



Global Affairs
Canada

Deep Dive Nigeria (Case Study) Women's Voice and Leadership Project

Evaluation Report

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**JSA
CONSULTING**

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Executive Summary

Section 1: Introduction

The International Assistance Evaluation Division (PRA) of Global Affairs Canada (GAC) engaged JSA Consulting – International to undertake a Deep Dive Case Study in Nigeria, of the Women's Voice and Leadership (WVL) program, a multi-country initiative to support women's rights organizations (WROs). The WVL program was announced in 2017 with the adoption of Canada's Feminist International Assistance Policy (FIAP), with projects having begun implementation in early 2019. Aligned with the FIAP, and WVL Monitoring Evaluation and Learning Strategy, this case study models feminist evaluation principles of empowerment, inclusivity, and participation. JSA Consulting – International led the evaluation of the WVL project in Nigeria in close collaboration with the International Assistance Evaluation Division at GAC, the Nigeria program unit at GAC, the implementing partner – ActionAid Nigeria, and volunteer WVL beneficiary organizations.

Globally, the purpose of WVL program evaluation is to contribute to improving the implementation of the program and to generate knowledge about good practices for supporting women's rights organizations. The evaluation covers the entirety of the Women's Voice and Leadership program, from its announcement in 2017 until March 2021. The evaluation focuses on three main components:

1. The organizational structures, policies, systems, processes, practices, and capacities of Global Affairs Canada as they relate to Women's Voice and Leadership.
2. Overall WVL program including general design characteristics, implementation modalities, governance, coordination, technical guidance and support, and the monitoring, evaluation, and learning (MEL) strategy.
3. WVL projects: While there are 33 covered by the evaluation, there are four (4) in-depth case studies, including Nigeria, which examine in greater detail specific projects with high learning potential.

Deep Dive objectives:

The Deep Dive Case Study of Women's Voice and Leadership Nigeria has four intended objectives:

1. To provide the evaluation team with rich evidence and examples to feed into the broader program-level evaluation. This evidence and examples aim to reflect the voices of the different actors involved and span across the WVL program's diversity. This Deep Dive constitute one of the lines of evidence of the evaluation and will provide information to answer evaluation questions as per the evaluation matrix.
2. To generate findings and learnings on the specific issues of interest to WVL Nigeria stakeholders, for their use, including improvements to current projects, new initiatives, advocacy, policy dialogue, and resource mobilization.
3. To generate learnings on key issues that are of interest across WVL projects. These learnings include what works, what doesn't work, and why. These learnings aim to be shared across WVL projects as part of the program's overall learning strategy and more broadly.
4. To provide an opportunity to model feminist evaluation principles and learn from the process.

Deep Dive Questions

1. How has Global Affairs Canada – as an organization operationalized feminist values and principles in support of WVL, including providing direct support to WROs?
 - To what extent has feminist values and principles manifested in the relationship between GAC and ActionAid?
2. To what extent are WVL’s design features and implementation modalities addressing the funding and capacity gaps of the diverse range of targeted WROs in (different contexts) Nigeria?
 - To what extent has the grant-making process of ActionAid Nigeria responded to the needs of diverse WROs and CBOs?
 - To what extent has the project governance and administrative structures addressed funding and capacity gaps of the diverse range of targeted WROs in Nigeria, especially marginalized and vulnerable groups?
 - To what extent has feminist values and principles manifested in the relationship between ActionAid and Grantees?
3. What early progress has been made by WVL-funded projects in different contexts towards achieving intended results? What has worked well and what hasn’t in implementing WVL projects in different contexts (Nigeria)?
 - To what extent have WVL-funded projects contributed collectively to the realization of the intended results?
 - What is the early progress (Collaboration, Innovation, Institutional Capacity, and Program effectiveness) made by WVL-funded projects in different Nigerian contexts)?
 - To what extent has feminist values and principles manifested in the relationship between Grantees and the project beneficiaries? What are the successes and challenges?

Section 2: Methodology

The Feminist Approach:

The overarching approach employed for the deep-dive was the feminist approach that ensured inclusion, participation, and capacity strengthening of the project stakeholders (WROs) that participated in the co-creation of deep dive, the data collection, data sensemaking and validation, and reflection on the use of the deep-dive data.

Technically, a mixed-methodology and approach were employed during the deep-dive process. They include quantitative and qualitative data collection, outcome harvesting, and collection of the most significant change stories.

Scope and sample of quantitative and qualitative study:

The evaluation was carried out among project beneficiaries in the six project states – Lagos, Cross River, Enugu, Bauchi, Kebbi, and Kwara, representing the six geopolitical zones of the country, and the Federal Capital Territory, Abuja – the Capital city of Nigeria. The project beneficiaries consist of 100 grantees¹ of the multi-year grant, five (5) grantees of the Strategic Innovation Fund (SIF), five (5) grantees of the Strategic Opportunities Fund (SOF), and 20 grantees of the COVID-19 Fund.

To establish a representative sample of respondents, a confidence interval was set at 10 with a confidence level of 95%. The formula used for the Confidence Interval (CI) is $\bar{x} \pm z^* \sigma / \sqrt{n}$, where \bar{x} is the sample mean, σ is the population standard deviation, n is the sample size, and z^* represents the appropriate z^* -value from the standard normal distribution for the desired confidence level of 95%. Therefore, for the total of 130 grants allocated, the sample size required for this evaluation was 55 respondents. These respondents represented the six geopolitical zones including FCT Abuja, the three funding streams, and women in their diversity².

To achieve this, the 55 respondents were redistributed thus:

- 43 multi-year grantee respondents
 - 8 Local Women's Right Organizations (LWROs)
 - 4 Networks
 - 31 Community-Based Organizations (CBOs)
- 2 SIF grantee-respondents (Northern and Southern region)
- 2 SOF grantee-respondents (Northern and Southern region)
- 8 COVID-19 grantee-respondents (at least one per state)

All sampled respondents participated in the quantitative and qualitative study.

¹ 18 LWROs, 10 Networks, and 72 CBOs

² This implies the diverse groups of women grant beneficiaries serve. E.g., young women, women living with disabilities, female sex workers, and lesbian and bisexual women.

Although the target for the quantitative survey was put at 55 respondents, the survey was open to more WVL-grantee respondents as possible. Therefore, the SurveyMonkey link to the survey was set to 131 respondent organizations.

Opened	68.7%	90
Unopened	24.4%	32
Bounced	6.9%	9

In total, 68 respondents participated in the quantitative survey of which 53 (77.9%) respondents completed the survey and 15 (22.1%) others participated partially.

The distribution of respondents by state of intervention is illustrated in the table below.

Lagos	9.52%	6
Enugu	14.29%	9
Cross River	11.11%	7
Bauchi	17.46%	11
Kebbi	9.52%	6
Kwara	7.94%	5
FCT Abuja	9.52%	6
Other (please specify)	20.63%	13
Answered		63
Skipped		5

Table 1: Respondents by State.

The 13 other respondents represented eight (8) other states including Benue, Borno, Edo, River, Adamawa, Plateau, Oyo, Jigawa state.³ These are states where beneficiary organizations benefited from the COVID-19 top-up grant.

³ Nigeria is a federal country comprising 36 states and the Federal Capital Territory.

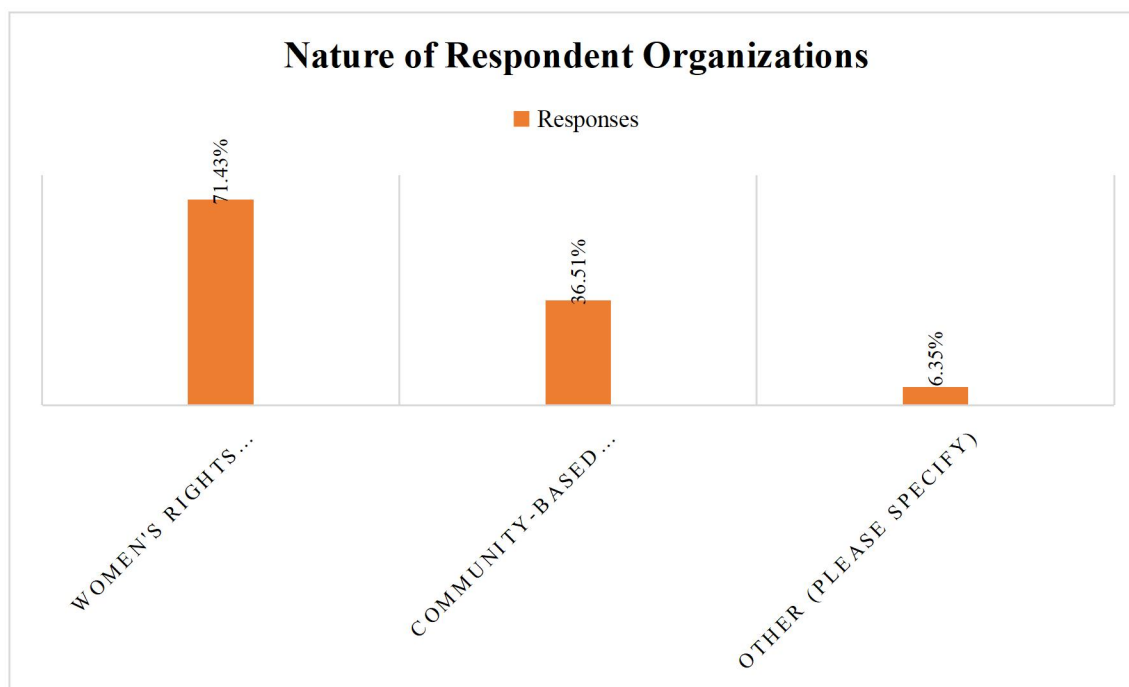


Figure 1: Nature of Respondent Organizations

The figure above presents the nature of the organization respondents. Others include organizations that identify as faith-based organizations and media-based organizations. It suffices to mention that women's rights organization here may imply that an organization operates at either state or national level, or both.

For the qualitative study, the data was collected using semi-structured interview question guide that volunteer WROs used in getting responses from the sampled WROs, CBOs, and Networks. The identification and selection of sampled respondents were done through a purposeful sampling⁴ of the entire beneficiary organizations, in collaboration with the Deep Dive - Nigeria Partners (DDNP)⁵ and the implementing partner – ActionAid Nigeria (See annexes 1 for the list of members of the Deep Dive Nigeria Partners).

In addition to this, other respondents for the Deep Dive included:

1. Global Affairs Canada team
2. The Implementing Partner - ActionAid Nigeria WVL team and
3. Women rights organizations - Non-beneficiaries of the WVL project⁶

Outcome harvesting

The outcome harvesting was conducted through the desk review of the WVL project documents including annual reports submitted by ActionAid Nigeria to GAC, project activity reports, and monitoring reports made available to JSA Consulting. The first phase of outcome harvesting was

⁴ This ensured proper representation of the different categories of grantee, particularly on their organizational target focus.

⁵ This is a committee comprising mostly beneficiary organizations of the WVL project in Nigeria.

⁶ No specific number of respondents is fixed.

conducted by JSA evaluators who reviewed documents and outlined outcome descriptions based on the information available therein. Afterward, during the sensemaking workshop, beneficiary organizations contributed by validating the outcome descriptions and providing additional information to the outcome harvesting matrix.

Most significant change stories

The deep-dive case study was interested in learning about the progress made so far within the framework of WVL project implementation in Nigeria, at both personal and organizational levels. The collection of stories was done through the quantitative survey. The organization respondents were able to document the changes that they have experienced as beneficiaries of the WVL project supported by GAC.

Data Analysis Methods

The deep-dive evaluation employed mixed methodologies and approaches that necessitated a mixed-data analytical method. For this evaluation, we employed two main data analysis methods, namely exploratory and casual analysis.

Exploratory method: This method examined data and found the relationship between new variables. For instance, new information acquired during the evaluation aims to enable the data users to understand better how emerging situations may affect positively or otherwise the implementation of the WVL project in Nigeria. This will create opportunities to improve the project implementation while considering the new variables. For this, variables acquired through the quantitative and qualitative data collection are analyzed using this analysis method.

Causal method: This method examined the cause and effect of relationships between variables while focusing on finding the cause of a correlation. In this regard, we use the outcome harvesting matrix to extrapolate the causes and effects of activities that are carried out within the framework of the WVL in Nigeria. Also, the collection of the most significant stories was analyzed using this analysis method.

Limitations

The shortcomings in data collection during the deep dive case study took a toll in the evaluation. The lack of funding that led to the drastic scaling down of scope and methodology meant that the evaluation team could not conduct field evaluations with WROs and CBOs to verify information provided in the reports.

Also, the partners who conducted these were not exempted from the strict reporting requirements and did not benefit any incentives. The fact that they were undertaking the role of research field workers on the deep dive of a project to which they are a part may have numbed their curiosity resulting in peripheral questioning and practically annulling follow up questions. It is also possible a deep dive having co-implementers to interview other beneficiaries might likely produce higher positive results and hamper objectivity.

The sensemaking workshop provided an excellent means of validating data and the outcomes as reported by ActionAid Nigeria and partners, however limited funding available for the deep dive left out voices that would have been physically present to enrich the conversations.

Section 3: Findings

3.1: The organizational structures, policies, systems, processes, practices, and capacities of Global Affairs Canada as they relate to Women's Voice and Leadership

As part of the evaluation, it was important to understand the processes that led to the partnership between GAC and the implementing partner in Nigeria – ActionAid Nigeria. It suffices to mention that among the different mechanisms of providing international assistance for development initiatives globally, is the department-initiated mechanism. Within the framework of this department-initiated mechanism, GAC assessed civil society organizations in Nigeria to identify a potential partner for the WVL project in Nigeria. It was through this process that ActionAid was identified and invited to submit a proposal for the WVL project in Nigeria.

“...at some point ActionAid also came up as an organization to be considered and it was not just that the field that said ActionAid was best fit given the type of programming.... there was a recommendation at HQ, I do not know at what point. ... So, it was working on the recommendations from the field and HQ together. That was the first stepping-stone that allowed ActionAid to participate in the GAC-initiated program.” - GAC representative in Abuja, Nigeria.

From documentary reviews, our understanding is that the department-initiated international assistance is not a competitive process per se, as only one organization is invited to present a proposal. However, GAC representatives informed us that the process is very rigorous through due diligence (independent assessment) activities conducted by GAC to ascertain that the chosen organization is fit-for-purpose. The conduct of independent assessment indicates **transparent decision-making** that led to the selection of ActionAid to implement the WVL-Nigeria project.

The partnership between GAC and ActionAid is consolidated in a Contribution Agreement, which implies that GAC provides contribution to the organization exclusively for the implementation of the WVL project in Nigeria. Funds are remitted to the implementing partner three times in a year. The first two funds disbursement are made when the semi-annual reports are submitted by the implementing partner, thus every six-month. For the third disbursement, the implementing partner must report that the first two disbursements have been fully expended. At the beginning of the project, there were some delays in funds disbursement due to corresponding delays of funds retirement by the WRO sub-grantees. To address this, GAC **manifested flexibility** in financial reporting by the implementing partner to count the grant disbursement to WROs as expenditure but this conflicted with the financial reporting protocol of the implementing organization that regards expenditure only when they have been justified by the retirement of receipts and other expenditure justifications. A compromise was, however, reached to acknowledge fund disbursements to WRO sub-grantees as expenditure for semi-annual reports sent to GAC but this does not overrule the financial reporting protocol of the implementing organization. We understand that this flexibility was considered to resolve the challenges with

delayed disbursements to WRO grantees, especially those that submit their fund retirements and financial reports timely.

We observe that the relationship between GAC and ActionAid is horizontal as regards facilitating the expected results of the WVL project in Nigeria. For instance, both parties have responsibilities in the monitoring and evaluation of the project albeit at different but complementing levels. GAC engaged an external project monitor to assess the progress towards achieving the expected outcomes of the WVL program, ensuring that the implementation consistently operates the feminist principles throughout the project period. On the other hand, ActionAid does its monitoring and evaluation to ensure that WROs sub-grantee's project implementation aligns with the respective sub-grant agreement and ensure that the overall project implementation is consistent to achieving the expected outcomes of the WVL project in Nigeria. This dual approach in the WVL - Nigeria project monitoring and evaluation helps to feed the global program results-based framework accurately.

