

# Gender Audit Assessment Report

February 2006



**CRE**

Cross River Environmental  
Capacity Development  
Coalition



Canadian International  
Development Agency

CRE *Reports* provide an analysis of the results emerging from the CRE Project for civil society and policy makers in Nigeria.

## Executive Summary

### Background

The Cross River Environment Capacity Development (CRE) Project is working to strengthen NGO capacity to affect gender-sensitive policy change and environmental improvement in Cross River State. This project is implemented through the **CRE Coalition**, which brings together five Nigerian Environmental NGOs: DIN, LENF, NCF and Cercopan, and a Canadian Executing Agency, One Sky Canadian Institute for Sustainable Living,

Gender inequality persists in Cross River State and women have limited decision-making power in communities, government, and in management of natural resources. As environmental NGOs, members of the CRE Coalition are demonstrating increasing recognition of the link between conservation and development goals, and gender equality goals. Ignoring gender disparities comes at a great cost to people's well-being and to Cross River State's ability to grow sustainably. The achievement of equality between men and women is a matter of human rights and should not be seen in isolation as a women's issue. Promoting gender equality is the only way to build a sustainable and developed society.

A Gender Pre-Audit Assessment was conducted in 2003 with each of the participating ENGOs by the CRE Project Gender Specialist in order to determine the capacity of partner ENGOs to carry out gender mainstreaming and to identify training needs. The findings of the pre-audit assessment was also intended to serve as a baseline for evaluating capacity gains in the ENGOs ability to mainstream gender throughout the life of the project. The tool was designed by Gender Equality Committee members and the Gender Specialist and addressed basic knowledge, policies, structure, staffing, programming, culture and evaluation. In February of 2006 a second Gender Audit Assessment, using the same tool, was conducted with the five CRE Project ENGOs and the Ministry of Women's Affairs to assess capacity gains as well as providing an up-to-date assessment to guide further gender mainstreaming activities. This report documents the findings of the second Audit Assessment.

### Results

The outcome of this exercise showed clearly the strengths and weaknesses of the ENGOs. There is much zeal among the organizations and staff to mainstream gender as a result of the training that has been done. There is increased consciousness of the need to have women involved in activities, and increased knowledge related to gender equality and the link between gender equality and organizational missions. All of the organizations have knowledgeable gender persons with the exception of one organization. Some organizations continued to look at gender mainstreaming as just the representation of women and men when *talking* about gender, yet when *implementing* activities they are actually utilizing gender mainstreaming techniques. However, even though the level of gender mainstreaming has increased, there is no systematic preparation of gender equality information – which is as a result of no gender management system/unit to gender proof organization's activities. None of the organizations have documented policies; however, three out of five had gender-related policies (maternity leave).

In the line ministries, through Ministry of Women Affairs, a lot of awareness has been created. However the system is still ill-equipped to actually cope with the demands of gender mainstreaming into programmes and policy work and there is a lower level of participation by women due to insufficient capacity on gender by the desk officers.

## Table of Contents

Background	ii
Results	ii
<b>1.0 Introduction</b>	<b>1</b>
1.1 Background	1
1.2 Method	2
<b>2.0 Main Findings and Conclusions</b>	<b>2</b>
2.1 Results from the 2006 Audit Assessment	2
2.2 Comparison of 2006 results to 2003 pre-audit assessment	3
<b>3.0 Results by Organization</b>	<b>3</b>
3.1 NGO Coalition for the Environment	3
3.1.1 BACKGROUND	3
3.1.2 BASIC KNOWLEDGE	3
3.1.3 STRUCTURE/POLICIES	4
3.1.4 PROGRAMME, PROJECT AND PLANNING	4
3.1.5 MONITORING AND EVALUATION	4
3.2 Development in Nigeria	5
3.2.1 BACKGROUND	5
3.2.2 BASIC KNOWLEDGE	5
3.2.3 STRUCTURE/POLICIES	5
3.2.4 PROGRAMME, PROJECT AND PLANNING	6
3.2.5 MONITORING AND EVALUATION	7
3.3 CERCOPAN	7
3.3.1 BACKGROUND	7
3.3.2 BASIC KNOWLEDGE	7
3.3.3 STRUCTURE/POLICIES	7
3.3.4 PROGRAMME, PROJECT AND PLANNING	8
3.3.5 MONITORING AND EVALUATION	8
3.4 Nigerian Conservation Foundation (NCF)	8
3.4.1 BACKGROUND	8
3.4.2 BASIC KNOWLEDGE	8
3.4.3 STRUCTURE/POLICIES	9
3.4.4 PROGRAMME, PROJECT AND PLANNING	9
3.4.5 MONITORING AND EVALUATION	9
3.5 Living Earth Nigeria Foundation (LENF)	9
3.5.1 BACKGROUND	9
3.5.2 BASIC KNOWLEDGE	10
3.5.3 STRUCTURE/POLICIES	10
3.5.4 PROGRAMME, PROJECT AND PLANNING	10
3.5.5 MONITORING AND EVALUATION	11
3.6 Ministry of Women's Affairs	11
3.6.1 BACKGROUND	11
3.6.2 BASIC KNOWLEDGE	11
3.6.3 STRUCTURE/POLICIES	11
3.6.4 PROGRAMME, PROJECT AND PLANNING	12
3.6.5 MONITORING AND EVALUATION	12
<b>4.0 Conclusion and recommendations</b>	<b>12</b>
<b>APPENDIX 1 : GENDER AUDIT QUESTIONNAIRE</b>	<b>14</b>
<b>APPENDIX 2: SAMPLE LETTER ACCOMPANYING QUESTIONNAIRE</b>	<b>17</b>



