

CWSI STRATEGIC PLAN 2020 – 2025



I have come so that they may have life and have it to the full

(John 10:10)

WOMEN EMPOWERING WOMEN

Centre for Women Studies and Intervention (CWSI)

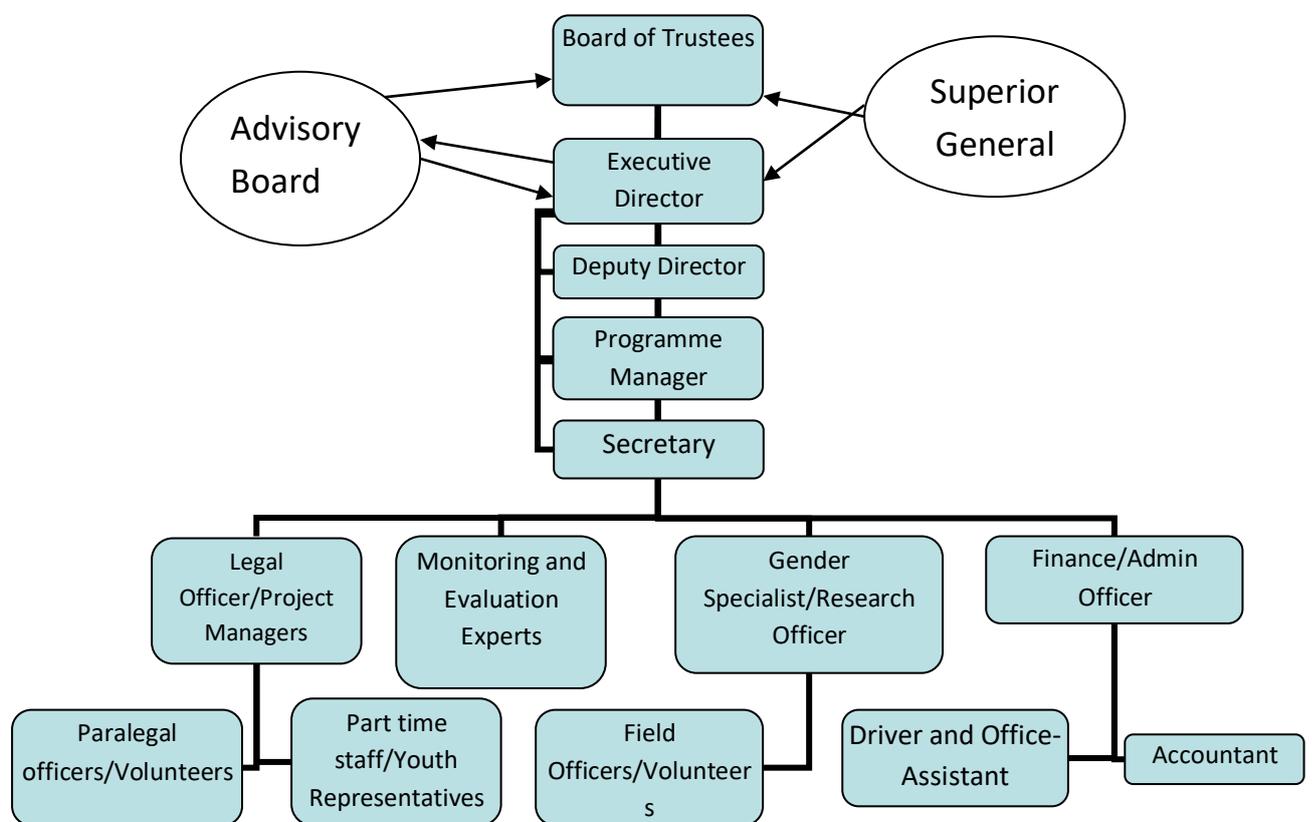
House 3, Flat 2, Bichi close, off Sokoto Street Area 1, Section 1 Garki Abuja, +234 8036700282; +234 7067555376 cwsinig@yahoo.com, cwsinig@hotmail.com
www.cwsing.org

Contents

- 0. Executive Summary
- 1. Acknowledgement
- 2. List of Acronyms
- 3. Context Analysis – Nigeria’s outlook
 - a. Political context
 - b. Human Rights Context
 - c. Economic Context
 - d. Security, Migration and Movement of People
 - e. Environment and Sanitation
- 4. CWSI at glance
- 5. Developing the CWSI Strategic Plan 2020-2025
- 6. CWSI Strategic Focus Areas 2020 -2025
- 7. Strategic Goal and Objectives
 - a. Strategic Goal
 - b. Theory of Change
 - c. Vision
 - d. Mission
- Core Values 8..... Stakeholder- and Power Analysis
 - a. Citi
zenry
 - b. Civi
l Society Organisations
 - c. Inte
rnational NGOs
 - d. Stat
e Actors
 - e. Donors
 - e. The Private Sector
- 9. Means of Implementation
 - a. Institutional strengthening
 - b. Capacity building
 - c. Resource mobilization
 - d. Partnerships
 - e. Communication
 - f. Research
- 10. Implementation Framework
 - a. Annex I: Results Framework
 - b. Annex II: Funding Strategy outline

- c. Annex III: SWOT Analysis
- d. Annex IV: Risk Analysis
- e. Annex V: Monitoring and Evaluation Framework

11. CWSI Organogram



Executive Summary

“The restlessness of love is always an incentive to go towards the other, without waiting for the other to manifest his need. The restlessness of love gives us the gift of pastoral fruitfulness, and we must ask ourselves, each one of us: is my spiritual effectiveness healthy, is my apostolate fruitful?”---Pope Francis, Rome, 28 August, 2013.

The deep desire to uphold the good news of the gospel as reflected in the Motto of Centre for Women Studies and Intervention (CWSI) “---that they may have life and have it to the full” (John 10:10) and the constant reminder of our Holy Father Pope Francis to reach out to all those who live on the margins of the society invites us daily to be prophetic in our world.

For us at CWSI, there are still many women and girls who still suffer from different kinds of oppressions and inhuman cultures. With the changing realities of our day, it became imperative that we transcend the prevailing forms of engaging with our beneficiaries ---men, women, girls, traditional/religious leaders, the media and law enforcement agencies. This implies being imaginative to seek other initiatives that would enable us to challenge the systemic injustices within the structures of our society. The challenges of empowering women and girls seem not to be yielding the needed result as violence against women and girls is rather on the increase and discrimination at elective and appointive positions has remained very high. If women continue to be excluded or have very few voices at the table where decisions are made, their voices will never be heard and their issues will not be seen as priority. This is reflected in the number of women in our National and state Houses of Assembly. The 35% affirmative action till now is still “words on paper”.

The women issues cut across the seventeen Sustainable Development Goals (SDGs) and with only ten years left for the achievement of these goals, how prepared are we as women advocates in Nigeria in our quest to leave no one behind according to the slogan of the SDGs? There is a need for a purposeful and united front to critically face head on the issues and challenges of our day. This is the main reason why CWSI has courageously embarked on this Strategic Plan which will become our road map for the next five years for the achievement of our goals/mission. A lot of efforts have been made in the past with seemingly very little results to show but this is not enough to discourage us. Courage is needed to overcome the many obstacles on the way.

