

NIGERIA

NATIONAL GENDER POLICY
STRATEGIC FRAMEWORK
(IMPLEMENTATION PLAN)
FEDERAL REPUBLIC OF NIGERIA
2008 - 2013

AUGUST 2008

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ACKNOWLEDGMENT

This Strategic Development Results Framework, designed for implementing the Nigeria National Gender Policy is the product of an intensive consultative process and hard work by several individuals and institutions. The process lasted for 8 months, after the approval of the National Gender Policy by the Federal Executive Council in 2006. The development of the Strategic Results Development Framework commenced in January 2008 with a series of consultations that culminated into a survey exercise which assessed the level of preparedness of the government institutions for implementing the gender Policy as well as to identify gaps in programming around gender issues.

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The Federal Ministry of Women Affairs & Social Development
Abuja.
August 2008.

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
APRRW	Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa
CEDAW	Convention on the Elimination of all forms of Discrimination against Women
CSOs	Civil Society Organisations
CRA	Child's Rights Act
DWA	Director of Women Affairs
FCT	Federal Capital Territory
FGM	Female Genital Mutilation
FMoWASD	Federal Ministry of Women Affairs and Social Development
GFPs	Gender Focal Points
HIV	Human Immunodeficiency Virus
INEC	Independent National Electoral Commission
MDGs	Millennium Development Goals
MWA&SD	States' Ministry of Women Affairs & Social Development
NACA	National Agency for the Control of AIDS
NCWD	National Centre for Women Development
NERDC	Nigeria Education Research and Development Council
NGP	National Gender Policy
NOA	National Orientation Agency
SACA	State Agency for the Control of AIDS
SGBV	Sexual and Gender Based Violence
SIEC	States' Independent Electoral Commission
UN	United Nations
WACOL	Women Aid Collective
WANEP	West Africa Network for Peacebuilding

SECTION I

PROCESS DEVELOPMENT OF THE STRATEGIC RESULTS FRAMEWORK

The process for the development of a strategic framework for the implementation of the National Gender Policy was started in August 2007 following the approval of the National Gender Policy for Nigeria by the Federal Executive Council in 2006. Two Consultants with requisite skills for the assignment were recruited with the support of the Canadian International Development Agency (CIDA) to harmonize the process and provide the framework in consultations with all the critical stakeholders on gender equality in Nigeria.

The development of the Strategic Development Results Framework, including the ‘National Gender Policy Gender Management System’ and the ‘Monitoring and Reporting Framework’ was preceded by a survey to review the preparedness of government ministries, Parastatals, commissions as well as development agencies and the private sector, in the implementation of the National Gender Policy. The Survey Results are presented as a separate document.

The Strategic Framework included the Desk Review of existing Gender Policies from around the world, including lessons from the Commonwealth Secretariat on the development of a Gender Management System, the development of research instruments for gathering information from stakeholders, different consultations (electronic, meetings, workshops) with different stakeholders (Federal/State government ministries, Parastatals, commissions, development partners, UN agencies, etc.). All of these were analyzed by the Consultants/Technical Experts, along with the priorities as already identified in the National Gender Policy for the development of a Strategic Framework.

As the Strategic Framework is only for an initial 5 year period, there was a selection of priority areas of focus based on the situation analysis as presented within the National Gender Policy and on the need to establish a strong mechanisms and leadership for its implementation. The prioritization for the next five years thereby focused on establishing the mechanisms for ensuring a strong enabling environment for the achievement of gender equality targets in all sectors and in the empowerment of women.

The draft Strategic Results Framework was presented to a technical group of gender experts drawn from government, CSOs, women human rights organisations and development partners, including UN agencies, for review on August 13th, 2008. A finalization and adoption workshop was held to adopt the reviewed Strategic Framework on August 15th, 2008. The Strategic Framework was adopted as amended by Federal Ministry of Women Affairs and Social Development, States’ Commissioners of Women Affairs, Directors of Women Affairs from the States’ Ministries of Women Affairs, Representatives of other Federal Ministries and Parastatals, the Office of the Senior Special Adviser to the President on the MDGs and representatives of Civil Society organisations.

INTRODUCTION AND BACKGROUND TO THE STRATEGIC RESULTS FRAMEWORK (IMPLEMENTATION PLAN)

1. The Strategic Results Framework (Implementation Plan) of the National Gender Policy of the Federal Republic of Nigeria has been developed at a watershed moment, whereby the government is recommitting itself to the implementation of national and international conventions and laws, in support for gender equality, the empowerment of women and women's human rights. The Strategic Results Framework has been developed from priorities within the National Gender Policy. It has further been prioritized based on the challenges that could be addressed within the immediate 5 years, with lead provided by the Federal Ministry of Women Affairs & Social Development.
2. 16 key thematic areas were signified¹ within the National Gender Policy for an elaborate description of the situation analysis of the national gender status, which continues to present major challenges to the country's overall development. The key policy areas are focused around 5 critical areas – (i) Culture re-orientation and sensitisation to change gender perceptions and stereotypes; (ii) Promotion of women's human rights and in particular focusing on sexual and gender based violence (SGBV) and in supporting new legislations and legal rights of women; (iii) Promoting the empowerment of women and integrating gender within key sectors as highlighted within the NGP – (Agriculture/Rural Development; Environment/Natural Resource; Gender and HIV/AIDS; Health and Reproductive Health/Rights; Education/Training; Labour/Employment); (iv) Women's political participation and engendered governance including gender and conflict management and (v) Supporting institutional development including the use of ICT and building strategic partnerships, including identifying new partnerships with men's organisations, faith based organisations and traditional institutions.
3. The Federal Government of Nigeria, under the leadership of the Federal Ministry of Women Affairs and Social Development, has developed this Strategic Results Framework that enables it to successfully implement the core principles of the National Gender Policy. **The guiding principles as indicated within the National Gender Policy are as follows:**
 - Making gender analysis an integral part of all policy articulation, implementation and evaluation undertaken by not only by Government at all tiers and within all arms, but also by all stakeholders.
 - All stakeholders, including government, the private sector, civil society organisations, and community based organisations, development partners, and individual women and men have a role to play in the achievement of gender equity and equality.
 - Instituting a gendered culture that brings about cooperative interaction of women and men, recognising human rights of all persons a culture which respects women's and men's capabilities and entails cooperation and interdependence-
 - A cultural re-orientation that will be supported by policies and programmes of gender education, sensitisation, dialogues, incentives, motivation and responsiveness, rather than only through legislations.
 - Transformation of the policy environment within which gender equity programmes are to be implemented, supported by resources – financial and technical, demonstrating political will.

¹ Please refer to the Nigeria National Gender Policy for the articulation of the 16 Thematic Areas.

- Reforming of the existing structures of the national gender management system with a view to strengthening their capacity for a more robust mandate.
- Promoting the empowerment of women through the bridging of existing gender gaps will be considered integral to the achievement of gender equality, and using policies and legislation of affirmative action if necessary and would no way be deemed discriminatory.
- The Policy builds on existing structures and practices as well as draw from international experiences and practices.

The Strategic Development Results Framework will particularly focus on the following:

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- Establishment of an institutional framework for the advancement of the status of women, as well as the achievement of gender equality;
- Advocacy for the promotion of new attitudes, values and behavior and a culture of respect for all human beings;
- Strengthening the voice and leadership of women for continuous organizing, advocacy and ensuring that gender equality issues remain high on the national agenda.

3. The Strategic Results Framework has the following starting points:

- a. It is grounded on the fact that the Federal Ministry of Women Affairs and Social Development has the primary responsibility for the coordination of the implementation of the National Gender Policy based on its mandate as the key national gender machinery for the Federal Government of Nigeria, and that the Federal Government of Nigeria is demonstrating political will to implement the policy through the allocation of resources.
- b. The overall implementation will be the responsibility of all critical stakeholders. The Ministries of Women Affairs at the State levels, the Local Government Areas/Women Development Officers/structures will undertake the coordination of the implementation at the state and local levels respectively. Critical stakeholders in the implementation are sectors like Agriculture, Labour, Health, Education, National (States) Agencies for the Control of AIDS (NACA/SACAs), Environment, Trade/Commerce; and institutions like the National and States' Assemblies, the Judiciary, public sector institutions like Banks and Micro financing organisations. It is expected that financing will be provided within the national budgeting system, through the gender machinery and structures and through the various sectors. This would require strengthened partnerships and coordination within all government institutions, and in particular between the key gender machinery in the country, the national planning institutions and the Finance Ministries at all levels.
- c. It is developed based on the critical issues from the National Gender Policy which was developed through a comprehensive consultative process and thus represents feedback on how to proceed from all critical stakeholders in Nigeria
- d. It is a framework that is ambitious in its focus on deepening the knowledge that exists in Nigeria on gender equality and the empowerment of women, and would be creating strategic partnerships between government, at the Federal, States' and Local levels, and women's organizations, civil society, the United Nations and multi/bilateral donors to ensure accountability to the implementation of the National Gender Policy.

CORE ELEMENTS OF THE STRATEGIC RESULTS FRAMEWORK

A. Implementation and accountability for gender equality and the empowerment of women in Nigeria have lagged behind the commitments and normative agreements that the Federal Government of Nigeria has signed on to at both the national and international levels.

- ✓ The Millennium Development Goals to which the Federal Government of Nigeria is a signatory, which aims to significantly reduce poverty, inequality and disease, is supposed to be achieved by 2015 and the Strategic Results Framework presents an opportunity to contribute to the achievement of these goals. The Strategic Results Framework demonstrates how to translate these commitments into concrete action, investment and hopefully result into positive changes in women's lives in Nigeria.

B. Strategic partnerships and leadership commitment are key to the success of the Strategic Results Framework of the National Gender Policy.