## 1.0 Introduction

### 1.1 Background

The goal of the Cross River Environment Capacity Development (CRE) Project is to strengthen NGO capacity to affect gender-sensitive policy change and environmental improvement in Cross River State. One Sky, a Non-Governmental Organization (NGO), is the Canadian Executing Agency (CEA) of the CRE project, which brings together a coalition of four Nigerian Environmental NGOs (DIN, LENF, NCF and Cercopan) and one environmental network (NGOCE). Together these organizations comprise the **CRE Coalition**. One Sky is working to strengthen the capacity of the ENGOS, 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. The three focal areas in which the Coalition Partners work are: forest conservation, biodiversity, and poverty alleviation.

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Gender inequality persists in Cross River State and women have limited decision-making power in communities, government, and in management of natural resources. As environmental NGOs, members of the CRE Coalition are demonstrating increasing recognition of the link between conservation and development goals, and gender equality goals. Ignoring gender disparities comes at a great cost to people's well-being and to Cross River State's ability to grow sustainably. The achievement of equality between men and women is a matter of human rights and should not be seen in isolation as a women's issue. They are the only way to build a sustainable and developed society.

A Gender Pre-Audit Assessment was conducted in 2003 with each of the participating ENGOS by the CRE Project Gender Specialist in order to determine the capacity of partner ENGOS to carry out gender mainstreaming and to identify training needs. The findings of the pre-audit assessment was also intended to serve as a baseline for evaluating capacity gains in the ENGOS ability to mainstream gender throughout the life of the project. The tool was designed by Gender Equality Committee members and the Gender Specialist and addressed basic knowledge, policies, structure, staffing, programming, culture and evaluation.

In 2005, after two years of implementation, a case study of gender mainstreaming within the CRE Project reviewed achievements, critical success factors and lessons learned. This provided the basis for designing a gender equality strategy (GES) for the final year of the project in 2005-06. A second gender audit assessment, using the same tool, was conducted with the five CRE Project ENGOS to assess capacity gains as well as providing an up-to-date assessment to guide further gender mainstreaming activities. The Ministry of Women's Affairs, the government department responsible for implementing gender equality goals within all the line ministries, was also assessed

as a means to continue strengthening MOWA's gender capacity as well as strengthening relationships with this key government ministry. Stella Odey, the CRE Project Gender Advisor, carried out the Audit Assessment in February 2006.

In respect to the activity in the 2005/06 Annual Work Plan (3.1.30 – re-assessment of ENGOs), using the pre-audit assessment tool, the level of partners understanding of gender mainstreaming was assessed. One Sky met with individual CRE partners and the Ministry of Women Affairs (which pilots gender affairs in all the line ministries) to carry out a pre-audit assessment.

The purpose of this activity was to:

- (1) To determine the level of involvement of partner ENGOs in gender mainstreaming
- (2) To build on existing capacity by identifying training needs and the way forward.

In respect to the activity in the Annual Work Plan (3.1.30 – re-assessment of ENGOs), using the pre-audit assessment tool the level of partners understanding of gender mainstreaming was assessed as documented below.