Just as the Strategic plan was concluded but still in the process of tidying up the final document, news of the first case of the Corona virus was reported on January 28, 2020. Not many believed it to be true but COVID -19 has exacerbated the many of the underlying issues and crises Nigeria is faced with. To make matters worse, the epidemic has brought with it a new set of circumstances the country now finds itself scrambling to deal with. In the face of the new Coronavirus pandemic, there was also a growing concern to ask ourselves a fundamental question: “what is our response beyond the ‘token palliatives’ to the fortunate few who get them?” All of us, in one way or the other, are experiencing the effects of this pandemic on and in our lives. However, COVID 19 will affect women disproportionately as they make up the majority of the informal sector of the economy. Women earn less, save less, hold less secure jobs, and are employed more in the informal and service sector.

Economic misery (with the loss of jobs and businesses) has already taken its toll on almost every country, and sadly at the same time, many politicians and law makers are using this unfortunate virus as an opportunity to promote their own agenda and self-enrichment. Many citizens are worried about the security of their loved ones, their own health and the impact of confinement on their jobs and means of livelihood. There is no doubt that COVID-19 has changed our lives and the course of the world. This new situation has constituted an opportunity for us all to work and push for a better world for all men and women in this common home of ours. Humans are about movement and how we move or migrate from place to place can further impact negatively on the rights of women.

There may have been roadblocks, detours, or dead ends during the last five years. We may have felt stuck or lost or as though we were moving backward but we are filled with hope. As we step into the future of the next five years with our Strategic Plan and the energy within each of us, we are invited into the unknown. We do not know what events will surprise us along the way but we can risk the road because we have the tremendous assurance that having come this far with us you will journey with us to the end. We trust there will be enough strength and beauty amid all the pain to sustain us and to urge us forward.

The 2020 – 2025 CWSI Strategic has been built around 6 Strategic focal areas:

- **Governance and Human Rights** aimed at contributing to the inclusion of women in the governance and leadership process in Nigeria through mainstreaming gender in public decision-making process and sustain advocacy for the implementation of women friendly laws and policies;
- **Migration and Movement of People** with the objective of promoting safe, orderly and regular migration for the benefit of all;
- **Economic Empowerment and Poverty Eradication** where CWSI hopes to promote the empowerment of women to combat poverty and advance sustainable development;
- **Research and Documentation** focus area which hopes that CWSI becomes a research and documentation centre where data on women’s issues in Nigeria can be accessed
- **Environment and Sanitation through** support for implementation of institutional framework towards environmental protection and creation of awareness on effective sanitation; and
- **Institutional Strengthening** built around competent and professional staff within an institutional structure and culture required to achieve CWSI vision.

The Strategic Plan has put in place a result framework, a fund-raising outline, a risk analysis and a monitoring and evaluation framework.

Sr. Ngozi Frances Uti, HHCJ
Executive Director

Acknowledgement

Our life is a journey. We are always on the road. Each time another January greets us, we have an opportunity to pause, to see where we have been, to notice how far we have come, and to ponder how that journey has been for us. Each New Year is also a time to clear our vision, to take stock of our resources, and to refresh our dreams as we set out once more on the journey that is ours. So it is with every organization. This is what CWSI set out to do with the Strategic Plan which needed a collaborative effort to accomplish. We beckoned on our partners and beneficiaries and all those who have in any way journeyed with us over the years. We are grateful to each and every one of you but do permit me to mention a few.

CWSI is grateful to all those who have contributed to making this Strategic Plan a success. This is usually a long journey from conception to completion of the project which also needs financial support. I would therefore on behalf of CWSI, begin my appreciation with African Women Development Fund (AWDF), who encouraged and funded the whole process. You have shown in truth and action your love for women organizations. Thank you for your support not just for the Strategic Plan but also our programme and capacity building. Whatever success CWSI achieves in the next five years will be attributed to this Strategic Plan.

The process was a long one that involved a lot of actors---our staff who worked tirelessly to collate the data from the questionnaires, our partners/collaborators, funders and beneficiaries especially our Women groups, Paralegals and Human rights groups of the following states: Cross River, Delta, Ebonyi and Kogi. Thank you all for your contributions. The members of the Board of Trustee and Advisory Board are always there to give their advice at every stage of the journey. Thank you for your patience, understanding and selfless service to CWSI.

We cannot forget our Funding Partners without whose support our dreams and visions will not be achieved. We thank in a special way Mr. Kelechi Emeh, Country Representative of Catholic Agency for Overseas Development (CAFOD) representing as it were all the others. CWSI's Interns and UN youth representatives from Lehigh University, Bethlehem, PA, USA and Whitney Szmodis, the Assistant Director, Office of Fellowship Advising and UN Programs, have made their valuable contributions to the growth of the organization. Thank you so much for your interest in the work of CWSI. Let us continue to collaborate for a better world.

Putting the pieces of the puzzle to produce a clear picture would not have been possible without the expertise and patience of Mr. Okeke Anya. You have walked with us, what is left is now ours to carry on and accomplish but I do hope you will still be there when we get to any crossroad. Thank you. The NTA crew who documented the project were wonderful and gave it prime publicity. For a job well done I say thank you so much.

Finally, I thank the Superior General of the Congregation of the Handmaids of the Holy Child Jesus, and Chairperson Board of Trustee of CWSI, Mother Leonie-Martha O'karaga, HHCJ, for her encouragement and support for this apostolate of the congregation. We here at CWSI desire to change the world, we have great vision and impetus, daring and want our dreams to fly high and allow ourselves to be consumed by zeal for a better world order.

Sr. Ngozi Frances Uti, HHCJ
Executive Director (CWSI)

2. List of Acronyms

ADWE	- Association of Delta Women Empowerment
APC	- All Progressives Congress
BoT	- Board of Trustee
CAARI	- Capacity Building, Advocacy, Awareness Raising, Research and Institutional Strengthening
CAC	- Corporate Affairs Commission
CACI	- Courage, Accountability, Commitment, Integrity
CRA	- Child Rights Act
CSOs	- Civil Society Organisations
CWEN	- Cross River Women Empowerment Network
CWSI	- Centre for Women Studies and Intervention
ECOSOC	- Economic and Social Council
EIA	- Environmental Impact Assessment
FBOs	- Faith Based Organisations
FIDA	- International Federation of Women Lawyers
GDP	- Gross Domestic Product
HHCJ	- Handmaids of the Holy Child Jesus
IDPs	- Internally Displaced Persons
IEC	- Information, Education and Communication
ISWAP	- Islamic State of West Africa Province
KWEC	- Kogi Women Empowerment Coalition
NAPTIP	- National Agency for the Prohibition of Trafficking in Persons
NCDC	- Nigeria Centre for Disease Control
NESREA	- National Environmental Standards and Regulation Enforcement Agency
NGO	- Non-Government Organisation
NGP	- National Gender Policy
NHGSFP	- National Home-Grown School Feeding Programme
PDP	- Peoples Democratic Party
RSC	- Religious Sisters of Charity
SALW	- Small Arms and Light Weapons
SOLWODI	- Solidarity with Women in Distress
USD	- United States Dollar
VAT	- Value Added Tax

3. CONTEXT ANALYSIS - NIGERIA'S OUTLOOK

a. POLITICAL CONTEXT

The March 2015 general elections in Nigeria marked a significant turning point in the political history of the nation. For the first time in Nigeria's democratic experience an opposition political party won elections, and more paradoxical is the smooth transition of power from the then incumbent president Goodluck Ebele Jonathan of the People's Democratic Party (PDP) to President elect Muhammadu Buhari of the All Progressive Congress (APC).