Furthermore, from the **horizontal relationship**, we see that GAC assumes a level of responsibility in the successful implementation of the WVL in Nigeria, where it does not present itself only as a donor but as an implementation partner. This is evident in the co-creation of project support strategies such as the agreement on the reporting formats that are mutually beneficiary to both parties in administering their respective results-based frameworks. *"We had to review lots of forms and template"*, GAC representative in Canada mentioned. We also observed a **collaborative spirit** in the ways that both partners – GAC and ActionAid responded to the impact of COVID-19 on the project implementation strategies and on the WVL organization beneficiaries. *"When the pandemic hits, ActionAid was able to anticipate how issues will play out at community level and, not just community level but even at sub-national levels. There was a discussion held with Olivia (GAC program manager) to be able to have top-up fund that will address the increasingly high GBV rate."* – GAC representative in Abuja, Nigeria mentioned. We learned that this conversation led to the decision that enabled ActionAid submit a proposal for COVID-19 top-up fund that was reviewed and granted by GAC. According to the GAC representatives we spoke to, the process of granting this top-up fund was faster (4-5 months) than the usual duration of grant approval (6-9 months). *"It was very fast, and I think that it is because there as an intervention fund for that purpose. It was not solely for the Nigerian program."* – GAC representative in Abuja, Nigeria mentioned. This further revealed the **flexible nature of the relationship** between GAC and ActionAid Nigeria.

As part of the deep dive case study in Nigeria, we sort to understand the process leading to the selection of WRO beneficiaries of the WVL project. From the interview with ActionAid, we learned that the process leading to the selection of WROs was very rigorous to ensure representativeness of the country as well as diversity. It suffices to mention that ActionAid engaged in consultation with WROs during the process of proposal development to understand the needs of WROs in the country. According to ActionAid, this led to the design of the project in Nigeria. Following the grant approval for the project, ActionAid set up a project steering committee that was charged with the responsibility of reviewing the selection criteria, and the call for expression of interest in the project such that they are simplified for potential partners.

For the multi-year grant, ActionAid used their Partnership Assessment and Monitoring (PAM) tool that have been reviewed in collaboration with GAC to ensure that the process and criteria consider feminist principles such as representatives, inclusion, and diversity.

“In terms of the selection of states, we did a lot of analysis in term of which state to select, which state to work in. At the unset GAC was very open with us in term of we know the issues, we should define the issues, we use different criteria, we set different criteria for the selection of states, about 4 criteria. The number one criterion was, where we have to ensure there is a geographic spread, so if you see the way the states are selected, they are selected to ensure that we have one state per geopolitical zone, that’s number criteria. We also looked at selection of state based on progressive state in terms of where millage can be recorded, in terms of where result can be achieved, we also use the other selection tool of state that have high presence of women’s right organizations, we also used state of rural versus urban states, so states like Kwara and Kebbi fell into the rural state, while states like Lagos, Enugu and Cross river state fell under the developed states. So, we did those analysis and tally the votes and based on that tally, and also where incidences of violence, even though violence is just a segment of the issues that WVL is dealing with. So, the urban – rural and urban poor and all those criteria formed how those states were selected.” – ActionAid WVL project Nigeria Program Manager.

After the selection criteria was established and the call for expression of interest was finalized, the call was published on different media including ActionAid’s websites and social media platforms. and some 400 – 500 applications were received.

“We used the PAM tool to set like a baseline after the organizations had been selected, ... an expression of interest was sent out and people applied, we had lots of applications, I think they were about 400 to 500 that were received, I’m not sure of the number now but there were a lot. Then a long listing was done, then a short listing was done and then a background check was done on each one of them, so first there were 28 that were selected in the first selection that’s the 10 networks at the national level and the 18 LWROs at the state level, so when they were selected, we had some extra on our list, just in case after the partnership assessment anyone of them did not meet the criteria. So that selection was done, and we went for partnership assessment for each organization. The assessment lasted for 3 days, it was a thorough assessment using different tools and a baseline was set to see what they have on ground in terms of management, their governance, institutional capacity, their staff skills and all that, ... after which we now did like orientation meeting where we gave them orientation about the project and a financial management training was done to build their capacity before grants were handed over, because like Nkechi [WVL Program Manager]) said the selection criteria wasn’t so high like other grants or project where you needed to have enough capacity and you would have gotten funding from other organization. Our own criteria were just you have to be a women led organization, you have to be known in the community, [and] you must have little experience in doing women’s project.” - WVL project officer mentioned in an interview.

After the selection of LWROs for the WVL-Nigeria project, ActionAid held convening the selected WROs to acquaint them with the objectives and expected outcomes of the project in Nigeria. We understand that this convening was to enable LWROs develop concept notes that align with the objectives of the project, including project budgeting. This process engaged the

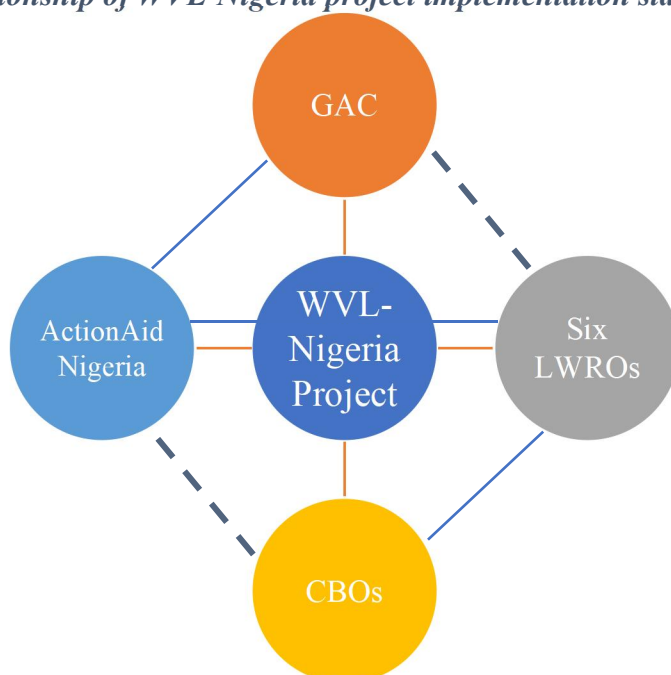
LWROs to determine their own project based on the needs of their beneficiaries, reflecting their respective contexts. As evaluators, we see the effort to ensure inclusion and participation of LWROs in achieving the WVL-Nigeria project through their projects spread across the six geopolitical zones of Nigeria. There were no pre-defined project activities by ActionAid.

During project implementation, there have been a few cases where relationship with selected LWROs was dissolved because of “fiducial risk” and lack of leadership transparency. During project monitoring, ActionAid had found incidences of fraud.

An ActionAid staff, working on the WVL project told us the following, “we have had to drop an organization because of fiduciary risk, yeah, where there was an issue of fraud so we had to drop that organization, like we tell our partners, if you don’t have capacity, we support you to build capacity, if you know whatever issues but action, we can support you but ActionAid has a zero tolerance policy to fraud, so that has been one of the major criteria for dropping partners and there has also been incidences where we dropped partners because we realized that they may have wanted to be human rights organization or a women’s owned organization but in the course of engagement with them, we realized that there is a man who is actually the owner of the organization, we had to drop a few partners and we have had to replace such organization with pure feminist rights organization owned by women and managed my women. Yeah, men do support but not in terms of the ownership of management because that is a major criterion for the project.”

On the organizational structure of the WVL- Nigeria project implementation, we observed a **pyramidical (decentralized) relationship** of all project stakeholders as illustrated below:

Diagram 1: Relationship of WVL-Nigeria project implementation stakeholders



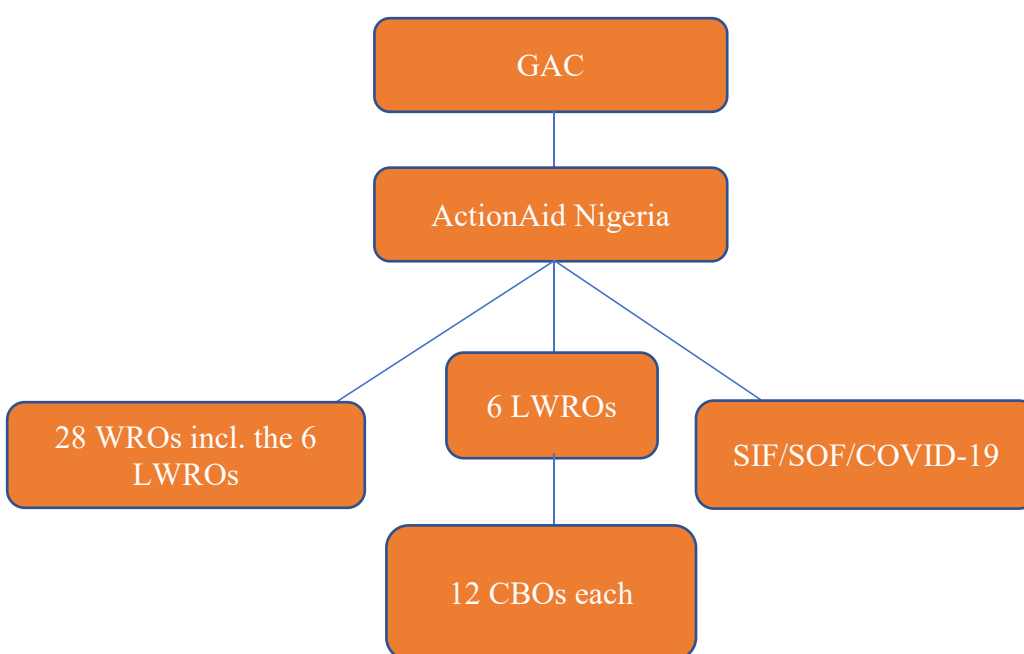
The diagram above illustrates how the major WVL-Nigeria project stakeholders interact. GAC primarily interacts with ActionAid but also has interactions with WROs where there are opportunities for cross-learning among WROs beneficiaries across the global program. ActionAid provides sub-grants to LWROs who in turn provides funds to CBOs. Both ActionAid and LWROs have interactions with CBOs at different levels, in terms of capacity strengthening. All project stakeholders contribute efforts to achieving the expected results of the WVL project in Nigeria.

“Information flow is GAC at the top flow of information to Action Aid Nigeria and Action Aid Nigeria in turn also communicates to the LWROs, we also have with the LWROs out of which are six lead LWROs each one from a State, then we have 72 CBOs, so the information flows from GAC to Action Aid to LWROs and then CBOs so it also comes from the bottom top approach in terms of reporting, we also have from the CBOs to the LWROs and Action Aid and then GAC. However, Action Aid is also still responsible for 72 CBOs in the communities and, but we do not liaise directly with them, we go through the LWROs which also is a form of capacity building for the LWROs to be able to manage the CBOs so that’s how information flow goes.” – ActionAid WVL staff member.

Overall, we observed that GAC has demonstrated capacity not only as a donor of the project in Nigeria but as a partner in the project implementation, particularly in ensuring that implementation processes fit into the objectives of the Feminist International Assistance Policy of the Canada government.

From the information we received, there is also a **participatory grantmaking model** employed in the WVL-Nigeria project.

Diagram 2: Participatory Grantmaking Model



This decentralized and participatory grant model reflects the commitment of the project to the feminist principle engaging the grassroots and enabling opportunities for their capacity building and strengthening. In this case, we learned that ActionAid engages in the LWROs in capacity building training such as in grant management and financial reporting that will enable them to accompany their sub-grantee CBOs effectively. According to ActionAid, this training is also cascaded to CBOs through capacity building activities implemented by the LWROs.

3.2: Extent to which WVL’s design features and implementation modalities are addressing the funding and capacity gaps of the diverse range of targeted WROs in (different contexts) Nigeria?

Funding Women’s Rights Organizations

Of the 100 organizations supported by WVL in Nigeria, some 68 responded to the survey that led to this analysis. It is important to note that all these organizations declared being women-led. The graph below represents the different grants from which respondents have benefited. Please note that responses to the ‘other’ option indicated “*CBO funding*”, “*don’t know exactly*” and some other responses, implying that the respondents either did not understand the question or are not aware of the different grants available within the WVL project in Nigeria. This may be the case for CBO grantees that have access to funds through a leading women’s rights organization.

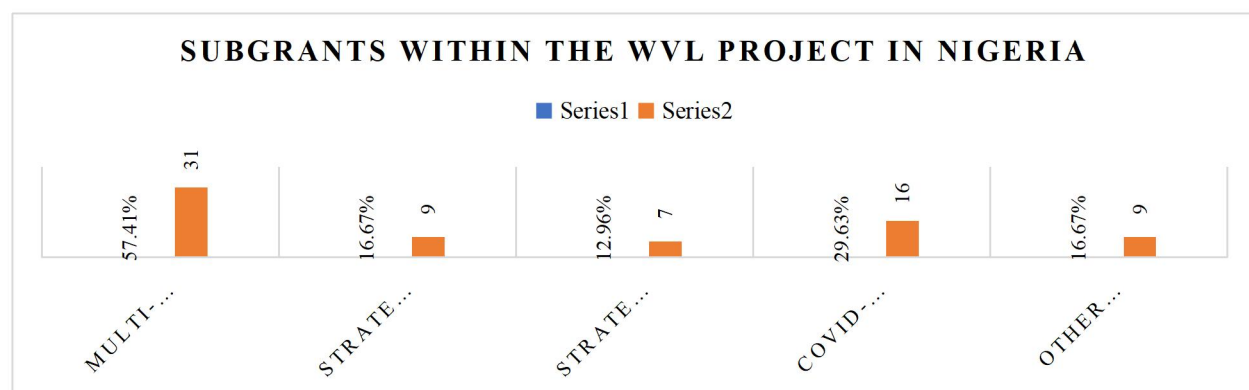


Figure 2: Subgrants within the WVL project in Nigeria

Nonetheless, from the documentation received during the evaluation process, the 100 beneficiary organizations are disaggregated per grant as follows.

Multi-year	18 LWROs, 10 NETWORKS, and 72 CBOS
Strategic Innovation Fund	5 LWROs
Strategic Opportunity Fund	5 LWROs
COVID-19 Top-up	20 LWROs

The respondent organizations have indicated the nature of grant-use to include covering operational costs, project costs, institutional development such as systems and leadership development, and other mentions included details such as “*shelter for survivors, provision of food and non-food items for sexual and gender-based violence survivors, empowering and protecting widows, orphans, and less-privileged women, medical, legal and psychosocial support, film production and advocacy tour, townhall meeting and advocacy for women, and radio programs on gender-based violence.*”

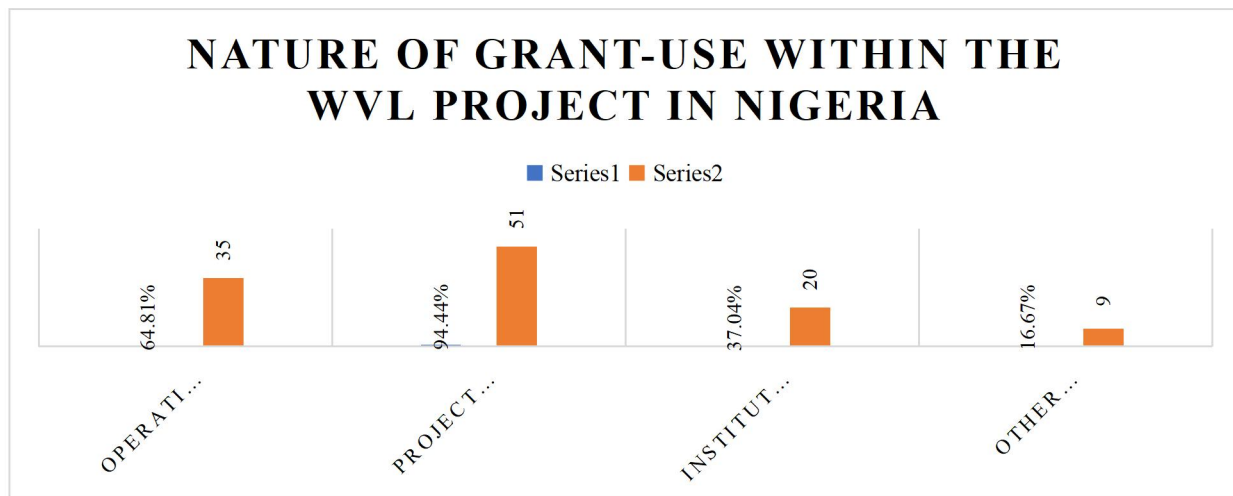


Figure 3: Nature of grant use within the WVL project in Nigeria

The evaluation showed that the support provided to women’s rights organizations is beyond financial assistance. We found that the strategy employed by the implementing partner in Nigeria is one with an overarching aim of strengthening the organizational and program capacity of the women’s rights organizations. This capacity strengthening strategy thus involves professional training and activities in organizational development, resource mobilization, program management, and financial management among others. The financial assistance appears to be a means to the end where beneficiary organizations are provided financial resources to put into use their strengthened capacity. Data from the quantitative survey showed that more than half of the respondents have benefited from other support beyond grants. This support includes but is not limited to the following, support to access other funding from other donors, support with monitoring and evaluation, support with systems development including organizational development, and leadership development. A respondent mentioned under the ‘other’ option the support of sharing template documents in the form of an organizational policy document, reporting template among others.

