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A portrait of a woman with long, dark, wavy hair, smiling. She is wearing a white blouse with intricate lace detailing on the front and sleeves, and large, gold-colored, spherical earrings. The background is a solid red color.

YEAR 1 ANNUAL REPORT

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ABOUT THE WOMEN'S VOICE & LEADERSHIP PROJECT

The Women's Voice and Leadership Nigeria (WVL – Nigeria) project is a five-year project funded by Global Affairs Canada. The project is aimed at tackling the barriers to gender equality and supporting the empowerment of women and girls through provision of financial and technical resources to local feminist/women's rights organisations in Nigeria. This intervention is designed to respond to the challenges faced by these organisations in their efforts to eliminate discrimination and rights violations in policy and legislation and the provision of services, as well as harmful social beliefs and practices.

Through this project, ActionAid Nigeria has provided demonstrable evidence of its capability to effectively manage sub-granting initiatives. This is being done through the provision of multiple layers of funding and tailored capacity building support to these organisations.

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LIST OF ACRONYMS

AAN	ActionAid Nigeria
ASHH	Attah Sisters' Helping Hands Foundation (ASHH)
ASHWAN	Association of Women Living with HIV/AIDs
CCAPI	Child Care and Adult Protection Initiative
COVID	Corona Virus Disease
CGE	Center for Gender Economics
CWEENS	Christian Women for Excellence and Empowerment in Nigerian Society
DFID	Department for International Development
FAWOYDI	Fahimta Women and Youth Development Initiative
FOMWAN	Federation of Muslim Women Association of Nigeria
FCT	Federal Capital Territory
FIDA	International Federation of Women Lawyers of Nigeria
GAC	Global Affairs Canada
GADA	Gender and Development Action
GLOHWOC	Global Hope for Women and Children Foundation
ICT	Information, Communication, and Technology
KTMDI	Kungiyar Tallafin Mata Development Initiative
LWROs	Local Women's Rights Organizations
MOU	Memorandum of Understanding
NCDC	Nigerian Center for Disease Control
NCF	Neighborhood Care-well Foundation
NDW	Network of Disabled Women
NILOWV	League of Women Voters of Nigeria
NNEW	NECA's Network of Entrepreneurial Women
NPF	Nigeria Police Force
OCDI	Olive Community Development Initiative
PAM	Partnership Assessment and Monitoring
RMIU	Resource Mobilisation and Innovation Unit
SHEA	Sexual Harassment, Exploitation and Abuse
SOF	Strategic Opportunity Fund
SWOFON	Small Scale Women Farmers Organization of Nigeria
WACOL	Women Aid Collective
WARDC	Women Advocates for Research and Documentation Centre
WEPBI	Women Empowerment and Peacebuilding Initiative
WRAHP	Women's Rights and Health Project
WIPF	Women in Politics Forum
WVL	Women's Voice and Leadership
WVLN	Women's Voice and Leadership Nigeria
VMG	Vision, Mission, and Goals

EXECUTIVE SUMMARY



In the last one year, the Women's Voice and Leadership Nigeria (WVL) project progressed into full-scale implementation starting with the project announcement event at the Federal Capital Territory. The event brought together stakeholders across the project states and national who pledged their commitments to support the project throughout its life span. The launch was preceded by field surveys- the Political Economy Analysis of Women's Rights programming which further strengthened existing evidences about the widespread discrimination and marginalization of Nigerian women in political participation, economic empowerment and violence against women and girls (VAWG); and the mapping exercise through which a database of existing local women's rights organizations (LWROs) and their Networks in the 6 project states and at the National level was generated. To foster country ownership and sustainability of the 5-year project, strong partnership and collaboration was established with the Federal Ministry of Women Affairs (FMWA) which also nominated a representative to be part of the WVL Nigeria Project Steering Committee that was successfully set up and inaugurated with diverse representation – representatives of the WVL project grantees as representing LWROs, academia, FMWA, Global Affairs Canada (GAC) and ActionAid Nigeria (AAN) for strategic project governance. The WVL-N project recruited its full complement of staff who were engaged in series of internal learning to enhance their capacity on AAN ways of work, WVL-N project goals, objectives and results.

Following the review and approval of the Project Steering Committee, the project launched a call for Expression of Interest to initiate the Partnership selection process. This was followed by a rigorous evaluation process spanning proposal assessment, background check, and Partnership Assessment and Monitoring Exercise in the six (6) WVL project states and the Federal Capital Territory which resulted in the selection and engagement of 18 Local Women's Rights organizations and 10 Networks. The partnerships officially commenced with the Maiden Annual Planning meeting of LWROs through which partners gained better insight into the full concept of the WVL project, and developed drafts of project year 1 work plans; and the signing of Memorandums of Understanding by LWROs and ActionAid Nigeria. Upon the review and approval of submitted work plans, grants were disbursed to partners for implementation of proposed activities.

To address the funding challenges militating the advancement of gender and women rights' programing in Nigeria, the project designed a framework for supporting LWROs self-sustenance through a comprehensive sustainable funding mechanism. To enhance the knowledge and skills of LWROs for efficient performance and improved administrative and programmatic outcomes, the capacity of partners was built through mentoring and coaching visits and trainings - Financial Management training, Report Writing and Media Engagement training, Feminist Intersectional Analysis and Programming Training, training on Strategic Plan Development. The project also supported LWROs to respond rapidly to emerging issues of rights violation and marginalization through the Strategic Opportunity Fund to both WVL Project multi-year grantees and other LWROs .

Contextually, Nigerian women had a breakthrough in women political participation in one of WVL Nigeria's project states which recorded a 52.25% women inclusion in the cabinet of the state government. However, there have been a few setbacks in the struggle for gender equality within the last twelve months especially around targeted violence against women and girls at project states and national.



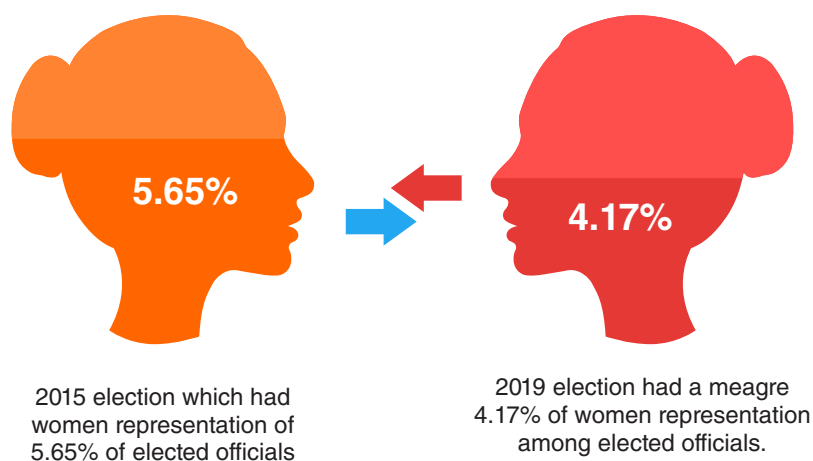
CONTEXT

In the last one year, Nigeria witnessed changes – positive and negative- in the operating environment that impacted on the advancement of women and girls' rights and the journey towards gender equality in Nigeria. We witnessed general decline in women elective and appointive positions; increased economic hardship for women; an increase in brazen attacks and outright rights violations of women's rights defenders and women in politics and leadership positions; the unanticipated spread of the COVID-19 Pandemic and its connections to increase in gender-based violence and limitations to access to services for victims and survivors of violence; and the historical landmark win in Kwara state (a WVL-N project state) with 56.25% women inclusion in the State Cabinet- 21.25% above the Nigerian benchmark of 35% Affirmative Action on Women's Political Participation.

In the face of the negativities, women in their collectives stood up to demand justice and redress for every act of injustice perpetrated against women and girls in the country. More than ever before, Nigerian women have demonstrated determination to stand up for one another and jointly fight common causes that impede the achievement of gender equality. We consider this progress because women's voices in Nigeria are now being heard more than usual through the opportunity of WVL-Nigeria Project.

POLITICAL CONTEXT

Women Exclusion in Political and Leadership Positions



The 2019 general election serves as a pointer to and an affirmation of women's marginalization. Compared to the 2015 election which had women representation of 5.65% of elected officials, the 2019 election had a meagre 4.17% of women representation among elected officials. In numbers, the current regime has only 7 women out of the 109 senators giving women a 6.4 percentage of representation; a

decline of 0.9% in female representation compared to the 7.3% in 2015. On the other hand, women representation in the house of representative had a slight increase of 0.9% where percentage of female representatives rose from 5.2% in 2015 to 6.1% in 2019. Despite this insignificant increase, women are still grossly under represented in electoral legislative and other executive positions and this has gradually become a means of exploitation to gain political support. December 2019 witnessed a 12-hour long women-led protest in Ogun State as a response to the release of the state Commissioners Nominee list which had only 2 females out of the 17 nominees. This was considered an outright exploitation of the collective power of women because the campaign promises of 35% women inclusion in cabinet by the state Governor motivated women to give their maximum support to ensure his success during the 2019 gubernatorial election.

