

Cross River Environmental Capacity Development Project Gender Equality Strategy



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**by Canadian Executing Agency
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ACRONYMS

AWP	Annual Work Plan
CA	Contribution Agreement
CBO	Community Based Organization
CC	Consultative Committee
CEA	Canadian Executing Agency
CIDA	Canadian International Development Agency
Coalition	Definition: Collaboration between CERCOPAN, DIN, LENF, NGOCE and NCF with One Sky.
CRE Project	Cross River Environmental Capacity Development Project
CRNP	Cross River National Park
CRS	Cross River State
CRSFC	Cross River State Forestry Commission
ENGO	Environmental Non Governmental Organization
DIN	Development in Nigeria
FMC	Forest Management Committee
GEC	Gender Equality and HIV/AIDS Integration Committee
GES	Gender Equality Strategy
GHT	Gender and HIV/AIDS Team
IEC	Information, Education and Communication
LENF	Living Earth Nigeria Foundation
LFA	Logical Framework Analysis
LMFMS	Laing and McCulloch Forest Management Services
MOWA	Ministry of Women's Affairs (in Cross River State)
MOU	Memorandum of Understanding
MTR	Mid-Term Review
NEEDS	National Economic and Empowerment Development Strategy
NGO	Non Governmental Organization
NCC	Nigeria Canada Coalition – Joint activities between CERCOPAN, DIN, LENF, NGOCE, NCF, Laing and McCulloch, Greenheart, ACIC, Silva Forest Foundation and the Nappan Project
NCF	Nigerian Conservation Foundation
NGOCE	Non Governmental Organization Coalition for the Environment
NTFP	Non – Timber Forest Product
PIP	Project Implementation Plan
PMC	Project Management Committee
PM&E	Participatory Monitoring and Evaluation
PMF	Performance Measurement Framework
PRA	Participatory Rural Appraisal
QRT	Quarter
SEEDS	State Economic Empowerment and Development Strategy
SPACE	Sustainable Practices in Agriculture for Critical Environments
TMF	Tropical Moist Forest
TOR	Terms of Reference
UNDP	United Nations Development Program

SECTION 1: BACKGROUND

1.1 Introduction

The Cross River Environment Capacity Development Project (CRE Project) commenced in 2003, supported by the Canadian International Development Agency and implemented by One Sky – Canadian Institute of Sustainable Living. The goal of the project is to strengthen NGO capacity to affect gender-sensitive policy change and environmental improvement in Cross River State. The project brings together a coalition of four Nigerian environmental NGOs - Development in Nigeria (DIN), Living Earth Nigeria Foundation (LENF), Centre for Education, Research and Conservation of Primates and Nature (CERCOPAN), the Nigerian Conservation Foundation (NCF) and one environmental network – the NGO Coalition for the Environment (NGOCE). Four Canadian environmental NGOs and two private sector companies were partnered with the Nigerian NGOs in the first two years of implementation through joint initiatives; new activities with Canadian organizations and companies are being implemented in the third year.

One Sky is working to strengthen the capacity of the NGOs, which in turn are instruments to support communities and Community Based Organizations (CBOs) in the buffer zones of the two surrounding key protected areas – the Guinean Lowland Forest Ecosystem in Cross River National Park as well as the Montane Ecosystem of the Obudu Plateau in the Cross River bioregion of Nigeria. These protected areas represent the largest remaining contiguous Tropical Moist Forest in West Africa with the highest biological endemism in the region. Surrounding these two core biologically intact protected areas are buffer zones, characterized as either forest reserves or community forests. The tropical high forest in and around these protected areas has been substantially depleted and these forests are coming under increasing pressure from slash and burn agriculture, hunting and industrial activities such as logging and plantation establishment. Local communities, in particular, continue to feel socio-economic duress as the reduced environmental integrity is directly linked to reduced community health and quality of life.

In October 2005, CIDA approved an extension of the CRE project until March 2007; an Annual Work Plan (AWP) with a revised Logical Framework Analysis (LFA) and Performance Measurement Framework (PMF) were prepared and approved for the extension period. Key elements of the LFA as well as the CRE Coalition's mission statement, developed to guide the longer-term vision of the Coalition's work together, are:

- Goal:** To strengthen NGO capacity to affect gender-sensitive policy change and environmental improvement in Cross River State.
- Purpose:** To build a network of long-term partnerships among Canadian and Nigerian organizations that will work together to strengthen organizational capacity and environmental management.
- Mission:** The Nigerian-Canadian Coalition strives to eradicate poverty by developing the capacity of local communities - particularly women - to make informed decisions regarding social, ecosystem and economic security in the Cross River watershed bioregion.

- Outcomes:**
1. Improved ability of selected NGOs and CBOs to carry out their organizational missions, to facilitate meaningful involvement of communities and to respond to deforestation, poverty and loss of biodiversity in CRS;
 2. Selected NGOs in Cross River State have an improved ability to engage in evidence-based policy dialogue with State government;
 3. Enhanced utilization of gender equality approaches and HIV/AIDS integration in NGO and community-based initiatives; and
 4. Improved ability of selected NGOs to work in collaborative arrangements.

Outputs leading to each outcome were also developed. The PMF sets out indicators and performance questions at the impact, outcome and output level.

1.2 Purpose and Objectives of the CRE Project Gender Equality Strategy

One Sky and the Nigerian ENGOS implementing the CRE Project recognize that gender and environment are linked at a multitude of levels. Improving gender equality is integral to achieving the project goal of gender-sensitive environmental improvement and policy change in Cross River State and to the longer-term mission statement. The objectives of the Gender Equality strategy contribute directly to gender equality results in the CRE Project outcomes and outputs identified in the project LFA. The third process-based objective aims to ensure that lessons learned are captured and built on throughout implementation of the GES.

Objectives of the GES:

1. Enhanced understanding and utilization of gender equality mainstreaming approaches in NGO and community-based initiatives, including collaborative arrangements.

Contributes to:

OUTCOME 1 Improved ability of selected NGOs and CBOs to carry out their organizational missions, to facilitate meaningful involvement of communities, and to respond to deforestation, poverty and loss of biodiversity in CRS.

OUTCOME 3 Enhanced utilization of gender equality approaches and HIV/AIDS integration in NGO and community-based initiatives.