## 1.2 Method

The Gender Advisor met with representatives from each ENGO to assess how far ENGOs had gone in implementing their respective action plans. As a follow-up, the partners were re-assessed using the pre-audit assessment tool that addressed issues such as basic knowledge, structure, policies, staffing, programming, monitoring and evaluation, etc. The assessment tool, a written questionnaire, was given to each ENGO for self-assessment; ENGOs filled out the assessment and returned to the Gender Advisor. More light was thrown on the assessments during in-person interviews between the Gender Advisor and ENGO gender focal persons. (See Appendix 1: questionnaire template).

## 2.0 Main Findings and Conclusions

### 2.1 Results from the 2006 Audit Assessment

Analyzing results from the 2006 assessment, the following findings were noted:

- Five out of six of the organizations clearly defined what is gender/sex.
- Five out of the five ENGOs, see gender as an issue – the participation of men and women results in sustainable development.
- Five out of six of the organizations are integrating gender throughout activities. Only one of the partners still treats gender as an isolated component despite all efforts by One Sky. One potential reason is that there has been no gender focal person right from inception of the project.
- Four out of the five ENGOs have actually understood what sex, gender and gender mainstreaming is all about. In the line ministries, through Ministry of Women Affairs, a lot of awareness has been created. Very soon, the word gender will become a 'common currency' in Cross River State.
- The level of women participation within partner organizations is reported as high by five organizations. The level of participation in their target communities is reported as high for four out of five organizations, with one organization reporting varying levels according to their target communities. In the line ministries there is a lower level of participation by women due to insufficient capacity on gender by the desk officers.
- Even though the level of gender mainstreaming has increased, there is no systematic preparation of gender equality information – which is as a result of no gender management system/unit to gender proof organization's activities.

- One organization has a gender policy and in four organizations plans are underway to formulate gender policies. Three out of five of the ENGOs now have gender-related policies in place as an indication of being part of the mainstreaming process;
- In the line ministries awareness has been created on gender issues; however, the system is still ill-equipped to actually cope with the demands of gender mainstreaming into programmes and policy work.

## 2.2 Comparison of 2006 results to 2003 pre-audit assessment

- There has been an increase in knowledge regarding gender. In 2003, most of the organizations could not differentiate between sex and gender compared to five out of six being able to differentiate in 2006.
- There has been an increase in recognition of the importance of gender. In 2003, some organizations did not consider gender issues as a present and future need; in 2006, gender is recognized as a key issue in sustainable development by all five ENGOs.
- In 2003, NGOs recognized gender as a cross-cutting issue but lacked commitment and some of them viewed gender mainstreaming as "time consuming" but in 2006 five out of six organizations are actively integrating gender concerns in all activities.
- There are still no accountability structures to monitor and evaluate gender mainstreaming activities due to the absence of Gender Management Systems / Units.
- There have been increases in women's participation in decision-making in organizations and communities, with the exception of the Ministry of Women's Affairs.
- The creation of gender policies still largely remain in the planning phase for most organizations.
- There has been an increase in awareness of gender issues in the line ministries, an increased desire of ministry staff to learn about gender, increased skill of some individuals, and some increased recognition of the importance of gender mainstreaming by top management. However, there still lacks an enabling environment to put gender mainstreaming structures in place.

## 3.0 Results by Organization

### 3.1 NGO Coalition for the Environment

#### 3.1.1 BACKGROUND

- Name of organization:** NGO Coalition for Environment (NGOCE)
- Year founded:** 1995
- Who are your target group?** Member organizations/ communities
- What is your vision?** Striving for a sustainable environment

#### 3.1.2 BASIC KNOWLEDGE

- Differentiate between gender and sex:** gender refers to the different socially constructed roles played by men and women while sex means our biological make-up
- In what way is gender an issue to your organization?** Well, gender is an issue to NGOCE in every area of work since it cuts across all issues. It is of special interest for our caucus on women, gender/HIV/AIDS and environment.
- How will gender affect your project now and in the future?** We are in the process of mainstreaming gender into all areas of NGOCE work. So it will have a constant effect on us.

- (d) **What is gender mainstreaming?** Incorporating gender issues into all other activities