- ✓ Implementing the Strategic Results Framework would require strategic partnerships – within government (the executive arm) and among the different levels of government (Federal, States & Local) and with the other key tiers – Legislative and Judiciary. Partnerships would also need to be broadened to include women organizations within the civil society, UN agencies, bilateral and multi lateral donors supporting the government of Nigeria to implement commitments to gender equality. Already there exist very many indicators of progress from such partnerships – collaboration on promoting women's political participation, collective support to the passing of critical laws in states' Houses of Assemblies, girls' education initiatives, advocacy on harmful traditional practices and emerging partnerships to deal with gender and sexual based violence.
- ✓ The Paris Declaration and Principles on new aid modalities are reshaping development partnerships. In Nigeria, donor governments and partners, including the UN, are required to support national priorities with a focus on national ownership, harmonization and alignment, mutual accountability and results. This mean the Federal Government of Nigeria would need to define more concretely its results, to enable partners support the implementation. The Strategic Results Framework is therefore one of such frameworks that would shape the partnership between Nigeria and her development partners in achieving gender equality and the empowerment of women, to which the development partners have also made commitments to.
- ✓ While it has been recognized that there is a need for partnerships with new constituencies, including working with men on women's human rights and in particular on gender and sexual based violence etc, gender equality however remain the key responsibility of the Federal Republic of Nigeria through the Federal Ministry of Women Affairs and counterparts in the States and local governments.

C. The implementation of the National Gender Policy will lead to a need for technical and policy advice from technical national institutions like the National Centre for Women in Development, the Bureau of Statistics and key research institutions, including Universities, to move forward on gender equality.

- ✓ Recognition of the diversities and multiplicity of actions required across a spectrum of actors as well as a dearth of required expertise to move the process in a systematic manner. Unavailability of tools, data and information to stimulate evidence based planning, advocacy and programming are additional challenges that constrain gender

mainstreaming at the different tiers and levels of governance, and in different sectors and situations.

- ✓ The Strategic Results Framework focuses on the restructuring and strengthening of the National Centre for Women in Development as the key institution responsible for providing critical analysis, baseline indicators and providing status of progress to guide the implementation of the National Gender Policy, and more importantly in ensuring that Nigeria becomes an equitable society. The Centre would be critical for the Federal Ministry of Women Affairs as the driver of gender equality and the empowerment of women in Nigeria. These two institutions would need to be strengthened and resources invested in them to enable them meet the challenges of implementing the Strategic Results Framework. The strengthening will include adequate resourcing, positioning within government, placement of highly technical staff etc.
- ✓ Other critical research institutions like the Bureau of Statistics, Universities etc. will be required to develop gender policies and management systems to engender their processes (recruitment, training etc) and more importantly, their research work that would provide added value to the achievement of the objectives of the National Gender Policy in terms of changing perceptions, trend gender analysis on critical areas like poverty, agriculture, HIV/AIDS, etc.
- ✓ The Strategic Results Framework delivers a clear message – the two institutions, and their counterparts in the 36 states and the Federal Capital Territory, need to be strong drivers and voice for gender equality and the empowerment of women in government. That there should be within these institutions, incentives and accountability for performance, necessary to convert visionary commitments identified within the National Gender Policy into concrete action. The Strategic Results Framework is based on the premise that there is political will to respond to the challenges identified within the National Gender Policy, and to realign national resources, strengthen national institutions for gender mainstreaming and support coordination mechanisms for the empowerment of women.

The implementation of the National Gender Policy through the Strategic Results Framework for a 5 year period is expected to cost Six Billion, Two Hundred and Sixty Four Million, Naira (N6,264,000,000).

SECTION II
NATIONAL GENDER POLICY
STRATEGIC DEVELOPMENT RESULTS FRAMEWORK

Outcome² 1	Indicators	Responsible Agencies	Timeline	
Changes in public perception of the roles of women and increasing respect for women and child rights.	<ul style="list-style-type: none"> ▪ Changes in primary and schools curricula to integrate changing roles of women and men in society. ▪ A 50% increase of released locally produced home videos focusing on changing roles of women/gender equality. ▪ At least 50% of resources going to the National Orientation Agency are to promote mass campaigns on the empowerment of women. 	<ul style="list-style-type: none"> ▪ Federal Ministry of Education. ▪ National Board of Films. ▪ National/States Orientation Agencies. ▪ Office of the Special Adviser to the President on the MDGs. 	December 2013	
Outputs³	Indicators	Responsible Agencies	Timeline	Strategic Interventions
Schools curricula reviewed and changed (primary and secondary) to reflect changing and empowering gender roles for women and men.	<ul style="list-style-type: none"> ▪ Number of strategic meetings between FMoWASD and Federal Ministry of Education. 	<ul style="list-style-type: none"> ▪ Federal Ministry of Education. ▪ Nigeria Education Research & Dev Council (NERDC) 	March 2009	<ul style="list-style-type: none"> ▪ Strategy on curricula development and implementation would be developed.
	<ul style="list-style-type: none"> ▪ Revised curricula available for use by primary and secondary schools that have incorporated changing gender role/empowerment of women. 		April 2009	<ul style="list-style-type: none"> ▪ Task Force on the review of curricula to incorporate changing gender roles.
	<ul style="list-style-type: none"> ▪ Revised curricula indicating changing gender roles available for use by primary and secondary schools. . 		June 2009 – December 2010	<ul style="list-style-type: none"> ▪ Develop revised curricula developed and testing in schools, review of impact etc.
	<ul style="list-style-type: none"> ▪ At least 50 (10 annually) locally produced/commissioned home videos to reflect the empowerment of women, promotion of women/child rights and new gender roles for women and men. 		January 2011	<ul style="list-style-type: none"> ▪ Implementation of revised schools curricula on changing gender roles begins.
Nigeria's popular culture reflects a new awareness of changing gender roles that support empowerment of women.	<ul style="list-style-type: none"> ▪ At least 50 (10 annually) locally produced/commissioned home videos to reflect the empowerment of women, promotion of women/child rights and new gender roles for women and men. 	<ul style="list-style-type: none"> ▪ Federal and State Ministries of Women Affairs. ▪ National Films Board. ▪ Federal/States' Ministries of Culture. 	April 2009 – November 2012	<ul style="list-style-type: none"> ▪ Produce/commission 10 local home videos to reflect the empowerment of women, promotion of women/child rights and new gender roles for women, men, girls and boys.

² Outcomes are results that the whole country is working towards and not achieved only as a result of the National Gender Policy.

³ Outputs are the actual results expected from the implementation of the National Gender Policy over a period of 5 years.

	<ul style="list-style-type: none"> 5 songs commissioned using popular female and male artistes 	<ul style="list-style-type: none"> Federal/States' Ministries of Information & Communications. 	January 2010	<ul style="list-style-type: none"> Commission 5 popular artistes to write songs on changing gender roles and on gender equality.
	<ul style="list-style-type: none"> Number of national and states' mass media campaigns using vernacular radio, television, including national TV. 	<ul style="list-style-type: none"> Federal/States' Ministries of Trade and Industry. 	Quarterly from September 2009 – December 2012.	<ul style="list-style-type: none"> Organise ongoing mass media campaigns using vernacular radio, television, including national TV to popularise movies and songs.
	<ul style="list-style-type: none"> 3 festivals/exhibits respectively in arts, business and trade are held to showcase women's achievements through the arts, trade and business. 	<ul style="list-style-type: none"> National/States' Orientation Agencies. Federal/States' Ministries of Tourism and National Orientation. Association of Movie Producers in Nigeria. Association of Media Practitioners in Nigeria. 	August 2010, 2011, 2012	<ul style="list-style-type: none"> Undertake art festivals and exhibits.
	<ul style="list-style-type: none"> Number of partnerships established with men's organisations and systems to promote gender equality and within specific areas like HIV/AIDS, Human Rights, SGBV, Reproductive Health and Rights. 	<ul style="list-style-type: none"> Federal and States' Ministries of Women Affairs. National/States' Reorientation Agencies. Mainstream men's institutions e.g. traditional and faith based organisations, mainstream men's organisations. 	June 2009	<ul style="list-style-type: none"> National Programmes designed with mainstream men's organisations to be implemented by the organisations in advancing gender equality and in particular within critical areas identified.
Engendered National Orientation Agency.	<ul style="list-style-type: none"> 50% of resources to national campaigns target gender equality and changing gender roles of women and men. 	<ul style="list-style-type: none"> Federal/States' Ministries of Women Affairs. Federal/states' 	June 2009	<ul style="list-style-type: none"> Undertake gender training workshops for the National Orientation Agency on gender and culture in Nigeria.

		Ministries of Tourism and National Orientation.	February 2010	<ul style="list-style-type: none"> Capacity building on gender responsive budgeting for NOA.
			June 2010	<ul style="list-style-type: none"> Support the development of a gender strategy for NOA.
Outcome 2	Indicators	Responsible Agencies	Timeline	
Women and child rights promoted and protected.	<ul style="list-style-type: none"> New Constitution with principles of equality and non-discrimination. Number of laws and penal codes revised to include the key principles and provisions of CEDAW & CRA to protect women and children's rights. At least one major reform undertaken by Federal Government on Administration of justice (Police/Judiciary) to ensure integration of gender justice and protection of women's human rights. At least 2 pilot budgets respectively passed by all States' and National Assemblies appropriate budget to bridge gender gaps. Affirmative Action on gender equality in representation is integrated within Federal Character Principle. 	<ul style="list-style-type: none"> Federal Ministry of Justice National Law Reform Commission. National Judicial Council. National Judicial Institute. The Nigerian Police. National Human Rights Commission. 	December 2013	
Outputs	Indicators	Responsible Agencies	Timeline	Strategic Interventions
Legal and Constitutional reforms undertaken to promote the principles of non-discrimination, protection and promotion of women and child rights.	<ul style="list-style-type: none"> Entry points and key issues for a new Constitution with principles of equality on issues of citizenship, marriage and affirmative action for women's political participation identified. 	<ul style="list-style-type: none"> National Law Reform Commission. National Judicial Council. Federal/States' Ministry of Justice National Judicial Institute. Federal/States' Ministries of Women Affairs. Federal Character Commission. 	December 2009	<ul style="list-style-type: none"> Develop strategy gender interventions for equality within a new Constitution (minimum standards of negotiations to be set through a national consultative process at all levels – to the villages/grassroots).
			December 2010	<ul style="list-style-type: none"> Advocacy meetings with the National and states assemblies on the key issues to be changed within the Constitution.
	<ul style="list-style-type: none"> Number of Gender Equality champions, Coalitions and advocacy activities undertaken with critical stakeholders (National & States' Assemblies, States' Ministries of Women, 		December 2010	<ul style="list-style-type: none"> Organise annual advocacy activities in the 6 geo-political zones with critical stakeholders (Traditional/religious leaders,