Nigeria is a multi-party democracy with 91 political parties but also a de-facto two-party system represented by the APC and the PDP, though other minority parties contest and win elections in few constituencies, their impact is submerged by the dominance of the two parties with 64 Senators for APC and 44 for PDP in the 8th National Assembly (2015-2019). Out of the 109 senate members, there were only 7 female senators accounting for just 15%.

Just like in the past 8th National Assembly, the 9th National Assembly (2019-2023) is no different as the marginalization of women in elective position continues unabated. The upper chamber still maintains only seven female legislators; the same lop-sidedness is replicated in the House of Representatives.

The National Gender Policy (NGP) prescribes 35% affirmation for women in leadership position. Despite the provisions of the NGP, government's commitment towards implementing the policy is lacking. The consideration of women in leadership is still nominal due to the fact that elections in Nigeria over the years are usually characterized by god-fatherism and lack of internal party democracy by political parties. Moreover, they are prone to violence, vote buying and other irregularities that discourage women participation in politics.

Despite the numerous challenges bedeviling Nigeria's democracy, the positives are there for the taking. The seamless transition from one government to the other since the return of democracy in 1999 is a positive development that must be sustained. More so, the gradual participation of Civil Society Organizations (CSOs) in governance especially at the level of policy formulation is very significant. CSOs engagement with decision makers from a non-confrontational but from a critical position is important to ensure that government is held accountable for actions and in-actions that are hindering the nation's political and socio-economic development.

b. HUMAN RIGHTS CONTEXT

Human rights situation in Nigeria has become an issue of serious concern to individuals, civil society, national institutions and the world as a whole. The concern lies in the current human rights violations which cut across extrajudicial killings, kidnapping, arbitrary arrests and detentions, torture and other ill-treatment, enforced disappearances, violence against women and girls, restrictions on the rights to freedom of expression, association and peaceful assembly, mass forced evictions, environmental pollution and lack of accountability for human rights violations and abuses etc.¹

¹ <https://www.amnesty.org/en/documents/afr44/0431/2019/en/>

As part of the country's effort to address human rights violation especially against women, the former president of Nigeria President Goodluck Ebele Jonathan signed into law the Violence against Persons Prohibition Act 2015. However, many states are yet to adopt the law as part of their state legal instrument. The same is applicable to the Child Rights Act of 2013.

The Muhammadu Buhari administration in 2016 unveiled the National Home-Grown School Feeding Programme (NHGSFP). The programme was aimed at improving the health and education of public primary school pupils and increase enrolment rates of primary school children in states. It was also intended to stimulate local agricultural production and boost the income of farmers by creating a viable and ready market via the School Feeding Programme. This was for the purpose of providing empowerment opportunities for women, thereby improving family and the local economy. Despite the good motive, only few states benefitted from this scheme.

Nigeria in the past five years has suffered widespread societal unrest, including ethnic, regional, and religious violence. Other serious human rights problems included vigilante killings; prolonged pre-trial detention, often in facilities with poor conditions; denial of fair public trial; executive influence on the judiciary; infringement on citizens' privacy rights; and restrictions on freedoms of speech, press, assembly, and movement. ²

Despite the availability of the 1999 Constitution as amended and other legal instruments recognized and assented to, the level of violence and abuse have continued unabated especially in the area of respect for the dignity of the human person as currently experienced with the emergence of Boko Haram Terrorist in North Eastern Nigeria. The coordinated attacks on communities in Middle Belt and Southern Nigeria by marauding herdsmen have annihilated communities and displaced millions of people. There are congested prisons with many of the inmates awaiting trial and disrespect for their civil liberties. Violence on women and girls such as rape, incest, harassment, wife battery, denial of inheritance rights, inhuman funeral rights and harmful traditional practices, female circumcision, early and forced Marriages are still the order of the day. The children on their part suffer both development and protective denials such as child labour, battery, assault and rape.

c. ECONOMIC CONTEXT

As Africa's most populous country with a population of about 200 million people, Nigeria is regarded to have the 30th largest economy in the world based on its gross domestic product (GDP). In September 2019, the nominal GDP of Nigeria reached 123.4 USD³. Its GDP inflator increased by 10.8 % in Sep[tember] 2019. GDP Per Capita in Nigeria reached 1,951.3 USD in Dec[ember] 2017. Nigeria is a growing economy that is largely dependent on the petroleum industry. The economy of Nigeria grew 1.94% in the second quarter of 2019, easing from an upwardly revised 2.10% expansion in the prior period⁴. With an abundance of natural resources, it is Africa's biggest oil exporter and has the largest gas reserve on the continent.

Despite the economic growth and its vast resources, the poverty level in Nigeria keeps rising with about 100 million people living on less than 1USD a day and in extreme poverty⁵. This puts the Sustainable Development Goal to end poverty by 2030 at risk and unlikely to be met.

² United States Department of State, *2015 Country Reports on Human Rights Practices - Nigeria*, 13 April 2016, available at: <https://www.refworld.org/docid/5716122a15.html> [accessed 26 January 2020]

³ *Trading Economics: Nigeria GDP Annual Growth Rate*, <https://tradingeconomics.com>

⁴ *Nigeria Real GDP Growth, 2011-2019*, <https://www.ceicdata.com>

⁵ *Nigerians living in poverty rise to nearly 61%*, *BBC News*, <https://www.bbc.com>

Nigeria ranks amongst the most unequal countries in the world with regards to income equality. This is correlated with differential access to infrastructure and amenities and from the composition of Nigeria's economy, especially the petroleum and agriculture sectors. Oil exports contributes significantly to government revenue by about 9% to the GDP but employs only a fraction of the population. Agriculture however, contributes to about 17% of the GDP and employs about 30% of the population⁶. This difference is caused by the fact that the oil revenue is poorly distributed among the population, with higher government spending in the urban areas than rural areas.

The process of oil extraction has resulted in significant pollution which harms the agricultural sector. Also, the agricultural growth has slowed down in recent years due to the farmers-herders clashes in the different parts of the country. These clashes have resulted in more economic hardship for most Nigerians whose sole means of income is farming. Higher unemployment rates render personal incomes even more divergent as majority of Nigeria's paying jobs are in capital intensive sectors but are very scarce and limited.

The poverty level in Nigeria disproportionately affects the women and girls. A large proportion of Nigerians lack adequate health care, shelter and remunerative jobs. The women are most affected being marginalized in decision making, employment, economic opportunities and access to credit. Most suffer from illiteracy, high maternal mortality, low income and poverty. Statistics show that 70% of poor Nigerians are women⁷. More than half of Nigerian women live below the nationally defined poverty line, lacking access to basic education, decent nutrition, adequate health and social services. Women who perform most of the work in food processing are often prohibited by culture to own lands which results in their inability to access agricultural credits to enhance their productivity.