### 3.1.3 STRUCTURE/POLICIES

- (a) **Do your policies if any recognizes the diversity of needs and interest among men and women? And how?** Last year NGOCE developed a gender and HIV/AIDS policy that acts to address these differences and respect, and work with them
- (b) **What is your organization staff composition including management, board, volunteers, interns levels?** 7 staff, BOT, Intern, 3 volunteers, there is fair representation of both sexes.
- (c) **Does the overall reason of the organization explicitly seek gender equality?** No. The organization was originally designed as an environmental organization but has come to realize the importance of gender in its work.
- (d) **Are they specific indicators identified to monitor results relating to gender equality?** We are currently working on developing an in-house monitoring and evaluation tool for this.
- (e) **Describe the level of women's participation in decision making at organizational level:** We have three female staff that all have decision-making power in their work. Women run many of our member organization.
- (f) **Does your organization have staff with specific gender responsibility?** Eugene Bassey is the Project Officer for gender and HIV/AIDS.
- (g) **Is gender equality information systematically prepared?** We are about to develop it.
- (h) **Why is gender equality relevant to your organization?** As an NGO that believes in social justice, gender equality is critical in achieving our goals and mandates.
- (i) **What specific ways can be proposed for encouraging and enabling women to participate in the policy/programme/project, despite their traditionally more domestic location and subordinate position?** Educate them about their human rights to participate (both men and women).

### 3.1.4 PROGRAMME, PROJECT AND PLANNING

- (a) **Has your organization set specific plans for achieving gender equality objectives?** Part of our budget is allocated to gender mainstreaming in our 5 target communities, as well, a project officer focused on gender.
- (b) **Are there senior managers who promote gender equality goals or objectives in their day-to-day work?** Our Executive Director is very dedicated to gender equality.
- (c) **Does your organization monitor and evaluate its policies from gender perspective:** We are working on incorporating this into our work.
- (d) **What barrier(s) are in mobilizing women to participate in decision-making and how have you addressed the issue?** We have tried to maintain a balance staff composition and encourage everyone to feel comfortable expressing his or her opinions.
- (e) **Has attention been paid to gender equality inclusion in your organization?** Yes.
- (f) **Do you give women equal consultative attention as you do to men during project formulation/planning?** Yes.
- (g) **Do you have any long-term goal as regards gender equality your organization?** Yes. Gender equality is a key component to our work, and we intend to continue to strive for it.
- (h) **What are your expectations from gender equality committee?** Help as resource persons, help in developing monitoring and evaluation tool.

### 3.1.5 MONITORING AND EVALUATION

- (a) **How will you build monitoring and evaluation into the project to show that gender mainstreaming is worthwhile?** We are in the process of developing our own monitoring tool that incorporates gender.



- (b) **Do your senior managers and decision-makers to and learn from both men and women?** Yes. Our Executive Director is extremely attentive to both men and women and supports all of our gender equality projects/efforts.
- (c) **Is monitoring and evaluation data used to improve the organization structure and practices?** We are developing our own Monitoring and evaluation tool.

## 3.2 Development in Nigeria

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### 3.2.1 BACKGROUND

- (a) **Name of organization:** Development In Nigeria (Community African Project Research Association- ARA)
- (b) **Year founded:** ARA started in 1994 and became a legal entity in 1996 Reg.No.286288
- (c) **Who are your target group?** The marginalized of the rural community. Specific target groups are women and youths.
- (d) **What is your vision?**

### 3.2.2. BASIC KNOWLEDGE

- (a) **Differentiate between gender and sex:** Gender is used to describe different roles, behaviours, expectations and responsibility that are ascribed to men and women in different societies. Sex refers to the biological/physiological differences between males and females.
- (b) **In what way is gender an issue to your organization?** Gender awareness is a core value of DIN, not only when working with our community partners but also within the organization. It has been identified as a cross-cutting theme in our organizational programmes
- (c) **How will gender affect your project now and in the future?**
  - Our community forestry and alternative livelihood programmes require a fundamental understanding of the roles both men and women play within their communities, to help address social barriers to development and to ensure sustainability
  - Women typically face greater challenges than men as they have different access to control over natural resources
  - Women and men of different ages tend to have different and quite specific knowledge about and responsible for natural resources.
- (d) **What is gender mainstreaming:** This is the integration/inclusion of gender principles into set, planned programmes or activity. In order words, every project and programme should be aware of different needs and target them explicitly and also with organizational structure.

### 3.2.3 STRUCTURE/POLICIES

- (a) **Do your policies if any recognizes the diversity of needs and interest among men and women? And how?** The organization is yet to develop a policy. What the organization does is to integrate the principles of gender into programmes. Developing a gender policy is a planned activity under the One Sky project.
- (b) **What is your organization staff composition including management, board, volunteers, interns levels.**
  - Management composition – 5 women and 2 men
  - Board composition – 5 women and 3 men
  - The organization strives to ensure a balance in staff composition at all levels.