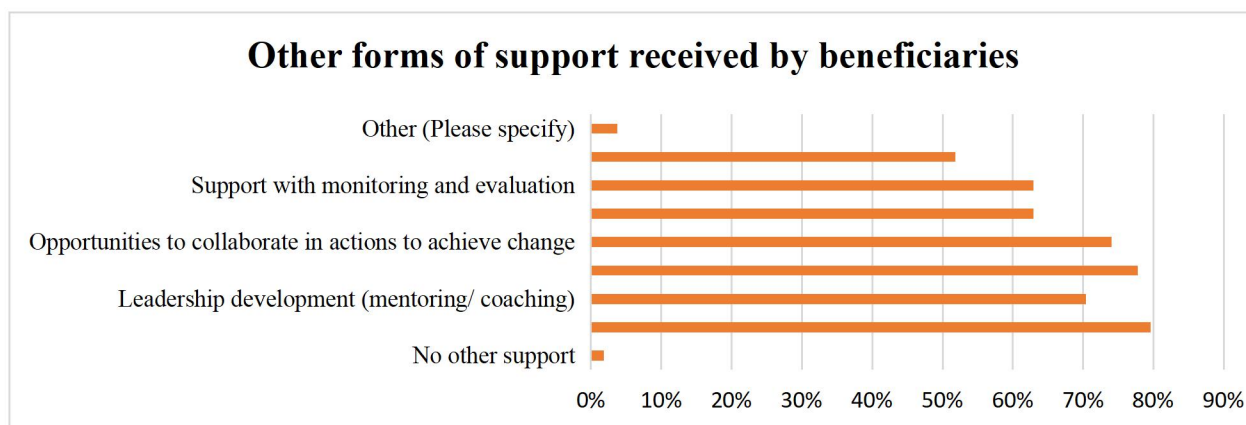


Figure 4: Other forms of support received by beneficiaries

Furthermore, respondents unanimously agree on the impact of WVL support in Nigeria. For all categories of options provided in the quantitative survey, more than half of the respondents do agree and completely agree to the statements present in the graph below.

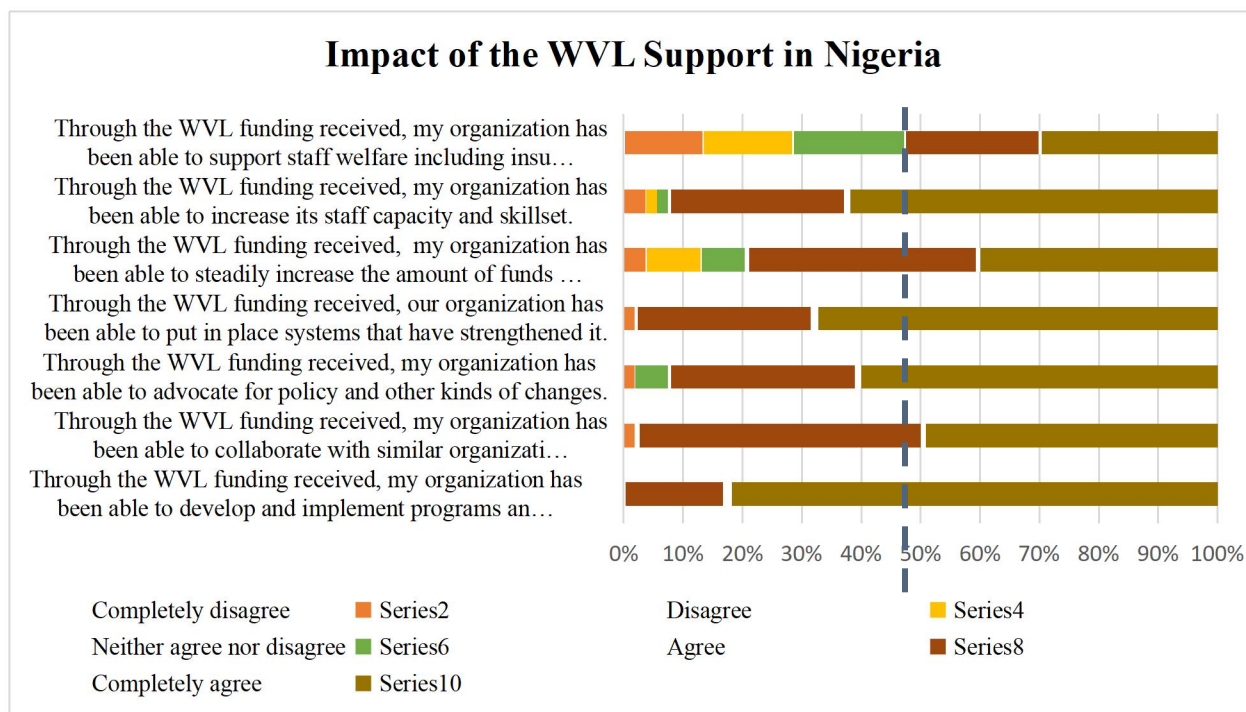


Figure 5: Impact of the WVL support in Nigeria

In addition to that, through the collection of the most significant change stories, respondents gave the following testimonies:

“As an organization, the WVL has helped in building our network and putting in place all necessary internal control systems to enable us to grow. Through the mentorship of ActionAid Nigeria, we were able to set up executive positions, which we initially didn’t have. This was done through elections. Additionally, we were able to secure office space. Also, in terms of grants, WVL has opened

doors for us, and we have received 3 other grants from other donors since then. We have achieved this in a space of just 2 years of registration. We were registered in 2019, we got funding from WVL in January 2020 and 3 other funding streams came in in the later part of 2020.”

“Women's Rights and Health Project has grown programmatically and institutionally. With funding from GAC through the WVL, we have significantly scaled up SGBV case management through the Ireti Resource Centre. Ireti Centre represents a critical hub in SGBV response in Alimosho LGA in Lagos State. Additional WVL support has enabled WRAHP to grow more administrative and program units (HR and M&E) develop policies and initiate sustainable funding systems for the organization. With support from WVL, we have mobilized additional funds attracting two additional donors in support of our work.”

“The WVL project has helped transformed my organization from being a women political mobilization group to becoming a CBO which seek to build women leadership capacity beyond singing songs in political rallies. More women have become politically alert and desire to serve in different leadership positions. The just-concluded party congresses were a test run as more women contested for positions outside the usual women leader position. Some of our trainees have emerged as secretaries, assistant secretaries, party vice-chairperson, etc. Some of them that lack the academic prerequisite have been advised to register for WAEC (Secondary School Certificate) Exams. In fact, as ED, I registered one of them to write the exam this year. That was outside the provision of the WVL budget. More success stories are recorded as more and more women have turned up to register in our Association in the past months. WVL project has helped our organization to more formidable.”

“It all started with the desire to see young people, women, and girls have access to comprehensive sexuality education and services at the community level. Women, girls, and adolescents are always at-risk lack access to Sexual Reproductive Health Services which exposes them to sexual and gender violence, unwanted pregnancy, unsafe abortion, STIs (including HIV), and maternal illness and death. A Well-Informed Adolescent Initiative formerly known as Adolescent Reproductive Health and Rights Initiative began as a community project in March 2018 in Yala Village a hard-to-reach community in Northern Senatorial Districts of Cross River States. We were crude, new in the non-profits sector with just passion, enthusiasm, and willingness to serve and be a change agent. We continued our grassroots impact making projects with few resources we could lay our hands-on, and we were able to reach more than 2000 youths of Yala L.G.A through our multi-sectoral programs approach providing them with comprehensive sexuality education, menstrual hygiene information, and equitable gender norms awareness which contributed to the reduction of teenage pregnancies, SRH behavioral change. We couldn't do more because we weren't structured and we didn't know how

nor have resources to commence that goal until April 2020 when we applied for the Women Voice Leadership (WVL) Nigeria Project, after concept note submission we were shortlisted to be visited for Partner Assessment Matrix (PAM) this was the first time we have ever participated in such, after the PAM exercise we were able to determine where we were on the ladder of non-profits journey. We agreed in almost all the domain area we were measured on we were still lagging behind. The PAM exercise was indeed an eye-opener, and it helped gave us direction and guidance on how to proceed to make our initiative a structured one. We were excited when we saw the email we have been selected as one of the CBOs for the implementation of the WVL Nigeria project in Calabar Municipal and this marked the beginning of the growth Journey. We are implementing the prevention of GBV/VAWG one of the thematic areas of the WVL Nigeria Project. And this is in line with our organization's strategic objective of addressing gender-based violence as well as WVL ActionAid goal for the project which is aimed at tackling the barriers to gender equality in Nigeria.”

The collection of the most significant change stories also allowed respondents to share their personal stories on how the WVL support has changed their lives. Some of the testimonies go thus.

“Personally, as a result of WVL project, I have an in-depth shift on what feminism entails, knowing the value of airing out my view as a woman through human right based approach also I learned those gender roles are determined by prevailing cultural norms, but they can be dynamic as well when challenged through sensitization and awareness especially at the grass-root level.”

“As an individual, I have benefited a lot from the WVL project. I joined the Network of Disabled Women as the program officer for this project with not many skills in project management. Due to several pieces of training organized by AAN, my skill set has developed greatly. I can now write award-winning proposals, I understand program and project design, I understand result-based management and a whole lot of others.”

“I have been able to engage relevant stakeholders and traditional leaders on issues of gender especially concerning eliminating all forms of violence against women and girls. These advocacies are yielding positive results as more people and more traditional leadership are owning up to their responsibilities. The engagements are yielding positive results.”

“My leadership skill has been strengthened. Through their personal mentoring and coaching period with my focal person during the project made I understand the dynamics of engaging our target group and addressing the problems been faced by in-school and out-of-school adolescent girls.”

“Personally, I have been inspired by my experience in the WVL project as the program officer, I am motivated to the point that I intend to participate in the

upcoming 2023 general election in Nigeria because I believe that women can do more.”

The stories above were randomly selected to reflect the testimonies of some 53 respondents who reported changes they have experienced both at both personal and organizational levels. (See annexes 2 for the complete collection of the most significant change stories.)

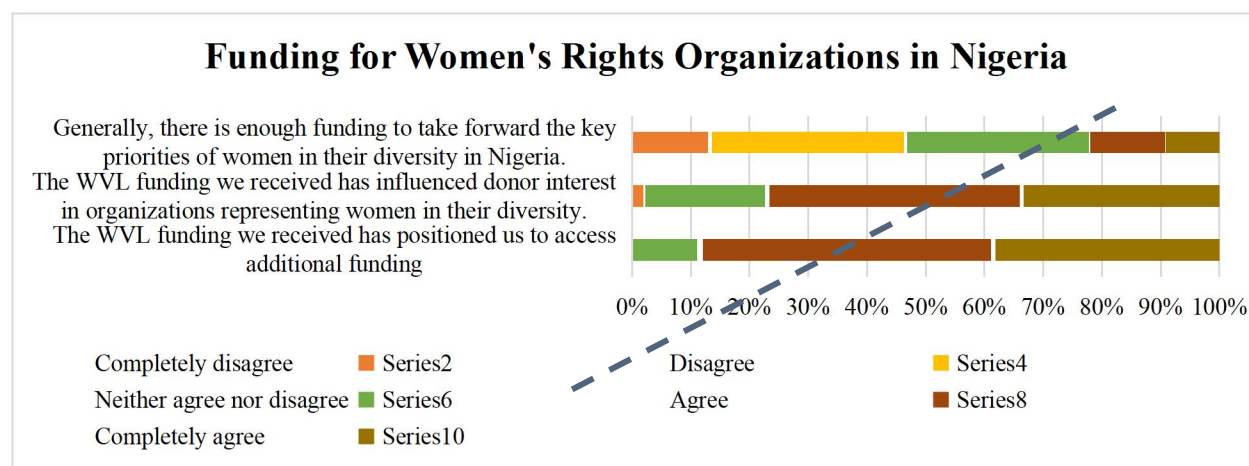


Figure 6: Funding for Women's Rights Organization in Nigeria

From our evaluation, we observe the excitement among beneficiary organizations about the financial assistance they received through the WVL project in Nigeria. However, more than half of the respondents still believe that funding for key priorities of women in their diversity in Nigeria is insufficient. Regardless, the data in the graph above shows their belief that the financial assistance through the WVL support in Nigeria has influenced donor interest in their respective organizations, therefore positioning them to access more funding for their programs.

Inclusion and Diversity

The Women's Voice and Leadership project implemented by ActionAid Nigeria has some 100 women's rights organizations as beneficiaries. Within the framework of this evaluation and understanding the nature of these organizations, it is important to know how the project in Nigeria serves women in their diversity. Based on the premise of this evaluation, which has feminist principles at its center, it becomes pertinent that the WVL project in Nigeria has a clearer picture of how inclusion and diversity are reflected in the project implementation through the project beneficiaries.

The table below shows the target groups of the WVL-funded project in Nigeria.

The Target Groups of the WVL-funded Project in Nigeria

Answer Choices	Responses	
The general population of women	75.41%	46
In-school adolescent girls	39.34%	24
Out-of-school adolescent girls	40.98%	25
Orphans and vulnerable children	13.11%	8

Women in politics	27.87%	17
Women in business	29.51%	18
Females with disabilities	32.79%	20
Female sex workers	6.56%	4
Females who use drugs	1.64%	1
Refugees and internally displaced women and girls	9.84%	6
Women and girls in conflict zones	16.39%	10
Lesbian, bisexual, and queer women	3.28%	2
Transgender women	0.00%	0
Other (Please specify)	13.11%	8
Answered		61
Skipped		7

Table 2: Target groups served within the WVL project in Nigeria

These target groups reflect the focus of women's rights organizations that are beneficiaries of the project in Nigeria. The other target groups indicated in the survey include survivors of sex trafficking, survivors of sexual and gender-based violence, elderly (senior) women, widows, and less-privileged women and girls. The table above indicates that there are populations such as orphans and vulnerable children, female sex workers, females who use drugs, lesbian, bisexual, and queer women, and transgender women that are benefiting less from the WVL support in Nigeria.

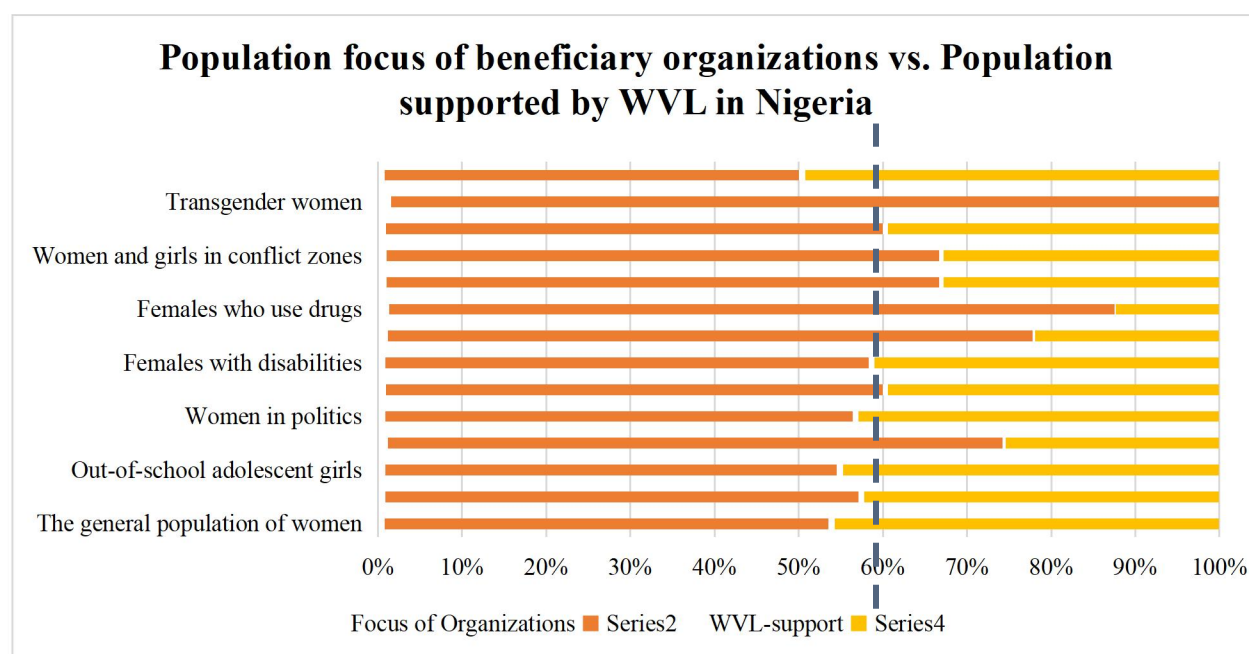


Figure 7: Population focus of beneficiary organizations vs. Population supported by WVL-funded project in Nigeria.