In terms of political appointments, there has also been a decline of 3% in number of women appointed into ministerial positions in 2019 as only 7 slots were given to women out of the 41 appointees. This sparked series of protests from Women's Rights groups across the country demanding a review of the appointments. Despite the agitations, there was no change in the appointments. Another outright resistance to female leadership was the rejection of a qualified female justice in Cross Rivers state who had served the state all her life as State Substantive Chief Judge by the State House of Assembly on the grounds of ethnicity with the claim that she would constitute a security risk to the state. In her stead, a less qualified Male Junior Judge was sworn in by the State Governor without recourse to the National Judicial Council. This singular action did not only pass a message of discouragement to women aiming to reach the peak of their careers, it also strengthens the cause of male chauvinists who think women do not belong to the leadership sphere.

Violence Against Women in Politics



Recent rise in incidences of electoral violence targeted at women, especially women in politics, in certain regions of Nigeria indicates accelerated efforts to stifle the voice and participation of women in the political affairs of the country. The gruesome murder of Kogi State People's Democratic Party Women Leader, Acheju Salome Abuh, who was set ablaze in her home on November 18, 2019 by political thugs during the violence that erupted after the announcement of election results is an example of targeted violence on women in politics; and the setting of fire to the campaign office of the only female candidate gubernatorial in Kogi State, Natasha Akpoti in Lokoja. Furniture, documents, electrical equipment, and campaign materials of the candidate were all destroyed. No doubt, such heinous crime committed with utmost impunity was intended to send a message of fear, terror, and warning to all women supporting female politicians and aspirants, as well as women in politics and those with political ambitions in the state. This undoubtedly will reverse the gains made so far in women's political participation as it sets a precedence.



Women Inclusion in Cabinet

Amidst the struggle for the implementation of 35% Affirmative Action for women political participation, the Kwara State Governor changed this narrative by exceeding the 35% Affirmative Action to 56.25% female inclusion. This was done through the nomination and appointment of 9 women into the Governor's 16-member state executive cabinet. This commendable action set a precedence for other State Governments, including the Federal Government, and Corporate Bodies to emulate. This achievement is considered a national feat because it has proved beyond any reasonable doubt that the 35% Affirmative Action can be achieved in Nigeria if the will to deepen democracy and close the gender gap exists. This has become a beacon of hope for Women's Rights Organizations and Activists in the fight for female political representation in Nigerian.

ECONOMIC CONTEXT



Border Closure

On August 22nd, 2019, the Nigerian government ordered a partial shutdown of one of its major Borders (Nigerian-Benin Border) to prevent the widespread smuggling of rice, cooking oil, and related materials into the country. Barely a month after that declaration, the partial shutdown became a total shutdown and extended to its second major Border (Niger). Although the action was part of the government's efforts to encourage the development of domestic Agriculture and Industry, it has caused a paradigm shift in the socio-economic climate of the country. The economic impact of the closure on petty

traders, especially women, who transact in perishable consumer items across these closed borders is huge as their businesses have suffered irreparable damage with the spoilage of perishable commodities resulting in loss of business capital... With the country being automatically choked off supplies by the closure until the next harvest by local farmers, the burden of price inflation resulting from steady demand and limited supply has fallen heavily on poor consumers, especially the poorest of the poor, with women and children unfortunately at the receiving end. This sudden and unexpected change increased the economic hardship being experienced by Nigerian Women and further decreases their chances of attaining economic equality, and further fuels the seemingly unending vicious cycle of poverty.



COVID 19 Pandemic

On February 27th, 2020, Nigeria confirmed its first case of the Novel Corona Virus. This was the start of what gradually resulted in total shutdown of national and local airports, interstate borders, businesses, and finally, total lock down of states with high prevalence rates.

With a total lockdown comes loss of livelihood as women constitute the vast majority of the labor force in the informal sector with no social safety net to fall back on. Other potential effects of the lockdown on women include increased burden of unpaid care, increased burden of family finances, rise in cases of domestic/spousal violence, and limited access to much needed maternal health services. Without a gender-equal response to the COVID 19 outbreak, the hard-won progresses that have been made with respect to women economic justice and empowerment in Nigeria may be reversed.

SOCIAL CONTEXT



Violence Against Women's Rights Defenders

Apart from increased incidences of sexual violence on women and girls, a growing concern is the rising attack on women's rights defenders in Nigeria. Unfortunately, law enforcement agencies have now been included in the list of perpetrators. In January 2020, the office of one of the WVL-N project partners in the forefront of promoting and protecting women's rights was vandalized and one of the lawyers working on a rape case was severely beaten and arrested. This was an effort to frustrate and end the rape case the organization was handling by intimidating both the survivor and her defender. The women's group recognize that such intimidation extends beyond the immediate target of the actions to broader women's rights movements as it also aims at shrinking the civic space for women's organizing and mobilization for justice.



Violence Against Women by Government Officials

In recent times, some Nigerian government officials have been alleged to perpetrate violence against women in public and private spaces with little or no concern for the consequences. The high level of impunity of public office holders is becoming worrisome as government fails to investigate and prosecute complaints or provide protection services for victims. The silence of the government on such allegations has become worrisome. Eight (8) Months ago, the video of a Nigerian senator from Adamawa State trended on social media where he was seen physically violating a lady in an adult sex store. Apart from a public apology, nothing was seen to be done to the Senator in question. On 29th March 2020, a young lady was kidnapped, raped, battered and dehumanized by the Commissioner of Water Resources in Kogi State. Although women's rights activists have taken up the case, the perpetrator and his accomplices are still walking free.

These realities are reminders of the great importance of the WVL Nigeria intervention and reiterates the project's unshakeable resolve to achieve the project's ultimate outcome of increasing enjoyment of human rights by women and girls and the advancement of gender equality in Nigeria.

HIGHLIGHTS OF KEY ACHIEVEMENT IN THIS REPORTING PERIOD

Cumulatively, the WVL project has made considerable progress with some level of achievements within its first year of implementation. These are highlighted below:



1. **Successful Project Launch:** This marked the commencement of full-scale project implementation in Nigeria. The official project flag-off organised in the FCT also helped obtain the support, commitment, and project ownership of relevant stakeholders such as Government Agencies, LWROs, Feminist Organizations, and Networks at the National level. Beyond this, thirteen (13) selected LWROs (CCAPI, GADA, NCF, ASSH Foundation, RAHAMA, FAWOYDI, FOMWAN, NANA Girls, KTMDI, ASHWAN, OCDI, IWCC, GLOWHOC) in 4 project states (Bauchi, Cross River, Kebbi, and Kwara) collaborated to organise state project launch in their respective states. This gave the project more recognition and state level support by targeted stakeholders. Till date, the project enjoys national and state level support which has contributed to the ease of implementation that the project is experiencing.
2. **Solidified Partnership with 28 LWROs and Networks:** Following a thorough selection process, 18 organisations from the 6 project states and 10 national networks were selected as state and national project partners. These partners were the first set of beneficiaries for the multi-year grant. Bringing them on board marked the disbursement of the first tranche of the multi-year grants on the project.
3. **Tailored Capacity Building for 28 LWROs and Networks:** During this reporting period, all 28 project partners were trained on Financial Management, Report Writing and Media Engagement; 25 partners were trained on Intersectional Feminist Programming and Policy Influencing; 7 partners were trained on Strategic Plan Development; 4 partners were trained on Monitoring and Evaluation; and 11 partners benefitted from mentoring and coaching visits. These needs-based capacity building sessions have culminated into tremendous improvement in the systems, structures, and practices of the WVL-N Partners.
4. **Strategic Opportunity Fund (SOF) Disbursed: granted to 10 WVL-N project partners and 1 women's Right Organization:** Within the period under review, the SOF was disbursed to 8 WVL-N project partners and 2 Non-WVL-N women's rights organisations to implement actions across the 6 project states, FCT, and 2 non-project states (Ogun State and Kaduna State). These funds were used to respond rapidly to emerging issues around gender-based violence, electoral violence against women, political exclusion of women, and gender gaps in preparedness and response to COVID 19 pandemic in Nigeria. The SOF grant now allows the Nigerian women groups to respond to emerging issues promptly.
5. **Increased Collaboration among Women's Rights Organizations:** One of the objectives of the WVL Nigeria Project is to encourage collaborations amongst women rights organizations to eliminate LWROs' old practices of working in silos. Consequently, joint action and collaborations were emphasized and encouraged during planning meetings and trainings. Thus, the project has begun to witness a deliberate effort among women's rights organizations to collaborate and

implement some activities together. Instances include: (1) Thirteen WVL-N partners in 4 project states collaborated to organize a joint project launch at the state level that brought together critical stakeholders who made commitments towards supporting the implementation of the project; (2) Two project partners (100 Women Lobby Group and Women in Politics Forum -WIPF) collaborated and led a national protest on electoral violence against women which led to the arrest of seven alleged perpetrators who are currently awaiting prosecution; (3) Two partners (International Federation of Female lawyers, Nigeria-FIDA and Small Scale Women Farmers Organization of Nigeria –SWOFON) collaborated to train women farmers on land rights Act to enable them carry out informed advocacies towards lands rights. (4) 13 LWROs in 4 project states, collaborated to respond to the COVID-19 pandemic through intensified sensitizations via mass media, social media and community outreaches leading to a wider reach. These collaborations and leveraging of resources helped partners deliver their individual and collective mandates, increased the impacts of their actions as women's rights activists, while maximizing resources for wider reach.