- (c) **Does the overall reason of the organization explicitly seek gender equality?** Yes.
- (d) **Are they specific indicators identified to monitor results relating to gender equality?**
- Number of women and men at meetings, trainings, etc
  - Level of participation of women and men ie number of times each speak
  - Gender disagggregated data of issues raised and acted on.
- (e) **Describe the level of women's participation in decision making at organizational level:**
- At organizational level- participation is high
  - Community level- low (in most of the target communities)
- (f) **Does your organization have staff with specific gender responsibility?** Yes. Stella Ingwe and Tony Attah are the designated gender focal people.
- (g) **Is gender equality information systematically prepared?**
- DIN is in the process of establishing and documenting information systems through the research documentation and policy unit (RDPU)
  - We collect and record gender disaggregated data
- (h) **Why is gender equality relevant to your organization?**
- Men and women use natural resources differently. In order for conservation to be sustainable women must have a greater voice through decision-making
- (i) **What specific ways can be proposed for encouraging and enabling women to participate in the policy/programme/project, despite their traditionally more domestic location and subordinate position?**
- Raise the level of awareness among communities to address masculinity issues
  - Gender awareness talk/workshops with women to increase level of confidence, increase their productive and organizational activities
  - Gender policy inclusion in the National planning framework
  - DIN validates women by our interest and support of their livelihood

### 3.2.4 PROGRAMME, PROJECT AND PLANNING

- (a) **Has your organization set specific plans for achieving gender equality objectives?** Yes. It is an essential element of our strategic plan
- (b) **Are there senior managers who promote gender equality goals or objectives in their day-to-day work?** Yes.
- (c) **Does your organization monitor and evaluate its policies from gender perspective?** Yes.
- (d) **What barrier(s) are in mobilizing women to participate in decision-making and how have you addressed the issue?**
- (a) Community social structures- encourage women representation in meeting
  - (b) Low level of literacy- tackle through adult literacy programmes
  - (c) Lack of time as the women are too busy struggling to survive-DIN strives to address practical gender needs eg woodlot, income generating project
- (e) **Has attention been paid to gender equality inclusion in your organization?** Yes.
- (f) **Do you give women equal consultative attention as you do to men during project formulation/planning?** Yes.
- (g) **Do you have any long-term goal as regards gender equality your organization?** Yes. Strategic plan.
- (h) **What are your expectations from gender equality committee?**
- How to design and implement gender sensitive programmes
  - How to address masculinity issues with chiefs and men in the community
  - Develop organizational policy

### 3.2.5 MONITORING AND EVALUATION

- (a) **How will you build monitoring and evaluation into the project to show that gender mainstreaming is worthwhile?** Develop SMART targets and use gender sensitive indicators.
- (b) **Do your senior managers and decision-makers to and learn from both men and women?** Yes.
- (c) **Is monitoring and evaluation data used to improve the organization structure and practices?** Yes.

## 3.3 CERCOPAN

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### 3.3.1 BACKGROUND

- (a) **Name of organization:** CERCOPAN
- (b) **Year founded:** Officially in January, 1995
- (c) **Who are your target group?** Youths, women, and the general public.
- (d) **What is your vision?** To realise gender equity in every aspect of our work and relationship with one host community

### 3.3.2 BASIC KNOWLEDGE

- (a) **Differentiate between gender and sex :** Gender is viewed as values placed on men or women by society, while sex is simply the biological difference between men and women.
- (b) **In what way is gender an issue to your organization?**
- (c) **How will gender affect your project now and in the future?**
- (d) **What is gender mainstreaming:** This is the purposeful reorganization and improvement of policy processes to bring about gender equality in work and other relevant places like in the village council membership.

### 3.3.3 STRUCTURE/POLICIES

- (a) **Do your policies if any recognizes the diversity of needs and interest among men and women? And how?** Yes. Now we have a policy on maternity leave.
- (b) **What is your organization staff composition including management, board, volunteers, interns levels?** Management mainly women, 2 women and 3 men at the board level, 6 women and 3 men are volunteers, no interns
- (c) **Does the overall reason of the organization explicitly seek gender equality?** Yes.
- (d) **Are there specific indicators identified to monitor results relating to gender equality?** Yes.
- (e) **Describe the level of women's participation in decision-making at organizational level?** At organizational level very high and low at the community level.
- (f) **Does your organization have staff with specific gender responsibility?** Yes. Jerry Akparawa is the gender focal person.
- (g) **Is gender equality information systematically prepared?** Still on the drawing board
- (h) **Why is gender equality relevant to your organization?** Gender awareness is relevant to our work in the community and our education programmes.
- (i) **What specific ways can be proposed for encouraging and enabling women to participate in the policy/programme/project, despite their traditionally more domestic location and subordinate position?** In our sustainable livelihood project, women are the larger group. Our CBO targets a minimum of 40% women membership.