OUTCOME 4 Improved ability of selected NGOs to work in collaborative arrangements.

2. Selected ENGOS in Cross River State have an improved ability to mainstream gender into evidence-based policy dialogue with the Cross River State government.

Contributes to:

OUTCOME 2: Selected NGOs in Cross River State have an improved ability to engage in evidence-based policy dialogue with state government.

3. Lessons learned shared and built on throughout implementation of the Gender Equality Strategy.

Contributes to all outcomes.

A Gender Advisor has been hired to implement activities and work with Coalition members to achieve objectives outlined in the Gender Equality Strategy. Gender equality activities have been budgeted accordingly through Gender Equality Joint Initiative activities and in individual ENGO work plans.

The purpose of this document is to provide an assessment of the context within which the CRE Project is working to improve gender equality, to document the approach and results achieved in the CRE Project from 2003 – 2005, and to outline the Gender Equality Strategy including objectives, strategies and activities as related to the LFA in the next year of implementation.

SECTION 2: ASSESSMENT OF CONTEXT

2.1 Gender Equality in Nigeria

Nigeria is Africa's most populous nation, with a population estimated at more than 130 million people. It has relatively recently established a peaceful transition to a civilian government, adopting a new constitution in 1999. Nigeria ranks 151 out of 171 countries worldwide on the Human Development Index, and 122 for the more specific Gender Development Index. In 1990 the wife of the President, Miriam Babaginda initiated the Better Life for Rural Women programme functioning under the newly founded Women's Commission. The Commission was changed to the Federal Ministry of Women Affairs and Social Development and Gender Units set-up in all Ministries in 1996 with the intention of improving gender equality across the board.

In 2000 the National Policy on Women was approved. This document sets the agenda for the advancement of women, and is to be implemented by all Federal Ministries, the states and local governments. Internationally, Nigeria signed on to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in 1985 and presented a plan to implement the Platform for Action following the Fourth World Conference on Women in Beijing. However, like many African countries, there is still a long way to go in terms of developing appropriate institutional mechanisms and adequate capacity for implementation of such policies.

Although the National Policy on Women commits to a 30% affirmative action quota for women, women remain under-represented at all levels in government. The UNDP's Human Development Index report for 2005 found that only 5.8% of parliamentary seats are held by women in Nigeria. The Nigerian judicial system is based on English common law, statutory law, Islamic law and tribal customary law). While the Constitution specifically prohibits discrimination on the basis of sex, many customary practices and laws discriminate against women in practice. For example, women are not allowed to own land under some customary tenure systems while under other practices women do not inherit their husband's property. The same is true for employment where discrimination is prohibited in law but occurs in practice – for example, the UNDP Human Development Index report for 1999 found that the estimated earned income for non-agricultural workers was US\$ 520 for women and US\$ 1,182 for men.

Recent gender analyses have shown that Nigerian males have a higher status than women, and male children are still regarded more favourably. For example, enrolment rates in elementary and secondary schools combined are 38% for girls and 48% for boys. In the areas of health

and security women remain vulnerable to sexual harassment, trafficking, HIV/AIDS and harmful cultural practices such as female genital mutilation and forced marriages. With regards to reproductive health, most Nigerian women do not have a say in decision-making and the infant mortality rate was approximately 98 per 1000 live births in 2004.

In employment, women are extremely active in the informal sector and contribute significantly to rural incomes – although these activities are largely under-reported. Women are traders, food processors, and are involved in arts and crafts production, mat and cloth weaving and soap making for sale. Women's workloads are high, bearing the load for domestic work as well as work outside the home. For example, one study found that women spend nine hours / day doing agricultural work plus five hours of 'other' work while men spent just over eight hours doing agricultural work. Women are less represented in the formal sector, particularly in high-earning professional occupations.

2.2 Gender Equality in Cross River State

Gender and Environment Linkages

Discrimination against women in social practices and in the law puts them at a disadvantage in relation to livelihood, health care, nutrition, and access to resources, among other things. As a result, women are more vulnerable to poverty, and they face greater challenges in overcoming poverty and enabling their families to overcome poverty. Reducing the disparities between men and women – achieving progress toward gender equality – is fundamental to achieving capacity development for environmental management and policy in Cross River State.

There are significant gender-based differences in access, control, use and management of forest resources such as water, soil, forest products and energy in Cross River State. Both women and men depend on and utilize the forest as a source of livelihood. Women have different knowledge and understanding about the natural world around them, and their activities, interests, roles and constraints are very different. In an activity as part of a "Gender and Environment" workshop in December 2004, civil society and government workshop participants clearly listed the different roles of men and women related to the environment (and areas of overlap). An examination of natural resource use related to energy in the same workshop provides an illustration of differences in gender roles and impacts. Women are the primary users and gatherers of fuel wood – particularly poor, rural women (poverty contributes to the use of fuel-wood). Collection of fuelwood leads to deforestation while at the same time cooking with wood negatively impacts the health of women. Gender differences are also apparent in land ownership, a key component of environmental protection, as land ownership is primarily by men according to customary laws and practices in Cross River State.

Research carried out by DIN provides some additional insights into gender and environment links. Wealth ranking carried out by DIN in Bashu and Boje communities of northern Cross River State show that women make up about 70% of the "poor" category. DIN research further found that the livelihood options available to rural women in buffer zone communities around Cross River National Park are limited, with most activities being subsistence – collection of non-timber forest products (NTFPs) remains the major source of income for most forest dwelling women. For example, in Bashu, NTFP collection makes up to 85% of total income realised by women. NTFP collection also serves as a major source of supplementing farm products, particularly in the provision of 'soup' condiments for household consumption.

From a biodiversity perspective, hunting for bushmeat is a major issue with gender dimensions.

According to research carried out by CERCOPAN and in discussions with Iko Esai community members, it is shown that young men with few employment prospects are recruited by Oban bushmeat traders, who sponsor hunters by supplying them with guns and bullets. Young men, often educated, hunt because they do not have alternative sources of cash revenue, while it is women who primarily purchase bush meat in the markets.

