders in the PIA process. In a statement, the BoT Chairman of Ikuru Town HCDT, Professor Lysias Gilbert, affirmed, *"The awareness creation workshop has opened our eyes to the PIA processes and what we need to do to achieve its implementation. We will give it a trial and stop resisting it."*

## 2.3 MULTISTAKEHOLDER PLATFORM

The Multistakeholder Platform (MSP), which represents all stakeholders, commenced in August 2023. The NUPRC is being updated on the progress of the MSP deliberations on critical issues relating to the implementation of the PIA.



*Inauguration of The Bridges Project Multistakeholder Platform in Port Harcourt, Rivers State, on August 11, 2023*

The discussions held at the six meetings have been promising, reflecting progress on initial establishment issues and advancing toward the MSP's core goal of developing community models that the HCDTs can utilize. Additionally, there have been ongoing conversations about the operational dynamics of the HCDTs aimed

at shaping a sustainable Community Development Plan (CDP) model.

Some key outcomes of MSP discussions were:

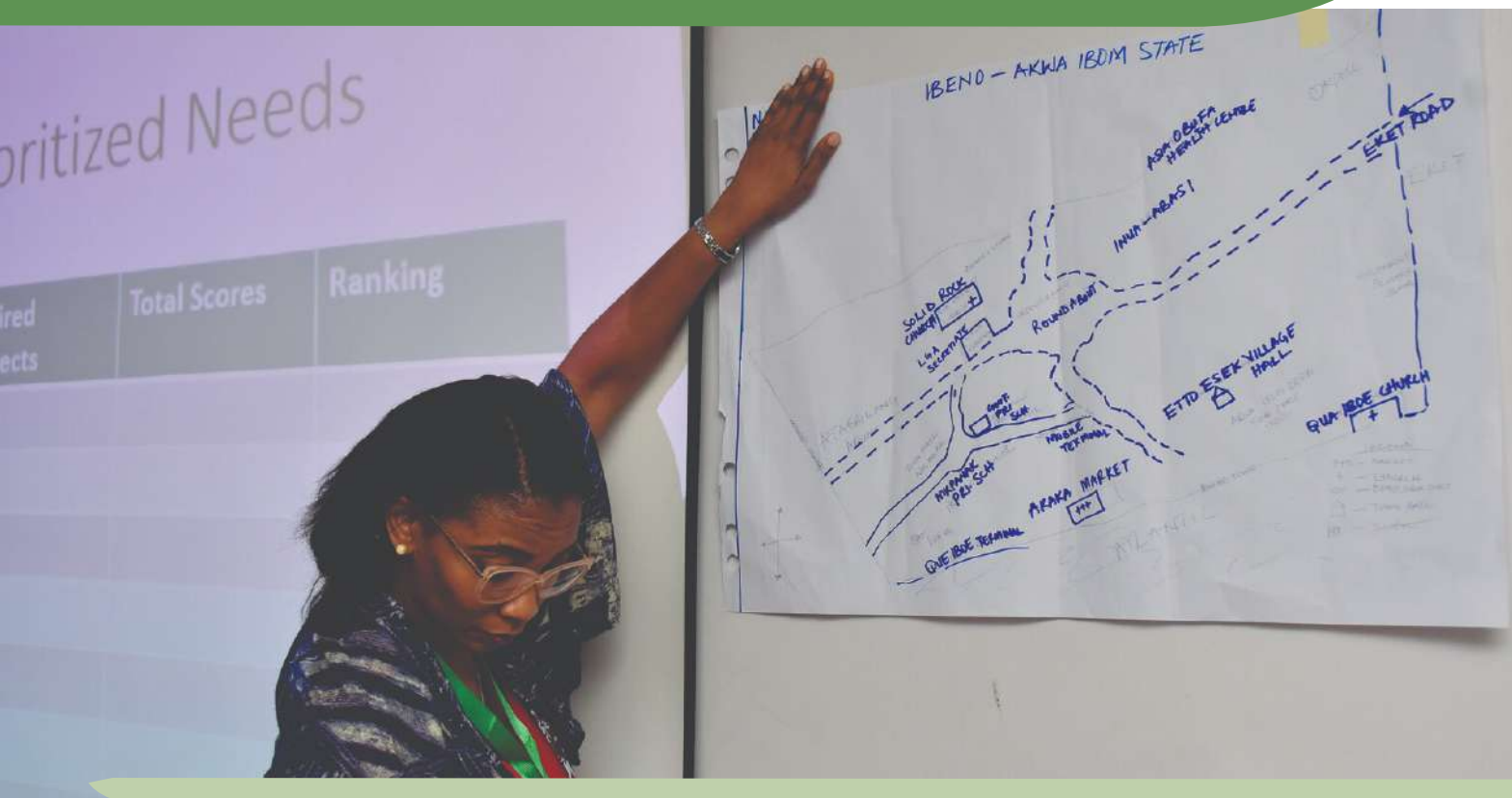
- **Partnerships and Collaborations:** The MSP members agreed that BoT members from different settlers within the same community would benefit from working together to harmonize their development programs. The MSP was advised that those dealing with multiple settlers in the same operational areas should seek early collaborations during project design to ensure:
  - o Clarification of the regulator's positions on cross-HCDT partnerships to guide future decisions.
  - o Avoidance of project duplication between the government and HCDTs, with potential adoption of some projects by the government for greater efficiency, such as schools and healthcare facilities.
  - o Effective implementation of CDPs, which requires government involvement to align development projects properly and address potential funding shortfalls, as the government may offer financial support.
- **Learning from the GMoU model:** Establishing HCDT desks within state government offices is essential for improving project performance. For instance, a cottage hospital