Furthermore, there is a sharp gap in the target population focus of the respondent organizations and the target population they serve through the WVL-funded projects. For instance, some 44% of respondents indicated having females with disabilities as part of their organization's target

population, while some 33% indicated that their WVL-funded project serves the same population. This implies that there is a <11% margin in the services provided to this population through the WVL support in Nigeria vis-à-vis the target population of the beneficiary organizations. This is the same for the female sex workers population that is indicated as a target population of some 22% of the respondents but the WVL support in Nigeria benefits some 7% of the respondent organizations to serve the same target population. Figure 6 above shows distinctly the in-balance between the population focus of the beneficiary organizations and the population they serve with the WVL financial assistance.

In the same vein, we see a different trend in the areas of work of the beneficiary organizations and the level of support provided through the WVL grant for their work (See Figure 8 below). Here, the comparison indicates a deliberate effort in supporting the beneficiaries in their respective areas of work. The graph also showed that there is stronger support to beneficiary organizations for service provision including psychosocial support, and sexual and reproductive health care and that there is a sharp balance in the support provided for education and capacity building.

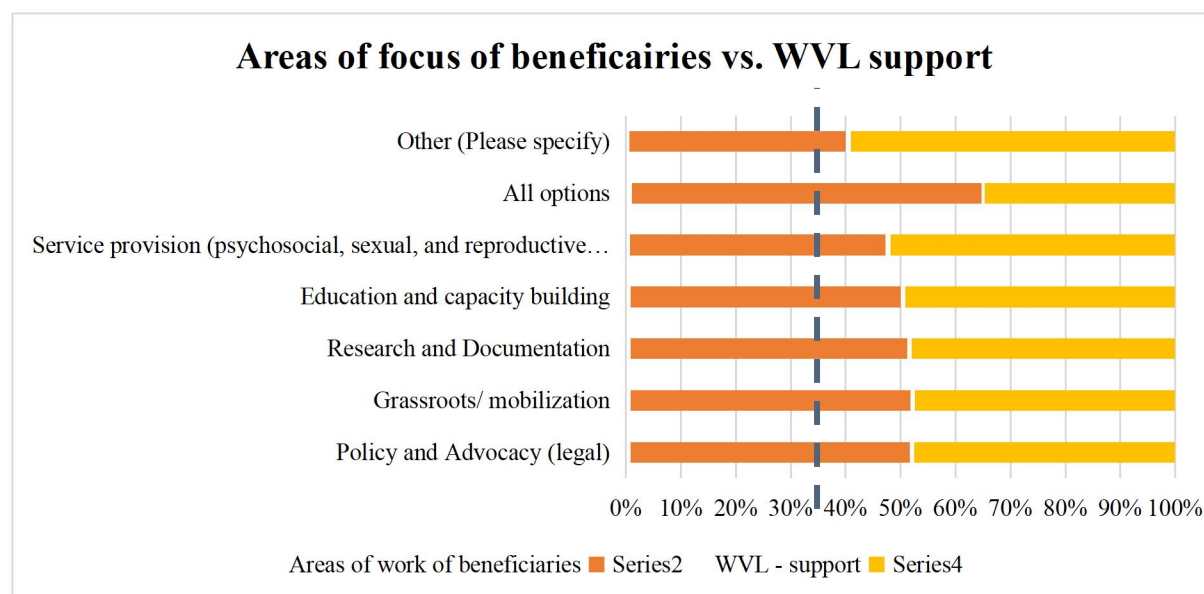


Figure 8: Areas of focus of beneficiaries vs. WVL support.

Flexibility, Participation, and Partnership

The evaluation sought to understand how feminist principles such as flexibility, participation, and partnership are reflected in the WVL grant management led by ActionAid Nigeria. We found that the WVL project in Nigeria operates a decentralized sub-granting system where the implementing partner identifies a leading women's rights organization in the states of intervention and engages them to provide grants to community-based organizations in the same state. Through this, we observed elements of participatory grantmaking and management within the WVL project in Nigeria. We learned that this decentralized sub-granting system allows local women's rights organizations to strengthen their capacity in organizational development including financial management and monitoring and evaluation. The effect of this, we believe, is

increased capacity to attract additional funding from different donors, translating into improved programming and reach for women.

Buttressed by the figure below, there is a ‘unanimous’ agreement on the participation of beneficiary organizations in determining the use of the grants provided within the WVL project in Nigeria, either through the grant provided by the implementing organization⁷ or by the leading women’s rights organizations sub-granting to community-based organizations.

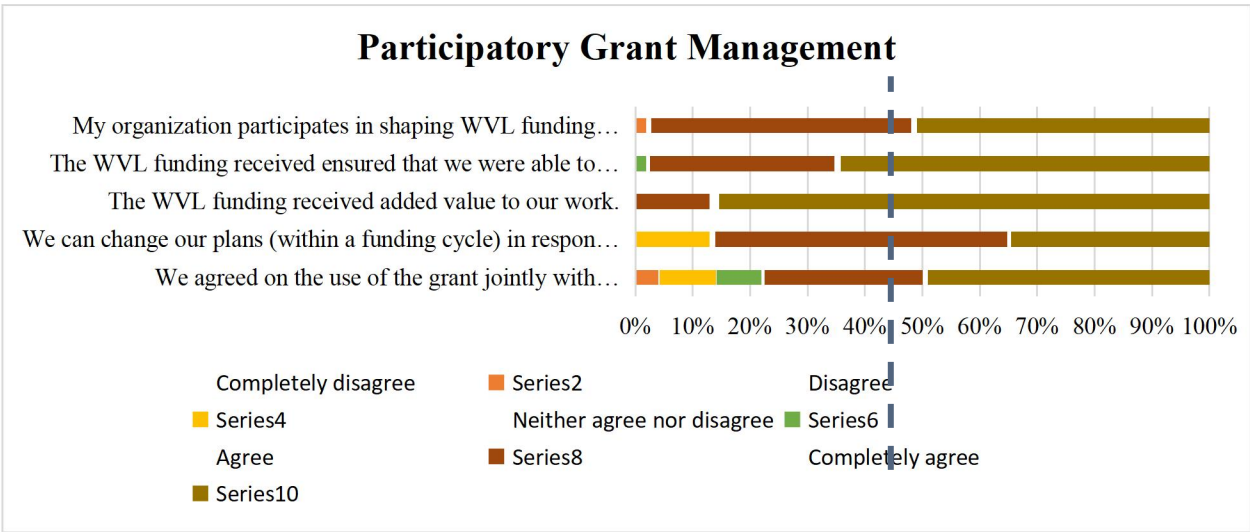


Figure 9: Participatory Grant Management

Furthermore, data from the quantitative survey as demonstrated in the graph below shows how the partnerships are conceived within the WVL project in Nigeria. Over half of the respondents agreed and completely agreed to the statements evaluating the community of practice and partnership among and beyond the project’s beneficiary organizations. However, special attention should be given to responses that indicated that some respondents neither agree nor disagree.

⁷ ActionAid Nigeria provides grant to multi-year grants to some leading women’s rights organization who in turn sub-grant to community-based organizations.

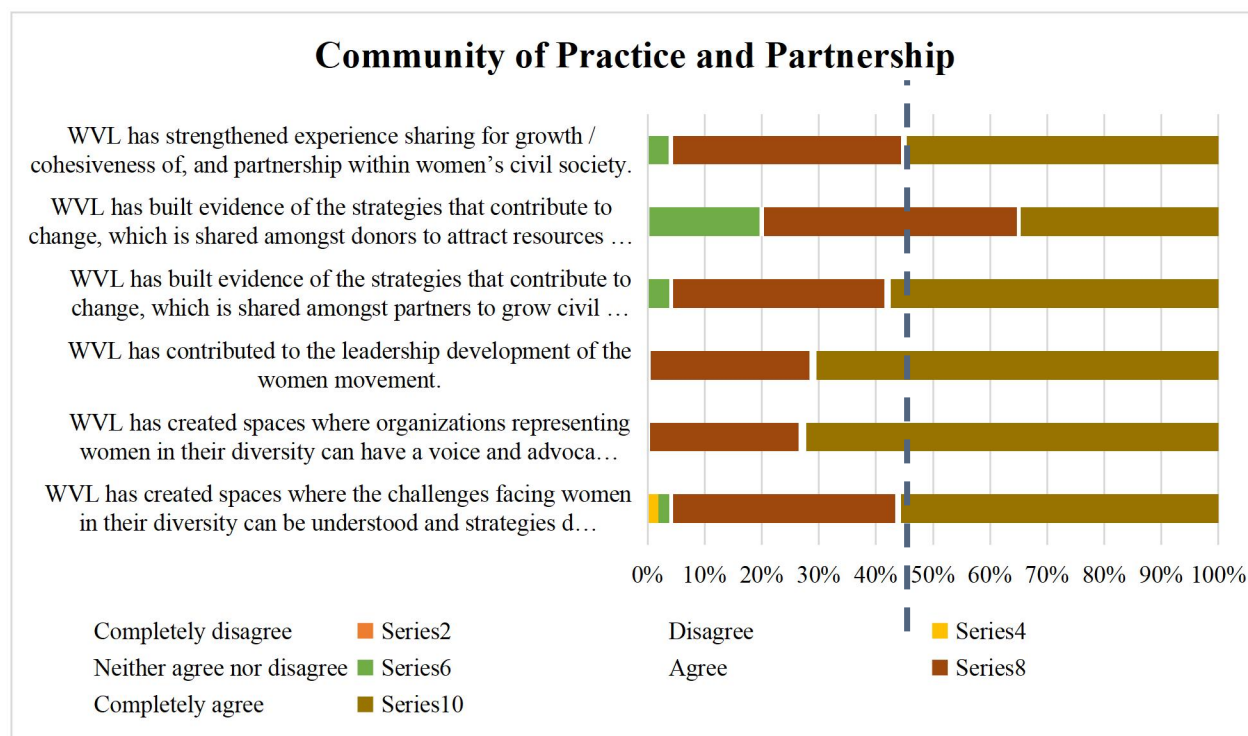


Figure 10: Community of Practice and Partnership

3.3: Progress made so far on the WVL project in Nigeria

The progress made within the framework of the WVL project in Nigeria was evaluated against the intermediate and immediate outcomes established at the beginning of the project. For this, a total of 45 outcomes were harvested from project documents including annual project reports submitted to GAC by the implementing partner, the monitoring reports elaborated by the external project monitor working for GAC in Nigeria, and contributions from WRO representatives that participated in the sensemaking workshop.

Improved management and sustainability of local WROs in Nigeria		Enhanced delivery of programming and advocacy to advance gender equality by local women's rights organizations in Nigeria.		Increased effectiveness of sub-national, national, and regional women's rights platforms, networks, and alliances to affect policy, legal and social change in Nigeria
Outcomes 1 - 9		Outcomes 14 - 22		N/A
(1110) Increased knowledge on operational practices among LWROs (CBOs included)	(1120) Enhanced systems and structures of LWRO to efficiently manage their organizations	(1210) Improved knowledge of sustainable approaches and practices to address issues of rights of women and girls	(1220) Increased ability to deliver services to women and girls by LWROs, CBOs, and networks	(1310) Improved skills of Women's Rights networks to engage with policymakers, legislative instruments, and framework towards social change.
Outcomes 10 - 11	Outcomes 12 - 13	Outcomes 23 - 24	Outcome 25 - 39	Outcome 40 - 45

Table 3: Harvest Outcomes against the intermediate and immediate outcomes.

The table above shows the disaggregation of 45 harvested outcomes across all the three intermediate outcomes and sub-categorized by the immediate outcome. Please refer to the full table of harvested outcomes can be found in Annexure 3 of this report for proper understand of the harvested outcomes. The sub-sections that follow provide some reflections on the harvested outcomes and their implications on achieving the expected Ultimate Outcome of the WVL project in Nigeria.

(Intermediate Outcome 1100) Improved management and sustainability of local WROs in Nigeria

1 In 2020, a beneficiary organization ((NILOWV) that had existed for 9 years and have never had a Strategic Plan document developed a three-year Strategic Plan.

2 In 2020, based on Partnership Assessment and Monitoring (PAM) evidence, 7 LWROs, (CCAPI and NCF in Cross River, WACOL in Enugu, ASHWAN in Kebbi, CGE Africa, FOMWAN in Bauchi, and WRAHP in Lagos) had strategic plans in place with clear strategic objectives.

3 Beneficiary organizations now have skills in proposal writing and have set up taxation systems within their organization.

4 In 2020, through mentoring, coaching, and training, additional 7 LWROs were supported to review and/or develop a strategic plan for clear strategic objectives. Of these 7, one network (NILOWV) has 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.

5 In 2020, NANA, ASHWAN, WINET, WRAHP, Women Radio, received coaching sessions for the strengthening of their organizational policies.

6 ActionAid reported that the review of the listed organizations led to visible changes in the management and leadership of RAHAMA, FOMWAN, ASHFF, ASHWAN, Nana Girls, CWEENS, and NDW.

7 Some 20 organizations currently have a project-based communications plan.

8 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.

9 Sustainable funding mechanism framework was developed to build and expand LWROs funding diversification capabilities for increased resource mobilization.

Aligned with the global objectives of the WVL program, the WVL project in Nigeria established an expected intermediate outcome of improved management and sustained local WROs in Nigeria. Concerning this, the outcome descriptions in the text box do show indications of progress being made to achieve the intermediate outcome. Beneficiary organizations being local WROs are beginning to show signs of improved management and are on the journey towards their sustainability. This was evaluated using the reports of organizations who have accessed capacity strengthening support through series of training in organizational development, including the development of strategic plans, results-based monitoring and evaluation frameworks, organizational policies, governance, and membership management.

Beneficiary organizations gave testimonies documented in the collection of the most significant change stories. Respondent 21 mentioned *“My organization has put into place policies and documents, which were not in place before coming of ActionAid Nigeria. Staff and Board members of the organization have been trained severally by ActionAid”*. In a very affirmative statement, Respondent 19 said, *“Our accounting system got better.”* Also, some respondents gave reports on how activities of the WVL in Nigeria supported improved governance and management of their organizations. Respondent 53 narrated some of the changes thus, *“Through this funding the capacity of our staff been built, and this has helped us to implement projects better and work better.”* They went further to

say that *“Through the capacity building for Board chairpersons, our board members now understand their roles better and support our work more. The factors responsible are majorly the capacity building workshops that ActionAid organized and their mentoring visits.”*

10 The review of organogram, management systems, and policies in 13 LWROs and networks. For example, KTMDI in Kebbi developed an organogram and reviewed the governance structure. The organization updated its board members and transferred leadership to the board chair who is more available to manage the organization.

11 WVL-supported organizations enjoy increased access to pieces of training in organizational development and management.

The expected immediate outcomes are measurements showing the route through which the activities of the WVL in Nigeria are taking to achieve the expected intermediate outcome. At the beginning of the project, it was established that increased knowledge on operational practices among LWROs and CBOs will be a measurement for the achievement of improved management and sustainability of LWROs in Nigeria. Here, we see evidence of some immediate outcomes showing how beneficiary organizations are evolving

towards improved operational practices. This includes the review of organizational organograms that fit the nature and context of their respective organization.

Furthermore, the report of the monitoring exercises in Lagos, Kwara, Kebbi, and Bauchi provided precise information on the evolution of beneficiary organizations and the implication to achieving the intermediate outcome 1110. From the monitoring report, on the outcome of increased knowledge of operational practices, we derived that beneficiary organizations are making deliberate efforts to review their respective governance structures. This manifested in the reshuffling of Board membership leading to improved involvement of Board members in the governance and management of the organization, evidenced in the report of Respondent 43 who said, *“The Board of Trustees and Advisors gives us more support now after the leadership training for CEOs and Board Chairs.”* Also, knowledge imparted through training workshops and support provided in organizational policy development has been used in strengthening the systems of the beneficiary organizations, especially where there has been a lack of certain organizational policies. Respondent mentioned *“We can set up our organization by providing policies of operations.”* as part of the most significant change stories collection.

In terms of organizational sustainability, we found that some of the organizations are beginning to thrive in resource mobilization, owing to the financial assistance they have received from the WVL project in Nigeria, and the training they have received on proposal writing, and program development. According to the graph below, some 43 beneficiary organizations completely agree and agree that their organizations have leverage the WVL funding to access other funding and increase their funding source.