Continuous deforestation and the 'empty forest' syndrome caused by overhunting is impacting on the lives of rural women. The availability of forest products harvested by women is declining, posing a risk to their livelihood. In spite of the fact that women are actively involved in farming and forest use, their participation in decision-making bodies for forest management or conservation is low. Many of the CRE ENGOs report that women are regularly sidelined from Forest Management Committees (FMCs) and key decision-making forums at the local and State government levels. The active participation of women in forest and biodiversity conservation projects is not only essential for environmental improvement, but has social and gender impacts including improving family welfare, enlarging local knowledge systems and improving gender equality through increasing women's power in decision making bodies, enhancing women's bargaining power within and outside the household and contributing to their overall empowerment. Poverty reduction, natural resource management and gender equity are inextricably linked. Integrated solutions that will meet the needs of the whole community must involve both men and women in meaningful ways.

Socio-economic and Cultural Factors Affecting Gender Equality

Cultural views and practices generally inhibit gender equality improvements in Cross River State. Traditionally, men are seen as more valuable than women. Women are often expected to be submissive and male children are often valued above female children. In some communities women are still "to be seen not heard", although the degree of this belief varies across communities. However, some gains are being made in education in some areas, with the belief that the girl child will provide support to the family even after marriage, whereas the male child will only concentrate on his immediate family.

In traditional settings in Cross River State, women are generally not given leadership roles. A woman cannot become a paramount ruler. Hostility in the political environment as well as household burdens and financial barriers also prevent women from entering into the political realm. In exceptional cases where women occupy leadership positions in communities, the challenges of the community women may not be tabled because of fear of victimization. However, new practices in Christianity are giving women increased leadership opportunities in the Church - there are an increasing number of women pastors, commanding respect from men and women.

Customary law and legislation also impacts gender equality in Cross River State. In some parts of the state, inheritance or access to resources depends on the woman's relationship with her husband and family but not as a right. Widowhood and dowry practices also reduce a woman's independence; female genital mutilation continues in some areas and even though the law says women can provide bail for someone jailed, in practice they cannot. Domestic violence against women and sexual harassment are additional culturally-influenced challenges that women face.

As at the federal level, women in Cross River State generally bear the burden of household responsibilities; yet the male is still considered the household head and decision-maker. At the community level, the inordinate burden of productive and reproductive work inhibits women and girls participation in education, income generation, and cultural and political involvement. Women play significant roles in community development – for example, maintaining streams for

drinking water and maintenance of family health. Yet women are still not practically represented in all sectors of activities regardless of the fact that gender is a cross-cutting issue. The educational gap between boys and girls is still challenging and gender roles and perceptions are reinforced at the childhood level – for example, the boy child plays football while girl child stays in the kitchen or house carrying out household chores.

There are huge differences among women in Cross River State, influenced by their class and economic status, age, tribe and religion. A rich woman is more respected than her counterpart or a man who is not as wealthy; with her money she can influence decision-making. Family background is another factor, as female children from wealthy homes or whose parents are in government generally face fewer barriers and have more opportunities than those from poorer homes or without homes without “connections”. Elderly women are more influential and respected than younger women; for example, older women will often be consulted by the community or family before political activities. Additionally, women from some ethnic groups enjoy privileges when people from their tribe are already in a position to assist, especially in giving political appointments.

Institutional Assessment - Cross River State government

Prior to the creation of a Ministry of Women Affairs in Cross River State, there was in existence a Women’s Commission - as also existed in other states. In 2003, as a result of women’s active participation in politics in Cross River State, the state created the Ministry of Women Affairs (MOWA), which was followed by the appointment of a Commissioner. The state government enacted the Female Genital Mutilation and Allied Law in 2000 and in 2003 the State Government appointed women as interim Chairpersons of Local Government Council pending the elections for Local Government. The appointment of women as heads of service (there are seven permanent secretaries in all) seems to indicate an effort to bring women into the corridors of power. As well, in 2004, a woman was elected as chairperson of a Local Government in Cross River State – she is the only female local government chairperson in the state.

The MOWA is a new Ministry with relatively low capacity but dedicated staff who seem to be committed to improving gender equality in the State and collaborating with civil society. In May of 2005 a representative of MOWA announced that all the line Ministries had committed to mainstreaming gender activities into their work plans and budgets. At the time of this paper the annual budget had not yet been released, so it is too early to evaluate whether this commitment has been honoured. Nevertheless, Gender Desk Officers were appointed for all government ministries in CRS. Their role is to see that gender is mainstreamed in all the activities of each ministry, and to act as focal persons for gender for the Ministry of Women’s Affairs. The other role of these desk officers is to see that budgets for each ministry include funding for gender mainstreaming. Two pamphlets: ‘Understanding Gender Mainstreaming’ and ‘Gender Analysis Guidelines’ have been recently produced by the Ministry of Women’s Affairs. These are distributed to all the desk officers, who will use these as a step toward advocating gender mainstreaming in all ministries. They are intended to be used by planners, budget officers, researchers and those formulating policy in their ministries.

Gender equality concerns are not well integrated in the first draft of the State Economic Empowerment Development Strategy (SEEDS) document. The document does refer to \$330 million being assigned for Social Development Youths and Sports and the Ministry of Women Affairs but as of yet there is no progress report within line ministries reflecting gender issues.

Environmental Civil Society Capacity to Mainstream Gender

As part of the gender strategy in the first two years of implementation in the CRE Project, a gender pre-audit assessment of eleven organizations in CRS was conducted by the Gender Specialist. The objectives of the assessment were (1) to determine the capacity of partner ENGOs to carry out gender and HIV/AIDS mainstreaming and (2) to identify training needs to be provided to build the capacity of partners to mainstream gender and HIV/AIDS. The assessment would also serve as a baseline for assessing capacity gains in gender mainstreaming for the ENGOs involved in the CRE Project.

The organizations assessed included the five CRE Coalition ENGOs, the Ministry of Environment, the Women's Affirmative Action Group and four NGOCE members. The tool addressed issues on basic knowledge, policies, structure, programming, culture and evaluation. Key findings of the assessment included:

- Nine organizations demonstrated good understanding of the difference between gender and sex;
- Seven organizations were unable to explain how gender was an issue to their organization;
- Eight organizations did not have a good understanding of mainstreaming while the remaining three showed an indication of fair knowledge;
- None of the eleven organizations had gender-related policies;
- None of the organizations had indicators to monitor results related to gender equality;
- None of the organizations had staff with specific gender responsibilities;
- All eleven organizations were able to identify steps for effective mainstreaming in their organizations; and
- In ten organizations, women were not consulted equally with men in project planning

From this assessment, it was obvious that there were relatively low levels of capacity among the environmental NGOs and two government agencies assessed. However, there were also differences in capacity, and some basic understanding to work with. The assessment was used to develop training activities to improve understanding and utilization of gender mainstreaming for CRE project participants.