**3.3.4 PROGRAMME, PROJECT AND PLANNING**

- (a) *Has your organization set specific plans for achieving gender equality objectives?* Yes.
- (b) *Are there senior managers who promote gender equality goals or objectives in their day-to-day work?* Yes.
- (c) *Does your organization monitor and evaluate its policies from gender perspective?* Yes.
- (d) *What barrier(s) are in mobilizing women to participate in decision-making and how have you addressed the issue?* Lack of confidence; language barrier; daily responsibility; and reaching out to the women and enlighten them.
- (e) *Has attention been paid to gender equality inclusion in your organization?* Yes
- (f) *Do you give women equal consultative attention as you do to men during project formulation/planning?* Yes.
- (g) *Do you have any long-term goal as regards gender equality in your organization?* Yes
- (h) *What are your expectations from gender equality committee?* New information, setting standards.

**3.3.5 MONITORING AND EVALUATION**

- (a) *How will you build monitoring and evaluation into the project to show that gender mainstreaming is worthwhile?* Set indicators in our gender plan of action, gather base-line information.
- (b) *Do your senior managers and decision-makers to and learn from both men and women?* Yes
- (c) *Is monitoring and evaluation data used to improve the organization structure and practices?* Yes.

**3.4 Nigerian Conservation Foundation (NCF)****3.4.1 BACKGROUND**

- (a) *Name of organization:* Nigerian Conservation Foundation (NCF)
- (b) *Year founded:* 1999
- (c) *Who are your target group?* Communities and staff
- (d) *What is your vision?* Preserve Nigeria's biodiversity; promoting the sustainable use of natural resources

**3.4.2 BASIC KNOWLEDGE**

- (a) *Differentiate between gender and sex:* gender is being fair to both sex while...
- (b) *In what way is gender an issue to your organization?* Day -to- day activity, decision making.
- (c) *How will gender affect your project now and in the future?* It will make it sustainable
- (d) *What is gender mainstreaming:* Deals with treating both sex fairly.

**3.4.3 STRUCTURE/POLICIES**

- (a) *Do your policies if any recognizes the diversity of needs and interest among men and women? And how?* Yes.
- (b) *What is your organization staff composition including management, board, volunteers, interns levels.* 3 females and 12 males
- (c) *Does the overall reason of the organization explicitly seek gender equality?* Yes.
- (d) *Are they specific indicators identified to monitor results relating to gender equality?*  
Not fully identified
- (e) *Describe the level of women's participation in decision making at organizational level:* High
- (f) *Does your organization have staff with specific gender responsibility?* Yes. Priscilla is the gender focal person.
- (g) *Is gender equality information systematically prepared?* Not yet
- (h) *Why is gender equality relevant to your organization?* To enable both sex to be satisfied.
- (i) *What specific ways can be proposed for encouraging and enabling women to participate in the policy/programme/project, despite their traditionally more domestic location and subordinate position?* Through dialogue.

**3.4.4 PROGRAMME, PROJECT AND PLANNING**

- (a) *Has your organization set specific plans for achieving gender equality objectives?*  
About to (on going)
- (b) *Are there senior managers who promote gender equality goals or objectives in their day-to-day work?* Yes
- (c) *Does your organization monitor and evaluate its policies from gender perspective:*  
Yes.
- (d) *What barrier(s) are in mobilizing women to participate in decision-making and how have you addressed the issue?* Traditional/cultural beliefs and this can be tackle through dialogue.
- (e) *Has attention been paid to gender equality inclusion in your organization?* Yes.
- (f) *Do you give women equal consultative attention as you do to men during project formulation/planning?* Yes.
- (g) *Do you have any long-term goal as regards gender equality your organization?* Yes
- (h) *What are your expectations from gender equality committee?* To be able to monitor and evaluate and have resource persons.

**3.4.5 MONITORING AND EVALUATION**

- (a) *How will you build monitoring and evaluation into the project to show that gender mainstreaming is worthwhile?* Nil
- (b) *Do your senior managers and decision-makers to and learn from both men and women?* Yes
- (c) *Is monitoring and evaluation data used to improve the organization structure and Practice?* Nil.