	Traditional/religious leaders, business community, women community groups, media etc)			business community, women community groups, media etc)
	<ul style="list-style-type: none"> Number of laws and legal reviews undertaken with the National Law Reform Commission. 		September 2009	<ul style="list-style-type: none"> Establish a Task Force for legal reviews on gender equality.
			September 2010	<ul style="list-style-type: none"> Develop and draft of new laws on the promotion of women and child rights.
	<ul style="list-style-type: none"> National guidelines and operational framework available for regulating non formal justice systems and service delivery mechanisms. 		December 2010	<ul style="list-style-type: none"> Develop national guidelines and operational framework available for regulating non formal justice systems.
The administration of justice in Nigeria is more proactive in the protection of women and child rights using CEDAW and the Convention on the Rights of the Child.	<ul style="list-style-type: none"> CEDAW and CRC principles integrated within the Curriculum of the Judiciary. 	<ul style="list-style-type: none"> National Judicial Institute. Federal Ministry of Women Affairs. National Judicial Institute. Federal/States' Executive Council Women Human Rights Organisations. 	October 2009,	<ul style="list-style-type: none"> Develop modules on women's human rights for the Judiciary.
	<ul style="list-style-type: none"> 25% of all Judges and Magistrates, including Sharia and Customary, receive training on gender equality and women's human rights. 		December 2009	<ul style="list-style-type: none"> Undertake negotiations with the National Judicial Institute to integrate modules.
	<ul style="list-style-type: none"> Increase by at least 20% of judgements using the principles of CEDAW/CRC. 		February – July 2010	<ul style="list-style-type: none"> Train the trainers of select judges to be trainers.
	<ul style="list-style-type: none"> Increase by 20% annually of convictions in Magistrates' courts on violations to women's human rights and SGBV. 		July 2010, 2011, 2012.	<ul style="list-style-type: none"> Undertake annual training of Judges and Magistrates.
	<ul style="list-style-type: none"> Number of Pilot structures established to promote women's human rights and deal with issues of SGBV etc established with trained staff on women's human rights in each of the 36 states and FCT. 		January 2009 – December 2011	<ul style="list-style-type: none"> Establish Pilot structures like the 'family police centres'; Family Courts etc to advance the use of CEDAW/AU/CRC standards in each of the 36 states and FCT.
Gender is mainstreamed within the National Legal Aid Structure.	<ul style="list-style-type: none"> Amount of funds set aside within the National Legal Aid Council to support legal fees of women and children survivors of rights' violations. 	<ul style="list-style-type: none"> National Legal Aid Council. Federal Ministry of Justice 	February 2009	<ul style="list-style-type: none"> Advocacy activities with the National Legal Aid Council on strategy to provide free legal aid to women survivors of violence/rights violations.

		<ul style="list-style-type: none"> Federal Ministry of Women Affairs. 	October 2009 – June 2010.	<ul style="list-style-type: none"> Establish a fund within the National Legal Aid Council to support women survivors of violence/rights violations.
Harmful traditional practices against women and children criminalised in Nigeria.	<ul style="list-style-type: none"> Number of states with legislation against harmful traditional practices (widowhood practices, child marriages, FGM). 	<ul style="list-style-type: none"> States' Houses of Assemblies. States' Ministries of Women Affairs. CSOs working in different states on particular areas of focus. 	January 2009	<ul style="list-style-type: none"> Analysis of all existing harmful practices in all 36 states and FCT.
			June 2009 – June 2010	<ul style="list-style-type: none"> Develop of Bills to abolish the practices by the States.
			September 2010	<ul style="list-style-type: none"> Advocacy with Houses' of Assemblies and submission of Bills.
National response on sexual and gender based violence and women rights abuses available.	<ul style="list-style-type: none"> Availability of Guidelines on what constitutes SGBV. 	<ul style="list-style-type: none"> National Hospital Abuja. Federal Ministry of Health. Federal/States' Ministries of Women Affairs in select 6 states representing the 6 geo-political zones. Social Welfare Departments. 	May 2009	<ul style="list-style-type: none"> Develop national guidelines on sexual and gender based violence.
			August 2009	<ul style="list-style-type: none"> Negotiations with pilot hospitals (National Hospital Abuja & 6 others) for integration of SGBV Guidelines within health care delivery mechanisms.
	<ul style="list-style-type: none"> 30 health care providers per pilot hospital trained on use of guidelines and referrals per annum. 		January – December 2010.	<ul style="list-style-type: none"> Training conducted for health care professionals on the use of guidelines within pilot hospitals.
	<ul style="list-style-type: none"> At least 1 national shelter/temporary home for women/children survivors of SGBV established in each of the 6 geo-political zones of the country. 		January – December 2010.	<ul style="list-style-type: none"> Establish 1 national shelter/temporary home for women/children survivors of violence in each of the 6 geo-political zones.
	<ul style="list-style-type: none"> 1 National SGBV recovery centre established within a teaching hospital in Nigeria. 		January – December 2010.	<ul style="list-style-type: none"> Establish 1 pilot SGBV Recovery Centre/Unit for women/children survivors of sexual abuse providing medical and psycho-social care within the National Hospital, Abuja.

Strengthened capacities of organisations of women living with HIV/AIDS and with disabilities to engage in discourse affecting their rights and influence decision making for equal access and empowerment.	<ul style="list-style-type: none"> ▪ Gender sensitive guidelines developed on gender, human rights and HIV for home based care, access to treatment and in behaviour change. 	<ul style="list-style-type: none"> ▪ NACA. ▪ SACAs. ▪ Federal/States' Federal Ministry of Women Affairs (Social Welfare Sections). 	December 2009.	<ul style="list-style-type: none"> ▪ Set up Gender & Human Rights Unit with appropriate staff and resources within the National AIDS Coordinating Agency (NACA) to mainstream gender and rights within all planning, priorities and funding of NACA.
			March 2010.	<ul style="list-style-type: none"> ▪ Develop guidelines and modalities for funding networks of women living with HIV/AIDS.
			June 2010.	<ul style="list-style-type: none"> ▪ Assess capacity needs of organisations of women living with HIV/AIDS.
			December 2010.	<ul style="list-style-type: none"> ▪ Annual funding to 6 networks of women living with HIV/AIDS on home based care, support to members and advocacy on rights.
			June 2009.	<ul style="list-style-type: none"> ▪ Develop engendered National Policy framework on disabilities.
			April 2010	<ul style="list-style-type: none"> ▪ Establish a National Council on women with disabilities.
Strengthened capacity of States' and National Assemblies to initiate and pass into law, bills promoting women's human rights and participation.	<ul style="list-style-type: none"> ▪ Number of new Bills initiated and passed on women's human rights by States' and National Houses of Assemblies. 	<ul style="list-style-type: none"> ▪ Federal and States' Ministries of Women Affairs. ▪ Federal Character Commission. ▪ Federal & States' Civil Service Commissions. 	April 2009	<ul style="list-style-type: none"> ▪ Support to States' Houses of Assemblies (Committees of Women) to develop private Bills on women's human rights.
			April 2009 – December 2010	<ul style="list-style-type: none"> ▪ Organise advocacy meetings with critical members of Houses of Assemblies.
			October 2009	<ul style="list-style-type: none"> ▪ Review of Federal Character Principle to integrate affirmative action on women's representation in governance.
			June 2010	<ul style="list-style-type: none"> ▪ Develop revised Federal Character Bill and present in National House of Assembly and Senate.
			June 2009 – December 2011.	<ul style="list-style-type: none"> ▪ Undertake annual monitoring of women's representation within Federal and States' Civil Service
	<ul style="list-style-type: none"> ▪ Affirmative action on gender equality in representation is integrated within the Federal Character Principle of the Federal Republic of Nigeria. 			
	<ul style="list-style-type: none"> ▪ Increase to 30% of women ministers, commissioners, permanent secretaries, directors in all public sector ministries/institutions by 			

	December 2012.			Commissions and all political appointments at the national and states' levels.
	<ul style="list-style-type: none"> Senate and at least 6 States' Houses of Assemblies exhibits oversight functions over budgets regarding gender equality. 		April 2009 – June 2012.	<ul style="list-style-type: none"> Provide ongoing technical support to the Senate, National and 6 States' Houses of Assemblies' Committees on Finance.
Outcome 3	Indicators	Responsible Agencies	Timeline	
Reduction in the overall poverty index of women.	<ul style="list-style-type: none"> Number and percentage of women entrepreneurs who move into the higher part of the value chain compared to men. Number and percentage of women entrepreneurs who use new technology to increase their incomes. 	<ul style="list-style-type: none"> Federal Ministry of Trade. Federal Ministry of Commerce & Industry. Central Bank of Nigeria. National Export Promotion Council. 	December 2013.	
Outputs	Indicators	Responsible Agencies	Timeline	Strategic Interventions
Strengthened capacities of the Federal Ministry of Trade and Export Promotion Council to support gender sensitive trade regime.	<ul style="list-style-type: none"> Policy and Guidelines available on gender, and trade. 	<ul style="list-style-type: none"> Federal/States' Ministries of Trade. National Export Promotion Council. Federal/States' Ministries of Women Affairs. 	January 2010	<ul style="list-style-type: none"> Stakeholders Consultations on gender and trade. Develop national policy guidelines on gender and trade.
	<ul style="list-style-type: none"> Inclusion of at least 30% women producers/entrepreneurs in all government delegation to national and international trade fairs annually. 		Annually	<ul style="list-style-type: none"> Support to national women entrepreneurs' networks (including Women's Farmers' Associations/Cooperatives) and associations to participate in international and national trade fairs.
Fund established to support small and medium scale women entrepreneurs.	<ul style="list-style-type: none"> Availability of modalities for the setting up of a national fund on special initiatives for women entrepreneurs. 	<ul style="list-style-type: none"> Federal/States' Ministries of Women Affairs. Federal Ministry of Trade. Federal Ministry of Science and Technology. 	December 2009	<ul style="list-style-type: none"> Organise consultations (private and public sector) on a special fund for women entrepreneurs: <ul style="list-style-type: none"> Management of the Fund Funds for the Fund. Criteria for accessing the Fund.