The deteriorating economic situation in the country, inflation and low wages means that a large portion of workers are no longer earning living wages⁸. Women bear the brunt of low wages; therefore, the impact is likely to be more on them. Their inability to meet basic needs such as food, housing, and clothing affects their psychology. They are likely to be exposed to various kinds of danger which may further dampen their sense of belonging. This impact is felt directly through their inability to minimally care for their children who are central to their lives.

In 2019, Nigeria closed its borders to the movement of goods; this was aimed at curbing smuggling of goods which the country wants to internally increase agricultural production such as rice. Although the closure of the border came as a shock to the citizens, it has helped boost government revenue because more duties are being collected on the increased volume of goods entering the country through ports. The closure has however had a negative impact on the citizens as it led to an increase in prices and a threat to free trade across the region.

The federal government approved an increase on the Value Added Tax (VAT) on the supply of goods and services with 50% taking it from 5% to 7.5%. This increase by the government was reported to be a means to finance the budget and cover all existing gaps in the 2020 budget of Nigeria. The impact of the new policy on VAT is yet to be known as the implementation is still at an early stage.

d. SECURITY, MIGRATION AND MOVEMENT OF PEOPLE

⁶ *Poverty in Nigeria*, <https://www.en.wikipedia.org>

⁷ *Feminisation of Poverty in Nigerian Cities*, <https://www.bioline.org>

⁸ *Feminisation of Poverty in Nigerian Cities*, <https://www.bioline.org>

Nigeria faces a rapidly changing world with a diverse range of threats. The threats are multifaceted and less predictable with blurred boundaries between external and internal risk factors. Threat factors that manifest at the global, regional and domestic levels are usually mutually reinforcing.

The threat of terrorism and violent extremism has continued to challenge Nigeria. The Boko Haram Terrorists has consistently unleashed a wave of terror in the country with devastating consequences, especially in North Eastern Nigeria. The Boko Haram Terrorists are no longer the only group in Nigeria. Another group of terrorists Islamic State in West Africa Province (ISWAP) have also made an incursion into the Sahel Region. Boko Haram and ISWAP have continued to carry out devastating attacks on targets with the ultimate aim of creating an Islamic caliphate in North East Nigeria. The effect of this is the creation of a large number of Internally Displaced Persons (IDPs) which undermine governance, rule of law, national cohesion and stunting of economic activities.

Transnational organized crime such as illicit financial flow and money laundering, drug and human trafficking, proliferation of small arms and light weapons (SALWs) have a direct impact on Nigeria's security. Illicit financial flow and other crimes remain a major concern as they are increasingly linked to terrorism.

The criminal activities of armed robbers, armed bandits and kidnap gangs are the preeminent threats confronting the country today. Trend analysis suggests a correlation between armed banditry, militia groups, kidnapping and cattle rustling, in what appears to be a convergence of various illegal networks. This has led to loss of lives and property and ultimately undermines peace with grave implications for human security in Nigeria.

Violent conflicts between pastoralists and farmers are widespread with severe consequences in terms of loss of lives, property and disruption of the normal functioning of society. At the heart of these conflicts are the quest for land, grazing routes, water and other resources. Climate change, population explosion and growth of new settlements are veritable sources and causal factors of most of these conflicts. The significant threat posed by pastoralists-farmers conflict makes it a critical issue needing to be addressed comprehensively as it affects men and women differently.

The security outcomes have impact on migration and movement of people. Due to the size of Nigeria's population, security challenges, climate, economic and socio-political environment, Nigeria continues to experience internal and external migration.

In 2017 and 2018, migration posed a great threat in Nigeria as there was an increased rate of irregular migration through the Mediterranean Sea and Sahara Desert which led to the death of thousands of people. Human trafficking is also a trend in migration related issues in Nigeria. This scourge of irregular migration and human trafficking is still on-going despite the death rate and risks involved in such voyage. Majority of victims of irregular migration and human trafficking are in rural communities and hard to reach areas.

An important component of migration is women and girls. Female migrants including refugees form a large percentage of the migratory flow; they either decide to migrate or are forced to do so under certain circumstances and are at a greater risk of abuse and exploitation including trafficking. Clashes in the neighbouring countries of Cameroon as a result of political crisis and Niger Republic as a result of the spill over of Boko Haram insurgency in those countries have caused an infiltration of refugees into Nigeria. The refugees who are majorly women encounter humanitarian challenges.

Furthermore, returnees from different international countries find it difficult to re-integrate into the system of the country as a result of socio-economic challenges. Some of these returnees lack formal education and requisite vocational and technical skills to contribute to the economy and gain social stability, this remains a major challenge.

e. ENVIRONMENT AND SANITATION CONTEXT

Since April 2018 till date, it was reported that Nigerian Centre for Disease Control (NCDC) has supported 22 states in establishing Public Health Emergency Operations Centres⁹ with its main work being to prevent, detect, and respond to threats of infections. The year 2020 has experienced an outbreak of Lassa fever which has necessitated the NCDC to activate their centres across many states of the Federation in order to effectively coordinate response to this problem.

Globally, 2020 experienced an outbreak of Corona virus said to have originated from China which has devastating effect on humanity. As a result of this killer disease, the world was once more awakened to the reality that our environment should be kept clean which includes regular washing of hands and the use of sanitizer as one means to prevent the spread of COVID-19.

The importance of safe environment and appropriate sanitation can never be overemphasised. This explains why Nigeria in her effort to achieve clean environment sets aside laws and policies. In line with the above, some states set aside one day every month for environmental sanitation and has enacted laws to this effect. For instance, in the month of January 2020, The Punch Newspaper reported that in Nasarawa state alone 951 defaulters from 13 local government areas were arrested¹⁰.

The Nigerian Constitution of 1999 as amended recognizes the importance of improving and protecting the environment and makes provision for it. For instance, Section 20 makes it an objective of the Nigerian State to improve and protect the air, land, water, forest and wild life of Nigeria. Sections 33 and 34 which guarantee fundamental human rights to life and human dignity respectively have also been argued to be lined to the need for a healthy and safe environment to give these rights effect¹¹. Other regulatory laws include; National Environmental Standards and Regulation Enforcement Agency (NESREA) act 2007. Environmental Impact Assessment (EIA). CAP E12 LFN 2004, and many more.

4. CWSI At a Glance

The Centre for Women Studies and Intervention (CWSI) is a mission/initiative of the Religious Congregation of the Handmaids of the Holy Child Jesus (HHCJ). HHCJ is a Religious Congregation of women founded in Calabar Nigeria in 1931 by Mother Mary Charles Magdalene Walker of the Religious Sisters of Charity (RSC). Mother Mary Charles Walker's apostolate centred on empowering women and the girl-child: educating them on their dignity and fundamental rights as human beings. The desire to continue the apostolate propelled the formation of Centre for Women Studies and Intervention (CWSI)

CWSI was registered with the Corporate Affairs Commission in 1999 (CAC No: 12,045). CWSI has consultative statues with the Economic and Social Council—ECOSOC and in affiliation with the Department of Global Communications) at the United Nations. Through advocacy, capacity building,

⁹ The Punch Newspaper, Monday January 27th 2020.