constructed under the Regional Development Committee (RDC) was left unstaffed and non-functional due to the lack of government involvement. Despite this, there is skepticism about involving the government in HCDT processes due to concerns about politicians' tendency to exert control or interfere in such initiatives. Their involvement is often seen as a potential source of stifling or dominance.

- **Annual General Meeting:** While the PIA does not mandate annual general meetings (AGMs), holding them could serve as a crucial accountability measure for sharing the HCDTs' efforts with their constituents. The constitutions of the individual HCDTs could guide the decision to host AGMs. However, incorporating specific expectations into these constitutions should be carefully considered, as changes involving the Corporate Affairs Commission could be challenging.

**Policy Issues:** HCDTs should closely monitor developments related to the complexities and litigation challenges in the oil and gas industry, even as it is undergoing significant strategic changes. A key recommendation is to adopt a holistic approach to address issues for the benefit of all the HCDTs, involving advocacy and consequence management as deterrents. Consequently, BoT members were enjoined to operate within the framework of the PIA and avoid adding to the challenges.

### 3.0 OUTCOMES OF DELIBERATIONS BY THE BRIDGES PROJECT MULTISTAKEHOLDER PLATFORM



#### 3.1 PERCEIVED BENEFITS OF THE MSP TO ITS MEMBERS AND THE PIA IMPLEMENTATION PROCESS

A survey of MSP members on the benefits and value of its deliberations to HCDTs and other organizations involved in the PIA process revealed several key outcomes:

- **Knowledge Sharing:** Most MSP members gained extensive knowledge of the PIA, its provisions, and insights from other HCDTs. They plan to share this learning with their respective HCDTs and communities and focus on follow-up actions to address the challenges faced by the HCDTs.
- **Alternative Solutions and Collaboration:** Through coordinated meetings, members learned alternative approaches to resolving issues within HCDTs and the benefits of collaborative project management. They also gained awareness of advocacy, social inclusion (gender and persons with disabilities), and handling multiple currency agreements with banks.
- **Networking and Learning:** The platform facilitated networking, enabling members to meet new people and reconnect with others within the HCDT space. Unregistered HCDTs benefited from the experiences of registered ones, preparing for their registration and operations.
- **Compliance Awareness:** Thanks to the insights gained from the MSP, members have become more aware of various compliance entities, including the Special Control Unit against Money Laundering (SCULM) for public fund handlers.
- **Legal and Strategic Planning:** There was a call to give the MSP legal backing, recognize it as a group of intellectuals,

and anticipate monitoring and evaluation training.

**Managing Expectations:** Despite the progress made, there is a recognition that more work is needed, particularly in managing expectations regarding the PIA and its processes.