		<ul style="list-style-type: none"> Central Bank of Nigeria. 		<ul style="list-style-type: none"> - Private sector involvement. Develop national modalities based on consultations.
	<ul style="list-style-type: none"> Fund is established and located within a national bank. Number of women entrepreneurs and producers who access funds. 		August 2010 December 2012	<ul style="list-style-type: none"> Identify national bank to host the Fund. Training for pilot entrepreneurs on accessing the Fund. Establish Criteria by the Bank and the Federal Ministries of Trade/Women Affairs on the women who will access.
Enhanced capacities of women entrepreneurs and producers.	<ul style="list-style-type: none"> Number of women producers & entrepreneurs provided with skills on product development, marketing, packaging and access to international and local markets. An agency established to provide link between women producers and national & international markets, provide product development of capacity building activities for women entrepreneurs on trade policies, intellectual property 	<ul style="list-style-type: none"> Federal Ministry of Trade. CSOs working on entrepreneurship. Financial Institutions. 	Annually	<ul style="list-style-type: none"> Bi annual training conducted for women producers/entrepreneurs accessing the Fund. Establish a national agency to support women entrepreneurs/producers access national and international markets.
Outcome 4	Indicators	Responsible Agencies	Timeline	
National accountability to gender equality and promotion of child rights enhanced	<ul style="list-style-type: none"> National mechanisms strengthened and funded to implement the National Gender Policy. Bills presented at the National and States Assemblies to implement international commitments and conventions promoting women's human rights. Affirmative Action Policies of at least 30% representation of women in governance implemented at the National and at least a third of the States. 	<ul style="list-style-type: none"> National and States' Budgets and percentage increase of resource allocation to gender equality. National and State' Assemblies. All Public Sector Institutions. 	December 2013	
Outputs	Indicators	Responsible Agencies	Timeline	Strategic Interventions
Enhanced capacities of the national and states' gender machinery to implement and monitor the implementation the National Gender Policy as an accountability tool on	<ul style="list-style-type: none"> Federal Ministry of Women Affairs, selected States Ministries of Women mandates professionalized and restructured to coordinate all government activities/ministries on gender equality. 	<ul style="list-style-type: none"> Office of the Head of Service. Federal Ministry of Women Affairs. 	December 2009	<ul style="list-style-type: none"> Review of the structure and mandate of the Federal and selected States' Ministries of Women Affairs and recommendations on restructuring. Restructuring of the Federal and

national commitments.				States' Ministry of Women Affairs.
	<ul style="list-style-type: none"> ▪ Coordination mechanisms for gender equality established and chaired by National/States' Planning Commissions and the Federal/states' ministries of women affairs. 	<ul style="list-style-type: none"> ▪ Federal/States' Ministry of Women Affairs. ▪ National/states planning commissions. 	Annually	<ul style="list-style-type: none"> ▪ Develop terms of reference for national and states' ministries of women affairs and National Planning Commission annual meeting on gender equality in Nigeria. ▪ Organise annual meetings of National Planning Commission, Federal and States' Ministries of Women Affairs on state of gender equality in Nigeria.
	<ul style="list-style-type: none"> ▪ Special funds allocated to fast track the implementation of the National Gender Policy at the national and states' levels. 	<ul style="list-style-type: none"> ▪ Federal Ministry of Finance. 	February 2010	<ul style="list-style-type: none"> ▪ Negotiations with Federal Executive Council on funding for the implementation of the National Gender Policy. ▪ Special funds set aside for the Federal Ministry of Women Affairs to implement the National Gender Policy.
<ul style="list-style-type: none"> ▪ National Centre on Women in Development becomes a national research and knowledge institution on gender equality and affiliated to other national universities. ▪ All research and data collected by Bureau of Statistics will be analysed using gender indicators and form part of national planning process. 	<ul style="list-style-type: none"> ▪ Federal Ministry of Women Affairs & Social Development. ▪ National Centre on Women in Development. ▪ National Universities Commission/Federal Ministry of Education. ▪ Ahmadu Bello University or the University of Abuja. ▪ Bureau of Statistics. 	June 2010.	<ul style="list-style-type: none"> ▪ Review of the mandate and structure of the National Centre on Women and Development. ▪ Develop modalities on making the Centre into a research and training centre for gender equality. ▪ Undertake negotiations with Ahmadu Bello University or University of Abuja on making the Centre part of the research structure of the University. ▪ Establish the Centre as part of a national institution of learning (Ahmadu Bello University). ▪ Pilot Universities integrate gender research into research processes. 	

	<ul style="list-style-type: none"> ▪ National coordination mechanism established to implement gender policies of key institutions. 	<ul style="list-style-type: none"> ▪ Federal/States' Ministries of Women Affairs. ▪ Sector Ministries (Priority Ministries – Agriculture, Health, Education, Justice, NACA/SACAs, Labour, National/States' Assemblies, Environment, Trade, Commerce/Industry, NAPEP, National Planning Commission and Finance). ▪ Public Service Commission/Office of the Head of Service. 	December 2008	<ul style="list-style-type: none"> ▪ Establish terms of reference for Gender Units within Ministries. ▪ Review structures of Ministries for mainstreaming gender and provide guidance. ▪ Negotiate with Federal Executive Council on executive decision to establish Gender Units within all Public Institutions.
	<ul style="list-style-type: none"> ▪ Implemented gender sector plans, budgets and mechanisms for implementation for all Federal and States' Sector Ministries. 	<ul style="list-style-type: none"> ▪ All Federal and States' Sector Ministries. 	March 2010	<ul style="list-style-type: none"> ▪ Develop and implementation of gender sector plans, budgets and mechanisms for implementation for all Federal and States' Sector Ministries.

<p>Capacity of the Ministries of Planning & Finance strengthened to provide guidelines for institutionalisation of gender sensitive budgeting.</p>	<ul style="list-style-type: none"> ▪ Guidelines available by Federal Ministry of Finance for gender responsive budgeting in Nigeria to guide all ministries. ▪ Resource tracking prioritisation and allocation mechanisms for gender equality available within Federal Ministry of Finance. ▪ Gender responsive budgeting piloted in priority sector budgets (health, education, agriculture and labour) for their priorities, plans and resource allocation. ▪ Special resources allocated for the implementation of the sector gender policies. 	<ul style="list-style-type: none"> ▪ Federal Ministry of Finance. ▪ States' Ministries of Finance. ▪ Federal/States' Ministries of Women Affairs. ▪ CSOs working on gender budgeting 	<p>December 2010.</p>	<ul style="list-style-type: none"> ▪ Capacity building for Federal and states' ministries of Finance on gender responsive budgeting. ▪ Develop gender responsive guidelines as part of the national budgeting framework. ▪ Develop gender responsive gender responsive budgeting guidelines for all Federal and States' Ministries. ▪ Pilot gender responsive budgeting within the ministries of labour, agriculture, health, environment, NACA for critical gender priority issues identified within sector policies.
<p>Strengthened capacities of political parties to mainstream gender and promote women's empowerment (manifestoes & strategies to implement with allocated resources).</p>	<ul style="list-style-type: none"> ▪ 50% increase from current numbers of women who join Political Parties represented in States' and national assemblies and Local Government Councils. ▪ A third of at least 20 national and states' executive committees of all registered political parties are women. ▪ Number of strategies and guidelines matched with resources by political parties to implement affirmative action. 	<ul style="list-style-type: none"> ▪ Federal Ministry of Women Affairs (to subcontract to an international political capacity building institution). ▪ INEC/SIEC ▪ Political Parties with representation in Senate and National/States' Houses of Assemblies. 	<p>February 2009</p>	<ul style="list-style-type: none"> ▪ Integrated (training, development of manifestoes, strengthening capacities to register women, strategy for funding and implementing gender sensitive manifestoes etc.) gender mainstreaming support to all political parties with representation in Senate, National and States' Houses of Assemblies.
<p>Electoral reforms undertaken to ensure that policy is integrated within electoral laws.</p>	<ul style="list-style-type: none"> ▪ Gender sensitive guidelines for political parties' internal democracy and in conducting party primaries available within National and States' Electoral Commissions. 	<ul style="list-style-type: none"> ▪ Independent National Electoral Commission (INEC). ▪ Federal Ministry of Women Affairs. 	<p>February 2010.</p>	<ul style="list-style-type: none"> ▪ Organise Stakeholders Forums on gender and electoral reforms. ▪ Develop modalities for engendering political parties' internal structures and

		<ul style="list-style-type: none"> ▪ CSOs and Coalitions working on electoral reforms. 		<p>mechanisms.</p> <ul style="list-style-type: none"> ▪ Develop Bills for gender sensitive monitoring and financing of political parties by INEC. ▪ Advocacy with political parties on affirmative action within all their positions.
Capacities of women affected by conflict strengthened to engage in peace building initiatives in communities affected by conflict.	<ul style="list-style-type: none"> ▪ Number of advocacy networks formed by women affected by conflict in the Niger Delta. ▪ Gender sensitive Early Warning System (EWS) established for Nigeria. ▪ Manual for gender and peace building that promotes values of equity, equality and representation available for use by stakeholders 	<ul style="list-style-type: none"> ▪ Federal/States' Ministries of Women Affairs. ▪ ECOWAS. ▪ West African Civil Society organisation. ▪ WANEP. 	July 2010	<ul style="list-style-type: none"> ▪ Support the development of women peace clubs and networks in the Niger Delta and other vulnerable communities in Nigeria. ▪ Develop Gender Sensitive Early Warning System for vulnerable communities in Nigeria. ▪ Develop generic training modules for establishing and training members of community peace clubs.