Barriers and Constraints

There are significant barriers and constraints to achieving gender equality goals within the Cross River Environment Project. Poverty, state and federal policies, existing cultural beliefs and traditional practices and other socio-economic and cultural factors as outlined above are significant constraints to achieving gender equality. Combined with the relatively low capacity of civil society groups and a weak policy environment, the 'starting point' within which the project hopes to achieve gender equality goals is relatively low compared to other societies. The short-term nature of the project is another constraint; shifting values and beliefs around gender is a long-term process but with persistence there can be progress. Finally, the urgency of environmental issues in Cross River State situates gender in a context of competing priorities for civil society; even though gender's importance and relevance to environmental improvement may be recognized civil society organizations can be overwhelmed by the breadth and depth of the many challenges facing them. With limited energy and resources this is a very real constraint for project leaders.

Opportunities

There are several key opportunities that the CRE Coalition can utilize in working toward gender equality results. The relative openness of MOWA and the CRS government to policy dialogue and collaboration with civil society is an opportunity. This openness, combined with relationships and trust that CRE Coalition members have built with MOWA and other government representatives presents an opportunity to influence policy. The State Governor's wife has also demonstrated an active interest in empowering women in her Women Arise and Move project. This creates an enabling environment for women empowerment in the state.

As well, there are indications of good understanding of gender and environment links within some of the Coalition ENGOs, and some experience in using various strategies to increase gender equality (for example DIN's women's empowerment approach). These are existing skills and assets that can be built on and shared within the Coalition. There is also an increased commitment to gender equality and understanding of gender equality approaches through the previous CRE Project activities. Finally, there are networks in Cross River State that provide opportunities for sharing best practices, skills building and working together on policy advocacy goals.

2.3 CIDA and Gender Mainstreaming

Gender mainstreaming is relatively new for donor agencies, including Canada. The Canadian International Development Agency (CIDA) has had a policy on gender for two decades, which was revised and strengthened in 1995. Canada recognizes that sustainable development and poverty reduction will not be attained unless inequalities between men and women are addressed. Canada plays a leadership role internationally in pursuing gender equality by emphasizing the importance of gender equity and women's empowerment. Canada's new International Policy Statement issued in 2005 identifies five priority sectors for development, with gender equality as a cross-cutting theme. CIDA's Policy on Gender Equality outlines goals, objectives, principles and some practical tools for achieving gender equality; the goal of the Gender Equality Policy is to support the achievement of equality between women and men to ensure sustainable development. CIDA emphasizes the need for gender analysis in order to better understand the relationships between men and women, as well as the connections between gender, ethnicity, culture, and class. Gender analysis also helps to decipher the potential effects of development policies and programs.

Improving gender equality is also central to CIDA's environmental programs in Nigeria, as outlined in the "Environment Program Strategy for Development Cooperation with Nigeria". CIDA, revised January 2002 particularly:

- Goal: reduce poverty and improve living conditions for both women and men through better land and water management in Nigeria.
- Purpose: to strengthen the capacity of government and non-government organizations to improve rural land and water management. Capacity development includes "strengthening the capacity of non-government and community organizations to implement and sustain community-based land and water management with a focus on the poor and women".

2.4 One Sky Gender Policy

One Sky's gender policy informs and applies to the CRE project. The policy, as stated in the One Sky policy manual is included below:

In both northern and southern societies men's and women's roles in environmental management, and representation at the government level and other decision-making forums are not balanced. The World Conference on Women in Beijing revealed that there is less recognition of women's knowledge, and that women are not equally represented at all levels of decision making. Women remain largely absent at all levels of policy formulation in natural resource and environmental management, conservation and rehabilitation programs. Furthermore women are rarely trained as professional natural resource managers.

Despite their under-representation in decision making women often promote the need for adopting sound environmental practices. As such it is incumbent upon, and advantageous for One Sky to prioritise gender equality within our organisation and to empower women by integrating them at all levels. This can only be achieved by women and men working together to remove the barriers that prevent equal access to resources and decision-making bodies. At present, many NGOs follow intuitive, unwritten and implicit gender policies. To ensure that gender issues are addressed at all levels it is important to develop a coherent and explicit set of guidelines with which all staff, volunteers and members are familiar.

A focus on gender relations as opposed to women only identifies the need for change by both men and women. By accepting this responsibility One Sky will be better able to address current environmental problems, through a synthesis of perspectives, knowledge, values and skills. The transformation of gender relations can enable women to participate fully as agents of social and environmental transformation.

Gender equality should be emphasized in the context of international interactions as well as internally within the organisation. One Sky should encourage commitment from our international partners to promote women's participation in the environment movement and to support processes that are participatory, consultative and democratic and which address gender and other power relations.

Specific Measures:

- Project communication channels should be equally accessible to both men and women.
- Projects should employ women's and men's knowledge and skills in resource management.
- Projects should employ participatory processes that are gender sensitive and strengthen women's involvement.
- Men and women should have adequate and equal access to information about One Sky campaigns and projects and how they will target natural resources

SECTION 3: PROJECT IMPLEMENTATION AND RESULTS ACHIEVED TO DATE

3.1 Gender Mainstreaming in the Project Implementation Plan 2003 - 2005

Following the CRE Project planning phase, CIDA provided additional funding to fund gender (and HIV/AIDS) mainstreaming efforts. A Gender Equality Committee was created with representatives of each ENGO and a Gender Specialist was hired to guide the incorporation of gender in the CRE project and to ensure the project appropriately considered gender analysis, planning, incorporation of national policies on women, monitoring, and evaluation. Gender equality goals were integrated into the mission statement, capacity development approach and gender-specific outcomes, outputs and activities developed.