### 3.2 KEY ISSUES IDENTIFIED BY THE MSP

The MSP has identified and addressed several key issues worth noting and escalating to the regulator. These include:

#### 1. Involvement of State Government in Project Delivery

- The need to ensure the non-duplication of HCDT's projects with government projects and, at another level, facilitate the adoption of some of the projects by the government for efficiency, e.g., schools and hospital projects.
- The government may need to be involved at some point to ensure effective implementation of the CDPs and proper alignment with the government's development plans. This may also help curb the challenge of inadequate project funding, as the government may support them with funds and in-kind resources.
- Learning from the implementation of the GMoU model in some states, an HCDT desk office within government establishments may be necessary to facilitate collaboration and more efficient project implementation. For example, a hospital built under the GMoU dispensation could not be staffed and remained non-functional for a long time because the state government was not involved with the project at the planning stage.
- HCDTs should share their CDPs with their local and state governments and their representatives in the state and national assemblies to curb project duplication and encourage collaboration in their development efforts. Non-infrastructure projects like scholarships and livelihood would

require setting up databases to show who has benefitted from what.

#### 2. Dealing with Other Settlor-Community Relationship Issues

- Who do the communities or settlers discuss employment issues and contracts with, as was done under GMoU implementation? This should be resolved by having the local content law and what it stipulates in mind.
- HCDTs need to consider what would work and how the Management and Advisory Committees should come together to decide on what would work regarding their roles. Each Trust should have a schema to show how relationship issues with the settlor will be managed, clearly defining the roles and responsibilities of each committee.
- BoTs of HCDTs may have to establish subcommittees to handle specific assignments. These subcommittees may be subcommittees of the board, the management committee, or the advisory committee, or their membership may be drawn from more than one committee.

#### 3. Holding of HCDT - AGM

- Although the law does not make provisions for holding annual general meetings (AGMs), it could be necessary as an accountability measure to share the HCDTs' efforts with their constituents. In addition, the hosting of AGMs is determined by what is embedded within the various HCDTs' constitutions, and the process of including certain expectations under the constitutions must be carefully thought out because any changes with the Corporate Affairs Commission could be cantankerous.

#### 4. Coalition of HCDTs

- The MSP can initiate the process of forming a coalition of HCDTs that can meet to identify the fundamental challenges and implement advocacy efforts to correct them. Steps must be

taken to correct anomalies by forging a common stand to recommend amendments to the Act at the National Assembly (NASS). The MSP advised that any recommendation to the NASS must be data-driven to present factual evidence to strengthen the advocacies.

Chairman becomes overbearing, they may seek to remove that individual.

- All serving BoTs and other appointees within the HCDTs should understand the value of feedback mechanisms, maintain good relationships with community leadership structures, and collaborate effectively with others.

## 5. Role of Traditional Authorities

- It is crucial to consider how traditional authorities can be aligned with the provisions of the PIA. While the Act does not formally recognize traditional institutions, mutual respect is essential. Therefore, traditional rulers, leaders, and institutions must be educated on the PIA structure and its processes, as traditional rulers are often responsible for nominating the entire BoT. If a BoT

Three impactful training workshops were conducted to strengthen the capacity of MSP members. These workshops focused on key areas, including monitoring, evaluation, and learning; conflict resolution and grievance management; and leadership transparency and accountability. Additional training sessions are planned to address other capacity needs of the members, such as project management, implementation, and contracting processes.

# THE INAUGURATION OF THE BRIDGES PROJECT MULTISTAKEHOLDER PLATFORM IN PHOTOS



MD/CEO of New Nigeria Foundation (NNF) and Chairman of the MSP, Professor Femi Ajibola, facilitating a session.



PIND's Executive Director, Tunji Idowu, addressing participants at the MSP Inauguration



Area Manager, Policy, Government and Public Affairs, Chevron Nigeria Limited, Rilwanu Momodu, and PIND's Executive Director Tunji Idowu



Taritein Boco (Nembe City Development Foundation), Tijah Bolton (Policy Alert), Chuks Ofulue (PIND's Advocacy Manager)



The MSP Vice Chairman, Ayebatonye Basuo, speaking to the press at the event.



A cross-section of participants.

## 4.0 EMERGING COMMUNITY DEVELOPMENT MODELS FROM MSP DELIBERATIONS



The MSP explored community development models emerging from its discussions, which may be recommended for broader adoption by the HCDTs. Members also addressed several questions, including:

### 1. A MULTIPLE SETTLORS COMMUNITIES MODEL

#### **How do HCDTs guide against multiple settlers' conflicting agendas and attract others to collaborate?**

How can HCDTs effectively manage the establishment of communal projects in areas where multiple settlers operate? This includes finding mechanisms to facilitate and reconcile each settlor's contributions, given that each settlor has its own CDP and HCDT structures.