SECTION III
BASELINE INDICATORS⁴
STRATEGIC DEVELOPMENT RESULTS FRAMEWORK

S/N	Baseline Activities	Timeframe	Responsibility
1.	Institutional assessment (structure, mandate, funding levels and gaps, technical capacities needed to fulfil mandate etc) of the Federal Ministry of Women Affairs, States' Ministries for the Women Affairs and the National Centre for Women in Development.	October 2008 – March 2009.	Overall Responsibility <ol style="list-style-type: none"> 1. National Centre for Women and Development. 2. Federal Ministry of Women Affairs. 3. Federal Bureau of Statistics. Process <ul style="list-style-type: none"> ○ Develop methodology for the collection and analysis of the baseline with Federal Office of Statistics. ○ Develop terms of reference for the teams that will be responsible for the collection and analysis of the baseline. ○ Identify teams – both internal and external – to conduct assessments and develop baseline for the National Gender Policy. ○ Commission baseline studies. ○ Validation of baseline studies with all critical stakeholders. ○ Analyse final reports and
2.	Gender analysis of all current sector policies, gaps in implementation and strategies that would fast track implementation.		
3.	Current review of schools curricula (primary and secondary schools) to show content of gender roles – are the roles still portraying negative gender roles for women and men?		
4.	Review of the number of current Nigerian movies and a gender analysis of portrayal of women.		
5.	Gender disaggregation of current National Orientation Agency's resources and activities.		
6.	Discriminatory provisions within the current Nigerian Constitution building on existing studies done by civil society organisations and the report of the Gender Group within the 2004 National Constitutional Reform Conference (2004). Consolidation of all existing reviews by stakeholders related to the engendering of the Constitution as a starting framework for advocacy.		
7.	Analysis/report of current laws pertaining to women's rights under review within the National Law Reform Commission.		
8.	Review of all judgements by Judges and Magistrates pertaining to women and children rights from independence till date.		
9.	Review of current ways in which sexual and gender based violence is handled by the Nigerian Police (reporting, persecutions, structures, including staff etc).		
10.	Review of existing (CSOs/government /faith based etc) structures/services available for women/children survivors of SGBV and identify which organisations/institutions are		

⁴ Baseline indicators have to be established as the first step in implementing the National Gender Policy. The first 6 months will be dedicated to the establishment of baseline to ensure annual monitoring of progress.

	providing which services/support and identify approximate number of women being supported.		present to the Federal Ministry of Women Affairs and all partners.
11.	Baseline on current funding and for what purposes of the National Legal Aid Council.		
12.	Baseline on the number of women's rights' laws already in existence in the states and how they comply with CEDAW/CRC.		
13.	Baseline on all key organisations of women living with HIV/AIDS and with disabilities.		
14.	Bills within all states/national houses of assemblies initiated/passed on women's human rights from 2003 – 2007.		
15.	Analysis of current levels of women in all management positions in the public sector (levels of Chiefs to Permanent Secretaries).		
16.	Sex disaggregated and gender review of political parties' (Parties with representation in the Senate, National and States Houses of Assemblies) membership list, national/state executive committees, and their manifestoes on an annual basis.		
17.	2007 sex disaggregated numbers of registered voters, including young women voters, and actual voters.		
18.	Review of existing networks of women working on peace issues in the Niger Delta.		
19.	Baseline on all existing facilities set up to support women entrepreneurs by government and within the private sector (e.g. special funds and loan facilities etc).		

SECTION IV
FIVE YEAR INDICATIVE BUDGET
STRATEGIC DEVELOPMENT RESULTS FRAMEWORK
2009 – 2013

OUTPUTS	STRATEGIC INTERVENTIONS	BUDGET Naira
Monitoring and evaluation mechanisms established for the National Gender Policy.	<ul style="list-style-type: none"> ▪ Collection, collation and analysis of all pertinent information to provide baseline for the implementation of the National Gender Policy. 	58,000,000
Established mechanisms to coordinate and implement the National Gender Policy at the national and state levels.	<ul style="list-style-type: none"> ▪ Setting up of the National Gender Management System. 	232,000,000
Enhanced capacity of the Federal Ministry of Women Affairs and States' Ministries of Women Affairs to take leadership in the implementation of the Policy.	<ul style="list-style-type: none"> ▪ Launch of the Strategic Results Framework in all 36 states and FCT. ▪ Capacity Building for all critical stakeholders on the implementation of the National Gender Policy. 	464,000,000
Reporting Framework on the Implementation of the National Gender policy.	<ul style="list-style-type: none"> ▪ Publication and advocacy of the annual 'Status of Nigerian Women'. 	116,000,000
Multi Donor/Government coordination enhanced to support National Gender Policy.	<ul style="list-style-type: none"> ▪ Facilitating the establishment of the Gender Sector Roundtable. 	29,000,000
Schools curricula reviewed and revised (primary and secondary) to reflect changing and empowering gender roles for women and men.	<ul style="list-style-type: none"> ▪ Strategies developed between Federal Ministry of Women and Federal Ministry of Education on curricula review ▪ Task Force set up on the review of curricula to incorporate changing gender roles. ▪ New curricula developed and tested by Federal Ministry of Education ▪ Implementation of new schools curricula on changing gender roles begins. 	116,000,000
Nigeria's pop culture reflects a new awareness of changing gender roles that support empowerment of women.	<ul style="list-style-type: none"> ▪ Produce/commission 10 local home videos to reflect the empowerment of women, promotion of women/child rights and new gender roles for women and men. ▪ Commission 5 popular artistes to write songs on changing gender roles and on gender equality. ▪ Organise ongoing mass media campaigns using vernacular radio, television, including national TV to popularise movies and songs. ▪ Undertake 3 national festivals to showcase women's achievements through the Arts. 	348,000,000
Engendered National Orientation Agency.	<ul style="list-style-type: none"> ▪ Undertake gender training workshops for the National 	40,600,000

	Orientation Agency on gender and culture in Nigeria Capacity building on gender responsive budgeting for NOA Support the development of a gender strategy for NOA	
Legal and Constitutional reforms undertaken to promote the principles of non-discrimination, protection and promotion of women and child rights.	<ul style="list-style-type: none"> ▪ Develop strategy paper on key issues for equality within a new Constitution. ▪ Advocacy meetings with the National and states assemblies on the key issues to be changed within the Constitution. ▪ Organise annual advocacy activities in the 6 geo-political zones with critical stakeholders (Traditional/religious leaders, business community, women community groups, media etc). ▪ Establish a Task Force for legal reviews on gender equality. ▪ Develop and draft of new laws on the promotion of women and child rights. ▪ Develop national guidelines and operational framework available for regulating non formal justice systems. 	580,000,000
The administration of justice in Nigeria is more proactive in the protection of women and child rights using CEDAW and the Convention on the Rights of the Child	<ul style="list-style-type: none"> ▪ Develop modules on women’s human rights for the Judiciary. ▪ Undertake negotiations with the National Judicial Institute to integrate modules. ▪ Train the trainers of select judges to be trainers. ▪ Develop modules on women’s human rights for the Judiciary. ▪ Undertake negotiations with the National Judicial Institute to integrate modules. ▪ Undertake annual training of Judges and Magistrates. ▪ Establish Pilot ‘family police centres’ with trained staff on SGBV and other women’s rights abuses in each of the 36 states and FCT. 	232,000,000
Gender is mainstreamed within the National Legal Aid Structure.	<ul style="list-style-type: none"> ▪ Advocacy activities with the National Legal Aid Council on strategy to provide free legal aid to women survivors of violence/rights violations. ▪ Establish a fund within the National Legal Aid Council to support women survivors of violence/rights violations. 	174,000,000
Harmful traditional practices against women and children criminalised in Nigeria.	<ul style="list-style-type: none"> ▪ Analysis of all existing harmful practices in all 36 states and FCT. ▪ Develop of Bills to abolish the practices by the States. ▪ Advocacy with Houses’ of Assemblies and submission of Bills. 	928,000,000
National response on sexual and gender based violence and women rights abuses available	<ul style="list-style-type: none"> ▪ Develop national guidelines on sexual and gender based violence. ▪ Negotiations with pilot hospitals (National Hospital Abuja & 6 others) for integration of SGBV Guidelines within health care delivery mechanisms. 	232,000,000

	<ul style="list-style-type: none"> ▪ Training conducted for health care professionals on the use of guidelines within pilot hospitals. ▪ Establish 1 national shelter/temporary home for women/children survivors of violence in each of the 6 geo-political zones. ▪ Establish 1 pilot SGBV Recovery Centre/Unit for women/children survivors of sexual abuse providing medical and psycho-social care within the National Hospital, Abuja 	
Strengthened capacities of organisations of women living with HIV/AIDS and with disabilities to engage in discourse affecting their rights and influence decision making for equal access and empowerment.	<ul style="list-style-type: none"> ▪ Set up Gender & Human Rights Unit with appropriate staff and resources within the National AIDS Coordinating Agency (NACA) to mainstream gender and rights within all planning, priorities and funding of NACA. ▪ Develop guidelines and modalities for funding networks of women living with HIV/AIDS. ▪ Assess capacity needs of organisations of women living with HIV/AIDS. ▪ Annual funding to 6 networks of women living with HIV/AIDS on home care, support to members and advocacy on rights. ▪ Develop National Policy framework on women with disabilities. ▪ Establish a Council on women with disabilities. 	174,000,000
Strengthened capacity of States' and National Assemblies to initiate and pass into law, bills promoting women's human rights and participation.	<ul style="list-style-type: none"> ▪ Support to States' Houses of Assemblies (Committees of Women) to develop private Bills on women's human rights. ▪ Organise advocacy meetings with critical members of Houses of Assemblies. ▪ Review of Federal Character Principle to integrate affirmative action on women's representation in governance. ▪ Develop revised Federal Character Bill and present in National House of Assembly and Senate. ▪ Undertake annual monitoring of women's representation within Federal and States' Civil Service Commissions and all political appointments at the national and states' levels. ▪ Provide ongoing technical support to the Senate, National and 6 States' Houses of Assemblies' Committees on Finance. 	116,000,000
Strengthened capacities of the Federal Ministry of Trade and Export Promotion Council to support gender sensitive trade regime.	<ul style="list-style-type: none"> ▪ Stakeholders Consultations on gender and trade. ▪ Develop national policy guidelines on gender and trade. ▪ Support to national women entrepreneurs' networks and associations to participate in international and national trade fairs. ▪ 	34,800,000
Fund established to support small and medium scale women entrepreneurs	<ul style="list-style-type: none"> ▪ Organise consultations (private and public sector) on a special fund for women entrepreneurs: 	348,000,000