Mission Statement

Gender goals were incorporated into the mission statement of the CRE Coalition – a statement intended to remind the Coalition of the longer-term vision of the ENGOs working in Cross River State. The mission statement reads “This Nigerian-Canadian Coalition strives to eradicate poverty by developing the capacity of local communities - particularly women - to make informed decisions regarding social, ecosystem and economic security in the Cross River watershed bioregion.”

Rationale and Capacity Development Approach

Gender was also integrated into the capacity development approach of the project, documented in the rationale section of the PIP:

This project, therefore, will strengthen the capacity of ENGOs to act as instruments to address environmental challenges by:

- Providing the Nigerian ENGOs with improved skills in policy analyses, advocacy, project management, proposal writing, communications and public relations, NGO governance, gender equality and resource mobilization;
- Supporting CBOs and communities in micro-watershed and land management projects that mitigate the impacts of environmental change through gender-sensitive conservation and forest stewardship, sustainable income generation and public awareness measures. This will result in replicable community-based land and forest management models, increased sustainable household income for women and men.
- Enhancing participation of women in decision-making at the community level and improving gender equality within ENGOs; and
- Providing training and skills for Nigerian ENGOs to build the capacity of partners to mainstream HIV/AIDS into their work.

One Sky also made a point of involving women in leadership and senior management positions within the CRE Project, which has been noted by project partners and participants. Modeling gender informed practices, including breaking stereotypes regarding gender appropriate work roles is important in both theory and practice.

Gender-specific Outcomes and Outputs

Specific outcome and outputs related to improving gender equality were included in the LFA with accompanying performance measurement indicators:

- Outcome 4: Enhanced utilization of gender equality and HIV/AIDS integration approaches in NGO and community-based initiatives.
- Output 4.1: Partners trained in gender equality and HIV/AIDS analysis, skills and approaches.

Activities

Activities with an accompanying budget were developed to achieve gender results:

- 7.1.1 The Gender/HIV/AIDS Specialist will Chair a Gender Equality and HIV/AIDS Integration Committee composed of the One Sky Field Coordinator, one representative from each of the Nigerian ENGOS and CIDA.
- 7.1.2 The Gender/HIV/AIDS Specialist will, in consultation with the Gender Equality and HIV/AIDS Integration Committee, design a Gender and HIV/AIDS Integration Organisational Audit Tool.
- 7.1.3 The Gender/HIV/AIDS Specialist will apply the Gender and HIV/AIDS Organisational Audit tool to each of the ENGOS with the assistance of the applicable ENGO representative.
- 7.1.4 A workshop will be held with each of the ENGOS to reveal and verify the results of the two audits.
- 7.1.5 Organisational Gender Equality and HIV/AIDS Integration plans will be developed for each of the ENGOS to address issues identified in the Audits.

Additional activities

Activities were carried out during the 2003 – 2005 period that were not in the original AWP including:

- Encouraging reflection on gender equality results through a gender case study, a paper on GE results for the Canadian Council on International Cooperation which included a detailed peer review of the CRE Project's achievements and analysis, and welcoming comments on how to improve our gender mainstreaming approach.
- Supporting the creation of the cross-sectoral Gender and HIV/AIDS Team with the Ministry of Women's Affairs.
- Additional workshops on Gender and Environment and people-centred educational materials

3.2 Gender Equality Results Achieved 2003 - 2005

Gender equality results in the CRE Project have been documented in the Mid-Term Review, in narrative reporting and in a case study on gender equality in the CRE Project produced by DRISHTI Centre for Integral Action.

Mid-term Review

An independent Mid-Term Review of the CRE Project, commissioned by CIDA, was carried out by John Saxby and Chris Okafor in September and October of 2004 with a final report produced in December of the same year. The MTR Team examined results achieved related to gender and noted the following achievements:

- A. Gender results in policy dialogue

The Mid-Term Review team concluded “The coalition has effectively used a window of opportunity in the newly established Ministry of Women’s Affairs (MoWA) to contribute to the Ministry’s action plan...The CRE Coalition is now working closely with the Ministry to promote the National Gender Policy and to profile gender within government and NGO operations in the state”.

The MTR Team highlighted collaborative workshops implemented by MoWA and the CRE Coalition, the formation of a state gender equality team and an inter-ministerial action plan to address gender equality, all supported by efforts of the CRE Coalition.

B. Gender results in enhancing use of gender equality approaches

- Two focal officers from each ENGO received training in mainstreaming gender equality and each ENGO completed a gender audit
- Three organizations incorporated gender into their work plans
- The CRE Coalition has made notable contributions to State policy on gender

C. Lessons learned by the ENGOs documented in the MTR

- ENGOs now recognize the need to separate HIV/AIDS and gender issues in planning and implementation; and
- ENGOs now recognize that they have to incorporate gender more fully into their program activities and organizational life.

D. Challenges identified in the MTR

During the MTR, the ENGOs acknowledged that the pace of work has been slower than it should be, and identified factors contributing to this.

- CIDA introduced gender as a requirement and thus take-up was not immediate by all ENGOs.
- GE programming was not factored into the early stages of project planning and was only allocated a modest share of the project budget – the funds could not support and sustain a high level of activities
- Staff turnover hampered efforts as several of the staff trained in 2003 left for jobs elsewhere.

Gender Case Study

A case study of gender equality achievements in the CRE Project was written by Sandra Thomson of DRISHTI with feedback from CRE Coalition members and One Sky. The case study documents and synthesizes the important key activities and achievements, critical success factors and lessons learned during implementation from 2003 – 2005 and makes recommendations for future activities.

A. Key achievements highlighted in the case study

- ‘Buy-in’ by CRE Project Partners: CRE Project partners have demonstrated a clear commitment to gender mainstreaming. Significantly, ENGOs who reluctantly participated in gender activities in the past, now actively seek assistance from One Sky staff and are integrating activities and training within their own work plans. More senior staff “getting on board”, questioning their own assumptions, and requesting more training and opportunities to learn how to apply the concepts. As well, ENGOs have dedicated their own funding and resources to gender-related community and

organizational activities.