#### **Suggested Actions:**

- The MSP recommended that those working with multiple settlers in the same operational areas pursue early collaboration during project design to maximize development and ensure efficient project implementation. Understanding the regulators' stance on cross-HCDT partnerships should also inform further decision-making. The MSP recommended that BoT members of HCDTs from different settlers operating in the same community should collaborate to harmonize their development programs.
- The MSP recommended forming a coalition of HCDTs to identify key challenges and undertake advocacy efforts to address them. To address any discrepancies, a unified approach should be adopted to propose amendments to the Act at the National Assembly (NASS). The MSP advised that any recommendations to NASS should be data-driven, presenting factual evidence to support and strengthen the advocacy efforts.

### 2. PROJECT AND CAPACITY BUILDING MODEL

#### **Who do the communities discuss jobs and contracts that previously accrued to them during the GMoU regime with?**

The conversation was about the need for the HCDTs to look into how the Management and Advisory Committees should come together and decide how their different roles can be synergized to achieve the determined objectives. The suggestion was that HCDTs have a schema to show each committee's roles and responsibilities, therefore creating a model that shows the duties and roles of who does what on the committees. This suggests that continuous capacity building would be necessary to ensure the success of the PIA by empowering the HCDTs early in the implementation process if the BOTs and MCs are knowledgeable enough to adhere to the stipulated processes. Do the HCDTs need to consider what would work and how the Management and Advisory Committees should come together to decide on what would work regarding their roles?

#### **Suggested Actions:**

- This should be done with the local content law and what it stipulates in mind.
- Each Trust should have a schema to show the roles and responsibilities of each committee, creating a model that shows who does what on the committees.

The capacity building of all members of the HCDT should be budgeted for as a development.

### 3. A SHARING MATRIX MODEL

#### **How can the HCDTs manage fund allocation to projects and programs?**

Within the Community Development Plans

(CDP), HCDTs pick projects based on their various budgets. HCDTs can also share their CDPs with their local government chairpersons and their representatives in the parliament to curb duplication and encourage collaboration. Non-infrastructure projects, like scholarships and livelihoods, would require setting up databases to show who has benefitted from what.

Also, what provision of the PIA allows persons to belong to more than one HCDT, and how will that be addressed where projects are seemingly duplicated across different communities?

**Suggested Actions:**

- HCDTs should share their CDPs with their local government chairpersons and representatives in the state assembly and national parliament to curb duplication and encourage collaboration. Non-physical projects like scholarships and livelihoods would require setting up databases to show who has benefitted from what.
- Learning from the implementation of the GMoU model in some states, it is necessary to have an HCDT desk office within the government to facilitate collaboration and more efficient implementation of projects.

**4. INCLUSIVITY MODEL**  
(Gender and Persons with Disabilities)

**How do we adequately capture the social inclusion perspectives of the PIA?**

The conversations concerned how women and those living with disabilities would be involved in the HCDTs' leadership. Should some quotas be earmarked for them? This will address the gender and community exclusion issues.

The MSP noted that the HCDTs' leadership must be balanced. The HCDTs outlined how inclusion plays out within their HCDTs with this statement: "For every three positions, one must be female."

**Suggested Actions:**

- To balance leadership, HCDTs should outline how inclusion plays out within their HCDTs with the following statement: "For every three positions, one must be a female."

**5. M&E FRAMEWORK:**

**The importance of working with credible data and information to ensure transparency and accountability**

The MSP discussed the importance of tracking data on project and program implementation activities.

**Suggested Actions:**

- Activity, project, and program implementation data should be monitored and tracked.
- Consultants should be engaged, and the HCDTs' core staff should be trained on tracking and monitoring activities and project and program implementations. This may require using consultants or/and training the HCDTs' core staff.



## 5.0 FINDINGS AND RECOMMENDATIONS

### 5.1 FINDINGS

#### Capacity Building and Awareness:

- The pre- and post-workshop tests showed that 80% of participants were familiar with and had used the training tools, 77% were familiar with the tools but had not used them, and 14% were unfamiliar. The inclusive training approach allowed for the participation of women, youth, and people with disabilities.
- The regulator and HCDTs should encourage CSOs to apply the lessons learned by contributing to capacity-building and knowledge-sharing within the HCDTs and the wider communities.
- CSOs are ready and willing to support the HCDTs in implementing the PIA within their communities.
- HCDTs should budget for capacity-building as part of their operating costs to ensure sustainability.
- The awareness creation sessions have built and enhanced a knowledge base, aiding HCDTs in their implementation efforts. Several communities and HCDTs attested to the significant value of these sessions, indicating that they improved acceptance and participation in the PIA process.
- A significant outcome of the MSP deliberations was recognizing the need for a skills gap analysis and designing an

organogram that could serve as a working document for the HCDTs.