	<ul style="list-style-type: none"> - Management of the Fund - Funds for the Fund. - Criteria for accessing the Fund. - Private sector involvement. <ul style="list-style-type: none"> ▪ Develop national modalities based on consultations. ▪ Identify national bank to host the Fund. ▪ Training for pilot entrepreneurs on accessing the Fund. ▪ Establish Criteria by the Bank and the Federal Ministries of Trade/Women Affairs on the women who will access. ▪ 	
Enhanced capacities of women entrepreneurs and producers.	<ul style="list-style-type: none"> ▪ Bi annual training conducted for women producers/entrepreneurs accessing the Fund. ▪ Establish a national agency to support women entrepreneurs/producers access national and international markets 	348,000,000
Enhanced capacities of the national and states' gender machinery to implement and monitor the implementation the National Gender Policy as an accountability tool on national commitments	<ul style="list-style-type: none"> ▪ Review of the structure and mandate of the Federal and selected States' Ministries of Women Affairs and recommendations on restructuring. ▪ Restructuring of the Federal and States' Ministry of Women Affairs. ▪ Develop terms of reference for national and states' ministries of women affairs and National Planning Commission annual meeting on gender equality in Nigeria. ▪ Organise annual meetings of National Planning Commission, Federal and States' Ministries of Women Affairs on state of gender equality in Nigeria. ▪ Negotiations with Federal Executive Council on funding for the implementation of the National Gender Policy. ▪ Special funds set aside for the Federal Ministry of Women Affairs to implement the National Gender Policy. ▪ Establish terms of reference for Gender Units within Ministries. ▪ Review structures of Ministries for mainstreaming gender and provide guidance. ▪ Negotiate with Federal Executive Council on executive decision to establish Gender Units within all Public Institutions. ▪ Review of the mandate and structure of the National Centre on Women and Development. ▪ Develop modalities on making the Centre into a research and training centre for gender equality. ▪ Undertake negotiations with Ahmadu Bello University or 	464,000,000

	<p>University of Abuja on making the Centre part of the research structure of the University.</p> <ul style="list-style-type: none"> ▪ Establish the Centre as part of a national institution of learning (Ahmadu Bello University). 	
Implemented gender sector plans, budgets and mechanisms for implementation for all Federal and States' Sector Ministries.	<ul style="list-style-type: none"> ▪ Develop and implementation of gender sector plans, budgets and mechanisms for implementation for all Federal and States' Sector Ministries. 	580,000,000
Capacity of the Ministries of Planning & Finance strengthened to provide guidelines for institutionalisation of gender sensitive budgeting	<ul style="list-style-type: none"> ▪ Capacity building for Federal and states' ministries of Finance on gender responsive budgeting. ▪ Develop gender responsive budgeting guidelines for all Federal and States' Ministries. ▪ Pilot gender responsive budgeting within the ministries of labour, agriculture, health, environment, NACA for critical gender priority issues identified within sector policies 	58,000,000
Strengthened capacities of political parties to mainstream gender and promote women's empowerment (manifestoes & strategies to implement with allocated resources).	<ul style="list-style-type: none"> ▪ Integrated (training, development of manifestoes, strengthening capacities to register women, strategy for funding and implementing gender sensitive manifestoes etc.) gender mainstreaming support to all political parties with representation in Senate, National and States' Houses of Assemblies. 	290,000,000
Electoral reforms undertaken to ensure that policy is integrated within electoral laws	<ul style="list-style-type: none"> ▪ Organise Stakeholders Forums on gender and electoral reforms. ▪ Develop modalities for engendering political parties' internal structures and mechanisms. ▪ Develop Bills for gender sensitive monitoring and financing of political parties by INEC. ▪ Advocacy with political parties on affirmative action within all their positions 	174,000,000
Capacities of women affected by conflict strengthened to engage in peace building initiatives in communities affected by conflict	<ul style="list-style-type: none"> ▪ Support the development of women peace clubs and networks in the Niger Delta and other vulnerable communities in Nigeria. ▪ Develop Gender Sensitive Early Warning System for vulnerable communities in Nigeria. ▪ Develop generic training modules for establishing and training members of community peace clubs. 	116,000,000
GRAND TOTAL (NAIRA)		N6,264,000,000b

ANNEX I: NATIONAL GENDER MANAGEMENT SYSTEM

1.0. INTRODUCTION

1.1. Preamble

This Gender Management System of the National Gender policy is the coordination mechanism for managing and implementing the National Gender Policy, and coordinated by the Federal Government of Nigeria through the Federal Ministry of Women Affairs. The recommended model is based on the analysis of the overall gender machinery context of Nigeria that includes government, donor community, civil society organisations and the United Nations Agencies.

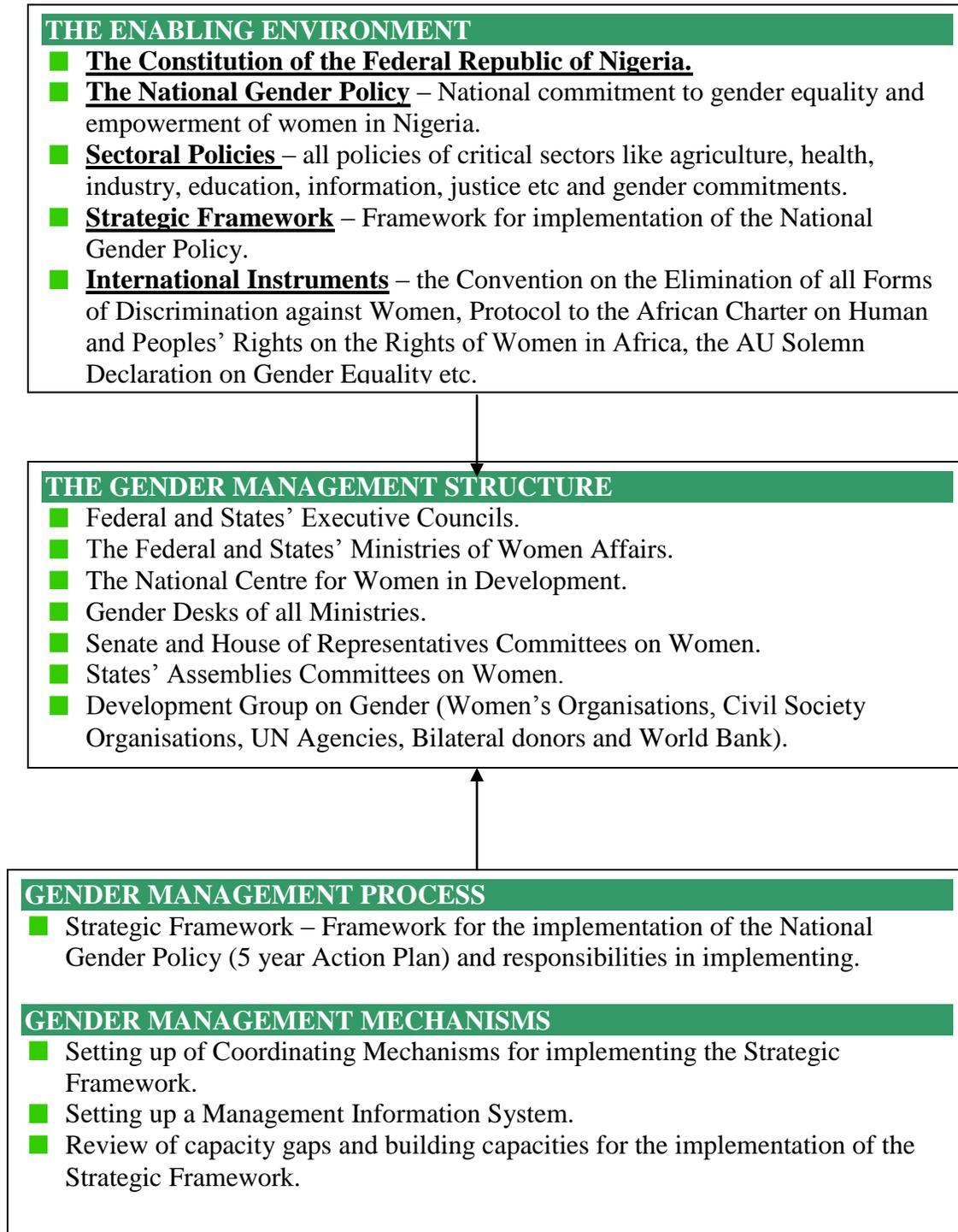
The process of coming up with the Model for the Gender Management System involved relevant literature reviews, and in particular an analysis of the work undertaken by the Commonwealth Secretariat, a study of countries in Africa with similar collaborative systems (i.e. Kenya and Tanzania) and other international best practices.

1.2. Rationale for Gender Management System

The framework for a Gender Management System (GMS) was developed by the Commonwealth Secretariat for the strengthening of gender equality. To be effective, it must essentially have 4 components – *the enabling environment; the Gender Management Structures or Machinery; the Gender Management Mechanisms;* and the *Gender Management Processes.* These 4 components must necessarily be in place for the Gender Management System to be successful and achieve the goal of gender equality.

Even though Nigeria has over the decades had policies and some structures to support the empowerment of women and gender equality, most of the approaches have been welfarist, using the women in development (WID) approach. There was never a strategic and gendered approach to gender equality. The development of the National Gender Policy and the institutionalisation of the Gender Management System will hopefully provide an enabling environment for the intended restructuring of gender relations, supporting structures which will facilitate the intended change, providing the needed technical skills that would bring this change about, and engaging in a due process of change by setting up an agenda through the strategic framework..