PROGRESS TOWARDS THE ULTIMATE OUTCOME

Progress towards the Ultimate Outcome 1000: Increased enjoyment of human rights by women and girls and the advancement of gender equality in Nigeria 12



Indicators:

- *Proportion of women's rights organizations with capacities to implement women's rights and feminist interventions in Nigeria*
- *Favourable legislations, policies, and commitments that support the advancement of women's rights as outlined in CEDAW and Nigerian National Gender Policy in Nigeria*

Indicator: Proportion of women's rights organizations with capacities to implement women's rights and feminist interventions in Nigeria

Through tailored capacity building and the provision of financial resources, **20** Local Women Rights Organizations and **10** of their Networks were supported to deliver feminist interventions in Nigeria within the reporting period. This was enabled through varied intensive trainings on (i) Intersectional feminist programming and policy influencing, (ii) Report Writing and Media Engagement (iii) Financial Management that improved the programming skills of the select LWROs. In addition, to targeted mentoring support which focused on supporting the LWROs to set systems in place for efficiency. With the multi-year grant and Strategic Opportunity Fund, LWROs were enabled to continue implementation of existing intervention and or start new ones.

At organizational level, the intersectional feminist programming and policy influencing training enabled the LWROs to re-think their programming focus and approach for effectiveness. The WLWROs are now better equipped to advance the rights of women and girls as they remain alert to opportunities to support, defend, and uphold women's rights. A typical instance of this was the unanticipated spread of the COVID 19 Pandemic which came with potential negative effects on women such as increase in incidences of domestic violence and sexual abuse, loss of income, increased burden of care work, and exclusion of women from the COVID 19 critical state actors response team in Nigeria. LWROs immediately latched on the situation and redirected their programming to address these issues through online and mass media sensitization campaigns on COVID 19 facts and prevention.

The WVL project therefore contributed to more women's rights organizations and their networks with more capacities and resources in Nigeria, this ultimately contributes to agenda of women and girls enjoying their rights in Nigeria

Indicator: Favourable legislations, policies, and commitments that support the advancement of women's rights as outlined in CEDAW and Nigerian National Gender Policy in Nigeria

35% Affirmative Action implemented: despite the marginalization that Nigerian women have faced with respect to political participation, an unprecedented change occurred in Kwara State; one of WVL-N project states. The 2006 Nigerian National Gender Policy stipulated a 35% Affirmative Action which demands a minimum of 35% involvement of women in all governance processes in Nigeria. For the first time since the formulation of this policy 14 years ago, this policy became a reality. In October 2019, the Governor of Kwara state exceeded the 35% Affirmative Action to 56.25% female inclusion in his cabinet. This was made possible through the collective efforts of women's rights organizations including WVL-N partners in the state.

This provides an empirical evidence that If LWROs, networks and movements have technical and institutional expertise, they will deliver interventions that influence programs, policies and legislations, change negative social beliefs relating to women and girls' rights; thus contributing to enjoyment of human rights of girls and women in Nigeria

PROGRESS TOWARDS THE INTERMEDIATE OUTCOMES

Progress towards the Intermediate Outcomes 1100: Improved management and sustainability of Local Women's rights organizations in Nigeria



Indicators

- *% of participating LWROs who are setting their agendas and managing the delivery of their programs*
- *#/total of supported women's rights organizations who are now using best-practice governance and management practices (such as: a results tracking and reporting system, an emergency plan or risk management strategy, a strategy for funding diversification, revised human resources practices, revised financial management practices, an annual work plan, a communications plan, standard Operating Procedures for procurement, etc.)*
- *#/total of supported women's rights organizations that have integrated innovative practices into their management, programming capacity, and/or organization's sustainability*

Indicator: % of participating LWROs who are setting their agendas and managing the delivery of their programs

Based on PAM evidence, 7 LWROs, (CCAPI and NCF in Cross River, WACOL in Enugu, ASHWAN in Kebbi, CGE Africa and WRAHP in Lagos) had strategic plans in place with clear strategic objectives. Through mentoring, coaching and training, additional 7 LWROs were supported to review and/or develop strategic plan for clear strategic objectives. Of these 7, 1 network (NILOWV) now have a completed strategic plan in place, 3 networks (NDW, SWOFON and CWEENS) and 3 LWROs (KTMDI, NANA and ASHWAN in Kebbi) have draft strategies that are in the process of review. WVU is on course in supporting all other LWROs and networks that have no strategic focus to develop a strategic plan.

Indicator: #/total of supported women's rights organizations who are now using best-practice governance and management practices (such as: a results tracking and reporting system, an emergency plan or risk management strategy, a strategy for funding diversification, revised human resources practices, revised financial management practices, an annual work plan, a communications plan, standard Operating Procedures for procurement, etc.)

During this reporting period, eight (8) LWROs (RAHAMA, FAHIMTA in Bauchi, NCF, CCAPI in Calabar, WINET in Enugu, ASHWAN, NANA in Kebbi, Women Radio, WRAHP in Lagos) were applying best governance and management practices as cited in their workplans, policies, and procedures to a high degree. To strengthen their management practices, the gender policies, administrative and human resources policies of NANA, ASHWAN, WINET, WRAHP, Women Radio, were revised through a coaching session. During this reporting period, Additional 6 LWROs (KTMDI and ASHWAN in Kebbi, WACOL, WEPBI in Enugu, CGE in Lagos) and 4 Networks (SWOFON, CWEENS and NDW in Abuja and NNEW in Lagos) were supported to revise their results tracking and reporting systems, funding diversification strategies, annual work plans, administrative and human resource policies, and financial management policies and practices. Changes were seen in the management and leadership RAHAMA, FOMWAN, ASHFF, ASHWAN, Nana Girls, CWEENS, and NDW. More women have been included in their organization's management and some have recruited competent staff. HR policies are now operational in some of these organizations increasing staff motivation.

Following the Report Writing and Media Engagement training, twenty (20) LWROs were supported to develop project-based communications plans. With a communication plan in place, partners have achieved increased visibility and increased project reach through consistent and effective media engagement which has further strengthened collaboration between partners and relevant stakeholders. An example was the collaboration between OCDI and Kwara state National Orientation Agency through which community sensitization on COVID-19 was conducted in the 16 local government areas of Kwara state.

Indicator: #/total of supported women's rights organizations that have integrated innovative practices into their management, programming capacity, and/or organization's sustainability

Three (3) partners in Lagos state (Women Radio, CGE Africa, and WRAHP) have incorporated digitalization of organizational documents for information management within and outside their organizations. This will promote the sustainability of these organizations because the required information to keep the organizations running beyond the current management structure is safe and accessible.

Progress towards the Intermediate Outcomes 1200: Enhanced delivery of programming and advocacy to advance gender equality by local women's rights organizations in Nigeria

Indicators

- *% of grantees reporting greater reach of programs*
- *# of LWROs who have met objectives and targets as stated in their annual work plans reporting greater reach of programs*
- *#/total supported women's rights organizations that have adopted innovative approaches to meet their annual work plan targets (such as: innovative ideas contest for the promotion of gender equality / implementation of a mechanism of women's rights alerts / implementation of online platform to assess the level of beneficiaries' satisfaction with the quality of services and programming, or an innovative social media campaign for: awareness raising /training purposes/ advocacy/ positive masculinity training)*

Indicator: % of grantees reporting greater reach of programs

Multi-year grants given to LWROs helped them record greater reach of their programs either through direct program activities or through the media. In total, 13 LWRO and 8 networks (OCDI GLOHWOC, KTMDI, NANA, ASHWAN, RAHAMA, CGE Africa, CCAPI, Women Radio, WEPBI, FAHIMTA, GADA-CETDA, ASSH, NFF, NDW, NNEW and CWEENS) reported increase in reach of their program. Specifically, RAHAMA in Bauchi celebrated women's day at the community level and engaged 64 women which was not done in previous years, CGE Africa in Lagos increased targeted beneficiaries from 18-100 women through a systematic mentorship and peer to peer education, CCAPI and WEPBI expanded reach from 2 to 4 Local Government Areas (LGAs) and 1 to 3 LGAs respectively. WACOL experienced increased in their client based for per day from 1 - 2 to 10-12 per day.