- Women's Participation in Project Implementation: Some partner ENGOs are specifically targeting women with their program activities. They are ensuring participation by women in their capacity development activities by specifically soliciting their participation.
- Shifting Attitudes and Decision-making at the Community Level: some of the partner ENGOs are focusing efforts on empowerment through support of women's groups and committees, with much success. This approach has provided a means to help women express their interests, concerns and issues. It has also helped women gain the confidence to participate more fully in meetings with men. Stories emerging from such activities indicate shifts in values and beliefs on gender, and are strong indicators that gender awareness activities are beginning to be integrated on a deeper level.
- Influencing Government Policy on Gender: Government staff are seeking out One Sky and project partners for technical support, but more importantly are recognizing that civil society involvement is critical to ensure that gender equality issues become a priority, with concrete impacts rather than merely tokenism.

B. Challenges and lessons learned

- Long-term projects with significant emphasis on gender equality are necessary to achieve donor expectations and shift values underpinning gender equality goals.
- Insufficient resources were allocated for gender mainstreaming activities; a key Gender Advisor position was only funded for eight months.
- A participatory-led process may not always meet the priorities set out by either the donor agency or the executing agency. However, the participatory-led approach was a prerequisite for the eventual buy-in of ENGO staff to gender equality goals.
- Gender mainstreaming outcomes must be explicitly integrated and imbedded into all project outcomes at the outset.
- The training and capacity building activities in the CRE Project were designed in such a way as to allow opportunities for open and non-judgmental dialogue and discussion.
- Partner ENGOs insisted on going slow to ensure that the interventions were appropriate for the context of the community and the ENGO.
- Each partner ENGO is unique in terms of organizational culture, working style, prior knowledge and experience working with gender issues, and the types of environmental issues and activities undertaken; it is necessary to recognize this fact in project planning.
- Project reporting mechanisms for partner organizations could do a better job of capturing the breadth and depth of both the tangible and intangible gender results achieved throughout this program.
- Translating the knowledge / action from the gender focal person to the Executive Director was challenging.

Narrative Reporting

The Annual Report for the period of April 1, 2004 – March 31st 2005 documented achievements and challenges under outcomes and outputs related to gender:

- Five ENGOs reported increased staff understanding of GE mainstreaming approaches.
- Forty-two ENGO staff, forty-five volunteers and thirty NGOCE members reported an

- increased understanding of gender.
- One organization reported integrating gender into organizational work planning.
- Four out of five ENGOs reported using Gender Equality mainstreaming approaches.
- Seventeen actions reflecting five mainstreaming approaches were reported by selected NGOs. Mainstreaming approaches included awareness-raising (workshops, discussions, information, publications, etc.); integration of gender analysis into planning for project activities; integration of gender mainstreaming into activities, policy and institutional mechanisms; and training and mentorship approaches.
- One Sky also utilized gender equality approaches in the period including training and mentorship and awareness-raising.
- In progress toward policy results, gender equality achievements were recorded including the establishment of a multi-stakeholder State Gender Equality Team and a MOU established between the Coalition and the Ministry of Women's Affairs. Just after the reporting period, the MOWA reported significant policy gains in mainstreaming gender across budgets as noted in Section 2.2. of this document.
- An analysis of progress toward results concludes that while it is clear that there have been results achieved including ENGOs increased understanding of gender mainstreaming and implementation of activities designed to increase gender equality, improvements could be made in mainstreaming gender into all project activities.

SECTION 4: GENDER EQUALITY STRATEGY

The CRE Project has created a Gender Equality Strategy in order to strengthen progress toward gender equality results. The GES outlines organizational structure and resources to support gender equality, approach and methodologies based on past lessons learned and recommendations, and planned objectives and activities with links to the project Logical Framework Analysis. The GES also outlines the links to CIDA's gender equality policy and describes monitoring and evaluation activities.

4.1 Organizational structure and resources to support gender equality

A Gender Advisor (Nigerian national) has been hired to support the integration of gender equality in the period from January 2006 – December 2006. The Gender Equality Committee, composed of Gender Focal People from the project ENGOs and the Ministry of Women's Affairs, will continue to meet to share strategies and lessons learned throughout the project. Resources have been designated for activities to support gender equality integration at two levels – as a 'joint activity' (Gender Advisor salary and support for activities for the Coalition as a whole) and for individual ENGO activities at the organizational and community level.

4.2 Approach and Methodologies

Capacity development for ENGOs

The CRE Project takes a capacity development approach to improving gender equality. This approach is integrated within the goal of the CRE Project to "strengthen NGO capacity to affect gender-sensitive policy change and environmental improvement in Cross River State". One Sky is working to strengthen the capacity of ENGOs, which in turn are instruments to support communities and Community Based Organizations (CBOs) in the buffer zones in two key protected areas. In this approach, the main beneficiaries are the ENGOs, secondary

beneficiaries are CBOs and tertiary beneficiaries are the communities. Utilizing this approach, the most effective point of intervention in achieving gender equality gains is the ENGOS – DIN, NCF, CERCOPAN, LENF and NGOCE. In light of this approach, the initial pre-audit gender assessment of ENGO capacity will be the baseline against which to analyze and measure gender equality results achieved over time.

Mentorship and coaching

Experience in the previous years of project implementation led to a redesign of gender equality approaches and activities, shifting from a workshop training approach to more of a one-on-one mentorship approach. Recommendations to this effect were made in the gender case study, in discussions with ENGO leaders and in recommendations on capacity development approaches in Kris Dartnell's "Building Capacity in Grassroots Organizations". Coaching and mentorship approaches will be utilized throughout project cycles and across project outcomes. The Gender Advisor will be responsible for working with ENGO staff – not only Gender Focal people, but also Executive Directors. An examination of reporting provides a good illustration of where mentorship and coaching can help improve gender results. The gender case study noted a need to "improve mechanisms for capturing and documenting results and achievements by partner ENGOS". For example, DIN conducted a wealth ranking exercise with gender disaggregated data and utilized this in project planning and selection of beneficiaries; however, this was not recognized or reported as an activity contributing to gender equality results. Thus the Gender Advisor will work one-on-one with ENGOS in documenting and preparing reports to ensure that narrative reporting captures the breadth and depth of gender equality results across outcomes and outputs. Finally, coaching and mentorship approaches will be combined with an experiential learning approach, providing direct and relevant opportunities for each organization to utilize tools for improving gender equality.