1.3. The Four Components



2.0. GENDER MANAGEMENT SYSTEM

2.1. The Enabling Environment

- ✿ The Enabling Environment simply refers to the overall policy framework within which gender equality and women's empowerment can be achieved. In Nigeria, the overall policy framework include the Constitution, National Gender Policy and various other pronouncements by government on gender equality and the empowerment of women.
- ✿ It refers to commitments made by government in recognition of the unequal opportunities for women, gender relations that discriminate against women and the attendant consequences on women which include, increased poverty, sexual and gender based violence, lack of equality in representation in governance, lower literacy rates etc. Some of these commitments include sectoral policies developed, implemented and resourced. It refers to ability of government to recognize the challenges, develop national plans that recognize inequality and prioritize the allocation of resources to bridge the gender gaps.
- ✿ The Enabling Environment builds from international and regional commitments to which the Federal Government of Nigeria has signed on to. These commitments place an obligation on the Federal Government of Nigeria to prioritize gender equality and allocate resources to ensure that women's status in all sectors is improved. These international commitments include the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Platform for Action, the AU Solemn Declaration on Gender Equality, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa etc.

2.2 The Gender Management Structure, Mechanisms & Processes

2.2.1. The Federal and States' Executive Councils

- ✿ The Federal and States' Executive Councils are made up of the Ministers at the Federal level and Commissioners at the State levels. The Honourable Minister of Women Affairs and the Commissioners for Women Affairs respectively will have overall responsibility for coordinating the implementation of expected responsibilities as members of the Councils.
- ✿ They collectively represent the executive arm of government and responsible for implementing national and state policies to support development at the national and state levels respectively. That is, they are responsible for implementing all sectoral policies developed, and in particular the National Gender Policy. This is through the prioritization of sectors to focus on, allocation of resources to the sectors and constant monitoring to ensure that the policies are being implemented, but more importantly, that the implementation of the policies contribute to the bridging of gender gaps in Nigeria and to the overall empowerment of women.

Expected Responsibilities (Mechanisms)

1. Provide adequate budgetary allocation for implementation of the National Gender Policy through special funding for the Strategic Framework (2008 – 2013) and thereafter.
2. Mainstreaming gender into the general functions of the Executive Councils through a monthly brief on the implementation of the National Gender Policy by respective Ministers/Commissioners concerning their sectors.
3. Ensure annual sessions to understand gender issues and gender responsive budgeting as part of capacity building for members of the Executive Councils.
4. President and Governors integrate gender equality indicators and progress within their speeches on important national days (National Day, Democracy Day etc).
5. Commitment to celebrate International Women's Day at the Federal and State levels as a sign of commitment to celebrating women in Nigeria and renewing of commitments to the bridging of gender gaps.

2.2.2. National Council on Women Affairs

Mechanism

- ✿ The National Council on Women Affairs is managed by the Federal Ministry of Women Affairs and brings together the Honourable Minister, Federal Ministry of Women Affairs and the Commissioners of Women Affairs from the 36 States and FCT, on an annual basis.

Expected Responsibilities (Process)

1. Provide overall strategic direction for the implementation of the Strategic Framework (2008 – 2013) and the National Gender Policy.
2. Annual Review and approval and workplans for the implementation of the Strategic Framework (2008 – 2013).
3. Review of progress of the implementation of the Strategic Framework (2008 – 2013) and the National Gender Policy.
4. Review the National Gender Management System and make recommendations to the Federal/States' Executive Councils.
5. Provide overall direction to issues of gender equality/empowerment of women and implementation of all other national commitments in Nigeria.
6. Provide framework to the legislative and judicial arms on critical issues pertinent to gender equality within the law.

2.2.3. National Gender Policy Technical Coordinating Committee

Mechanism

- ✿ The National/States' Gender Coordinating Committee will be created to coordinate all national initiatives within the implementation of the National Gender Policy, and in particular, the management of the Strategic Framework (2008 – 2013) at the Federal and States' levels.
- ✿ The National/States' Gender Coordinating Committee will be coordinated by the Federal Ministry of Women Affairs and chaired by the Permanent Secretary, Federal Ministry of Women Affairs at the Federal level and replicated in the 36 States of the Federation and the FCT. The National Centre for Women in Development will be represented at the Federal level.
- ✿ The National/States' Gender Coordinating Committee will also include Planning Commissions, Ministries of Finance and all other sector ministries, the Chairs of the Senate/House Committees on Women Affairs. Representation will not be lower than Assistant Director, and the tasks would be integrated within their job description.
- ✿ The National/States' Gender Coordinating Committee will meet every two (2) months.

Expected Responsibilities (Process)

1. Review of indicators and progress of sectoral activities within the Strategic Framework.
2. Initiate specific policy issues within sectors that would require additional executive follow-up at the ministerial level.
3. Monitoring of the overall implementation of the National Gender Policy.
4. Provide guidance for the domestication and implementation of international conventions, treaties, and declarations on gender equality and women empowerment.
5. Monitor and provide guidance to the women's organisations, civil society, private sector, civil society organisations on the implementation of the National Gender Policy.
6. Ensure regular updates on the progress etc to the Honourable Minister of Women Affairs as briefs to the Federal/States' Executive Councils, Senate, Federal House of Representative and the States' Houses of Assemblies.

2.2.4. Gender Units within Sector Ministries

Mechanism

- This is the Gender Machinery that would be refurbished within all line ministries and Parastatals to ensure the implementation of the National Gender Policy within the strategic plans and activities and financing of all sector ministries.
- All sector ministries at the Federal and States' levels would be required to establish a Unit/Desk/Gender Focal Office, of not less than 4 people and headed by a person of no lower in rank than an Assistant Director.
- The established mechanisms would be required to meet on a quarterly basis to share information about the progress of the implementation of gender plans within the different sectors, analyse challenges and results, develop capacity building plans for the sectors and report to the National Gender policy Technical Coordinating Committee.

Expected Responsibilities (Process)

1. Provision of in-house training for sectors.
2. Develop annual gender plans and budgets (based on the policies of the sector ministries) for sectoral overall planning & budgeting.
3. Monitor and report on implementation of gender plans to the Technical Coordinating Committee and respective Ministers/Commissioners.
4. Reporting on gender issues within sector pertaining to CEDAW & other international commitments.

2.2.5. Senate/House Committee on Women Affairs

Mechanism

- ✿ The Senate/House Committees on Women Affairs are set up under the leadership of the Senate President/Speakers – House of Representatives/State Assembly, and made up of members as deem fit by the leadership of the respective houses.
- ✿ The leadership of the Committees on Women Affairs will be members of the National/States' Gender Policy Technical Coordinating Committee.

Expected Responsibilities (Process)

1. To provide technical support to all other Committees on highlighting key gender issues within the different sectors of the respective Houses.
2. To constantly work with the Federal/States Ministries of Women Affairs on areas of collaboration regarding legal reform to promote gender equality and the empowerment of women.
3. To sponsor Bills and raise issues of concern as identified within the National Gender Policy and the Strategic Framework on the floor of the Houses on issues pertaining to gender equality and the empowerment of women in Nigeria.
4. To support constitutional and electoral reforms to promote gender equality and the empowerment of women within the context of the National Gender Policy.
5. To provide technical guidance to the leadership of the Senate/Houses of Representatives/Assembly on engendering the processes, procedures and resource allocation of the Senate and the Houses.

2.2.5. Development Group on Gender

Mechanism

- ✿ The Development Group on Gender will be made up of representatives of the Federal Ministry of Women Affairs, select women's human rights organisations with national mandates related to the key outcomes of the National Gender Policy and reflecting the 6 geo political zones.
- ✿ The membership of the Development Group on Gender will also include gender experts within bilateral donor agencies, multilateral institutions like the World Bank and UN Agencies operating in Nigeria.
- ✿ The Development Group on Gender will have 2 co-chairs – the representative of the Federal Ministry of Women Affairs and a representative of the donor community. At the discretion of government, the Group might choose to have a UN agency or national CSO serve as technical secretariat to provide additional technical analyses, international contexts and updates that might better guide the overall implementation of the Strategic Results Framework.

Expected Responsibilities (Process)

1. To contribute to the overall strategic vision of the National Gender Policy.
2. To provide **resources** for the implementation of the Strategic Framework of the National Gender Policy.
3. To periodically review the workplans relating to the implementation of the Strategic Framework of the National Gender Policy, review all auditing related to donor funds support the technical development of Monitoring & Evaluation guidelines for the Strategic Framework.
4. To support the planning of and participate at the annual review cum work planning meetings with all stakeholders to define activities, outputs, results and budget estimates for each year.
5. To share information with all other National Gender Policy Management Structures on pertinent information related to the issues identified within the National Gender Policy.
6. To jointly plan the overall evaluation and audits, and undertake financial review of the budget of the Strategic Framework of the National Gender Policy.
7. To undertake resource mobilisation drive from donors/UN agencies/multilateral agencies for the implementation of the Strategic Framework.
8. Update government through the overall gender machinery for the implementation of the National Gender Policy, the Federal Ministry of Women Affairs, on any policy changes within the international context that might that might affect implementation of the Strategic Framework.

2.2.6. Local Government Structure

Mechanism

- The Local Government Structure will be flexible because the Gender Management Systems from one local government to the other differs. Some local government areas have existing structures that are linked to the States' GMS but others do not have. The Local Government Chairpersons in collaboration with the States' Ministries of Women Affairs will design which system best suits the LGAs.

Expected Responsibilities (Process)

1. Committee on Women Affairs with select councilors and headed by the Council Chairperson. (Roles of FEC/SEC).
2. Technical Committee on National Gender Policy made up of select CBOs and headed by Councilor in charge of women reporting to Chairperson/Commissioner of Women Affairs on implementation of the NGP at the Council level.

3.0. PERFORMANCE APPRAISAL SYSTEM

Background

The Performance Appraisal System (PAS) is premised on the fact that there will be a need to reform the National Gender Machinery in Nigeria if the results identified within the Strategic Framework (2008 – 2013) would be achieved. The Performance Appraisal System will also be referred to as the ‘Achieving Results for the National Gender Policy’.

The challenge for implementing the Performance Appraisal System has been the lack of matching the development of plans with implementation. Most plans have focused on process implementation rather than results based implementation. The PAS is expected to bridge this gap for the implementation of the National Gender Policy.

The Performance Appraisal System (PAS) will be located within the Federal Ministry of Women Affairs and specifically designed to monitor the overall performance of government in the implementation of the Strategic Framework, and in the achievement of the National Gender Policy.

PERFORMANCE APPRAISAL SYSTEM

'ACHIEVING RESULTS FOR NATIONAL GENDER POLICY'.