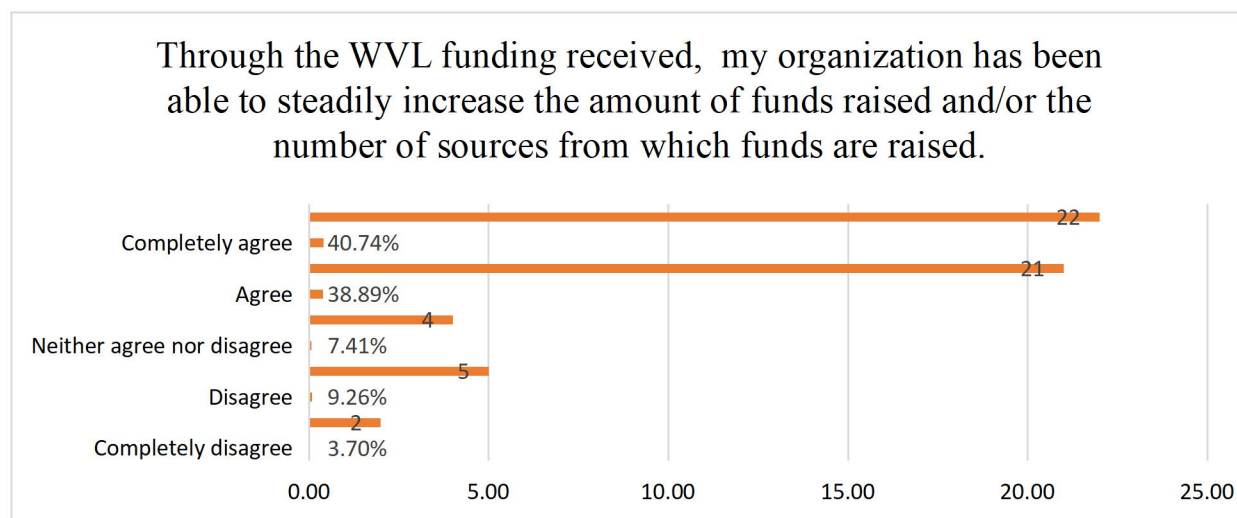


Figure 11: Beneficiaries who have leverage WVL-fund to access more funding.

12 13 LWROS and networks (NANA, KTMDI, and ASHWAN in Kebbi, SWOFON, CWEENS, and NDW in Abuja, WACOL, WINET and WEPBI in Enugu, WRAHP, Women Radio, CGE Africa, and NNEW in Lagos) have reviewed their operational practices and systems.

13 Beneficiaries can adapt to situations that may hinder their project implementation.

Respondent 26 gave an account of changes within their organization in this regard. They said, “...biggest success story is the support to build our organization system and our staff strength. Through this, our organization was able to get another funding from UNESCO SPOTLIGHT INITIATIVE/SFH Project this year.” Similarly, Respondent 16 said, “The organization is well-positioned in terms of future funding, improved

capacity in research, mentoring support, partnership with a like-minded organization, etc.” Nonetheless, resource mobilization is not the only yardstick to measure the sustainability of an organization. Other factors may include staff skills set and strength of the organization, governance structure, and systems to enable transition in case of staff attrition and change in Board membership, adaptation to the change social, political, and economic context within which the organization operates, investments, and organizational income-generating activities. The objective of the latter is to ensure that beneficiary organizations become less donor dependent. Therefore, to measure organizational sustainability it will be pertinent to consider other factors responsible for the sustainability of an organization. We realized that the indicators for sustainability, such as organizational financial health, is missing in the project’s monitoring and evaluation log-frame.

(Intermediate Outcome 1200) Enhanced delivery of programming and advocacy to advance gender equality by local women's rights organizations in Nigeria.

14 13 LWRO and 8 networks (OCDI, GLOHWOC, KTMDI, NANA, ASHWAN, RAHAMA, CGE Africa, CCAPI, Women Radio, WEPBI, FAHIMTA, GADA-CETDA, ASSH, NFF, NDW, FOMWAN, NNEW, and CWEENS) reported an increase in reach of their program.

15 **Women Radio (WFM 91.7 MHz)**, the WVL-N partner who uses its platform to advance the need for increased women's participation in Politics and Leadership amplified the WVL project activities during the reporting period through the 'Her Voice' program (a radio program designed specifically for the WVL-Nigeria project).

16 **Center for Gender Economics, Africa**, continues to innovatively channel her programming towards addressing the social marginalization of elderly women.

17 Improved GBV services and increase in reach.

18 Through improved, increased, and intensive media activities, **13** LWROs, and **8** Networks reported a wider reach of program activities giving a total of **21** grantees.

19 **NANA Girls** focused on boosting the educational success rates of the girls through the provision of science content translated into simple English and Hausa languages to augment knowledge lost during the COVID '19 lockdown. When the lockdown eased, Nana converted computer labs to e-learning classes and made the comprehensible contents accessible to more girls than planned to promote their transition to tertiary institutions.

20 By year two which coincided with the COVID-19 pandemic, (8) LWROs continued to work to provide protection services using their multi-year grant. Some that had never worked in the area strengthened their skills in GBV management making them leaders in the field.

21 Beneficiary organization designed a program that will improve women's economic empowerment. In the area of economic justice, a robust Village Savings and Loans (VSLA) program in Kebbi and Bauchi states is gaining ground among 4 LWROs implementing the program.

22 WROs achieved wide coverage of urban and rural communities in Kebbi and Bauchi state on the project. Many of these communities the WROs and CBOs reach are in rural areas and hard-to-reach located.

The text box to the left enumerates outcome descriptions relevant to evaluating progress related to Intermediate Outcome 1200. It may appear obvious that where there are financial resources, program reach would intensify and increase. This logical thinking is very linear and accurate in the reports received from beneficiary organizations on their programs. Outcome 14 showed that 13 LWROs and eight (8) networks have experienced an increase in reach in their programming.

Also, we observe some trends of improved management translating into innovative programming. For instance, beneficiary organizations Women Radio reported and demonstrated the impact of the training in program management and policy advocacy on their programming. This knowledge has contributed to their use of traditional media to advocate for gender equality and provide visibility to the WVL project in Nigeria. Precisely, forty-two (42) spots of radio jingles were placed, and 18 extra free spots were given as part of the organization's contribution to the project to raise awareness about the WVL project. Advocacy through traditional media as against concentration on social media and other new communication technologies enables outreaches to grassroots communities who have limited new technology.

In the same vein, we learned that organizations like the Center for Gender Economics (CGE) Africa innovated strategies to encourage intergenerational intergenerational football match between

relations among women and girls. They organized an intergenerational football match between

the elderly women and primary 6 female pupils of Itedo community primary school in Lagos state to improve the general health and wellbeing of the elderly.

Some other evidence of contribution to realizing the intermediate outcome include the following: 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 to 100 women through systematic mentorship and peer exchange activities, CCAPI and WEPBI expanded reach from 2 to 4 Local Government Areas (LGAs) and 1 to 3 LGAs respectively. WACOL experienced an increase in their clientele from 1 – 2 per day to 10-12 per day.

Reports also showed improved GBV services. As of March 2021, in Bauchi and Kebbi, 6 out of 7 WROs implemented GBV services. 41 women were reached with GBV services in Kebbi, and 272 women were reached in Bauchi. WROs in both states addressed a variety of GBV cases such as domestic violence, early marriages, women's inheritance issues, rape, and negligence cases. WROs provided different types of support, ranging from psycho-social support, counseling, legal support, medical support, palliative care, and support, economic empowerment, shelter, etc. Based on this information, we observe that interventions have led to increased access to justice and healthcare for women and girls who are victims of sexual and gender-based violence. This implies the overall objective of promoting gender equality through the project activities of LWROs and CBOs beneficiaries.

It suffices to mention that the COVID-19 pandemic everywhere globally affected project implementation in Nigeria. Relevant to this evaluation, the impact of the pandemic in Nigeria on the surge in sexual and gender-based violence⁸ required a need for an increase in GBV management and support services. The report of the project monitoring conducted in Kebbi, and Bauchi state mentioned the following achievements attained so far, through effective collaboration and partnership:

- The Violence Against Persons Prohibition (VAPP) Act and Child Rights Act (CRA) has been signed by the Executive Governor and bills have passed the 1st and 2nd reading at the senate in Kebbi.
- The VAPP law has been passed in Bauchi and it was translated in Hausa and disseminated in 20 LGAs.
- The passing of the Child Rights Act (CRA) is still ongoing in Bauchi.
- The penal code was amended in Kebbi.
- UN GBV Action Plan has been developed and launched in Kebbi and Bauchi.

Through the activities of some beneficiary organizations, we observed that the approach towards achieving gender equality is multi-sectorial. For instance, Outcome 21 revealed how a beneficiary organization designed a program to improve women's economic empowerment. According to UNWOMEN, "Women economic empowerment is central to women's rights and gender equality".⁹ In the area of economic justice, reports showed that a robust Village Savings

⁸ Fawole et al., 2021: Home was not a safe haven. Can be found:

<https://bmcmwomenshealth.biomedcentral.com/track/pdf/10.1186/s12905-021-01177-9.pdf>

⁹ <https://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures>

and Loans (VSLA) program in Kebbi and Bauchi states is gaining ground among 4 LWROs implementing the program. In Bauchi, FOMWAN designed a 5-year vision that will see 1,000 women in Bauchi recruited into the scheme and connected with women groups from other partners to form a critical mass for the establishment of a women community development bank. RAHAMA, on the other hand, focused on the business aspect of the program to increase the profit margin of members of their groups.

23 18 LWROs now use new skills from intersectional feminist programming and policy influencing training to design activities that respond to the needs of women and girls.
24 Improved programming and advocacy skills.

On the knowledge of sustainable approaches and practices to address the issues of women and girls (Immediate Outcome 1210), we harvested outcomes that point in this direction. For instance, Outcome 22 revealed that 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. This is evidenced by the increased organizational visibility and expanding reach through consistent and effective media engagement, further strengthening collaboration between partners and relevant stakeholders. Also, reports showed that in Kebbi, WVL partners adopted two different approaches. In one approach, the WRO partnered with CBOs to sensitize their communities so that more pregnant women go for ANC and deliver at the facility. The CBOs also engaged communities to develop by-laws with sanctions and rewards for delivering in the hospital. In the second approach, the WRO formed support groups of HIV+ women that help each other adhere to ARV drugs, access PMTCT, and other services such as economic empowerment. With the help of the support group an HIV+ woman adheres to treatment then achieves viral suppression and lives a normal sexually reproductive life.

25 28 LWROs and Networks reported an increased ability to deliver quality programming due to access to resources (multi-year grant and capacity building) from the WVL project.
26 During the lockdown numerous webinars and radio programs were conducted on GBV by partners across the project states. These webinars convened key stakeholders such as First Ladies of different states, Ministries of Justice, Legislators, Women leaders, CSOs, traditional and religious leaders.
27 Innovative uses of the media to advocate for women's rights and gender equality.
28 Improved use of new technology, especially social media to raise awareness on SRHR and GBV and advocate for gender equality.
29 Improved partnerships with other women's rights and civil society organizations in addressing GBV cases.

Throughout the outcome harvesting process, we found more outcomes showing how beneficiary organizations are demonstrating an enhanced ability to advocate and implement women and girls' rights initiatives (Immediate Outcome 1220). For instance, Outcome 25 revealed that some 28 LWROs and Networks reported increased capacity to deliver quality programming through the multi-year grants and capacity-strengthening support they received within the framework of the WVL project in Nigeria. We found in the

reports that 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, these organizations reported being enabled to employ a full complement of staff for their program offices.

Furthermore, beneficiary organizations are developing skills in the use of new technologies for advocacy. According to the report, during the early period of the COVID-19 pandemic and the associated lockdowns, beneficiary organizations conducted webinars to advocate against GBV. These webinars convened key stakeholders such as the First Ladies of different states, Ministries of Justice, Legislators, Women leaders, CSOs, traditional and religious leaders. This advocacy activity contributed to the declaration of a state of emergency, and at the federal level, the President declared a state of emergency on SGBV issues by the Governors' forum and set up an SGBV Committee, having the Attorney General of the Federation as the lead. This resulted in the prioritization of SGBV by state and national governments leading to many states passing the VAPP law in two WVL states in 2020 with additional states passing the law in 2021 outside of WVL states.

Partnership and the innovative use of the media to advocate for women's rights and gender equality is significant to ensure increased public awareness on GBV, which also resulted in the public call for action and the government's response. We also found in the reports that community members are beginning to pledge support to the cause and families are becoming receptive to changing attitudes on women's health.

30a Beneficiary organization demonstrated improved ability in program design through the conduct of needs assessments and baseline surveys
30b Beneficiary organization demonstrated improved ability in program design through the conduct of needs assessments and baseline surveys
32 Increased knowledge on GBV issues among religious leaders, set up of a committee to identify and report GBV cases: and increased referral of GBV cases to NCF.
33 Improved community engagement
34 Increased collaborations amongst SGBV actors; leading survivors are getting quick responses on incidences reported.
35 Partnership of WVL beneficiaries (FOMWAN, ASHH Foundation, and RAHAMA) in Bauchi lead to the establishment of the Village Savings and Loans Association (VSLA) scheme.
36 Improved programming on women and political participation.
37 Improved community outreaches through local media and advocacy visits
38 Increased programming addressing socio-economic empowerment of women.
39 Increased engagements in decision-making platforms in favor of GBV victims

During the outcome harvesting, we found that beneficiaries organizations are engaged in practices that aim to ensure quality service delivery to their target population. For instance, in Outcome 30, we observed an improved ability in program design, which involves needs assessment exercises and baseline surveys. These practices enable the beneficiary organizations to design needs-responsive programs for women and girls, as well as develop a framework for which the programs could be measure, using baseline information.

In this regard, we found in the reports that ASHWAN in Kebbi State conducted a baseline survey for 500 women and girls living with HIV/AIDs to determine the health and economic needs of the cohort that aid their access to antiretroviral drugs and livelihood across the 9 comprehensive treatment sites in Kebbi State. The findings from the survey were used to improve the programming and coordination of the 8 women and girls support groups for ASWHAN members in Kebbi

State. We also learned that support groups provided a safe space for women and girls living with HIV/AIDs to discuss ethics of positive living, improved adherence to treatment, and access to economic empowerment opportunities.

Likewise, due to the high rate of maternal mortality in Kebbi state, Nana Girls focused their intervention on reducing maternal mortality. They conducted a baseline assessment on causes of women's maternal mortality in four LGAs in Kebbi State towards establishing partnerships to tackling maternal mortality at the grassroots. Findings from the survey were used to design the intervention and selected CBOs benefited from capacity building on community engagement, participatory tools, monitoring and mentoring, and report writing. The CBO carried out community dialogues and sensitization to women, men, and community leaders on the importance of attending ante-natal clinics and hospital delivery through a campaign titled in Hausa “**Ceto mace mai haihuwa ibadat ne**” (Meaning saving the lives of childbearing women is a religious obligation).

(Intermediate Outcome 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

40 The COVID 19 pandemic forced LWROs to either pivot their programming by using multiple approaches such as webinars, Instagram live, ZOOM meetings, etc. to engage policymakers and other stakeholders.
41 All 10 LWROs Networks/Movement acquired knowledge and skills on Network management, Advocacy, and Policy Influencing and have begun to reflect this knowledge and skills in their methodologies for stakeholder engagement
42 As a way of embracing the new normal, The Nigerian Feminist Forum (NFF) is now fully operational which is a long way from its initial moribund state in 2019, has effectively utilized the virtual space for meetings and dialogues.
43 Increased male engagement in gender equality through their participation in community town-hall meetings.
44 Increase in the engagement of community leaders in advocacy meetings regarding gender equality especially in female land ownership.
45 Gender evaluation of the 1999 constitution has enabled policy advocacy strategies for a more gender-sensitive review of the Constitution.

The WVL project in Nigeria conceived that to ensure increased enjoyment of human rights by women and girls, and promote gender equality in Nigeria, increased effectiveness of women’s groups in the advocacy for policy, legal and social change will be a contributing factor. Within the WVL project in Nigeria, reports showed increased coordination and collaboration among LWROs in Nigeria. Already, the WVL project in Nigeria, serving some 100 organizations across the country is an interesting platform for coordinated national advocacy activities. During our evaluation

process, we observed that there is a practical means of communication through a WhatsApp group that brings together all the beneficiaries and provides them opportunities to share experiences including policy advocacy strategies. By extension, we observed cross-national solidarity where WVL beneficiary organizations engage with non-WVL women’s right organization in advocacy activities, for instance, the passage of the VAPP Bill.