¹⁰ *ibid* pg 8.

¹¹ www.elri-ng.org>newsandrelease2

awareness raising and sensitization, research and documentation, partnership and paralegal engagements, we advocate for good governance, economic, political and socio-cultural rights.

Culture, tradition and religion have continued to oppress African women and girls even though many have continued to refute this truth. Since men are still the custodians of culture and tradition, CWSI embarked on awareness raising and sensitization of men on the need to carry women and girls along especially in decision making and as advocates for the elimination of all forms of practices that put women down. Through our activities in some of the states where we work CWSI has been able to empower women and girls and made them aware of their rights and responsibilities as partners in development. Through our advocacy to some traditional rulers, in Igala and Epira land about twenty (20) women were beaded and included in the traditional councils something which before now was not done. In Nwang in Cross River state, Female genital mutilation/cutting has been abolished. There has been an upscale in the number of girls enrolled in schools and some communities have accepted to guard against child marriages.

CWSI's Human Rights/ gender training have created the needed awareness to the women and girls in particular to their rights and responsibilities as human beings and citizens and empowered/ enabled them to speak out for themselves. Human rights clubs have been formed in many of the schools and communities in the project locations. The trained paralegals have become formidable forces to be reckoned with in their various communities. In spite of all these efforts and achievements there is still a lot of work to be done.

In the political space even though on paper the 35% affirmative action in leadership has been adopted, the number of women in decision making positions have continued to decrease rather than increase. In this area, CWSI is working assiduously towards a change in the gross under-representation of women both in elective and appointive positions. CWSI through its Kogi Women Empowerment Coalition (KWECC) was able to encourage greater participation of women in politics with keen minds. Between 2015-2019, three (3) female commissioners were appointed. Twelve (12) women picked the tickets for the primaries and five (5) contested for the elections. In Kogi state, CWSI in collaboration with the Ministry of Women Affairs is working towards the passage of the Gender and Equal Opportunities bill, all in a bid to give women, girls and the vulnerable a voice in the society. The story is the same for the women in Delta and Cross River states where women groups such as Association of Delta Women Empowerment (ADWE) and Cross River Women Empowerment Network (CWEN) respectively are advancing the promotion of the rights of women.

The financial situation of most women continues to pose a big challenge to how far women can go in any sector. Equal participation of women in all spheres of life is necessary for sustainable development and poverty reduction. There is then the dire need to make women economically self-reliant. CWSI in an effort to help the women started a Rural Entrepreneur Scheme (RES) with some of the women, however, the initiative did not continue due to the economic downturn in the country which has caused a lot of poverty and hardship. A total of five hundred and seventy-eight (578) women benefited from the programme. CWSI with financial support from one of our donors has built a Rice Mill in Ibaji in Idah local government area to help alleviate the sufferings and difficulties women of the community who are mainly rice farmers face trying to get their products ready for the market. Though the rice mill project experienced some challenges at the onset, the issues were addressed and the project has taken off.

Between 2002 and 2011 CWSI with the support of a German NGO—SOLWODI—had a stint in journeying with two returnees and having them re-integrated in the society. This laid the foundation for CWSI interest and passion for migration issues.

In all of these, CWSI has tried to integrate the SDGs in her programmes as a means of meeting the 2030 agenda of leaving no one behind.

The past strategic plans of CWSI have been road maps for the achievements of her Vision of empowering women and girls. However, from experiences gathered from the fields and our desire to do more for humanity we are reviewing our activities so far and have come to chart our map for the next five years with the hope of doing more for women and girls.

5. Developing CWSI Strategic Plan 2020 -2025

CWSI's last strategic plan was reviewed and evaluated by the staff and some stake holders including some members of the Board of Trustee (BoT). It was noted that in the cause of carrying out its activities there were concerns on research and documentation, migration, relationships with the private sectors that needed attention which were taken care of. This also became a basis for the consideration of these issues in this strategic plan.

Questionnaires were designed and sent to stakeholders. Feed backs from the fields ---from our beneficiaries and stakeholders were also considered. A consultant was engaged who discussed the areas of concerns that will lead to a well-articulated Strategic plan and serve as a road map for CWSI in the next five years – 2020 – 2025.

The staff and consultant met the first day looking at the responses from the questionnaires. They discussed extensively on the different areas of CWSI's activities. The next meeting was to fine-tune the strategic plan based on the work done with the staff and consultant before validation. The final phase was the validation meeting with stakeholders including donor partners, Board members, beneficiaries, partners and collaborators where the Strategic Plan was validated.

6. CWSI Strategic Focuses 2020-2025

- a. Democratic governance/human rights
- b. Migration and movement of people
- c. Economic and poverty alleviation
- d. Environment and sanitation
- e. Research and documentation
- f. Institutional strengthening.

7. Operative Framework: CWSI Theory of Change

a. Theory of Change

When CWSI and her stakeholders fulfil their mandate using the CAARI (Capacity Building, Advocacy, Awareness raising, Research and Institutional Strengthening) approach in the advancement of the empowerment of women and other vulnerable groups, then they will be liberated and active in the creation of a better world.

b. Strategic Goal

CWSI's goal is the holistic empowerment of the woman for social rebirth and the promotion of gender equality/equity

c. Vision

CWSI is an organization which envisions women and other vulnerable persons empowered, liberated and active in the creation of a better world

d. Mission

CWSI propelled by faith in the Creator of all beings, is committed to upholding the dignity of women and other vulnerable persons through capacity building, advocacy, awareness raising, research and documentation.

e. Core Values (CACI)

- Courage – to choose life and not let fear cripple our imagination in the breaking of unjust fetters.
- Accountability – to that which gave rise to us and causes us to speak, and to our beneficiaries and partners.
- Commitment – to action in freedom for the establishment of a New World: a new order.
- Integrity – to speak of what we know: of our experience and the hope we bear.