- ✿ Establishment of a Results and Management Unit within the Federal Ministry of Women Affairs.
- ✿ The Unit is to be staffed by at least 4 persons and headed by a staff member with a masters degree in development studies or gender and development or social sciences with practical experience in results based monitoring and evaluation. The Unit will be placed under the Department of Planning, Research and Statistics.
- ✿ The Unit will report on a quarterly basis to the Permanent Secretary, Federal Ministry of Women Affairs who will in turn report to all the structures identified within the Gender Management System.

Expected Responsibilities

1. Set performance targets and performance contracting for all the critical stakeholders (Ministries, States governments, Legislature etc) that will be responsible for achieving results within the Strategic Framework.
2. Develop and implement the Federal Ministerial Balance Score Card for monitoring Ministerial performance against the sector targets set within the Strategic Framework. The Balanced Score Card will be assessable electronically to members of the public.
3. Identify results based capacity needs, and develop capacity building strategies for all critical staff within the Structures within the National Gender Management System and who will be directly responsible for achieving the results identified within the Strategic Framework.
4. Monitor the overall achievement of results at the Federal and States' levels and provide material for national advocacy on changes within women's lives.

ANNEX II:

MANAGING FOR RESULTS AND REPORTING FRAMEWORK

INTRODUCTION

The managing for results framework delineates the areas of internal organizational strengthening anticipated to allow the Federal and States' Ministries of Women Affairs implement the Strategic Development Results Framework and strengthen its partnerships with civil society organizations and development partners, including UN agencies in Nigeria.

This Framework is divided into three areas: (a) Overall strategic direction, Capacity building and policy advice to the Federal and States' Governments; (b) Monitoring and evaluation (accountability, target setting, risk and oversight); and (c) National coordination.

Management Result 1

Overall strategic direction, capacity building and policy advice to the Federal and States' Governments.

The Gender Management Systems are in place to track how the national and states' gender machinery supported advocacy strategies and technical expertise/advice contribute to positive changes in women's lives through the implementation of the National Gender Policy. This result responds to the analysis identified within the National Gender Policy and through the survey carried out prior to the development of the overall Strategic Development Results Framework. The key issue is the need to strengthen systems and capacities, develop new ones in order to report on how change happens and to identify what can be attributed to the implementation of the Strategic Results Framework. It focuses on tracking — in particular, how the national gender machinery can contribute to supporting changes emanating from their key competency of supporting advocacy to change the lives of women and men in Nigeria, and having the legal mandate to do so.

The management result 1 will begin an approach where the national gender machinery build experiences in capacity development, and have them systematized into explicit and accessible sets of approaches, especially for government institutions on gender mainstreaming and strengthening national skills and capacities for gender analysis.

The managing results framework 1 will deepen the work of the national gender machinery through the analyzing of the lessons from the implementation of the Strategic Results Framework, disseminating that analysis to strengthen national interventions/resourcing and analyzing key development processes and trends affecting gender equality and women's rights in Nigeria. The other key factor for this result will be to monitor regularly, progress on the outcomes, outputs and indicators in the Strategic Results Framework and make it accessible to all Nigerians at all levels.

Finally, it should support communities of practice, including the use of gender responsive budgeting, national data collection that is disaggregated by sex and gender, dealing with

issues of culture and gender and integrating peace as a new area of focus for equality in Nigeria.

Management Result 2

Monitoring and evaluation (accountability, target setting, risk and oversight)

The national gender machinery will strengthen its internal monitoring and evaluation capacity, and in particular that of the National Commission for Women and Development. This will be done through an increase in training and recruitment of staff that can undertake monitoring and evaluations, and support the building of all stakeholders' capacities for monitoring and evaluation. Enhancing the capacity of national implementing partners, civil society organizations and at the grassroots levels is critical to ensuring that there is a pool of qualified professionals who can undertake gender-responsive evaluations.

The culture and capacity for achieving and reporting on results and high rates of delivery must be embedded in the gender management systems of the National Gender Policy and in particular, the practices of the Federal Ministry of Women Affairs. The Strategic Development Results Framework is the basic accountability framework of the National Gender Policy and accountability for achieving the outcomes and outputs of the Plan has to be shared among all stakeholders (government, civil society organizations, women's organizations and development partners) in accord with results-based management principles. The Federal and States Ministries of Women Affairs at the federal and state/local levels will be directly and fully accountable for: delivering on outputs of the Strategic Development Results Framework and the Management Results Framework, appropriate use of national and international resources unto which they have been entrusted by governments – both Nigerian and other governments contributing, and the monitoring and reporting on the achievement of the results expected in improving women's lives.

The Federal and States' Ministries of Women Affairs will need to invest a lot more resources from their budgets to begin to track cumulative progress towards outcomes and outputs of the Strategic Development Results Framework. There will also be a need to start an electronic database for enhancing results reporting and analysis; to regularly and rigorously review the quality of reporting; and to address capacity gaps in relation to results-based reporting. It will link identified activities to the monitoring of delivery in order to take action where needed to improve delivery, and subsequent cumulative improvement of women's lives.

Improving risk management has to be another key objective of the Strategic Development Results Framework. As part of the achievement of the management results, a Risk Assessment Model will have to be developed by the Federal Ministry of Women Affairs/critical stakeholders. One key factor will be to at the outset of the implementation of the National Gender Policy, identify critical risks and have contingency plans on how to manage the risks. The most critical threat is in getting funding for the entire five years of the implementation of the first phase of the Strategic Development Results Framework. The Federal and States' Executive Councils have to be fully on board, and demonstrate political will to appropriate budgeting and allocation of resources. The securing of the multi year funding will also have to be secured from development partners for any gaps in order to ensure predictability. Other risks include ensuring ongoing political will from government

and ongoing risk analysis of the national gender machinery to ensure they remain strong, and with capacity to implement and continuous diligence in monitoring and evaluation.

Management Result 3

National Coordination

This management result will ensure that the role of the Federal Ministry of Women Affairs is unambiguous role as a key driver of gender equality in the context and mechanisms put in place by the Federal Government of Nigeria to implement the National Gender Policy.

The Management Result Framework will clearly delineate roles between the different players and in particular, between the Federal and States' Ministries of Women Affairs on one hand, the Federal/States' Ministries of Women and other national ministries and institutions on another, and between the Federal Ministry of Women Affairs and the National Centre on Women and Development. The key to achieving the management results is ensuring that coherent and the clear lines of responsibility highlighted in the National Gender Management System are implemented.

Management Result 4

Enhanced administrative, human and financial capacity

One critical factor that will underpin the achievement of the Strategic Development Results Framework is how far government is willing to go in reforming the National Gender Machinery Structure. For the results to be achieved as identified, there will be need for massive resourcing to the National Gender Machinery and the other structures under the Gender Management System. Organizational structure will be configured to ensure maximum effectiveness in providing leadership in the implementation of the Strategic Results Framework. This would ensure that they are able to respond to those directly implementing at the different levels.

MANAGING FOR RESULTS' AND REPORTING FRAMEWORK

OUTPUTS	KEY ACTIVITIES	TIME FRAME (END TIME)											
		J	F	M	A	M	J	J	A	S	O	N	D
Established mechanisms to coordinate and implement the National Gender Policy at the national and state levels.	<ul style="list-style-type: none"> Establish a National Policy Gender Management System.⁵ Development of a Risk Assessment Model. 										2008		
Enhanced capacity of the Federal Ministry of Women Affairs and States' Ministries of Women Affairs to take leadership in the implementation of the Policy.	<ul style="list-style-type: none"> Organise training for the different categories of staff of the Federal & States' Ministries of Women Affairs on the National Gender Policy (Management, Professional staff and other staff members) 				2009								
	<ul style="list-style-type: none"> Organise training for all permanent secretaries, directors and deputy directors of states' ministries of women on the Gender Policy. 							2009					
	<ul style="list-style-type: none"> Facilitate the development of individual state workplans from the Strategic Framework. 						2009						
	<ul style="list-style-type: none"> Undertake advocacy visits to all 36 Governors on resourcing for the Gender Policy at the state level. 											2009	
	<ul style="list-style-type: none"> Develop resource mobilisation strategy. 			2009									
	<ul style="list-style-type: none"> Presentation to the Federal/States' Executive Councils on budgetary needs. 									2008			
	<ul style="list-style-type: none"> Special budget presented to Government/Federal/States' Ministries of Finance. 					2009							
	<ul style="list-style-type: none"> Organise 1 Donor funding roundtable on the Gender Policy 		2009										
Monitoring and evaluation mechanisms established for the National Gender Policy.	<ul style="list-style-type: none"> Develop baseline indicators' strategy. 												2008
	<ul style="list-style-type: none"> Recruit experts to undertake 		2009										

⁵ The modalities for the establishment and terms of reference for the National Gender Policy Management System are attached as a separate component.

	baseline needed for the implementation.												
	<ul style="list-style-type: none"> Undertake baseline collection and analysis. 					2009							
	<ul style="list-style-type: none"> Undertake national annual review meetings on the implementation with relevant ministries, states, CSOs and donors. 							Yearly					
Reporting Framework on the Implementation of the National Gender policy.	<ul style="list-style-type: none"> Develop methodology for collecting and collation of information on the status of women vis-à-vis the implementation of the National Gender Policy in Nigeria. 					2009							
	<ul style="list-style-type: none"> Publish Status of Nigerian Women on an annual basis. 			Yearly									
	<ul style="list-style-type: none"> Organise advocacy activities around the release of the 'Status of Nigerian Women' publication. 	Yearly	Yearly										
Multi Donor/Government coordination enhanced to support National Gender Policy.	<ul style="list-style-type: none"> Develop modalities and terms of reference for the setting up of a Gender Sector Roundtable made up of Government, CSOs, donors and the UN. 											2008	
	<ul style="list-style-type: none"> Quarterly meetings of the Roundtable instituted on a quarterly basis led by the Federal Ministry of Women Affairs. 	Yearly				Yearly		Y			Yearly		
	<ul style="list-style-type: none"> Constitute Expert/technical committees to support national implementation of the National Gender Policy drawn from the membership of the Gender Sector Roundtable. 												2008

ANNEX III: STAKEHOLDERS CONSULTED

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