In addition, like the LWROs and CBOs, Networks have also demonstrated improved skills in the use of new technologies. It was reported that during the COVID-19 – related movement restrictions, networks of women’s rights organizations conducted series of training. According to the reports, 100 Women Lobby Group, WIPF, NILOWV, CWEENS, NDW, FIDA used Zoom to hold network meetings and training, which helped them to expand their networks across states they had found difficult to operate in, due to lack of funds to invite or visit those states. Thus, the unavoidable use of technology during the COVID-19 pandemic helped them to discover new ways of work and began to engage women in new states where they were not operating, recruit and expand membership. As a result, these networks now have members in all the six geopolitical zones in Nigeria.

In Enugu State, due to the lockdown and the subsequent closure of its offices, physical mediation and intra-familial conflict resolution done daily by WACOL were affected. However, by activating three 24hours hotlines, WACOL was able to receive and handle a total of (227) Two Hundred and Twenty-Seven cases of victims and survivors of different forms of violence between April and June through a wide range of services: legal aid services, medical support, financial support, shelter, and psychosocial support. In addition, WACOL through technological-driven services within the period of COVID-19 created a live chat on their website that allowed

victims to speak directly to counselors. It was reported that WACOL addressed a total of Four Hundred and Fifty-Six (456) cases of SGBV and VAWG between April – September 2020.

Furthermore, as seen in Outcome 41, all 10 LWROs Networks/Movement beneficiaries acquired knowledge and skills on Network management, Advocacy, and Policy Influencing and have begun to reflect this knowledge and skills in their methodologies for stakeholder engagement. We learned about how some of the networks are putting these skills into use. We gathered that NNEW in Lagos State have applied new knowledge acquired on policy influencing in its engagement with the Federal Government's Water Resource Bill. The Bill, if passed, would give the Federal Government total control of all the freshwater resources across Nigeria, meaning that the rights of citizens over ponds, lakes, rivers, streams, springs, and other water bodies will be revoked. SWOFON is using the knowledge acquired to advocate for a land-right act to enable women farmers to acquire and own land in FCT. Likewise, WIPF and 100 WLG are using the new advocacy skill to push for the review of gender-friendly constitutions at the National and political party levels.

Base on the information made available to us, we observe a holistic approach where gender equality is mainstreamed in diverse societal affairs. We gathered that networks worked on increasing male engagement on women's rights issues and promoting improved community engagement. We see this through Outcomes 43 and 44 where NILOWV conducted community town-hall meetings in Kwara, Enugu, and Cross River States with 224 Women and 26 Male Gate Keepers reached the grassroots. Also, SWOFON reached 108 community leaders and state actors through advocacy meetings on the need for the review of the Land Use Act. As a result of these engagements, commitment pledges were elicited to support the process. The project report declared that because of the advocacy, 15 hectares of land was given to women farmers in FCT for 10 years.

Section 4: Our reflections and recommendations

Relevance: the WVL project from inception was clear on its mandate of increasing women's leadership and voice in Nigeria. We note that this mandate is being fulfilled. This mandate was well elaborated during the face-to-face outcome harvesting meeting at Abuja and during the report review generated by partners. Partners are focused on addressing women's lack of voice and near absence from leadership positions in both public and private spheres. Their interventions have focused on changing the status quo and challenging patriarchal status of Nigeria. Additionally, the call specifically identified women and their agencies as the sole beneficiaries of the WVL project and has been moving in that direction. The reports record various partnerships including challenging laws that relegate women's rights, interventions that bring gatekeepers to meeting with women as partners in development, and advocacy at all levels for the push to pass laws that aim at promoting the rights of women and girls; one of such laws has been the Violence against Persons Prohibition Acts, which have been passed in some of the states where WVL-Nigeria project grantees are situated. This deep dive conduct in the mid-term of the project is also an added value, which shows that GAC and its partner in Nigeria are committed to ensuring that the project is moving in the right direction and targeting women in their diversity. It is projected to contribute towards amplifying women's and girls' voices and challenge social norms and practices that are discriminatory and impede the realization of gender equality through the setting up of the feminist hub and media campaigns amongst others. For this reason, this project remains relevant in advancing gender equality in Nigeria.

Coherence: The WVL-Nigeria project is clear on its mandate and fits into the focus areas established by GAC and ActionAid. This has been effectively communicated to implementing agents i.e., WROs through the series of convening. The various partners in the states have strategically positioned themselves to respond to work that will serve, benefit, and improve women and girl's voices in Nigeria. For instance, while some projects target strategic gatekeepers and community leaders to enhance their capacities to support women's voices, others have targeted programs that supports women's capacities to function effectively in politics. There have also been projects that challenge election violence that deters women from participating. Cultural and traditional norms that subject women to informal sector and microeconomics hindering their participation have been tackled through women's capacity building meetings. Radio programs and other capacity building opportunities and education of the girl child are long-term interventions that aim to bridge generational gaps and mentor young women into leadership positions. Women's economic empowerment has been used as a viable means of supporting and sustaining women to enhance the status of their families and provide education for their children. By the first half of year 1 of the project, ActionAid had effectively identified and engaged a total of 28 local women's rights organizations and 10 networks. Background checks were undertaken to confirm their eligibility and help partners to have greater insight into the full concept of the WVL project, and their capacities are being strengthened.

Effectiveness: The goal of the WVL-Nigeria project is to support the capacity and activities of local and national women's organizations and movements seeking to empower women and girls, advance the protection of women's and girls' rights and achieve gender equality in Nigeria. This includes increasing funding to WROs and their movements, recognizing the global funding gap that they face. In doing so, WVL-Nigeria project aims to assist these organizations and movements in their efforts to eliminate discrimination and rights violations in policy and legislation (including implementation) and the provision of services, as well as harmful social beliefs and practices. It can be stated that ActionAid and its Nigerian partners are effective in this mandate. The challenge that the civil society especially women's rights organizations face is the trivializing, and cultural and traditional norms, which set back effort to position women's issues. The support from GAC and Action Aid has used capacity building and financial support strategically to enhance women's ability to be creative in advancing rights. Supporting local communities to tackle their problems themselves is an effective strategy that support community model of transformative change. Additionally, it can be said that this project has achieved effectiveness through its focus on giving leadership to women and ensuring that more than 100 women organizations; several of them who have never received funding in the past and not positioned to receive support due to lack of structures have received support in this regard.

Efficiency: GAC and ActionAid intervention has diversified resource beyond capital financing but the human capital which means that the project is having multiplier effects within the communities and outside of it. From reports read and dialogue with ActionAid Nigeria, there are actions towards developing frameworks for facilitating partner's skills in resource diversification through the sustainable funding mechanism stream. This is a level of efficiency that will lead to sustainability and efficiency in the operations of the partners. The reports also indicate that partners have gained skills in organizational development. This knowledge will be applied in day-to-day operations and enhance efficiency. However, majority of beneficiaries are of the view that more funding and timely disbursement of funds is necessary to achieve more outcomes.

Impact: Reports from ActionAid Nigeria and partners indicate that trainings provided within the framework of the project has positioned the various organizations to make impact in Nigeria. For instance, governance, financial management and accountability training are knowledge that will be applied by the organizations in other projects that they are likely to execute with other partners. Report writing skills, media engagement trainings are opportunities that have created visibility to the partners and increased collaborations. Trainings on intersectional feminist programming, strategic planning development are opportunities that can help position organization for impact and become attractive to other funders and ultimately lead to accessing more support and operationalizing women's human rights and voice in Nigeria.

Sustainability: ActionAid Nigeria and GAC interventions is positioned to increase and strengthen women's rights organizations in Nigeria. To support 100 nascent NGOs and link them to WROs is a step that will facilitate inclusion of voices from rural to urban communities. The knowledge that has been passed on will ensure sustainability of community-based organizations and spiral into more gains in the women's movement in Nigeria. Girls' education, women's economic empowerment are interventions that can support not just women's organizations but the entire society.

Overarching reflection including recommendations:

The project was very effective in the advertisement of the project and the content was clear in terms of the focus of the incoming project. The WROs mentioned in their responses that they felt qualified to respond to the call because they were women led, working on gender issues with women and girls as their target beneficiaries. They also saw the opportunity to have a grant or access to more funding to scale up the work they were already doing. They also saw the advert as an opportunity to develop their personal and institutional capacity, and visibility.

The selection process was efficient because all partners and CBOs that were selected presented these profiles and the interventions as reflected in the KII responses from the WROs and the CBOs confirm these. The respondents also shared with the evaluation team how some groups were disqualified because they were not resident in the communities they proposed to work with and how some of them were not women-led.

The needs assessment and needs prioritization process were not properly discussed during the KII to enable the evaluation team to establish its efficacy. The community mapping, for example, was not described. Key and most marginalized communities, such as sex workers, Lesbian, Bisexual, Transgender, and Queer (LBTQ) women groups, and adolescent girls and young women who use drugs were not captured at all in the needs assessment. This reflects in the shortfall of enabling these groups to benefit from the WVL-Nigeria project and raises questions regarding the efficacy of the needs assessment and needs prioritization strategies, and tools used.

The capacity building has been effective in some respects, such as institutionalization and organizational development, and project implementation. Capacity building in social media engagement and the use of the internet also proved effective. KIIs reported improved visibility, ability to access funding outside the WVL funding streams, acquisition of office spaces, CAC registration, expansion of networking partners including partnership with the State and Local Governments and the private sector. However, there is need to further develop the capacity of the WVL partners in leverage strategies for institutional sustainability. For instance, lending staff capacity to one another to mitigate the adverse effect of staff attrition.

Project implementation has been effective. Strategies to reach the target beneficiaries they are committed to working with have been effective. However, with the data collected, it appears as though the project results that seem to have been empowering appear to be reinforcing gender roles and exploitation of women. For instance, the fact that women have been able to earn and have access to resources and are able to foot bills now in the family, and contribute financially to social responsibility, (paying school fees for orphans) does not necessarily translate to power shift or gender transformation intervention results.

Unfortunately, there were no responses that confirmed that gender power balances are tilting in the favor of women. It has always been the social responsibility of women in patriarchal systems to cater and nurture and nurse the weak and the disadvantaged in their communities. This opinion has been informed by subjecting the project outputs to assessment using Gender Analysis Frameworks (GAF). There is need to do a training on GAF with all partners. This will also aid

their capacity in the area of needs assessment and needs prioritization being able decipher root causes of gender inequalities from the resulting consequences.

From the data collected, monitoring and reporting have been effective in tracking project progress, challenges and areas for capacity development and refresher trainings. There were concerns though regarding the layers of reporting and how these have had impact on delay in access to funds for continuing activities. This translated to a burden on some groups bearing the discomfort of explaining to their beneficiaries and the pressure of looking for funds from alternative sources. One of those instances in feminist interventions that the end cannot be said to justify the means.

Ultimately, the project has been effective in reaching women and girls in crannies that may otherwise have not been reached with the empowerment projects provided by the WVL. In all the KII responses, there was no mention or even a slight hint of LBTQ inclusion in the WVL project. The community was not included. Not as a WRO, neither as a CBO nor as a beneficiary of the variety of services delivered during the project.

The mere fact that the expanded Sharia Law was introduced in 12 northern states of Nigeria where initial sexual offences sentences included death by stoning, and the hyperactive Hisbah, which was hunting down sex workers, transvestites and (perceived/suspected) homosexuals who hitherto were enjoying a good measure of tolerance, drove the communities deep into the closet. The introduction of the Same Sex Marriage Prohibition Bill in 2006, 2009 and 2011 till when it was gazette into an Act in 2014, increased the risk of survival of same sex loving persons in all social spaces in Nigeria.

This scenario presents the litmus test for any intervention in Nigeria that identifies as a feminist project, compromising inclusivity and service to women in their diversity.

However, the few active feminist projects in Nigeria and those carrying out HIV/AIDS programming that is human rights-based have had to be intentional about the operationalization of their policy on inclusivity in order to reach the marginalized populations.

For the WVL-Nigeria project to fulfil its mandate in this aspect, she must be intentional in her selection of partners and beneficiaries. The COVID-19 top-up grants, and the multi-year grants, especially those granted to partners working on HIV/AIDS can easily and deliberately create a safe space for most marginalized and sadly criminalized communities to be part of their project beneficiaries. At the least, the Strategic Opportunity and Strategic Innovation funding streams are an awesome opportunity to come up with unique and creative strategies to include LBTQ population as implementing partners and beneficiaries. The groups may appear amorphous to partners who have never programmed for these communities, but they are present in every state in Nigeria. The WVL-Nigeria project should deliberately reach out to (invite) and partner with credible feminist groups that are community-rooted in Nigeria and have a track record for working at the grassroots level. Groups that have experience to build in security measures in their projects.

However, in so doing, the WVL-Nigeria project should be aware that this funding has to include a budget for physical and digital security activities from the onset and throughout the project life for the partner organizations and their respective beneficiaries. A CAC registered organization working with these marginalized groups, with a well-established structure can be invited to submit a proposal like some of the existing partners were.

Even though the WVL project has common goals and objectives, the KII from the WROs and CBOs were weak in depicting that in their responses. In the questions that sought data on how the partners were engaged, for example, the respondents did not depict uniformity in their responses even the interview with AAN suggested that the process was standardized across board. The responses should be the same when it comes to reporting requirements, also for example. Not to have the partners mention one and the other partner the other, giving the evaluators the impression that the capacity building process was not standardized across board. The feminist approaches such as the capacity building, and transparency components can be strengthened to transfer this knowledge and understanding to the partners and beneficiaries. To know that the reporting requirements are holistic.

There is need to develop a deliberate strategy for the partners to have the understanding that they are ultimately one project. The sense of belonging and ownership needs to include that, because in their different locations, with different thematic areas of focus and diverse beneficiaries, they are filling into common over all goals and objectives.

Issues of flexibility, trust, information flow chart, power balance and autonomy that are critical to defining feminist approaches in participatory programming for community projects did not come through in the KIIs from the WROs and CBOs. This is where it matters most for the project to be defined as a feminist project.

The thematic areas of intervention revealed by the data available to have been very relevant, and so where the feminist strategies.

From the interview with ActionAid Nigeria, the intention for the WVL to be a feminist intervention was clear, but the realization of that intention was lost at the community level. The responses did not provide information to establish that. These should have been found most especially as they responded to questions on needs identification and prioritization, communication strategy, reporting requirements and identification of target beneficiaries. To reinforce the feminist value of this project, participating WROs and CBOs should receive training on diversity and inclusion from a feminist perspective.