8. Stakeholder and Power Analysis

This is an important aspect of CWSI's intervention. Identification and analysis of the critical stakeholders remain key to the success of all her interventions, these stakeholders include: traditional/religious leaders, law enforcement agents, political leadership, the media, CSOs, CBOs, FBOs, Donors, NAPTIP, Human Rights Commission, FIDA, Legal Aid Council and the women themselves. The law enforcement agents provide justice and protection in cases where justice is denied. Other identified stakeholders work in collaboration with CWSI to achieve her mandate.

a. CWSI Engagement with Citizenry

Engagement of the citizenry is at different levels based on the need for interaction. CWSI's work cuts across every strata of the human society which include male and female, young and old, illiterate and literate, rich and poor, rural and urban dwellers as well as civil, religious and traditional representatives.

b. CWSI Engagement with CSOs

Some CSOs share similar vision with CWSI, such organisations were identified based on their mission. CWSI builds synergy with them for effective service delivery. This is against the premise that results are better attained when resources are pulled together with common purpose. Each CSO has an area of speciality which enriches collaboration and networking. Information sharing among CSOs has greatly enhanced our corporate existence.

c. CWSI Engagement with International NGOs

Engagement with international NGOs is based on CWSI's interest which is aligned with her vision. At the point of engagement, CWSI share expertise and useful information to support each other based on comparative advantage. CWSI also engages International NGOs and participates in international NGOs platforms and programmes.

d. CWSI with state actors

CWSI as an independent body has maintained a good standing with the government of Nigeria. The Centre is up to date with Corporate Affairs Commission (CAC) renewal and other obligations required of NGOs working in the country.

e. CWSI with Donors

CWSI has enjoyed robust donors' relationship over the years. Some of the donors have maintained a long relationship that has been beneficial to sustainability. Some donors have also contributed towards staff development for effective service delivery.

f. CWSI with Private Sector

CWSI has not partnered effectively with the private sector. The 2020-2025 strategic plan will bridge this gap through developing effective strategies and partnerships with the private sector.

g. CWSI with Media

CWSI is a media friendly organization as she has enjoyed and continues to enjoy robust media engagements. CWSI will continue to partner with the media for effective amplification of its activities.

For effective communication and outreach, CWSI uses both traditional (print and electronic) and social media (Facebook, twitter, Instagram and WhatsApp). CWSI's website www.cwsing.org is a useful tool for education and dissemination of information. In addition, CWSI publishes newsletters and other publications to buttress its work.

9. Means of Implementation

- a. Institutional Strengthening:** Take a look at the Centre's organogram, explore new ways of interfacing with regional offices
- b. Capacity Building:** The Centre is doing well in the area of capacity building but needs to explore and maximize all capacity building as provided in projects. Regional staff should also be given opportunity for capacity building.
- c. Resource Mobilization:** Explore more opportunities for resource mobilization by expanding scope of fundraising. It might be helpful to give a thought on studies and research dimension of the Centre. This might also create resource mobilization opportunity.
- d. Partnerships:** Seek more partnerships with other CSOs
- e. Communication:** Update and upgrade website, social media as well as internal communication. Revisit the Centre's newsletter publication. Consider employing a professional communication officer

10. Implementation Frameworks

a. Results Framework

Strategic Focus Area 1: Governance and Human Rights				
Objective: To contribute to the inclusion of women in the governance and leadership process in Nigeria through mainstreaming gender in public decision-making process and sustain advocacy for the implementation of women friendly laws and policies				
	#	Indicators	Means of Verification	Risks/Assumptions
Goal	35% of affirmative action for women in leadership achieved	More women in elective and appointive positions in government	Names and positions of women in government	Government willingness to support policies and laws that propel women to leadership positions
Outcome	Women actively involved in public decision making	1 Number of programmes organized by women to amplify their voices 2. Number of advocacy visits to government 3. Number of women that participate in the review of women friendly legislations 4. Number of women in public hearing proceedings at the legislature	1. Video and audio clips of women engagement with the media 2. Pictures and reports 3. Names of women that authored the recommendations for input in the Gender policy and other women friendly laws 4. Pictures and reports	The political space is conducive for the promotion of women participation in politics
Output 7	Effective collaboration between the traditional leaders, Human rights and Paralegals	Number of Advocacy visits carried out Number of activities jointly carried out by traditional rulers, human rights activists and paralegals	Signed declarations / pictures Pictures / videos	
Output 6	Quick dispensation of justice by release of prisoners enhanced	Number of prisoners released	Pictures / Videos	

			Media Reports	
Output 5	Enhanced capacity of paralegals and human rights members in tracking, monitoring and reporting of gender-based abuses.	Number of paralegals trained	Pictures / videos Reports of activities of the trained paralegals	
Output 4	Enhance Human Rights Education in schools and target communities	Number of School Children trained on Human rights		
Output 3	Research on women friendly legislations completed and documented	Improved content for existing women friendly laws and suggestions for improvement	Copies of reviewed documents with proposed amendments	Establishment of a well-equipped research and documentation centre
Output 2	Advocacy visits to the legislature, executive and traditional institutions conducted	Number of legislators and government officials participating in discourse on women involvement in leadership	Reports of discussion (Audio and video records) Copies of statements issued on the importance of women in the governance process	Policy makers and Nigerians are interested in promoting national discourse on women in leadership
Output 1	Women groups formed and have capacity to engage duty bearers	Availability of a reviewed electoral act; Number of reports of state of implementation of the act at all levels.	Copy of reviewed women friendly legislations and policies, example, the National Gender Policy etc. Monitoring reports of implementation of women friendly laws at all levels.	The legislature and Executive are willing to commit to full implementation of the Gender policy and other women friendly legislations
Activities	1 Capacity building for women groups 2. Advocacy to the Legislature and executive as well as traditional institutions to mobilize support for more women participation in governance 3. Research and review women friendly legislation as a basis for engagement with government on full implementation	Number of women with increase knowledge of their rights to leadership Increased mobilization of women groups More women engaged in advocacy for implementation of women	Pictures and records of women originated initiatives focusing on promoting women in leadership	There is full adoption of the Gender Policy and other laws that can drive the 35% affirmative action

	<p>4. Media engagement</p> <p>5. Human Rights Education in schools and communities</p> <p>6. Publication of Human rights and Paralegal booklet and Development of IEC Materials</p> <p>Capacity building on Human Rights and Paralegal skills</p> <p>7. Advocacy visit to traditional leaders/ stakeholders within the target communities</p> <p>8. Advocacy and interface to the relevant Ministries, Agencies and Departments</p> <p>9. Provision of pro-bono legal services and facilitation of release of prisoners</p>	<p>friendly laws</p> <p>Number of times women engage with the media</p>		
--	---	---	--	--

Strategic Focus Area 2.
Migration and Movement of People

Objective: To promote safe, orderly and regular migration for the benefit of all

	#	Indicator	Means of verification	Risk/Assumption
Outcome:	Increased awareness on the risk involved in irregular migration	Number of potential migrants and target beneficiaries who demonstrate an understanding of regular pathways of migration and the risks of irregular migration	Attendance lists, Photographs, Activity Report	Security, Acceptability of regular pathways by the participants
Output 4:	Citizenry educated on red flags to observe when at risk of human trafficking and child Labour	Number of capacity building workshops held Number of intending migrants trained on the red	Training reports, Media Reports, Attendance lists,	Willingness of citizens to participate in various capacity