Additionally, through improved, increased, and intensive media activities, **13 LWROs and 8 Networks** reported wider reach of program activities giving a total of **21 grantees (75% of project partners)** reporting greater reach of programs. After the Media Engagement training which took place in February, 2020, the 21 partners culminative social media activities had a total reach of six hundred and ten thousand, eight hundred and fifty-nine (**610,859**) with the most active partner (Women Radio) reporting a total reach of three hundred and fifty-six thousand, five hundred and six (**356,506**) and the least active partner (CWEENS) reporting a total reach of one thousand and eighty (**1,080**). Furthermore, 3 partners (NDW, ASHWAN, CWEENS) without social media pages prior to the training have created for their respective organizations, and 2 partners (FAWOYDI, GLOWHOC) with inactive social media pages have resuscitated their accounts.

Indicator: # of LWROs who have met objectives and targets as stated in their annual work plans reporting greater reach of programs

During the PAM process, 7 LWROS (RAHAMA, FAHIMTA, NCF, WACOL, WINET, NANA, OCDI, WIPF, CGE Africa, WRAHP) were meeting their objectives and targets according to the workplans set by either their organization or donor agencies. Despite the COVID 19 pandemic, that resulted in disruption of work caused by lockdown measures, all 18 LWROs and 9 networks were able to meet all their objectives and targets as stated in their annual work plans. NFF received funds late due to operational challenges with their bank and this contributed towards their inability to meet set targets.

Indicator: #/total supported women's rights organizations that have adopted innovative approaches to meet their annual work plan targets (such as: innovative ideas contest for the promotion of gender equality / implementation of a mechanism of women's rights alerts / implementation of online platform to assess the level of beneficiaries' satisfaction with the quality of services and programming, or an innovative social media campaign for: awareness raising /training purposes/ advocacy/ positive masculinity training)

The baseline data generated from the Partnership Appraisal and Monitoring exercise revealed that 4 LWROs (WRAHP, Women Radio and CGE Africa in Lagos and GADA-CETDA in Cross River) were using innovative approaches to meet their annual plan targets. These include Women Radio – the only women-focused radio broadcast station in Nigeria which uses radio to amplify the voices of women and build the capacity of women around female-centric issues with coverage in two states of Nigeria (1 WVL-N and 1 non-WVL-N states); WRAHP runs a microfinance scheme specifically targeting women; and CGE Africa targets elderly women in programming.



Progress towards the Intermediate Outcomes 1300 Increased effectiveness of sub-national, national, and regional women's rights platforms, networks and alliances to affect policy, legal and social change in Nigeria

Indicators

- *%/total targeted policies, laws, frameworks, mechanisms, procedures, plans etc. that were influenced by interventions of LWROs (Advocacies, collaborative drafting) from LWRO and networks*
- *#/total targeted policies/laws/frameworks/mechanisms /procedures/ plans etc. that are influenced by innovative interventions (e.g. advocacy/consultation/ collaborative drafting) by women's rights organizations, networks and alliances and are expected to increase effectiveness*

4 Networks (NDW, CWEENS, NILOWV and SWOFON) have set long term agendas and identified specific policies they intend to influence through the design of a five-year strategic plan for their networks as a result of the technical guidance provided by the AAN WVL-N team. The institutional strengthening support embedded in the multi-year grant has enabled the networks to strengthen, expand and sustain their secretariats through the development of policies for effectiveness.

At the broader policy landscape, 10 networks are influencing policies:

1. NDW is pushing for the implementation of the National Disability Act targeting MDAs such as National Human Rights Commission, Ministry of Justice, Federal Ministry of Humanitarian Affairs, Disaster Management, Ministry of Justice, Ministry of Women Affairs, National Directory of Employment. The network through joint advocacy with UNPD advocated to the Presidency to support the implementation of the law in all government agencies.
2. Women in Politics Forum using radio program is pushing for the implementation of the National Gender Policy through demand for women political participation. They are generating evidence that will influence the proposed national Constitutional Review.
3. 100 Women lobby group engaged female Ministers, Senate President and Parliamentarians on increasing women's engagement in governance and reviewing the constitution to reflect the 35% affirmative action. The network through its engagements, negotiated on how women rights bills can be moved in the 2 legislative houses. The meetings with female ministers also called for social accountability of women leaders in ensuring they use their offices to advance the needs of women and girls, thereby improving their lives through their various offices.
4. Other efforts geared towards adequate policy influencing by Networks included creation of platform for women and girls to engage high level policy makers and government officials who have committed to supporting the needs of women and girls in Nigeria (100 Women Lobby Group); continuous capacity building for network members on the Land Rights to carry out informed and strategic advocacies (SWOFON and FIDA); expansion of network membership base to build solidarity for better advocacies for policies and practice change (CWEENS, NILOWV, NFF, NNEW, NDW, ASHWAN); and media engagement towards raising societal consciousness on women's rights issues and influencing perspectives of the public and policy makers on specific issues (WIPF).

PROGRESS ON OR TOWARDS IMMEDIATE OUTCOMES

7.1 Progress on Immediate Outcome:

- 1110: Increased Knowledge on operational practices among LWROs
- 1120: Enhanced systems and structures of LWRO to efficiently manage their organizations
- 1310: Increased knowledge and skills of LWRO networks to innovatively engage with policy makers, legislative instruments and framework towards changing social systems



Indicators:

1. 1110: # total of women's rights organizations reporting increased ability to manage and/or govern
2. 1120: # of LWROs that develop, adapt or review their systems and policies
3. # of LWRO Networks/Movements using new knowledge and are innovative in engaging policy makers, legislative instruments and framework towards changing social systems

Indicator: # total of women's rights organizations reporting increased ability to manage and/or govern

13 LWROs (KTMDI and ASHWAN in Kebbi, WACOL, WEPBI in Enugu, WRAHP, CGE Africa, RAHAMA, FAHIMTA NCF, CCAPI, WINET, NANA, Women Radio) have recorded increased ability to manage after reviewing their systems and policies.

To stay on track in enhancing delivery of programming to advance gender equality by local women's rights organizations in Nigeria, 18 LWROs and 10 networks were initially selected through a thorough Partnership Appraisal and Monitoring (PAM) exercise to increase their knowledge on operational practices and enhance their systems and structures for efficient management of their organizations. Further triangulation of data however revealed that 1 LWRO in Kwara State was male led and as such does not fit criteria for selection. This resulted in the assessment of 2 additional LWROs out of which 1 was selected. The exercise revealed capacity gaps in areas of management and governance among 20 LWROs.

In December 2019 and January 2020, all selected LWROs and networks were convened in annual planning meetings in FCT, Enugu and Kwara states to provide them with clear direction for year 1 program delivery. Consequently, 3 trainings that included Financial Management, Feminist Intersectional Analysis and Programming, and Report Writing, and Media Engagement were delivered to the selected LWROs and networks. This resulted in review of organogram, management systems and policies in 13 LWROs and network. For example, KTMDI in Kebbi developed an organogram and reviewed governance structure. The organization updated their board members and transferred leadership to the board chair who is more available to manage the organization.

Indicator: # of LWROs that develop, adapt or review their systems and policies

Through the quarterly mentoring and coaching supports, 13 LWROs and networks (NANA, KTMDI and ASHWAN in Kebbi, SWOFON, CWEENES and NDW in Abuja, WACOL, WINET and WEPBI in Enugu, WRAHP, Women Radio, CGE Africa and NNEW in Lagos) reviewed their operational practices and systems. Through the visits, partners were supported to develop policies which included Gender Policy, Human Resource Management Policy, HIV/AIDs Policy, Administrative Policy, Anti-Terrorism Policy, SHEA & Safeguarding policy based on identified organizational needs. In Enugu, WEPBI WINET and WACOL were supported to develop recruitment policy; employee contracts; employee bio data base; staff skills audit; staff development plan; and performance management guidelines. In Kebbi, ASHWAN, KTMDI, NANA Girls and Women Empowerments Initiative were supported to review their gender policies; recruitment policies; organogram; and finance policies. As a result, KTMDI developed a new structure and organogram, and NANA Girls with no previous gender policy, now has a robust gender policy.

In Enugu, WEPBI recruited staff using the new employee terms of contract developed during mentoring visit. Women Radio reviewed its employee staff reward system and implemented the changes made during the year end in December 2020 thereby strengthening staff commitment to the organization.