Annexures

Annexure 1: Deep Dive Committee members and WVL team at ActionAid

States	Names	LWROs	Email
Bauchi	Aishatu Ibrahim Kilishi	Federation of Muslim Women's Association of Nigeria (FOMWAN)	fomwanbauchi@gmail.com
Kebbi	Fatima Adamu	Nana Girls and Women Empowerment Initiative (NANA)	nanawomenandgirls@gmail.com
Kwara	Christy Abayomi Oluwole	Global Hope for Women and Children (GLOHWOC)	glohwoc@gmail.com
Enugu	Prof. Joy Ngozi Ezeilo	Women Aid Collective (WACOL)	wacolnig@gmail.com
Cross River	Victoria Emah-Emah	Neighbourhood Care-Well Foundation (NCF)	neighbourhoodcarewell@gmail.com
Lagos	Olakitan Wellington	NECA's Network of Entrepreneurial Women (NNEW)	nnewomen@gmail.com
FCT	Debra Life-Alegbemi	Christian Women for Excellence and Empowerment in Nigeria Society (CWEENS)	cweensfct@gmail.com
WVL Team Members (Implementing Partner) ActionAid			
	Nkechi Ilochi Omekedo	ActionAid Nigeria	Nkechi.ilochiomekedo@actionaid.org
	Vivian Efem Bassey	ActionAid Nigeria	Vivian.efembassey@actionaid.org
	Niri Goyit	ActionAid Nigeria	Niri.goyit@actionaid.org
	Amina Aliyu Adamu	ActionAid Nigeria	Amina.adamu@actionaid.org
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PRA – GAC Evaluators

PRA Focal Person	Bénite Mandaka, Senior Evaluation Officer	Benite.mandaka@international.gc.ca
PRA	Silvia Grandi Evaluation Manager	silvia.grandi@international.gc.ca
GAC Monitor (if applicable)	Idoteyin Offong	Send2teyin@yahoo.com

Annexure 2: Most Significant Change Stories (unedited)

Personal Change stories

#	RESPONSES
1	This is the first time that as an organization we were able to independently carry out advocacy to legal luminaries and law enforce policies that will favour women and girls positively. Before now, we partnered with other organisations or networks. 2. Today, as received, We work hand in hand in partnership with the Benue State Ministry of Women Affairs and Social Development. We work c Police Force now. And other MDAs, CSO's and FIDA. 3) We advocated for stigent policies that will discourage rape in all ramification this support enabled us to put a smile on over 50 women who benefited from direct skills acquisition and the starter parks we provided their faces. 5. We are delighted that while the project lasted, we were able to make shelter available for over 40 survivors of different TODAY OWACDO IS THE ONLY ORGANISTIIN THAT HAS A SHELTER FOR SGBV SURVIVORS. Even the MWASD refer ti 6. Our organisational workforce has increased. More volunteers naturally came up. 7. Our procurement processes improved and staff strictly adhered to. 8. Now, we are able to provide mentorship, tutoring and leadership examples to other NGOs in the State. Ect ect
2	women and girls (Survivors)empowerment/income generation activities has brought a relief and is the most interesting part and a suc their stories about it.
3	Through the WVL intervention we were able to handle most of the GBV cases, we have established a strong advocacy network and judgement for the survivors, we have strengthened the capacity of our staff and each were able to understand their roles. We have interest in studies back to school and presently there are girls who are writing their final exams.
4	Creating access to sustainable economic empowerment for more women.
5	Through the WVL Project, D.N.F. provided medical, legal and psychosocial support to victims of SGBV. DNF aided the successful d survivors who are minors. Their parents were unable to afford antenatal and medical bills for delivery. However, D.N.F. was able to project. These survivors were able to go for regular monthly check-ups and antenatal care. Both mothers are healthy and are psychosocial activities to help them recover from the impact of the unfortunate events that had occurred to them. Through the W.V.L. to rescue girls who were being trafficked. A trafficking ring that included the community leader of Saburi and four others were all appreh raping a minor. D.N.F., in partnership with the NAPTIP, Force C.I.D., and Police Command, was able to conduct this activity. The F and some members of the Saburi community commended us for this act because though it was initially reported to the divisional po done about it.
6	Understanding how to take action on violence against women and girls and how to empower women in expanding their business.
7	personally as a result of WVL project, i have an in-depth shift on what feminism entails, knowing the value of airing out my view as a woman through human right based approach also i learnt that gender roles are determined by prevailing cultural

norms but they can be dynamic as well, when challenged through sensitization and awareness especially at the grass root level.

8	The project has increased my capacity to deliver in the thematic areas of my organization.
9	we improved in every aspect of our operation
10	As an individual i have benefited a lot from the WVL project. I joined Network of Disabled Women as the program officer for this project with no much skills in project management. Due to several trainings organized by AAN, my skill set has developed greatly. I can now write award winning proposals, i understand program and project design, i understand result based management and a whole lot of others
11	The trainings by AAN has built the capacity of our staff to implement projects. The project also helped us to increase our reach in training paralegals in communities where we work that are now 1st responders to issues of GBV around them.
12	Improved personal capacity and ability to listen to women's tales without being judgemental
13	We have improved on report writing, now know the impotent of policy and we some of the necessary policies, and above staff capacity has been built great level
14	Synergy and collaboration among the women right organizations.
15	Women in abusive relationship now speak out. The community we work in is now aware of the evil of GBV and no longer condone it. Women now look out for each other. Women now know their rights and stand up for it. This is unlike before where women suffer in silence. The girl child also speaks out when she is abused.
16	Improved capacity in coordinating programmes, resource mobilization, empathy as well as team building.
17	Although funding was limited, as an organizationwe were able to positively impact the lives of at least 25 ado;escent girls. We provided them with mobile phones and changed their outlook on technology. We taught them about their bodies and female health topics that changed they way they go about their daily lives. We also provided them with startup kits to begin a small business after giving them the necessary financial training
18	With the WVL project I am now more capable of handling projects including GBV cases
19	This journey has enlarged our heart for to aid women regardless of challenge.
20	Grassroots' development of their voices and their transformation to the extent that a number of them became part of the decision makers within their communities to the extent that they make demands for increased and improved good service delivery and development of their needs and representation of citizens' needs and desires. Evidence based grassroots' development of high interest to participate in politics
21	I have been able to engage relevant stakeholders and traditional leaders on issues of gender especially with respect to eliminating all forms of violence against women and girls. These advocacies are yielding positive results as more people and more traditional leadership are onwing up to their responsibilities. The engagements are yielding positive results.
22	My leadership skill has been strengthened. Through their personal mentoring and coaching period with my focal person during the course of the project made me understand the dynamics of engaging our target group and addressing the problems been faced by in-school and out-of school adolescents girls.
23	The fact we were able to access grant from WVL Actionaid has help to project us right now in Bauchi State as champion for gender based violence with holistic approaches in handling case. That led to organisations abstaining judgment over a case

at high court February 2021. The organisational policy has been strengthened via all the training, mentorship support received from Actionaid Nigeria.

24	Hon. Rabiu A. Kazeem, Community Leader, Egbe-Idimu, LCDA, Lagos "Women's Rights and Health Project has been of tremendous blessing to the communities of Egbe-Idimu LCDA and Alimosho in general through her various community engagement, sensitization, and awareness programmes on the various aspects concerning women's rights, child abuse and other forms of gender-based violence. The citing of her office Ireti Resource Centre has also helped to allow members access to justice and information on SGBV. WRAHP also encourage community participation in her activities by training & engaging community leaders. For example I was part of her five year strategic planning meeting held in Festac in September 2020."
25	Personally I have been inspired by my experience in the wvl project as the program officer, I am motivated to the point that I intend to participate in the upcoming 2023 general election in Nigeria, because I believe that women can do more
26	TrueBeauty Foundation through the WVL funding have been able to build policies, and build good system structures for the organisation, for me, I needed this knowledge eagerly but could not receive the support and how to go about it but the WVL project came offering us all the support we needed to build a good working structures and system for our organisation. Secondly, through the funding, our organisation is now able to really provide support for the community women we worked with and even provide hand holding, sensitization to our beneficiaries. But then, my biggest success story is the support to build our organisation system and our staff strength. Through this, our organisation was able to get another funding from UNESCO SPOTLIGHT INITIATIVE/SFH Project this year. Am grateful for the support
27	As the CEO of the organization, I have been able to improve on my leadership skills
28	Capacity building and personal development
29	This project has enabled me to reach out to more women, encouraging them to prepare and position themselves for leadership . It has helped me to provide leadership coaching to young female adults, thereby helping me to live my dream .
30	I will say that a lot of changes has been made to me personally, this relationship with GAC and Actionaid Nigeria has brought a great change, a lot of stories and make me more rooted and passionate with our work.
31	I have received quality trainings that have enhanced my capacity in dealing with women issues. I am now able to carry out advocacy activities with better results.
32	A great improvement in capacity building of our all female personnel across Nigeria especially those working on NILOWV project management team in the states of WVL projects. Our greatest change story is having a network with the highest number of elitist Nigerian women and large number of NGO's under one umbrella speaking with one voice on gender equality.
33	So many women's lives have been touched through the project, some basic needs have been met others thier justice needs have been met but for some access to protection services have been enhanced which ordinarily are not being able to.
34	As a result of my involvement in the Women Voice and Leadership I have seen many changes in the aspect of my life especially in relating with victims of GBV
35	Improvement in financial documentation, reports writings, relationship with feloow women, capacity building as an organization, strategy in monitoring and evaluation cultivate habits of savings And Feminism training
36	Capacity building and mentorship programs have helped to improve self

37	One of the most significant change we've noticed is the lives of women being transformed. The WVL project has made so many women to stand of their feet's to assist their family, many women ventured into petty business that has changed the standard of living of their family. Also the mindset of many women about gender based violence has changed too, many parents of the victims felt keeping silence it's the best approach to such crime to protect the name of their family but the WVL project has opened the eyes of parents & youth that silence it's not the answer.
38	As a beneficiary of the Covid-19 Top-up Grant, I now have a significant mind shift in the area of total accountability, transparency and clear-cut reporting capacity.
39	The training we got prior to project commencement helped us improve our operational systems and this strategically positioned us to access more support from other organizations. Focus is usually more on the beneficiaries of our work but WVL Covid top up fund helped cater to the burn out we were experiencing as human rights defenders. Several of our colleagues had near death experiences which would have been worse for us without the support we got. We also handled cases that exposed colleagues to reprisal attacks from perpetrators. The connection to like organizations helped us pool strengths together to deflect attention from a few individuals by proving it is a coalition of women's rights defenders that are directly following up on access to justice on the case. Without the WVL support, we would have been worse or possibly killed for daring to do the work we do.
40	I have become more enlightened
41	It all started with the desire to see young people, women and girls have access to comprehensive sexuality education and services at the community level so I started this community based interventions. I never had prior experience in running NGO just passion to solve community problems and my work experience in the development sector which did not include running an NGO. The WVL Project has provided me avenue to be able to learn from older organization, I have benefitted from trainings and capacity development training. It has been amazing and helped me improve my leadership skills.
42	As a Staff, our project work has exposed us to the insecurities and injustice meted out to women in our various communities and instilled a positive drive to see changes, educate women on their rights, build network with other organizations to fight against violence against women The WVL Project has taught me a lot of things and built my capacity in project management, etc.
43	Personally, working on this project has helped me to learn to collaborate more with other women led organisations and government agencies to achieve the same goal in the state. I have learnt to support women more and be less judgemental. My work load has reduced as the CEO as my staff do more now and are responsible for their actions. I don't do more than necessary and we have a succession plan for each role.
44	The WVL project has strengthened the capacity of our project staff. We now have the skills and abilities to address issues that are making great impacts to beneficiary communities. After the WVL organization leadership training, as the founder of the organization, I have leadership abilities that I did not know existed till now.
45	Mrs. Virginia Nevo is a community member from Amagu Akegbe-Ugwu, in Enugu State. Her participation in aTown Hall Meeting on “Ending Violence Against Women and Girls and Gender Based Violence” organized by WINET under WVL-N changed her life. The topics discussed motivated her. She has increased her level of knowledge on violence against women and girls, how to protect her right as a woman, laws that promote and protect women's rights for example, Enugu State Violence Against Persons Prohibition (VAPP) Law as well as places to seek for help. After the training she said, "I now know my rights and nobody can throw me out of my husband's house". Mrs. Virginia Nevo, a trader, has also gone further to educate some of the women in their local market who were not able to attend the training on the things she learnt concerning violence against women and girls.
46	The culture forbade women from speaking out about their marital or issues in their homes but due to our WVL project we

have been able to engage with communities and made their leaders and town announcers as whistle blowers on SGBV. The communities send such cases to NCF and many more women and girls are speaking out. The number of cases we received has increased in the last 3 years of our WVL project and that is quite significant in this part of the country. I was able to organize over a thousand women and some CSOs to protest against rape in the old city of Calabar which was replicated in some other LGAs in Cross River State. It was a big shift from the normal which was carried by major media in the country and was discussed by the State House of Assembly. It brought about awareness and now many other organizations are identifying with the organization. The University of Calabar sends Social work student to learn field work from the organization while two of their department professors have signed our volunteer form to learn field work from the organization. The Executive Director was recognized by the State by receiving the award of developing and supporting women in the state by the First Lady Dr. (Mrs.) Lynda Ayade. The Executive Director was also selected a national Monitoring&Evaluation technical working committee member by the UNDP/Federal Ministry of Women Affairs for leading in sending SGBV data to the national dashboard and in being the best in SGBV reporting in Cross River State.

47	I fill fulfilled by promoting gender justice through this funding
48	The WVL project really increases the capacity of our Organization in areas of Proposal writing Women involvement in management Report Writing Strategic plan Feminism's Capacity building of CBO etc
49	The funding received from Global Affairs Canada and being supported by Actionaid Nigeria and GLOHWOC have really helped my organization in the area of leadership and women Political Participation. All the training received have built my capacity as well as the capacity of other women in my organization. More women are now interested in Politics, women can talk and be heard and more confident. I sincerely appreciate the sponsor for their efforts in liberating women folk from abject poverty and giving us the right to participate in policy making and leadership positions.
50	Through the WVL PROJECT, my personal capacity has been built through knowledge impartation and sharing in all relevant areas to deliver result in women's rights programs and Interventions. More understanding has been gain on our to increase Organizational effectiveness. My efficiency level has greatly increased and good structure and system has been established to run in our Organization. So grateful for the opportunity to be empowered with relevant knowledge and skills for productive service and Interventions delivery in protecting women and girls rights
51	Allot of changes I will like to mention few o them like rape we have seen some changes before we have allot of cases but we the help of wvl now the is no much case's about that,in our community Allot of vulnerable women benefits from the project
52	My ability to write budget line or budget activities line by line with transparency and accountability. Supportive and cordial relationship between us and the LWRO who in spite of all mistakes we made did not raise their voice against us. I learnt tolerance, patience with participants in the community we work since we all are in the learning process. My accounting system is enhanced. My reporting narrative improved. My participation in paralegal training for SGBV in communities improved. Etc
53	Personally I lead the organization with more sense of clarity and vision. This is because of Action Aid's trainings and support to develop our latest 5 years strategic plan. Through the WVL project I have been plugged into a national network of women of like minds and we support each others work.

Organizational Change Stories

#	RESPONSES
1	As stated in No 28 above.
2	The WVL funding has increase SAHEI visibility among other National NGOs and in the sector. We have received a lot of referral and survivors.
3	Our Organisation is well recognized in the communities whenever there is any problems they quickly notified not only on GBV but free legal services.
4	Creating access to sustainable economic empowerment for more women.
5	For the past 10 years, Our Organisation, Dorothy Njemanze Foundation (DNF) has worked towards eradicating Sexual and Gender-Based The WVL funded project provided DNF with various opportunities to improve on our work. DNF built partnerships with other Civil Soc Nigeria. Internally, DNF was able to engage more professional personnels and improve on its Monitoring and Evaluation Capacity to e and outcomes. In conclusion, over 300 people benefitted directly from the project and over 10,000 through social media platforms.
6	We are able to set up our organization by providing policies of operations.
7	As a result of the WVL project, the organization got an award to sub grant 12 CBO's which has widen the coverage area of the organization engagement 4 among the 12 CBO's were registered with CAC but presently 6 are registered. Also, capacity of all the CBO's at Mentoring, Training, and Hand holding sessions which led to grant award to 2 among the 12 CBO's from other donor.
8	Our organization has scaled new heights with the project.
9	improved
10	As an Organization, the WVL has helped in building our network and putting in place all necessary internal control systems to enable mentorship of AAN, we were able to set up executive positions which we inially didnt have. This was done through elections. Additionally secure an office space. Also in terms of grants, WVL has opened doors for us and we have received 3 other grants from other donors achieved this in a space of just 2 years of registration. We were registered 2019, we got funding from WVL in January 2020 and 3 other in the later part of 2020
11	The WVL has supported us to develop a 2021 - 2026 (5) year strategic plan for our Organisation. This will be a key document for FII years.
12	The conducted advocacies to community elders promoted a reduction in the stereotypical opinion that women are meant to be seen to women became more confident in relating incidences of Gender Based Violence and other pressing issues.

13	The organization through the WVL project have form two VSL groups that has saved shared and made profits and a female group of 20 per community trained to advocate against GBV in their communities and also advocacy to relevant stakeholders which support and collaboration was successful.
14	Women groups more conscious of their rights and advocating for more inclusiveness in decision making at all level of government
15	Our capacity has been built as an organization to better handle GBV cases. We stand up for women better now especially on property & inheritance right.
16	The organization is well positioned in terms of future funding, improved capacity in research, mentoring support, partnership with like minded organization etc
17	Our organisation has learnt a lot about planning, proper execution of projects, teamwork and a lot more from our collaboration with Action aid
18	My organization have put into place policies and documents which were not in place before coming of ActionAid Nigeria . Staffs and board members of the organisation have been trained severally by ActionAid Nigeria.
19	Our accounting system got better.
20	The capacity to develop and carry out activities efficiently within the society was acquired. Also, development of skills like mediation, mobilization, effective communication, advocacy, report writing, planning, mentoring, tutoring, counselling, coaching, information, education and technological skills were achieved by the staff in the organization as well as the volunteers.
21	At organizational level, our organization has more visibility, community members and stakeholders know us by the work we do which is majorly on Gender.
22	Teens Lead Initiative as a recipient of strategic innovation fund had been able to develop a digital-based solution to reduce the menace of SGBV on girls. This has helped to break the barrier of silence, girls, and women can now speak out their fears and threats on SGBV using our App with accessibility to rapid intervention and psychosocial support services. Through this intervention, our organization has gained more global visibility. Our organizational structure had also been strengthened.
23	All policy develop, structures are properly built and maintained
24	Women's Rights and Health Project has grown programmatically and institutionally. With funding from GAC through the WVL we have significantly scaled up SGBV case management through the Ireti Resource Centre. Ireti Centre represents a critical hub in SGBV response in Alimosho LGA in Lagos State. Additional WVL support has enabled WRAHP grow more administrative and programme units (HR and M&E) develop policies and initiate sustainable funding systems for the organisation. With support from WVL we have mobilised additional funds attracting two additional donors in support of our work.
25	We have been strengthened by the support we received from wvl, the organization is waxing stronger and we have the opportunity to touch the lives of rural women through skill acquisition training/empowerment.
26	Our organisation now have policies that saves as guide for the proper functioning of the organisation. We were helped to build policies, strategic plans, monitoring and evaluation tools etc that has enhance our project and the organization.