		flags and risks of human trafficking and child labour	photographs, videos	building trainings towards mitigation actions
Output 3:	Parents/care givers/women/traditional rulers and other social categories engaged on promotion of regular migration			
Output 2	Youth engaged on the dangers of irregular migration	Number of youths engaged on the dangers of irregular migration	Activity reports, Media Reports, Attendance lists, photographs, videos	Willingness of young people to participate in various irregular migration/mitigation actions
Output 1:	Economic skills for prospective migrants, returnees and Internally Displaced Persons (IDPs) enhanced	Number of returnees and IDPs receiving economic skills	Activity reports, Media Reports, Attendance lists, photographs, videos	Willingness of returnees and IDPs to adopt and implement basic acquired skills
Activities:	<ol style="list-style-type: none"> 1. Town hall meetings on Migration 2. Capacity Building Workshops 3. Sensitization on the dangers of irregular migration for youths (prospective migrants) 4. Sensitization on the dangers of aiding and facilitating irregular migration (parents/caregivers/traditional rulers) 5. Road walk to create awareness on the dangers of irregular migration 			
Strategic Focus 3 Area: Economic Empowerment and Poverty Alleviation				
Objective: Promotion of the empowerment of women to combat poverty and advance sustainable development				
	#	Indicator	Means of verification	Risk/Assumption
Outcome	Improved economic	% of women	Media Reports,	Women friendly economic

	opportunities for women	gaining economic opportunities	National economic index reports on women	policies and programmes by government and all levels
Output 2:	Increased capacity of women entrepreneurs for economic development	Number of participants at the capacity building Number of persons who successfully completed the skills acquisition programme	Attendance Photographs	Access to financial services (bank loans and insurance coverage)
Output 1:	Entrepreneurship network formed and operational for women	Percentage of participants in the women entrepreneurs network	Membership Register, Minutes of Meeting, Constitution	Acceptance of women in the labour market
Activities:	<ol style="list-style-type: none"> 1. Capacity building directly to women entrepreneurs to run their businesses profitably 2. Formation of women entrepreneurship network to enhance business collaboration and partnership. 3. Skills acquisition training 			

Strategic Focus 4 Area:

Research and Documentation

Objective: CWSI becomes a research and documentation centre where data on women’s issues in Nigeria can be accessed				
	#	Indicator	Means of verification	Risk/Assumption
Outcome	Improved Resource base on women issue for effective engagement with state and non -state actors	Number of researches carried out	Published and unpublished reports	
Output 2:	CWSI research and documentation unit created	A well-equipped Research unit	Reports	
Output 1:	Quality of qualified researchers in place	Number of researchers engaged in research		
Activities:	<ol style="list-style-type: none"> 1. Creation of a space, 2. Employment of qualified and experienced staff 3. Computers, printers, tables 4. Library, books, and research documents from Organisations and partners 			

**Strategic Focus 5 Area:
Environment and Sanitation**

Objective: Support work for implementation of institutional framework towards environmental protection and promote awareness on effective sanitation.				
	#	Indicator	Means of verification	Risk/Assumption
Outcome	Improved and sustainable environment for healthy and productive lives towards contributing to the achievement of SDGs 6, 11	Decrease use of polythene bags and reduced presence of refuse dumps in	Pictures and video clips of refuse heaps and the process of clearing them as well as pictures and video clips of new packaging methods implemented by departmental stores and other merchants	Stakeholder commitment to environmental sanitation and best practices

	and 13	public places		
Output 2:	Increased implementation of environmental regulations by government environmental protection agencies	Number of establishments complying with environmental best practices in the use of undegradable materials and waste disposal	Documentaries on responsible waste disposal and environmental sanitation activities	Stakeholder commitment to compliance with environmental best practices
Output 1:	Increased civil society advocacy for the implementation of SDGs 6, 11 and 13	Number of CSOs involved in advocacy for environmental friendly actions	Activity reports, pictures and advocacy messages	CSOs willing to drive advocacy
Activities:	<ol style="list-style-type: none"> 1. Advocacy to environmental agencies, national assembly and other stakeholders 2. Formation of Civil Society Network on Sustainable Environment 3. Sensitization and awareness creation on the hazards of environmental recklessness 	<ol style="list-style-type: none"> 1. Number of advocacy visits and number of participants at meetings 2. Number of Civil Society Organizations in Network Number of sensitization sessions organized and quantity of IEC materials produced and distributed 	Records and minutes of meetings and advocacy visits as well as IEC materials	CSOs commitment to environmental best practices

**Strategic Focus 6 Area:
Institutional Strengthening**

Objective: To have the required staff, institutional structure and culture to achieve CWSI vision.

	#	Indicator	Means of verification	Risk/Assumption
Outcome	A robust organisational system that supports CWSI's implementation of its strategic objectives for sustainability	Number of Projects implemented Number of Organisation manuals in Place	Strategic Plan document Financial Manual Procurement Manual Personnel Manual Communication Manuals Project narrative Reports Financial Reports	
Output 3	Development of Institutional documents for effective implementation	Number of institutional documents in place	Fund raising Strategy Document Proposal documents Budgets of projects Financial manual Bank Accounts Financial Books Procurement manual and plan	
Output 2	Development of a robust Communication Strategy and Plan	Number of media (traditional and social media) engagements	Communication Strategy Manual and Plan Media Reports Website and other social media platforms	
Output 1	Setting up a well-managed Monitoring and Evaluation Framework	Number of Monitoring and Evaluation reports	Organisational Monitoring and Evaluation Project Monitoring and Evaluation Result outcome harvesting templates and reports Baseline	

b. Funding Strategy Outline

Funding strategies

Since inception in 1999, CWSI has been enjoying a robust donor friendship within and outside the country. Despite the assistance from these funders, CWSI is working hard towards self-reliance, especially with the global shrinking of funding. CWSI has mapped out the following strategies to beef-up her funding. They include:

- a. Entrepreneurship ventures through the women’s expertise. This will be achieved through the existing rice mill and the revolving loan to women where money generated will be used for carrying out programmes for the women and in other relevant areas. The women being thus empowered, will attend not only to CWSI’s programmes but other relevant ones without inhibition of transport, feeding and or accommodation
- b. Build and sustain a foundation where philanthropists who share CWSI’s vision and mission can make donations in kind and cash.
- c. Proposals to the mother organization (HHCJ) to increase its yearly support to the organization which is always handy at the beginning of the year before funding is received will be enhanced.

Having identified that funding during the consultation exercise is a major handicap for CWSI, there is a need for more innovative ways of fund raising and sourcing for funds even from donor agencies. Therefore, CWSI seeks:

- a) To define clearly adding distinctive value to what already is being done by CWSI or by other stakeholders in the civil society group carrying out related programmes. Innovative programming will be one of the core areas that CWSI intends to leverage for fund raising.
- b) CWSI will develop a programme of action that ensures effective and measurable intervention which form the basis of all subsequent funding.
- c) CWSI will develop a funding action plan which will include initial contacting, meeting individual donors, presentations to donor groups etc.

There might be a need to employ/ engage a full-time fund-raiser.

c. SWOT Analysis

Strengths	Weakness
Permanent office structure Dedicated and experienced personnel Goodwill and acceptability by beneficiaries and partners Robust engagement with state actors Development of the new strategic plan 2020-2025	Paucity of personnel and capacity gaps in some key strategic areas Reliance on donor funding Lack of sufficient means of transportation
Opportunity	Threats
Government policies and Laws such as the VAPPA, Child Rights Act, National Gender Policy Existence of the diaspora commission, creation of Ministry of Humanitarian and disaster management, the National Migration Policy The new opening to work with the private sector	Shrinking Civil Society space Rising insecurity in the polity COVID-19 Pandemic

d. Risk Analysis

In the implementation of this Strategic Plan, CWSI will identify and analyse putative problems that could negatively impact on the full realisation of the plan. CWSI will intensify her effort towards addressing this problem at religious, political and traditional levels. Gender based violence that many civil society organizations are fighting, is all about control which borders on how power should be shared. This is an aspect of empowerment that CWSI will continue to fight for until justice is enthroned in every aspect of human life.