These significant progresses recorded in this outcome have positioned the WVL project on the right track to achieving increased knowledge on operational practices among LWROs which will be significantly demonstrated by LWROs with few more tailored capacity building supports and mentoring visits.

“Our capacity has been tremendously and unbelievably built in these last three months. The synergy in the office since the PAM exercise has been wonderful. - Executive Director, ASHWAN

Progress on Immediate Outcome: 1210: Improved knowledge of sustainable approaches and practices to address issues of rights of women and girls

Indicator:

- *# of LWROs and their Networks/Movements demonstrating knowledge of sustainable approaches and practices towards addressing issues on the rights of women and girls*

18 LWROs now use new skills from the intersectional feminist programming and policy influencing training to design activities that respond to the needs of women and girls.

18 LWROs now use skill from the report writing and communication training to increased organizational visibility and expanding reach through consistent and effective media engagement which has further strengthened collaboration between partners and relevant stakeholders.

Immediate Outcome: 1220: Enhanced ability of LWROs to advocate and implement women and girls' rights initiatives

Indicator:

- *#/total of women's rights organizations reporting increased ability to deliver quality programming*
- *#/total of supported women's rights organizations who have met objectives and targets as stated in their annual work plans*

Indicator: #/total of women's rights organizations reporting increased ability to deliver quality programming

In this reporting period, 28 LWROs and Networks reported increased ability to deliver quality programming due to access to resources (multi-year grant and capacity building) from the WVL project. The PAM exercise revealed that some LWROs lacked competent personnel as their organizations did not have money to take on board, pay and retain competent staff for programs, finance, and M&E. This had meant that available staff become overworked as they take on different programmatic roles, while most of the LWROs depended on volunteers who had limited commitments to the job. Through the Multi-year grant that allows for institutional cost, 28 LWROs and Networks were enabled to employ a full complement of staff for their program offices. Consequently, the availability of staff and ongoing capacity building efforts have increased and improved these partners' ability to deliver quality programming through continued and expanded interventions in communities and states.

To further support partners to deliver quality programs with sustainability in mind, a sustainable funding mechanism framework was developed to build and expand LWROs funding diversification capabilities for increased resource mobilization. This framework will be piloted by two selected LWROs in WVL-N project year 2 of the WVL project with the expectation that if the pilot phase is successful, the funding challenges faced by LWROs for effective women's rights programming in Nigeria can be addressed.

Indicator: #/total of supported women's rights organizations who have met objectives and targets as stated in their annual work plans

Despite the abrupt disruption caused by the spread of the COVID-19 pandemic to Nigeria, twenty-seven (27) out of the twenty-eight (28) project partners were able to deliver on the plans they developed for the WVL-N project. With the COVID-19 pandemic, partners demonstrated agility and ability to respond to challenges by re-programming to effectively respond to the situation as it affects the lives and livelihood of women. In terms of their annual plans, four (4) LWROs (NCF, Women Radio, WACOL, WINET) have successfully completed the activities they set out to achieve and have met their objectives and targets. Continuous support to LWROs will ensure consistency in delivery.

The CBO selection process commenced in February 2020 but was halted briefly in the month of March 2020 which marked the commencement of COVID 19 lockdown in Nigeria. This process was halted as some CBOs without access to technology needed to respond to the Call for Expression of Interest using paper-based method and submit in the same manner. However, LWROs innovated to ensure the process continued by introducing scanning of the documents with phone apps and submitting, among others. The actual deployment of the CBOs PAM is scheduled to commence in year 2.

1310: Increased knowledge and skills of LWRO networks to innovatively engage with policy makers, legislative instruments and framework towards changing social systems

See outcome 1110

Progress on 1320: Increased number of LWROs networks that are receiving support for programming and/or institutional strengthening

Indicator: # total number of LWROs reporting increased ability to engage in networks, movements, alliances and platforms'

ALL 10 NETWORKS reported increased ability to engage in movement and alliances and platforms. Since the inception of this project, all **10** networks have received multi-year grant for commencement of work towards achieving their mandates. Additionally, 2 Networks received funds to rapidly respond to critical issues on women's rights violation through the strategic opportunity fund. This was followed by additional the 10 networks still under the SOF to respond to COVID 19 pandemic.

The Nigerian Feminist Forum (NFF), which was almost comatose has been resuscitated by the receipt of funds from the WVL-Nigeria project. They have since, increased their membership strength across the country and revamped and restructured the forum. In March, NFF issued a position paper on the impact of COVID-19 pandemic on women and girls in Nigeria. This gained national, regional and international attention towards prioritizing women's right in pandemic situations and awakened the consciousness of state agents across Nigerian to respond to incidences of violence in the face of pandemic.

"The support from AAN has helped us to regain our position as a critical movement that ensures feminist analysis on issues, respect for diversities and promoting inclusion for all women and girls. In this shortest period, we have regained visibility; we now have secretariat staff, a financial and policy manual, an NFF designated bank account. The NFF is operating on its own; providing opportunity for young women to manage the affairs of the NFF at the secretariat. This indeed is an amazing feeling that we resonate with and will forever talk about it as one of our great stories!" – NFF

The multi-year grant and the SOF grant has increased the number and strengthened the programming ability of LWROs and Networks to respond to critical issues affecting women's rights in Nigeria.



Table 1.2

Ultimate Outcome 1			
<i>Proportion of women's rights organizations with capacities to implement women's rights and feminist interventions in Nigeria</i>		<i>increased in # of legislations, policies, and commitments influenced by LWROs to support women's rights in Nigeria.</i>	
<i>Favourable legislations, policies, and commitments that support the advancement of women's rights as outlined in CEDAW and Nigerian National Gender Policy in Nigeria</i>		<i>Increased in # of legislations, policies, and commitments influenced by LWROs to support women's rights in Nigeria.</i>	
Intermediate Outcome			
1100 Improved management and sustainability of local women's rights organizations in Nigeria			
<i>% of participating LWROs who are setting their agendas and managing the delivery of their programs</i>	7 Calabar – CCAPI, NCF Enugu- WACOL Kebbi- ASHWAN Kwara - OCDI Lagos - Women Radio, WRHP	<i>80% of partner LWROs demonstrating capacity to set their agendas and manage delivery of their programs</i>	8 Calabar - CCAPI Enugu- WACOL Kebbi- ASHWAN Kwara - OCDI Lagos - Women Radio, WRHP NANA KTMDI
<i>#/total of supported women's rights organizations who are now using best-practice governance and management practices (such as: a results tracking and reporting system, an emergency plan or risk management strategy, a strategy for funding diversification, revised human resources practices, revised financial management practices, an annual work plan, a communications plan, standard Operating Procedures for procurement, etc.)</i>	8 RAHAMA, FAHIMTA NCF, CCAPI, WINET, NANA, WIM, WRHP	<i>75% partner LWROs are now using best-practice governance and management practices</i>	13 LWROs KTMDI and ASHWAN in Kebbi, WACOL, WEPBI in Enugu, WRHP, CGE, RAHAMA, FAHIMTA NCF, CCAPI, WINET, NANA, WFM 4 NETWORKS SWOFON, CWEENES and NDW in Abuja and NNEW in Lagos
<i>#/total of supported women's rights organizations that have integrated innovative practices into their management, programming capacity, and/or organization's sustainability</i>	4 GADA, CGE, WIM, WRHP	<i>30% of LWROs and Networks are using innovative practices into their management, programming capacity, and/or organization's sustainability</i>	4 GADA, CGE, WIM, WRHP
(1200) Enhanced delivery of programming and advocacy to advance gender equality by local women's rights organizations in Nigeria			
<i>% of grantees reporting greater reach of programs</i>	10 RAHAMA, FAHIMTA, GADA, NCF, WINET, NANA, OCDI, IWCC WIM, WRHP	<i>75% of LWROs reporting greater reach of programs.</i>	13 LWROs and 8 NETWORKS OCDI, GLOHWOC, KTMDI, NANA, ASHWAN, FAHIMTA, RAHAMA, CGE, CCAPI, WFM, WEPBI NCF, GADA