Experiential learning

During the MTR, ENGOS 'underscored the importance of experiential learning by both ENGOS and community members' for capacity development; the MTR team recommended that a experiential learning approach 'should be built upon in any new capacity development initiative' (pg. 30). The GES incorporates an experiential learning approach, combined with mentorship and coaching for appropriate support. For example, the Gender Advisor will work with each ENGO to integrate gender concerns into planning and implementation of activities in ENGOS work plans. The Gender Advisor will give feedback and ongoing advice to ENGO staff and Executive Directors on gender mainstreaming efforts to build on successes and address challenges.

Two-track approach to gender equality

Gender-specific outcomes, outputs and activities have been developed as part of the LFA and Annual Work Plan. However, gender equality concerns will also be integrated throughout project outcomes, outputs and activities – indeed, throughout organizational culture. This has already been done to some degree, initiated in some instances by CIDA and some instances by One Sky and CRE ENGOS (for example, the project goal was revised to include 'gender-sensitive'). Mainstreaming gender equality throughout the project is a much more difficult and long-term capacity building exercise than stand-alone gender initiatives. The CRE Project has built a good foundation on which to move toward this, and some of the ENGOS have experience (and are committed to) integrating gender into planning and implementation of their programs. However, in a relatively short-term project, assessment of progress achieved will have to take

into account the starting point of each ENGO. It will be the specific role of the Gender Advisor to support ENGOs in the two-track approach; much will depend on the depth of commitment of the ENGOs (particularly Executive Directors) to gender equality, the starting point of experience and commitment of each ENGO, the time and energy ENGO staff have available to dedicate to this activity, and the skills (in gender and in capacity development) of the Gender Advisor.

Networks and activities for lessons sharing and reflection

The CRE Project GES also integrates a lessons sharing and reflective approach – specifically through the Gender Equality Committee and a Lessons Sharing Forum. The Gender Equality Committee provides an opportunity for lessons learned and best practices to be shared on an ongoing basis – contributing to capacity development through peer influence and knowledge sharing. The Lessons Sharing Forum will ‘widen the net’ of experience and knowledge-sharing by bringing together women’s organizations and actors outside the state who are working to improve gender equality in Nigeria. This approach responds to recommendations in the gender case study and requests from CIDA for lessons learned as part of the results-based management approach.

Modelling

One Sky has made a point of involving women in leadership and senior management positions within the CRE Project. This will continue in the project with One Sky staff and through encouraging ENGOs to develop gender policies which include gender analysis and goals related to hiring practices.

4.3 Planned Objectives and Links to Project LFA

The objectives of the Gender Equality strategy contribute directly to gender equality results in the CRE Project outcomes identified in the project LFA. The third objective is a process-based objective that aims to ensure that lessons learned are captured and built on throughout implementation of the GES.

1. Enhanced understanding and utilization of gender equality mainstreaming approaches in NGO and community-based initiatives, including collaborative arrangements.

Contributes to:

OUTCOME 1 Improved ability of selected NGOs and CBOs to carry out their organizational missions, to facilitate meaningful involvement of communities, and to respond to deforestation, poverty and loss of biodiversity in CRS.

OUTCOME 3 Enhanced utilization of gender equality approaches and HIV/AIDS integration in NGO and community-based initiatives.

OUTCOME 4 Improved ability of selected NGOs to work in collaborative arrangements.

2. Selected ENGOs in Cross River State have an improved ability to mainstream gender into evidence-based policy dialogue with the Cross River State government.

Contributes to:

OUTCOME 2: Selected NGOs in Cross River State have an improved ability to engage in

evidence-based policy dialogue with state government.

3. Lessons learned shared and built on throughout implementation of the Gender Equality Strategy.

Contributes to all outcomes.

Note: Efforts were made to strengthen gender in the revised LFA in 2005, with CIDA's support. The Gender Equality Strategy lays out strategies and activities to integrate gender equality across project outcomes and outputs; however, this could be strengthened in the project LFA. For example, project outcomes and outputs related to policy do not reflect gender equality measures – although the GES specifically identifies strategies and activities to integrate gender into policy activities of the Coalition. In order to support and strengthen continued progress on gender equality by the Coalition, a revision of the LFA to more thoroughly integrate gender equality concerns would likely strengthen gender equality results.

4.4 Planned Activities

Planned activities are organized to achieve GES objectives. The objectives of the Gender Equality strategy contribute directly to gender equality results in the CRE Project outcomes identified in the project LFA. The third objective is a process-based objective that aims to ensure that lessons learned are captured and built on throughout implementation of the GES.

Objective 1: Enhanced understanding and utilization of gender equality mainstreaming approaches in NGO and community-based initiatives, including collaborative arrangements.

One Sky Activities:

- Gender Advisor meets with each ENGO, including management staff, to re-visit ENGOs' gender action plans to integrate gender into each ENGO's organizational and community work. Plans should include creation of gender policies for each organization, targets, indicators and collection of sex-disaggregated data. Plans will use a two-track approach to gender equality, including stand-alone gender activities and mainstreaming gender analysis and approaches throughout ENGO activities.
- Gender Advisor provides mentorship and coaching for each ENGO to implement the gender equality strategy and organizational action plans. Mentorship and coaching includes planning and implementation of project activities, monitoring and evaluation, and reporting on gender results achieved.
- Gender advisor works with each ENGO to assist in gender analysis in research and development of policy papers or briefs.

ENGO specific activities

- 3.1.1 Staff training (aimed at all staff) in gender issues (DIN)
- 3.1.2 Develop and integrate gender action plan into activities (DIN)
- 3.1.3 Establish and implement gender policy (CERCOPAN)
- 3.1.4 Develop and implement gender mainstreaming action plan (CERCOPAN)
- 3.1.5 Create and implement organizational gender strategic plan (LENF)
- 3.1.6 Collect and distribute gender materials to 5 communities (Okiro, Abontakon, Danare, Iso Bendeghe and Bendeghe Afi.), Federal College of Education, Obudu, Collaborate with Afi Mountain Wildlife Sanctuary (AMWS) to distribute to 16 secondary

schools in Boki LGA (LENF)

3.1.7 Organize a gender mainstreaming workshop for NCF field staff, project officers and at least 4 relevant CRNP field staff (NCF)

3.1.8 Develop and implement gender strategic plan including awareness workshops in two communities (NCF)

3.1.9 Develop and implement gender policy (NCF)

3.1.20 Organize a Training of Trainers workshop for at least 25 members on gender mainstreaming (NGOCE)

3.1.21 Develop and implement a strategic plan for gender mainstreaming with staff and members (NGOCE)

Objective 2: Selected ENGOS in Cross River State have an improved ability to mainstream gender into evidence-based policy dialogue with the Cross River State government.