There is a risk of government controlling the activities of NGOs and other civil society organization, where this happens it will negatively affect the works of CWSI. In the event of such risk, CWSI will collaborate with other partner organizations to ensure she continues to deliver appropriately for the good of humanity.

CWSI will conduct baseline studies of all projects to ascertain foreseeable risks, access foreseeable risk within the entire project log frame and build risk mitigation strategy in projects planning

Risk Register

S/N	Goal 1	Category	Owner	Cause	Event	Probability	Impact	Risk Response	Respondent
1	35% of affirmative action for women in leadership achieved	Community	Program Manager	Cultural orientation	There is no guarantee of leadership support for the goal	Medium	Medium	Intensify advocacy to change mind set	Program Manager
2	Goal 2								
	To promote safe, orderly and regular migration for the benefit of all	Community	Program Manager	Lack of sufficient knowledge on the ills of irregular migration	The overwhelming desire to go abroad at all cost	Medium	Medium	Intensify sensitization on the risks of irregular migration	Program Manager
3	Goal 3								
	Promote the economic empowerment of women.	Policy makers/NGO	Program Officer	Lack of business opportunities for women	Stringent lending conditions for women	Medium	Medium	Advocacy to financial regulators to ease the stringent conditions for leading to business women	Program Manager
4.	Goal 4								

	CWSI becomes a research and documentation Centre where data on women's issues in Nigeria can be accessed	Financial	Executive Director	Dearth in resources	Dwindling funding opportunities	Low	Medium	Expand resource mobilization strategies	Executive Director
5	Goal 5								
	Effective environmental protection and waste management achieved	Policy Makers	Executive Director	Lack of political will to enforce environmental laws	Non-compliance with environmental laws	Medium	Medium	Intensify advocacy to policy makers	Program Manager

e. Monitoring and Evaluation Framework

CWSI MONITORING AND EVALUATION FRAMEWORK FOR 2020-2024

Focus Area 1

Objective: To contribute to the inclusion of women in the governance and leadership process in Nigeria through mainstreaming gender in public decision making process and sustain advocacy for the implementation of women friendly laws and policies

		Indicator	Definition	Baseline	Responsible	Data Source	Frequency	Reporting
Goal	35% of affirmative action for women in leadership achieved	% of women in elective and appointive positions in government	Number of women elected and appointed in leadership position	Current % of women in governance	Monitoring & Evaluation Officer	Independent National Electoral Commission website and the website of the Federal/States Executive Council	Quarterly	Program Manager
Outcome	Women actively involved in public decision making	Number of women friendly laws and legislations	Laws and legislations that promote women participation in governance	Current women friendly Laws and Legislation	Monitoring & Evaluation Officer	National Assembly website	Quarterly	Program Manager
Output	Increased number of women in politics	Number of women contesting elections	Number of women participating in advocacy visits to the Legislature/attending public hearing	Women friendly legislations undergoing legislative processes				

Focus Area 2

Objective: To promote safe, orderly and regular migration for the benefit of all

		Indicator	Definition	Baseline	Responsible	Data Source	Frequency	Reporting
Goal	To promote	Number of potential	Show behavior	Low public	Monitoring &	Reports of	Quarterly	Program

	safe, orderly and regular migration for the benefit of all	migrants and target beneficiaries who demonstrate an understanding of regular pathways of migration and the risks of irregular migration	that promotes regular migration and oppose irregular migration	understanding of the dangers of irregular migration	evaluation Officer	International Organization on Migration and CSOnetMADE project reports		Manager/ Executive Director
Outcome	Increased awareness on the risk involved in irregular migration	Reduction in the number of irregular migrants	A fall in the number of people travelling abroad using illegal means	High level of irregular migration				
Output	Citizenry educated on the risks of human trafficking and child labour and key stakeholders engaged in promoting regular migration			Lack of in-depth knowledge about the risks of human trafficking, child labour and irregular migration				

Focus Area 3

Objective: Promotion of the empowerment of women to combat poverty and advance sustainable development

		Indicator	Definition	Baseline	Responsible	Data Source	Frequency	Reporting
Goal	Promote the economic	Improvement in the standard of living of	Women earn enough to take	High level of poverty	Monitoring & Evaluation	Website of National Bureau of Statistics	Quarterly	Program Manager/

	empowerment of women.	women	care of their family's basic needs	among women	Officer	and survey reports by NGOs		Executive Director
Outcome	Improved economic opportunities for women	Number of businesses established	Women own shops and other business centres	Lack of viable economic opportunities for women				
Output	Increased capacity of women entrepreneurs for economic development through networking and training	No of women networks created and number of women trained	Women that benefitted from the capacity building process	Women lack basic entrepreneurial skills and network to succeed in business				

Focus Area 4

Objective; CWSI becomes a research and documentation centre where data on women's issues in Nigeria can be accessed

		Indicator	Definition	Baseline	Responsible	Data Source	Frequency	Reporting
Goal	CWSI becomes a research and documentation centre where data on women's issues in Nigeria can be accessed	Standard of Library established at CWSI	Books and non-book materials on women that can be found in CWSI Library	Inadequate research materials on women at CWSI	Program/Administrative Officer	Report of Inventory of research materials available in the Office Library	Bi-Annually	Executive Director
Outcome	Improved Resource base	Number and quality of research materials	Books and audio-visual materials	Insufficient research				

	on women issue for effective engagement with state and non-state actors	available at the CWSI Library	that are present in the Library	materials				
Output	Research and Documentation Unit created at CWSI	Additional space created and stocked with research materials	Build new structure or expand the office to create unit for research materials	No dedicated building or space for library	Program/Administrative Officer	Report of office survey	Bi-Annually	Executive Director

Focus Area 5

Objective: Facilitate the review and implementation of institutional framework towards environmental protection and promote awareness on effective sanitation and waste disposal

		Indicator	Definition	Baseline	Responsible	Data Source	Frequency	Reporting
Goal	Effective environmental protection and waste management achieved	Clean and sustainable environment	Environment devoid of heaps of rubbish and air pollution	Polluted and unsustainable environment	Monitoring & Evaluation Officer	Reports of environmental regulatory agencies and project survey by CWSI	Bi-Annually	Program Manager/ Executive Director
Outcome	Effective implementation of environmental laws	Improved compliance to environmental laws and legislation	Organizations and individual adhere to good environmental practices	Gross violation of environmental best practices				
Output	Increased civil society advocacy for the implementation	Number of advocacy carried out by civil society	Number of meetings held for effective regulation of	Lack of political will to enforce environment	Monitoring and Evaluation Officer	Reports of meetings	Quarterly	Program Manager/ Executive Director

	of SDGs 6, 11 and 13		environment by civil society	al laws				
--	-------------------------	--	---------------------------------	---------	--	--	--	--