27	We have improved in the areas of strategic planning, resource mobilization and monitoring and evaluation
28	Policies and Documentary improvement
29	The WVL project has helped transformed my Organization from being a women political mobilization group to becoming a CBO which seek to build women leadership capacity beyond singing songs in political rallies . More women have become politically alert and desire to serve in different leadership positions. The just concluded party congresses was a test run as more women contested for positions outside the usual women leader position . Some of our trainees have emerged as secretaries , assistant secretaries , party vice chairperson etc . Some of them that lack the academic prerequisite have been advised to register for WAEC Exams . Infact , as ED , I registered one of them to write the exam this year . That was outside the provision of the WVL budget . More success stories are recorded as more and more women have turned up to register in our Association in the past months . WVL project has helped our Organization to more formidable .
30	everything about the organizational structure has changed. actionaid team is the best i must confess, the organization has been strengthen and every staff knows their job description and work tirelessly to deliver.
31	Our organisation is now better structured and now capable to source funds, such that we no longer have the financial anxieties we used to have
32	An increased level of awareness, consciousness and education on women political rights. Increased drive of national policy changes towards the direction of gender equality. Ignorance and lackadaisical attitudes to political processes by women has changed tremendously. Our Network has been repositioned for better service delivery by action aid trainings in terms of strength and sustainability.
33	our participaion in the WVL project really brought the organization to the forefront in the fight against SGBV in the state, so much so that many of BAF's volunteers are called upon to assist victims, to participate in discussions around SGBV and BAF is seen as the main champion in this area. In terms of the organization, it became widely known for this work in communities and across MDAs and policy makers and was involved in the development and passage of the state Violence against Persons prohibition law.
34	It has really built our capacity as an organization and has also helped us bridge some gaps we had as an organization
35	Organizational changes Proposal writing to other Donor, better Policy, annual report from Auditors, improved on report writing, improved on financial documentaion, involvement of inauguration of bord members, Change of better office and equipment organizational development, CAC registration in progress,capacity of Staff build on trainings Formation and training of 100 women on VSLA/VSLA Agent training and mentoring/monitoring of VSLA of which has a great success Thank u WVL
36	Visibility of the Organization has increased as a result of the activities carried out
37	The WVL project has tremendously changed our organization status, we've gained capacity building. We got a good organisational structure with good financial and policy structure. The WVL project paved way for our organization into getting fund with Development Exchange Center (DEC).
38	As an organization that worked under the WVL Nigeria Project, we now have our policies developed of which we never had before then. We now have a good working environment. Survivors can now call our hotline to report SGBV cases and will get immediate intervention. Our structure, financial system, working capacity, staff strength and reporting capacity were all strengthened by Actionaid as they held our organization by the hand as they couch and mentor us.
39	My organization is survivor run. The confidence level of everyone in the organization to defend their convictions that led

them to work with us has increased. Despite not accessing funds enough to help us function well in society because what we do is mostly seen as intruding in private relationships by many, the quality of what we can access has increased. Health insurance we got has helped us cope better with how often we break down due to the work we do.

40	My Organisation is now well established
41	It all started with the desire to see young people, women and girls have access to comprehensive sexuality education and services at the community level. Women, girls and adolescents are always at risk lack of access to Sexual Reproductive Health Services which exposes them to sexual and gender violence, unwanted pregnancy, unsafe abortion, STIs (including HIV), and maternal illness and death. A Well-Informed Adolescent Initiative formerly known as Adolescent Reproductive Health and Rights Initiative began as a community project in March 2018 in Yala Village a hard to reach community in Northern Senatorial Districts of Cross River States. We were crude, new in the non-profits sector with just passion, enthusiasm and willingness to serve and be a change agent. We continued our grassroots impact making projects with few resources we could lay our hands on, and we were able to reach more than 2000 youths of Yala L.G.A through our multi- sectoral programs approach providing them with comprehensive sexuality education, menstrual hygiene information and equitable gender norms awareness which contributed to reduction of teenage pregnancies, SRHR behavior al change. We couldn't do more because we weren't structured and we didn't know how nor have resources to commence that goal until April 2020 when we applied for Women Voice Leadership (WVL) Nigeria Project, after concept note submission we were shortlisted to be visited for Partner Assessment Matrix (PAM) this was the first time we have ever participated in such, after the PAM exercise we were able to determine where we were on the ladder of non-profits journey. We agreed in almost all the domain area we were measured on we were still lagging behind. The PAM exercise was indeed an eye opener, and it helped gave us direction and guidance on how to proceed to making our initiative a structured one. We were excited when we saw the email we have been selected as one of the CBOs for the implementation of WVL Nigeria project in Calabar Municipal and this marked our beginning of growth Journey. We are implementing prevention of GBV/VAWG one of the thematic areas of WVL Nigeria Project. And this is in line with our organization strategic objective of addressing gender based violence as well as WVL Action Aid goal for the project which is aimed at tackling the barriers to gender equality in Nigeria.
42	As an organization, we have embarked on various advocacy projects for women, different skill acquisition trainings, lend our voices in the fight against Gender Based Violence, etc; through the WVL Project, we've restructured our organizational setting, built staff capacity through trainings, proper documentation and filing, etc.
43	The Board of trustees and advisors gives us more support now after the leadership training for CEO and board chair. We are now recognised in the state as they involve us in all activities and require our technical support. We are more active on social media now and we get women who access our psychosocial support services through announcement on social media. Staff are now appraised based on set objectives. We now all policies and documents needed in place.
44	Our organization now has many capacities and abilities, especially when it comes to raising voices. We have made networks and the WVL project, has given us more popularity. Survivors of SGBV are beginning to open up and seek for psychosocial support and justice. In school adolescent Girls and their communities have also benefitted from the project, through our sensitization campaigns in Schools for the Girls to have voices and also on awareness of Sexual and Reproductive health.
45	The Partnership Appraisal Monitoring (PAM) of Women Information Network (WINET) by ActionAid Nigeria has positively changed our story. The engagement has enabled us to review and improve our operations. Our formal communication process has been strengthened using email, Facebook, Instagram, Twitter and WhatsApp. We have developed operational policies; some of our newly developed policies include the Anti-Terrorism Policy, Gender Policy and Sexual Harassment and Exploitation Policy (SHEA). WINET has developed job descriptions for staff. WINET has developed her employees' data and skills forms with the data base of current and former staff of the organization. WINET has recognized the importance of capacity development for the staff and the organization. Capacity development is critical towards the achievement of the

organizational goal and objectives as well as increasing staff productivity and performance. In line with the above, strategies have been mapped out on how to achieve this. WINET is now more conscious of sharing stories of her activities in the media and on her social media handles and website. We have reviewed our attendance sheets for activities to include People with Disabilities (PWDs). In the area of finance, ActionAid taught us to begin to deduct the Pay as You Earn Tax which is now incorporated in our financial system and returns made to Enugu State Board of Internal Revenue.

46	Neighbourhood Care-Well Foundation has been able to put her system in place through the mentoring and coaching we have received from ActionAid Nigeria. Our policies and other documents are in place and we even have sustainability and resource mobilization plan. The staff of NCF have received training and are able to carry out the project and in report writing as well, our skills has been improved. Neighbourhood Care-Well Foundation now have supported many survivors with her WVL programmes and many more women are having access to our other services. There has been collaboration with other WVL partners in the State and we are able to make referral to the services which they offer that we do not have in NCF. We can implement the project and are not abused by our donor and their staff hence there is no fear when we make honest mistakes. We can ask questions and not be afraid of being branded or abused. We can have open and honest conversation and be corrected by AAN. We have been given equipment that helps us to deliver our services to our clients and also our staff are able to use these equipments to improve their work and their skills. We are grateful that we were picked for this project, even though the fund is small but we are happy working with AAN/GAC.
47	The organization is now opened to many funding opportunities because our capacity is build by this project
48	Organizational change story includes Women involvement in management Report Writing improved Women involvement in Proposal writing Involvement of women staff in decisions making etc
49	My organization is better placed in our society and a force to be reckoned with in decision affecting women folks in my community. The program has really helped us to be more relevant and everywhere we go , it's Omu-Aran Women Forum
50	The WVL project and funding has helped to increase the visibility of our Organization, strengthen our systems and structures, built our capacity for Organizational effectiveness and strengthened our Organization to be viable to access other funds for sustainability.
51	Capacity buildings, guidances, mentoring, team work, associating with other communities then we have learned allot of things
52	I want to express my gratitude to Action Aid Nigeria for selecting our organization. Since 2008 registered, this is the first grant we received. We have been strengthened through all the trainings received right from organizational assessment, to institutional strengthening, to fund management, project management, communication in the social media Our relationship with the Board of Trustees who offered us a big office with accommodation for the Program Officer. etc. All these strengthened our staff.
53	Through this funding the capacity of our staff been built and this have helped us to implement projects better and work better. Through the capacity building for board chairpersons , our board members now understands their roles better and support our work more. The factors responsible are majorly the capacity building workshops that Actionaid organized and their mentoring visits.

Annexure 3: Table showing all outcome harvests of the WVL – Nigeria project

Intermediate Outcome 1100	Improved management and sustainability of local WROs in Nigeria	
	<p>1 In 2020, a beneficiary organization ((NILOWV) that had existed for 9 years and have never had a Strategic Plan document developed a three-year Strategic Plan.</p> <p>2 In 2020, based on Partnership Assessment and Monitoring (PAM) evidence, 7 LWROs, (CCAPI and NCF in Cross River, WACOL in Enugu, ASHWAN in Kebbi, CGE Africa, FOMWAN in Bauchi, and WRAHP in Lagos) had strategic plans in place with clear strategic objectives.</p> <p>3 Beneficiary organizations now have skills in proposal writing and have set up taxation system within their organization.</p> <p>4 In 2020, through mentoring, coaching, and training, additional 7 LWROs were supported to review and/or develop strategic plan for clear strategic objectives. Of these 7, one network (NILOWV) has 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.</p> <p>5 In 2020, NANA, ASHWAN, WINET, WRAHP, Women Radio, received coaching session for the strengthening of their organizational policies.</p> <p>6 ActionAid reported that the review of the listed organizations led to visible changes in the management and leadership of RAHAMA, FOMWAN, ASHFF, ASHWAN, Nana Girls, CWEENS, and NDW.</p> <p>7 Some 20 organizations currently have project-based communications plan.</p> <p>8 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.</p> <p>9 Sustainable funding mechanism framework was developed to build and expand LWROs funding diversification capabilities for increased resource mobilization.</p>	
Immediate Outcomes	(1110) Increased knowledge on operational practices among LWROs (CBOs included)	(1120) Enhanced systems and structures of LWRO to efficiently manage their organizations
	<p>10 The 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.</p>	<p>12 13 LWROS and networks (NANA, KTMDI and ASHWAN in Kebbi, SWOFON, CWEENS and NDW in Abuja, WACOL, WINET and WEPBI in Enugu, WRAHP, Women Radio, CGE Africa and NNEW in Lagos) have reviewed their operational practices and systems.</p>
	<p>11 WVL-supported organizations enjoy increased access to pieces of trainings in organizational development and management.</p>	<p>13 Beneficiaries are able to adapt to situations that may hinder their project implementation.</p>
Int er	Enhanced delivery of programming and advocacy to advance gender equality by local women's rights organizations in Nigeria.	

	<p>14 13 LWRO and 8 networks (OCDI, GLOHWOC, KTMDI, NANA, ASHWAN, RAHAMA, CGE Africa, CCAPI, Women Radio, WEPBI, FAHIMTA, GADA-CETDA, ASSH, NFF, NDW, FOMWAN, NNEW and CWEENs) reported increase in reach of their program.</p> <p>15 Women Radio (WFM 91.7 MHz), the WVL-N partner who uses its platform to advance the need for increased women's participation in Politics and Leadership amplified the WVL project activities during the reporting period through 'Her Voice' program (a radio program designed specifically for the WVL-Nigeria project).</p> <p>16 Center for Gender Economics, Africa, continues to innovatively channel her programming towards addressing the social marginalization of elderly women.</p> <p>17 Improved GBV services and increase in reach.</p> <p>18 Through improved, increased, and intensive media activities, 13 LWROs and 8 Networks reported wider reach of program activities giving a total of 21 grantees.</p> <p>19 NANA Girls focused on boosting the educational success rates of the girls through the provision of science contents translated into simple English and Hausa languages to augment knowledge lost during the COVID '19 lockdown. When the lockdown eased, Nana converted computer labs to e-learning classes and made the comprehensible contents accessible to more girls than planned to promote their transition to tertiary institutions.</p> <p>20 By year two which coincided with COVID-19 pandemic, (8) LWROs continued to work to provide protection services using their multi-year grant. Some that had never worked in the area strengthened their skills on GBV management making them leaders in the field.</p> <p>21 Beneficiary organization designed a program that will improve women economic empowerment. In the area of economic justice, a robust Village Savings and Loans (VSLA) program in Kebbi and Bauchi states is gaining grounds among 4 LWROs implementing the program.</p> <p>22 WROs achieved wide coverage of urban and rural communities in Kebbi and Bauchi state on the project. Many of these communities the WROs and CBOs reaches are in rural areas and hard-to-reach located.</p>	
Immediate Outcome	(1210) Improved knowledge of sustainable approaches and practices to address issues of rights of women and girls	(1220) Increased ability to deliver services to women and girls by LWROs, CBOs and networks
	23 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.	25 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.
	24 Improved programming and advocacy skills.	26 During the lockdown numerous webinars and radio programs were conducted on GBV by partners across the project states. These webinars convened key stakeholders such as First Ladies of different states, Ministries of Justice, Legislators, Women leaders, CSOs, traditional and religious leaders.
		27 Innovative uses of the media to advocate for women's rights and gender equality.
		28 Improved use of new technology, especially social media to raise awareness on SRHR and GBV and advocate for Gender equality.
		29 Improved partnerships with other women's rights and civil society organization in addressing GBV cases.

	30a Beneficiary organization demonstrated improved ability in program design through the conduct of needs assessments and baseline surveys
	30b Beneficiary organization demonstrated improved ability in program design through the conduct of needs assessments and baseline surveys
	32 Increased knowledge on GBV issues among religious leaders, set up of committee to identify and report GBV cases: and increased referral of GBV cases to NCF.
	33 Improved community engagement
	34 Increased collaborations amongst SGBV actors; leading survivors are getting quick responses on incidences reported.
	35 Partnership of WVL beneficiaries (FOMWAN, ASHH Foundation and RAHAMA) in Bauchi lead to the establishment the Village Savings and Loans Association (VSLA) scheme.
	36 Improved programming on women and political participation.
	37 Improved community outreaches through local media and advocacy visit.
	38 Increased programming addressing socio-economic empowerment of women.
	39 Increased engagements in decision-making platforms in favor of GBV victims

Intermediate Outcome 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
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Immediate Outcome	(1310) Improved skills of Women's Rights networks to engage with policy makers, legislative instruments, and framework towards social change.
	40 The COVID 19 pandemic forced LWROs to either pivot their programming by using multiple approaches such as webinars, Instagram live, Zoom meetings, etc. to engage policy makers and other stakeholders.
	41 All 10 LWROs Networks/Movement acquired knowledge and skills on Network management, Advocacy and Policy Influencing and have begun to reflect these knowledge and skills in their methodologies for stakeholder engagement
	42 As a way of embracing the new normal, The Nigerian Feminist Forum (NFF) is now fully operational which is a long way from its initial moribund state in 2019, has effectively utilized the virtual space for meetings and dialogues.
	43 Increased male engagement in gender equality through their participation in community town-hall meetings.
	44 Increase in the engagement of community leaders in advocacy meeting regarding gender equality especial in female land ownership.
	45 Gender evaluation of the 1999 constitution has enabled policy advocacy strategies for a more gender-sensitive review of the Constitution.