# of LWROs who have met objectives and targets as stated in their annual work plans reporting greater reach of programs	9 RAHAMA, FAHIMTA, NCF, WACOL, WINET, NANA, OCDI, WIM, WRHP	80% grantees report greater reach of programs	27 LWROs APART FROM NFF
#/total supported women's rights organizations that have adopted innovative approaches to meet their annual work plan targets (such as: innovative ideas contest for the promotion of gender equality / implementation of a mechanism of women's rights alerts / implementation of online platform to assess the level of beneficiaries' satisfaction with the quality of services and programming, or an innovative social media campaign for: awareness raising /training purposes/ advocacy/ positive masculinity training)	4 GADA, CGE, WIM, WRHP	30% of partner LWROs have adopted innovative approaches to their programming	4 GADA, CGE, WIM, WRHP
(1300) Increased effectiveness of sub-national, national, and regional women's rights platforms, networks and alliances to affect policy, legal and social change in Nigeria			
%/total targeted policies, laws, frameworks, mechanisms, procedures, plans etc. that were influenced by interventions of LWROs (Advocacies, collaborative drafting) from LWRO and networks	0	18 LWROs and 10 networks participate in advocacy, consultations and collaborations for policy influencing in advancing gender equality	0
#/total targeted policies/laws/frameworks/mechanisms /procedures/ plans etc. that are influenced by innovative interventions (e.g. advocacy/consultation/ collaborative drafting) by women's rights organizations, networks and alliances and are expected to increase effectiveness	0	50% of selected and granted LWROs and networks are using innovative approaches to influence policies	0
Immediate Outcomes			
1120: Enhanced systems and structures of LWRO to efficiently manage their organizations			
# total of women's rights organizations reporting increased ability to manage and/or govern	8 RAHAMA, FAHIMTA, NCF, CCAPI, WINET, NANA, WIM, WRHP	18, LRWOs, 10 Networks, reporting increased ability to manage and/or govern)	13 LWROa KTMDI and ASHWAN in Kebbi, WACOL, WEPBI in Enugu, WRHP, CGE, RAHAMA, FAHIMTA NCF, CCAPI, WINET, NANA, WFM
# of LWROs that develop, adapt or review their systems and policies.	0	100 LWROs have systems and policies to efficiently manage their organizations	13 NANA, KTMDI and ASHWAN in Kebbi, SWOFON, CWEENs and NDW in Abuja, WACOL, WINET and WEPBI in Enugu, WRHP, WFM, CGEM and NNEW in Lagos

1210: Improved knowledge of sustainable approaches and practices to address issues of rights of women and girls			
# of LWROs and their Networks/Movements demonstrating knowledge of sustainable approaches and practices towards addressing issues on the rights of women and girls	0	50% of LWROs demonstrate knowledge of sustainable approaches and practices.	0
1220: Enhanced ability of LWROs to advocate and implement women and girls' rights initiatives knowledge of sustainable approaches and practices to address issues of rights of women and girls			
#/total of women's rights organizations reporting increased ability to deliver quality programming	0	18 LWROs, reporting increased ability to deliver quality programming	18 LWROs AND 10 NETWORKS
#/total of supported women's rights organizations who have met objectives and targets as stated in their annual work plans	9 RAHAMA, FAHIMTA, NCF, WACOL, WINET, NANA, OCDI, WIM, WRHP	18 LWROs, and 50% of the CBS meeting targets and objectives as stated in the work plans	17 LWROs AND 10 NETWORKS (Only NFF is excluded)
1310: Increased knowledge and skills of LWRO networks to innovatively engage with policy makers, legislative instruments and framework towards changing social systems			
# of LWRO Networks/Movements using new knowledge and are innovative[3] in engaging policy makers, legislative instruments and framework towards changing social systems	1	50% of LWROs Networks/movements demonstrate ability to innovatively advocate and implement women and girls' rights initiatives	2 - 100 women lobby group NDW doing online conferences,
1320: Increased number of LWROs networks that are receiving support for programming and/or institution's strengthening			
#/ total number of LWROs reporting increased ability to engage in networks, movements, alliances and platforms'	4 NFF, NLWV, CMIN (100 Women Lobby Group), FIDA, FOMWAN, NNEW,	10 LWROs network/movement demonstrating ability to engage in networks, movements, alliances and platforms'	ALL 10 NETWORKS reported increased ability to engage in movement and alliances and 11 networks more proactive on women's rights issues and have been funded through strategic

CHANGES TO THEORY OF CHANGE, THE LOGIC MODEL AND PERFORMANCE MEASUREMENT FRAMEWORK

The project ToC remains relevant and is not changed.

The logic model and PMF is undated based on the LWROs PAM/Due Diligence. Note that only data on LWRO and networks/movements has been generated and used in updating the Logical Model. AAN will further update the PMF after CBOs PAM in Year 2.

The Logic Model and PMF is annexed to this report.

LESSONS LEARNED AND ACTIONS TAKEN, RECOMMENDATIONS AND NEXT STEPS

I. Challenges

1. **LWROs Staff turnover:** This poses a risk to intended institutionalization of skills as staff left with the skills that should be used to strengthen their institutions. Within this reporting period, KTMDI in Kebbi, CGE Africa in Lagos and CWEENs of FCT lost program officers after the training on Intersectional Feminist Programming and Policy Influencing; the Communications Officer of WEPBI in Enugu resigned after the Report Writing training; and the Finance Officer of IWCC in Kwara resigned after the Financial Management training.
2. **Delay in approval of Annual plans due to LWROs' weak capacity in project management:** The Annual planning meeting which kicked off the partnership with LWROs and their networks was concluded successfully, and grant disbursement was expected to follow after the submission and review of the LWROs' Annual plans. Due to the fact that capacity development for effective delivery was yet to commence for LWROs at that period, some annual plans submitted did not align with LWROs broader organizational objectives, some were unrealistic with inaccurate financial projections, and no basic project management principles. This delayed the approval of plans for some of the LWROs
3. **Delay in acquisition of Gender Hub:** After series of meetings with key stakeholders in Palladium and DFID through which arrangements were finalized and a consensus was reached on the transfer process of the gender hub to AAN, the transfer is yet to happen because the ICT team of Palladium has not gotten approval to initiate the process.
4. **COVID19 Pandemic halted/delayed implementation of activities.**
5. **LWROs and Networks need training on networking and building/sustaining of coalitions and movements –** The intergenerational gap between women led organizations may have resulted to younger CEOs feeling stifled in the space of women's right programming despite the work they are doing to advance women's right. The theme of the CSW (Intergenerational dialogue) presented an opportunity to have a discourse on how to address these issues. This however reveals the need for networks and movements to be trained on making take deliberate actions that enhances intergenerational collaborations between Women's Right Programmers

II. Lessons Learnt

6. **Clear and open communication creates space for inclusive decision making and risk sharing between AAN and GAC.** The continuous communication between AAN and GAC ensures shared understanding. This approach will be used throughout the implementation of the project to ensure continued efficiency.
7. **The WVL Team Retreat set the pace for new team members to deliver on WVL project –** A comprehensive onboarding and information sharing week for the newly recruited WVL staff equipped them with knowledge on the project which is demonstrated through the team's ability to deliver high quality results within set timelines
8. **Institutionalization of trainings –** Given the rate of LWROs' Staff turn out and the limited number of LWROs' staff during trainings (usually 1 staff per training), there is need for increasing efforts towards ensuring that learnings are shared and knowledge is institutionalized within LWROs. Going forward, the WVL team will ensure that partners institutionalize step-down of trainings by partners and developing and sharing relevant training manuals.
9. **Need for intergenerational networking and coalition building:** Existing fragmentation due to intergenerational gap affects collaboration among women's right organizations. This has resulted in younger CEOs feeling stifled in the space of women's rights programming despite the work they do to advance women's rights. This reveals the need for organizations, networks and movements to be trained on making deliberate actions to enhance intergenerational collaborations amongst themselves.

Periodic Coordination Meetings with LWROs: to avoid the kind of delays that occurred during the development of LWROs' annual plans, there is need for coordination meetings to review what works and the current realities and changes in context. This will help ensure that all partners are at the same level on basic project management circles before annual plan development.

RECOMMENDATIONS AND NEXT STEPS

- a. The WVL project has been established over the course of the year. The last month of Year 1 witnessed unprecedented halt in implementations of activities of the WVL team and its partners as a result of the COVID-19 pandemic. Next steps can, therefore, focus on contextual adaptation of WVL and its partners activities for effective delivery. To do so, the team recommends a retreat for the team to review the tools, processes, and outputs to help the WVL team refine activities, update the PMF and provide refinement and course correction as needed

Institutionalization of trainings –Development of training curriculum for WVL and its partners should be prioritised in the first quarter of year 2. This will institutionalise capacity and tackle knowledge lost resulting from staff turnover



STORIES OF CHANGE



ASSH FOUNDATION, Bauchi State.

Capacity Building for Sustainable Programming

One of the WVL-N project intermediate outcome is the improvement of the management and sustainability of local women's rights organizations through continuous capacity building throughout project life cycle. The story of Attah Sisters' Helping Hands (ASSH) Foundation is an evidence of the viability of this strategy and proof that this expected outcome is attainable.

ASSH Foundation is a local women's rights organization working passionately to fight for the rights of women in Bauchi state with an impressive reach and impact within its locality. The foundation applied for the WVL-N multi-year grant and was pre-selected for the Partnership Assessment and Monitoring (PAM) exercise; an anticipated but totally unexpected development for a foundation that had never received any form of donor funding prior to the period of being pre-selected for the WVL-N funding. They had no idea why they were never granted in the past and lost all confidence to apply for funding as they were not clear what the gaps were.