- The MSP provided a platform for stakeholders to address PIA implementation challenges, share experiences, educate, and coach in real-time.

#### Governance and Collaboration:

- The MSP agreed that the PIA regulations and the HCDTs' constitution should guide the operations of the Trusts, especially regarding issues like the rotational chairmanship with a two-year tenure adopted by some Trusts.
- There was a consensus that HCDTs should collaborate rather than engage in conflicts when establishing communal projects in areas with multiple settlers.
- The MSP emphasized the importance of including women and persons with disabilities (PWDs) in HCDT leadership to ensure balanced representation.
- It was acknowledged that all advocacy efforts and interventions to the NUPRC must be data-driven. Data collected during MSP deliberations from all HCDTs, including non-MSP members, should be shared and used in future community development models.

### Monitoring and Evaluation:

- Emphasis was placed on the importance of monitoring the PIA implementation process to gather accurate information and track progress. A robust monitoring and evaluation process is essential for identifying achievements and making informed recommendations, including the need to begin collating data on the implementation process.

### Challenges:

- The PIA lacks provisions for managing grievances, conflicts, and day-to-day issues among entities critical to the HCDTs, leading to mistrust between HCDTs and selected secretaries.
- The PIA does not assign any role to the State Government, which is responsible for maintaining security at the state level.
- The MSP found that the rates considered for allowances, remuneration, administration, and logistics funds are unrealistic and may jeopardize the sustainability of the HCDTs.
- There needs to be a stronger focus on collaboration and partnership among stakeholders.

## 5.2 RECOMMENDATIONS

During MSP deliberations, several general recommendations were proposed. While the list is not exhaustive, some of the key ongoing recommendations include:

**Increase OPEX Allocation:** The regulator should consider raising the OPEX allocation to HCDTs from 3% to 5% to address the persistent increases and instability in administrative costs (as outlined in Section 240). Additionally, 5% of capital expenditure should be included in the contributions to host community funds.

**Review of Host Community Liability:** Chapter 3, Section 257(2) of the PIA, which holds host communities liable for vandalized facilities, should be reviewed as it is alleged to violate human rights.

**Adjust Administrative Funding:** The allocation for administrative costs within the HCDTs should be increased from 5% to 10% to align with the country's inflationary trends.

**Develop Fact-Based Budgets:** The BoTs should develop realistic budgets to ensure their advocacy efforts are based on facts and accurate figures. This approach will help substantiate their recommendations to the relevant authorities, promote progress, challenge existing norms, and facilitate informed discussions.





## APPENDIX

### A. CSOs THAT PARTICIPATED IN THE CAPACITY-BUILDING WORKSHOPS

1. Community Resource Development Foundation (CREDEF)
2. Centre for Environment, Human Rights and Development (CEHRD)
3. Support Initiative for Sustainable Development (SISDEV)
4. Antof Rural Resource Development Centre (ARRDEC)
5. Women United for Economic Empowerment (WUEE)
6. Centre for Peace and Sustainable Development (CEPASD)
7. Grassroot People Empowerment Foundation
8. LID Project Africa
9. Self-Help and Rural Development Association
10. FACICP Disability Plus
11. Centre for Disability, partnership and Development
12. Coastal Marine Areas Development Initiative (CMADI)
13. Coastal Marine Areas
14. Center for Peace and Environmental Justice (CEPEJ)
15. Leadership Initiative for Transformation and empowerment (Lite Africa)
16. Morgan Smart Development Foundation
17. Peace and Community Empowerment Initiative (PCEI)
18. Nembe City Development Foundation
19. Family Welfare Foundation
20. Synergy Care Development Initiative
21. Macjim Development Foundation
22. Bayelsa NGO Forum (BANGOF)
23. Eyemax Care Foundation (EMCAF)
24. Life and Peace Development Organisation (LAPDO)
25. Pacesetter for Development of Rural Communities Initiative
26. Rural Relief Development Initiative.
27. Better Living Foundation & Capacity Development (BEFCAD)

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