**3.5 Living Earth Nigeria Foundation (LENF)****3.5.1 BACKGROUND**

- (a) *Name of organization:* Living Earth Nigeria Foundation (LENF)
- (b) *Year founded:* 5<sup>th</sup> June 1997

- (c) **Who are your target group?** Communities (men, women and youths)
- (d) **What is your vision?** To having communities lead their own development process using the natural resources at their disposal to create wealth in a self-sustaining manner and able to seek out the outside help they may need.

### 3.5.2 BASIC KNOWLEDGE

- (a) **Differentiate between gender and sex:** Gender is activities or roles prescribed for men and women by society while, sex is physical features that define a man from a woman
- (b) **In what way is gender an issue to your organization?** Gender is a welcome idea for the achievement of LENF's mission.
- (c) **How will gender affect your project now and in the future?** LENF is bringing gender in all programmes, project/community activities
- (d) **What is gender mainstreaming:** Is bringing gender in all programmes, project/community activities

### 3.5.3 STRUCTURE/POLICIES

- (a) **Do your policies if any recognizes the diversity of needs and interest among men and women? And how?** Yes, by making provision for maternity leave apart from normal annual leave for pregnant women as a policy
- (b) **What is your organization staff composition including management, board, volunteers, interns levels:** 40 to 60% by composition
- (c) **Does the overall reason of the organization explicitly seek gender equality?** Yes. By organizing trainings and workshops for both men and women specifically
- (d) **Are there specific indicators identified to monitor results relating to gender equality?** Yes.
- (e) **Describe the level of women's participation in decision making at organizational level:** 50% in ramifications
- (f) **Does your organization have staff with specific gender responsibility?** Yes. House-keeper and security
- (g) **Is gender equality information systematically prepared?** No
- (h) **Why is gender equality relevant to your organization?** Because our environment and community development work finds gender indispensable all activities
- (i) **What specific ways can be proposed for encouraging and enabling women to participate in the policy/programme/project, despite their traditionally more domestic location and subordinate position?** Gender enlightenment campaign or education in all programme activities.

### 3.5.4 PROGRAMME, PROJECT AND PLANNING

- (a) **Has your organization set specific plans for achieving gender equality objectives?** Yes
- (b) **Are there senior managers who promote gender equality goals or objectives in their day-to-day work?** Yes
- (c) **Does your organization monitor and evaluate its policies from gender perspective:** Yes
- (d) **What barrier(s) are in mobilizing women to participate in decision-making and how have you addressed the issue?** No barriers
- (e) **Has attention been paid to gender equality inclusion in your organization?** Yes.
- (f) **Do you give women equal consultative attention as you do to men during project formulation/planning?** Yes
- (g) **Do you have any long-term goal as regards gender equality your organization?** Yes

- (h) **What are your expectations from gender equality committee?** To have structures that will emphasize gender mainstreaming in all programme/project activities; to build organizational capacity on gender issues

### 3.5.5 MONITORING AND EVALUATION

- (a) **How will you build monitoring and evaluation into the project to show that gender mainstreaming is worthwhile?** By ensuring equal participation (men and women) in all activities and seeing that past and on-going projects mainstream gender structures
- (b) **Do your senior managers and decision-makers to and learn from both men and women?** Yes
- (c) **Is monitoring and evaluation data used to improve the organization structure and practices?** Yes

## 3.6 Ministry of Women's Affairs

### 3.6.1 BACKGROUND

- (a) **Name of organization:** Ministry of Womens Affairs and Social Development
- (b) **Year founded:** 1997 but has existed as a department since 1990
- (c) **Who are your target group?** Women, children and the physically challenged
- (d) **What is your vision?** To better lives especially as to effects on women, the elderly and the youths and children.

### 3.6.2 BASIC KNOWLEDGE

- (a) **Differentiate between gender and sex:** Sex represents the biological difference as women or men while gender is a social construct describing roles for women and men.
- (b) **In what way is gender an issue to your organization?** We are unequally represented.
- (c) **How will gender affect your project now and in the future?** Positively.
- (d) **What is gender mainstreaming:** Integrating gender into all policies and programmes.