“.....before ActionAid came to the Office, we were not able to write proposals; we didn't have the confidence to write proposals because we didn't even know what donors are talking about and the requirements.....”

A major finding from ASSH foundation's PAM exercise was the need to put organizational policies and procedures in place and update existing policies to increase organizational efficiency to better position the foundation for better resource mobilization. For example, prior to the assessment, ASSH had weak accounting system; their payment vouchers were never stamped, and they were not properly enlightened about the taxation system in Nigeria. Based on identified gaps and recommendations for improvement, the foundation embraced the due diligence process as a capacity development opportunity; the main essence for which the PAM exercise was deployed.

“.....We were unsure of our policies, structures, report writing, and documentation because our policies and documentations were not up to standard.....the body mapping made us realize that we have only been working but we have not been doing it well. The tool did not just help our organization, it also helped me as a person to understand the functions of all parts that make a whole. I was able to make a connection between how different units should work together for efficient delivery.”

According to the Executive Director of the foundation, the improving on the gaps identified through the PAM exercise was a confidence boost to ASSH Foundation that has pushed them to apply for more funding to sustain the work they do.

“Most important part of the story was that we were able to put in another proposal for development exchange and we got to the last stage but we were unfortunately dropped due to a minor detail but the success there is that we got to the final stage as a result of the improved systems. That makes this the 2nd time ever that a due diligence was carried out on us despite being mapped several times for funding; we never really got to the due diligence point. We now have more confidence to source for funding.”

As regards financial processes and procedures, the foundation now ensures that all Her service providers have a tax identification number with appropriate tax deduction included in the terms of engagement. Other changes effected included the restructuring of Her management team and Board of Trustees to have more women in strategic positions, and increased collaboration with other women groups.

In addition to all these, we understand the value of visibility through social media training and we got into a network of women's rights actors that enables collaboration and cross learning. I now work in synergy with other LWROs, for instance, through private chatting with Executive Directors of other organizations, we have exchanged resources like radio jingles and campaign materials. Creating a platform that promotes collaboration has enhanced my technical skills through learning from other LWROs.”

The foundation has expressed Her resolve to continue making efforts towards generating resources and has recognized that improved systems, structures, and procedures is pivotal to resource mobilization. For the WVL-N project, stories such as this is an indication that the sustainable funding mechanism to be developed for partners and piloted during project year 2 could achieve desired result, especially because there is existing willingness on the part of project partners to sustain their programs. The funding mechanism will corroborate this eagerness with a framework which will fuse into sustainable action.

S/N	TESTIMONIALS
1.	<p>Attah Sisters' Helping Hands (ASHH)</p> <p><i>“When ActionAid came for PAM, there was nothing to talk about in our policies. But after the PAM, we were asked to work on developing organizational policies which we have been able to do. My biggest experience and joy is that before ActionAid came to the Office, we were not able to write proposals; we didn't have the confidence to write proposals because we didn't even know what donors are talking about and the requirements. We were unsure of our policies, structures, report writing, and documentation because our policies and documentations were not up to standard. There was a call for proposal this year on women empowerment and I was confident that we could go for it because being a part of the Women's Voice and Leadership Nigeria project has been a big boost for us. We now hold weekly meetings, weekly reviews, and our Vision, Mission, and Goals are better articulated, properly documented, and posted all over the office for staff to internalize. Job descriptions have also been developed and given to all staff to guide their deliverables. Despite being the Executive Director of the Organization, for the first time ever, this assessment and the project has made me stand in that capacity because I have always been more of a program person in the organisation. Our capacity has been tremendously and unbelievably built in these last three months. The synergy in the office since the exercise has been wonderful.</i></p> <p>- Executive Director, ASHWAN</p>
2.	<p>Women Empowerment and Peace Building Initiative (WEPBI)</p> <p><i>“Before the PAM, we have been working so hard in the communities and rural areas. The passion was much but we were working without proper documentation. We have been sub granted a number of times in the past but there was no Memoranda of Understanding to prove the partnership; all we knew was to go into the field, work, and deliver without any form of documentation. During the PAM exercise, we realised that NGO work is a totally different ball game. We could not provide most of the policies they requested from us. At some point, I started crying and just had to admit to my inexperience in terms of systems and structures. After the assessment, we started working on developing the policies and we have sent drafts to the Board of Trustees for review and approval. Now I am confident that we can face any donor that comes for assessment because all the non-existent policies are now in place. I know that by the end of this 5-year project, we will be one of the best organizations in Nigeria because everybody now knows what to do and are eager to work. A lot of things that we did not have or know about are now in place. ActionAid and GAC do not know what they have done for my organisation.”</i></p> <p>Executive Director, WEPBI</p>
3.	<p>Global Hope for Women and Children Foundation (GLOWHOC)</p> <p><i>Before the assessment, we did not have any project running. A lot of things were identified in the areas of policies. Some of our policies were due for review and we were surprised to know that they were obsolete when we were running with it thinking we had the best. Apart from the policy documents, one key thing that struck me and my entire team during the process was the fact that our board meets once in a year as stated in our constitution but we discovered that board members should meet at least twice in a year. After the assessment, we communicated the need to amend the constitution for more frequent board meetings to our board members. Secondly, our communication strategy needed to be amended. Our communication officer has not undergone any training on communications, but we have developed workplan for ourselves which includes training opportunities. The assessment also helped us realize the need for us to increase collaboration and partnership with women's rights and feminist organizations because we have very minimal communications with such organizations. The assessment was very thorough and worthwhile. We believe that by the end of this project, our organisation will be better equipped to implement projects.”</i></p> <p>Executive Director, GLOWHOC</p>

S/N	TESTIMONIALS
4.	<i>"We have never done any strategic planning in our 9 years of existence. After the strategic plan development, we have been able to see clarity on where we want to focus as an organization. Even in our funding now, we have decided we will not write proposals for project that do not align with our strategic plan"</i>
5.	Association of Women Living with HIV/AIDS (ASHWAN) <i>"Prior to the Communication Training organized by AAN in Feb 2020, I had a very limited knowledge of social media usage and my organization only has an Instagram account which is not effective and less popular. After the training, more Social media pages were created, these included Facebook and Twitter. This social media presence helps our organization in numerous ways: we get to know our audience and hence it informs our posting patterns. Contents are more personalized to their interests, which leads to more Engagements. Also, the knowledge gained from the Communications training increased my quest for frequent usage of the Social media for myself and Organizational development. We were able to connect with other NGOs and implementing partners in and outside our state, and as such, we have experienced increased collaborations. Also, arrangement is in place to create the organizational website."</i>
6.	International Federation of Female Lawyers, Nigeria (FIDA) <i>A lot has changed in FIDA Nigeria as a result of the WVL training which has led to wider reach and engagements on our post. FIDA Nigeria now has a unique logo placement top-left and uses trending hashtags related to our target audience. Knowing the power of images, FIDA Nigeria no longer accepts images from states chairpersons if they don't meet some requirements. There is also more consistency in our posts."</i>
7.	Network of Disabled Women (NDW) <i>"As a new Organisation without previous knowledge in communication, through the knowledge acquired at the training, we created a Facebook page and a Twitter handle and included the use of pictures, videos, E-flyers, and also engaged some media houses to express our views on different issues. Through these means, we have been able to have a wider reach to educate and inform people."</i>
8.	Christian Women for Excellence and Empowerment in Nigerian Society (CWEENS) <i>"Unlike pictures and videos posted prior to the communication training, CWEENS FCT has been able to post interactive and engaging content with quality pictures, videos jingles and slide presentations. We have improved in report writing and content writing for our social media platforms. Tagging the social media handles of other reputable organizations accurately and following trending topic related to CWEENS daily for latest information. We are now able to use activity analytics to calculate social media posts and activities in order to improve our engagement on social media."</i>
9.	<i>"We have learnt a lot about grant management especially the new policies and acts on NGOs' duties and obligations is another striking area because before this training, our tax deduction for staff was 5% but we just discovered that there's a new policy which has been in existence since 2011 and yet we were still working with the old one. We give it to ActionAid and GAC for opening our eyes to see things better and for strengthening our organisation."</i> Testimonial from the training.....Executive Director, GLOWHOC
10.	Nigerian Feminist Forum <i>"The support from AAN has helped us to regain our position as a critical movement that ensures feminist analysis on issues, respect for diversities and promoting inclusion for all women and girls. In this shortest period, we have regained visibility; we now have secretariat staff, a financial and policy manual, an NFF designated bank account. The NFF is operating on its own; providing opportunity for young women to manage the affairs of the NFF at the secretariat. This indeed is an amazing feeling that we resonate with and will forever talk about it as one of our great stories"- NFF</i>

TABLE 1.0

Links to Public Communications

[Project Launch on Daily trust](#)

[Project LAUNCH ON AfricaWoman](#)

Links to Partners' announcements

1. ASHH FOUNDATION
 1. [Facebook Link](#)
 2. [Instagram Link](#)
 3. [The political News](#)
 4. [THE TRIBUNE NEWSPAPER](#)
 5. [WIKKITIMES NEWSPAPER:](#)
 6. [Bash Hassan Facebook Page](#)
2. FAWOYDI
 - [Twitter](#)
 - [Facebook](#)
3. RAHAMA
 - [Twitter](#)
 - [Facebook](#)
4. GADA CETDA
 - [Facebook:](#)
 - [Instagram:](#)
 - [Twitter:](#)
5. IWCC
 - [Twitter:](#)
 - [Instagram:](#)
 - [Facebook:](#)
6. WACOL
 - [WACOL website](#)
7. OCDI
 - [OCDI Website](#)

TABLE 2.0 Communication products and events produced by the project.