One Sky and ENGO Activities

- Include gender analysis and gender specific recommendations into research papers and policy briefs distributed to stakeholders (ENGOS and One Sky supported by Gender Advisor).
- Highlight gender concerns and linkages in advocacy visits and update reports produced by partners to send to government and other stakeholders.
- Include gender analysis in CRE policy-strategizing workshop. Identify constraints, opportunity and entry points for advocacy on gender issues related to the environment.
- Conduct a policy scan utilizing a gender-based analysis of key state policies (to be identified at policy-strategizing workshop, including SEEDS document).
- Hold a gender policy round table with the CRE Coalition and government stakeholders

Objective 3: Lessons learned shared and built on throughout implementation of the Gender Equality Strategy.

Activities:

- Gender Equality Committee meets on a regular basis to share knowledge on challenges, lessons learned and best practices.
- Gender Advisor conducts re-assessment of ENGOS using pre-audit assessment tool to evaluate current capacity, capacity gains and challenges for each ENGO.
- Gender Advisor and Gender Equality Committee organize and facilitate Lesson Sharing Forum for the coalition including CIDA, PROSAB, and women's organizations in CRS.
- Gender Advisor and GEC evaluate achievements of Gender Equality Strategy

4.5 Links to CIDA's Policy on Gender Equality

The foundational approach of the CRE Project's Gender Equality Strategy is to increase the capacities of the CRE Project ENGOS to use gender equality approaches, in order to enhance utilization of gender approaches in NGO and community-based initiatives. As such, the goal, mission and gender-specific outcomes of the CRE project contributes primarily to the CIDA gender policy objective:

3. To reduce gender inequalities in access to and control over the resources and

benefits of development.

And specifically related to:

3.2 Institutional capacity: increased capacity of partner institutions, governments and civil society organizations to design and implement policies, programs and projects that reflect the priorities and interests of both women and men

It is anticipated that the capacity building approach will also result in progress toward the following CIDA gender equality results:

1.2 Representation among decision makers. Increased representation of women in democratic processes and in decision-making positions in the partner institution, target sector, partner community (through Objective 1 of the GES).

3.3 Policy change. Adoption of policies supporting gender equality by institutions that manage development resources and benefits (i.e., policies responding to the different priorities and interests of women/men, girls/boys) (through Objective 2 of the GES).

Individual partners will build on prior skills, knowledge and experience in gender equality approaches to achieve results related to:

1.1 Capacity for public participation. Increased capacity of women and women's organizations for advocacy and for participation in public life and decision-making (through partner activities specifically support women's groups).

3.1 Livelihoods and productive assets. Increased access and control by women over productive assets (land, capital/credit, technology, skills) and increased access to decent work (through partner activities focused on livelihoods that specifically target women).

As well, the CRE Project complements many of the activities and strategies outlined in CIDA's Policy on Gender Equality, particularly:

Policy dialogue:

- Addressing gender equality in all policy dialogue with governments, institutions and civil society partners; sharing with partners good practices, project and program experiences and lessons in promoting gender equality; using policy dialogue activities to identify constraints, opportunities, and entry points for promoting gender equality.

Programming frameworks:

- Recognize gender equality as a cross-cutting issue and integrate gender-analysis findings into results and indicators; include information disaggregated by sex...as well as key results and lessons learned from past programming in support of gender equality; use the findings of the initial gender analysis to establish a baseline against which to analyze and measure actual gender equality results achieved over time; include assessment of progress on achieving gender equality results in the performance measurement framework

Institutional strengthening and capacity development:

- Promoting and supporting organizational change that contributes to gender equality; encouraging women's participation throughout the organization and developing

strategies to increase their representation at decision-making levels; supporting partners in developing their capacity to undertake gender analysis at the policy, program and institutional levels and to design and carry out programming that supports gender equality.

4.6 Monitoring and Evaluation

Engendered performance indicators are included at the impact level, in outcomes and outputs, as shown in the CRE Project LFA. The Gender Advisor will work with the Nigerian ENGOs to monitor and evaluate on progress toward results according to these performance indicators. Six-month narrative reporting milestones will provide opportunities for monitoring and evaluation activities.

As well, activity-based targets and indicators have been developed to measure specific activities carried out under the Gender Equality Strategy.

Objective 1

Indicators

- Number of policy briefs with gender specific analysis and recommendations developed and distributed.
- Number of times gender analysis and issues highlighted in policy activities and government liaison visits.
- Quality of gender analysis in policy strategy.
- Quality of policy scan.
- Number and quality of involvement of stakeholders in round table.

Targets

- 80% of CRE policy briefs include gender analysis and recommendations.
- 80% of policy activities and government liaison activities include gender analysis, gender concerns and linkages.
- One high-quality report on state gender policy scan produced.
- One gender policy round table held involving 3 ministries, Forestry Commission and CR National Park.

Objective 2

Indicators

- Number of partner ENGO Action Plans evaluated and revised to include targets, indicators, etc.
- Level of staff understanding of gender mainstreaming approaches
- Number and quality of implementation of gender Action Plans by each ENGO (including number of gender policies, targets achieved, etc).
- Number of ENGOs incorporating gender analysis into research reports and policy briefs

Targets

- Five partner ENGOs revisit and revise plans to integrate gender into organization and community work.
- Five partner ENGOs report increased level of staff understanding of gender

- mainstreaming approaches.
- Five gender plans implemented including gender policies created, organizational and community targets achieved and sex disaggregated data collected.
- Five ENGOs begin to incorporate gender analysis into research and policy briefs

Objective 3

Indicators

- Number of partner ENGOs re-assessed using the pre-audit tool
- Quality of Lesson Sharing Forum organized.
- Quality of evaluation.

Targets

- 5 ENGOs reassessed and report produced.
- Lessons on mainstreaming gender equality from target groups shared and documented.
- Gender Equality Strategy evaluated.

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