### 3.6.3 STRUCTURE/POLICIES

- (a) **Do your policies if any recognizes the diversity of needs and interest among men and women? And how?** There are no gender policies in place.
- (b) **What is your organization staff composition including management, board, volunteers, interns levels:** there is no gender balance.
- (c) **Does the overall reason of the organization explicitly seek gender equality?** Yes.
- (d) **Are they specific indicators identified to monitor results relating to gender equality?** No.
- (e) **Describe the level of women's participation in decision making at organizational level:** Low
- (f) **Does your organization have staff with specific gender responsibility?** Yes.
- (g) **Is gender equality information systematically prepared?** No
- (h) **Why is gender equality relevant to your organization?** Because women are completely in the background.
- (i) **What specific ways can be proposed for encouraging and enabling women to participate in the policy/programme/project, despite their traditionally more domestic location and subordinate position?** (no answer given)

**3.6.4 PROGRAMME, PROJECT AND PLANNING**

- (a) *Has your organization set specific plans for achieving gender equality objectives?* Yes
- (b) *Are there senior managers who promote gender equality goals or objectives in their day-to-day work?* Yes
- (c) *Does your organization monitor and evaluate its policies from gender perspective?* Yes
- (d) *What barrier(s) are in mobilizing women to participate in decision-making and how have you addressed the issue?* (no answer given)
- (e) *Has attention been paid to gender equality inclusion in your organization?* Yes.
- (f) *Do you give women equal consultative attention as you do to men during project formulation/planning?* No.
- (g) *Do you have any long-term goal as regards gender equality your organization?* Yes
- (h) *What are your expectations from gender equality committee?* Not applicable.

**3.6.5 MONITORING AND EVALUATION**

- (a) *How will you build monitoring and evaluation into the project to show that gender mainstreaming is worthwhile?* Quarterly assessments of impacts.
- (b) *Do your senior managers and decision-makers to and learn from both men and women?* Yes
- (c) *Is monitoring and evaluation data used to improve the organization structure and practices?* No

**4.0 Conclusion and recommendations**

Indications of serious commitments are now in place. For example, the level of mainstreaming gender has increased in the line ministries, ENGOs and target communities, and there are efforts being made to create organizational gender-related policies for three ENGOs. The level of women's participation in decision-making in ENGOs is high, and in respective communities has also increased. The ENGOs are taking measures to boost the self-esteem of women such as building the women groups in the targeted communities by training, giving micro-credit schemes and having a strong networks of women. In conclusion, the key to actively gender mainstream (ENGOs or government sector) is communication and participation combined with flexibility and openness to new thinking. An accountability system is needed to hold the government and ENGOs in place for the implementation of gender mainstreaming to meet CIDA's mandate in development activities.





# Appendix 1

Gender Audit Questionnaire

### A. BACKGROUND

1. *Name of organization:*
2. *Year founded:*
3. *Who are your target group?*
4. *What is your vision?*

### B. BASIC KNOWLEDGE

1. *Differentiate between gender and sex:*
2. *In what way is gender an issue to your organization?*
3. *How will gender affect your project now and in the future?*
4. *What is gender mainstreaming?*

### C. STRUCTURE/POLICIES

1. *Do your policies if any recognizes the diversity of needs and interest among men and women? And how?*
2. *What is your organization staff composition including management, board, volunteers, interns levels?*
3. *Does the overall reason of the organization explicitly seek gender equality?*
4. *Are there specific indicators identified to monitor results relating to gender equality?*
5. *Describe the level of women's participation in decision making at organizational level:*
6. *Does your organization have staff with specific gender responsibility?*
7. *Is gender equality information systematically prepared?*
8. *Why is gender equality relevant to your organization?*
9. *What specific ways can be proposed for encouraging and enabling women to participate in the policy/programme/project, despite their traditionally more domestic location and subordinate position?*

**D. PROGRAMME, PROJECT AND PLANNING**

1. *Has your organization set specific plans for achieving gender equality objectives? Are they senior managers who promote gender equality goals or objectives in their day-to-day work?*
2. *Does your organization monitor and evaluate its policies from gender perspective: What barrier(s) are in mobilizing women to participate in decision-making and how have you addressed the issue?*
3. *Has attention been paid to gender equality inclusion in your organization?*
4. *Do you give women equal consultative attention as you do to men during project formulation/planning?*
5. *Do you have any long-term goal as regards gender equality your organization?*
6. *What are your expectations from gender equality committee?*

**E. MONITORING AND EVALUATION**

1. *How will you build monitoring and evaluation into the project to show that gender mainstreaming is worthwhile?*
2. *Do your senior managers and decision-makers to and learn from both men and women?*
3. *Is monitoring and evaluation data used to improve the organization structure and practices?*

# Appendix 2

Sample Letter Accompanying Audit Questionnaire

Dear Partners,

Complements!

This is not a test, use this opportunity to see how you know and can remember. As a role model for change, please, be open in answering these questions. Respond by writing yes or no and explanation where necessary. Your answers will help us plan accordingly.

Thanks,

Stella Odey/ Gender Equality Committee