Organization	Publication Title	Description	Project Support Provided	Release / Follow Up
ActionAid Nigeria	<p>TITLE Political Economy Analysis of Gender Equality and Women's Rights Programme in Nigeria</p> <p>Date of publication: March 16, 2020</p> <p>Publisher: National Library of Nigeria</p> <p>ISBN: 978-978-981-349-0,</p> <p>Product: 68-page Report</p> <p>Language: English</p>	Describe the content : Documentation and analysis of the political and economic atmosphere in relation to gender equality to determine the factors hinder ing the achievement of gender equality in Nigeria.	Funds for research and publishing	Product yet to be released

**TABLE 3.0 OUTCOME BASED REPORTING
WORKSHEET**

Ultimate Outcome 1			
Proportion of women's rights organizations with capacities to implement women's rights and feminist interventions in Nigeria		increased in # of legislations, policies, and commitments influenced by LWROs to support women's rights in Nigeria.	
Favourable legislations, policies, and commitments that support the advancement of women's rights as outlined in CEDAW and Nigerian National Gender Policy in Nigeria	0	Increased in # of legislations, policies, and commitments influenced by LWROs to support women's rights in Nigeria.	
Intermediate Outcome			
1100 Improved management and sustainability of local women's rights organizations in Nigeria			
% of participating LWROs who are setting their agendas and managing the delivery of their programs	7 Calabar – CCAPI,NCF Enugu- WACOL Kebbi- ASHWAN Kwara - OCDI Lagos - Women Radio, WRHP	80% of partner LWROs demonstrating capacity to set their agendas and manage delivery of their programs	8 Calabar - CCAPI Enugu- WACOL Kebbi- ASHWAN Kwara - OCDI Lagos - Women Radio, WRHP NANA KTMDI
#/total of supported women's rights organizations who are now using best-practice governance and management practices (such as: a results tracking and reporting system, an emergency plan or risk management strategy, a strategy for funding diversification, revised human resources practices, revised financial management practices, an annual work plan, a communications plan, standard Operating Procedures for procurement, etc.)	8 RAHAMA, FAHIMTA NCF, CCAPI, WINET, NANA, WIM, WRHP	75% partner LWROs are now using best-practice governance and management practices	13 LWROs KTMDI and ASHWAN in Kebbi, WACOL, WEPBI in Enugu, WRHP, CGE, RAHAMA, FAHIMTA NCF, CCAPI, WINET, NANA, WFM 4 NETWORKS SWOFON, CWEENs and NDW in Abuja and NNEW in Lagos
#/total of supported women's rights organizations that have integrated innovative practices into their management, programming capacity, and/or organization's sustainability	4 GADA, CGE, WIM, WRHP	30% of LWROs and Networks are using innovative practices into their management, programming capacity, and/or organization's sustainability	4 GADA, CGE, WIM, WRHP
(1200) Enhanced delivery of programming and advocacy to advance gender equality by local women's rights organizations in Nigeria			
% of grantees reporting greater reach of programs	10 RAHAMA, FAHIMTA, GADA, NCF, WINET, NANA, OCDI, IWCC WIM, WRHP	75% of LWROs reporting greater reach of programs.	13 LWROS and 8 NETWORKS OCDI, GLOHWOC, KTMDI, NANA, ASHWAN, FAHIMTA, RAHAMA, CGE, CCAPI,WFM, WEPBI NCF,, GADA
# of LWROs who have met objectives and targets as stated in their annual work plans reporting greater reach of programs	9 RAHAMA, FAHIMTA, NCF, WACOL, WINET, NANA, OCDI, WIM, WRHP	80% grantees report greater reach of programs	27 LWROS APART FROM NFF

#/total supported women's rights organizations that have adopted innovative approaches to meet their annual work plan targets (such as: innovative ideas contest for the promotion of gender equality / implementation of a mechanism of women's rights alerts / implementation of online platform to assess the level of beneficiaries' satisfaction with the quality of services and programming, or an innovative social media campaign for: awareness raising /training purposes/ advocacy/ positive masculinity training)	4 GADA, CGE, WIM, WRHP	30% of partner LWROs have adopted innovative approaches to their programming	4 GADA, CGE, WIM, WRHP
(1300) Increased effectiveness of sub-national, national, and regional women's rights platforms, networks and alliances to affect policy, legal and social change in Nigeria			
%/total targeted policies, laws, frameworks, mechanism s, procedures, plans etc. that were influenced by interventions of LWROs (Advocacies, collaborative drafting) from LWRO and networks	0	18 LWROs and 10 networks participate in advocacy, consultations and collaborations for policy influencing in advancing gender equality	0
#/total targeted policies/laws/frameworks/mechanisms /procedures/ plans etc. that are influenced by innovative interventions (e.g. advocacy/consultation/ collaborative drafting) by women's rights organizations, networks and alliances and are expected to increase effectiveness	0	50% of selected and granted LWROs and networks are using innovative approaches to influence policies	0
Immediate Outcomes			
1120: Enhanced systems and structures of LWRO to efficiently manage their organizations			
# total of women's rights organizations reporting increased ability to manage and/or govern	8 RAHAMA, FAHIMTA, NCF, CCAPI, WINET, NANA, WIM, WRHP	18, LRWOs, 10 Networks, reporting increased ability to manage and/or govern)	13 LWROa KTMDI and ASHWAN in Kebbi, WACOL, WEPBI in Enugu, WRHP, CGE, RAHAMA, FAHIMTA NCF, CCAPI, WINET, NANA, WFM
# of LWROs that develop, adapt or review their systems and policies.	0	100 LWROs have systems and policies to efficiently manage their organizations	13 NANA, KTMDI and ASHWAN in Kebbi, SWOFON, CWEENs and NDW in Abuja, WACOL, WINET and WEPBI in Enugu, WRHP, WFM, CGEM and NNEW in Lagos
1210: Improved knowledge of sustainable approaches and practices to address issues of rights of women and girls			
# of LWROs and their Networks/Movements demonstrating knowledge of sustainable approaches and practices towards addressing issues on the rights of women and girls	0	50% of LWROs demonstrate knowledge of sustainable approaches and practices.	0
1220: Enhanced ability of LWROs to advocate and implement women and girls' rights initiatives knowledge of sustainable approaches and practices to address issues of rights of women and girls			
#/total of women's rights organizations reporting increased ability to deliver quality programming	0	18 LWROs, reporting increased ability to deliver quality programming	18 LWROS AND 10 NETWORKS
#/total of supported women's rights organizations who have met objectives and targets as stated in their annual work plans	9 RAHAMA, FAHIMTA, NCF, WACOL, WINET, NANA, OCIDI, WIM, WRHP	18 LWROs, and 50% of the CBS meeting targets and objectives as stated in the work plans	17 LWROS AND 10 NETWORKS (Only NFF is excluded)

1310: Increased knowledge and skills of LWRO networks to innovatively engage with policy makers, legislative instruments and framework towards changing social systems			
# of LWRO Networks/Movements using new knowledge and are innovative [3] in engaging policy makers, legislative instruments and framework towards changing social systems	1	50% of LWROs Networks/movements demonstrate ability to innovatively advocate and implement women and girls' rights initiatives	2 - 100 women lobby group NDW doing online conferences,
1320: Increased number of LWROs networks that are receiving support for programming and/or institution's strengthening			
#/ total number of LWROs reporting increased ability to engage in networks, movements, alliances and platforms'	4 NFF, NLWV, CMIN (100 Women Lobby Group), FIDA, FOMWAN, NNEW,	10 LWROs network/movement demonstrating ability to engage in networks, movements, alliances and platforms'	ALL 10 NETWORKS reported increased ability to engage in movement and alliances and 11 networks more proactive on women's rights issues and have been funded through strategic



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