

4. 主要面談者リスト

国立女性センター (National Centre for Women Development)

Dr. Aisha Usman Mahmood, Director General/Project Director

Mr. Mallam Sadeeq Omar, Project Manager/Director, Planning and Research

Mr. Woyengikuro Turner George, Project Coordinator/Principle Administrative Officer

連邦女性省(Federal Ministry of Women Affairs and Social Development)

Mrs. E. O. Adeuemi, Director, Women Affairs Department

Mr. J. Olusoji Olowofoyeku, Assistant Director, Women Affairs Department

Ms. Onwukre N., Desk Officer, Women Affairs Department

Mr. Alaka O.S. Desk Officer, Women Affairs Department

国家計画委員会 (National Planning Commission)

Mrs. L. D. Bagaiya, Coordinating Director, International Co-operation Department

Mr. Nwozuzu U.S., Bilateral Aid Division, IC Dept.

Ms. Blessing Ezeifeke, Planning Officer

カノ州女性省 (Kano State Ministry of Women Affairs and Social Development)

Alhaji Auwalu Zubairu Galadanci, Acting Permanent Secretary

Mr. Aminu Sa'ad Kuwara, Deputy Director of Department of Women Affairs

Ms. Maimuna Sani, Desk Officer, Women in Development Unit, Department of Women Affairs

Ms. Umma Muhammad, Assistant Desk Officer, Department of Women Affairs

カノ州地方行政省(State Ministry of Local Government Affairs)

Mr. Abubakar Muhammad, Director of Training and Recruitment Department

女性開発センター (Women's Development Centre)

< Bichi >

Mr. Maigida Umar Kura, Deputy Head of Community Development Department, LGA

Ms. Zaibnab Ahmad, Women Development Officer, LGA

< Gaya >

Ms. Hafsa Abdullahi Suleiman, Women Development Officer, LGA

Ms. Sabuwa Baffa, Head, WDC

Mr. Shshu Ibrahim, Head of Community Development

< Gezewa >

Ms. Maijidda Backy, Women Development Officer, LGA

Ms. Magajiya Bashir, Head, Women Development Officer, LGA

< Gwale >

Ms. Khaji Iman Abudulla, Women Development Officer, LGA

Ms. Hajara Ali Kiru, Head, WDC

援助機関

Dr. Kenna Owoh, Governance Advisor, Canadian International Development Agency

5. 投入実績一覧

1. 日本側投入実績

(1) 専門家派遣

1) 長期専門家

氏名	指導分野	派遣期間
甲斐田 きよみ	ジェンダーと開発	2007/1/24~2010/1/26

2) 短期専門家

氏名	指導分野	派遣期間
榎木 とも子	参加型社会調査	2007/2/5~2007/3/15
門 敦之	組織分析	2007/2/12~2007/3/15
渡辺 淳一	組織運営強化	2007/2~2007/8/22
池田 悦子	組織運営強化	2008/4~2008/2
池田 悦子	社会調査（グッドプラ クティス調査）	2008/5/14 ~2008/6/4
上田 めぐみ	研修計画・運営	2008/7/8 ~2008/9/12
西 千秋	研修計画・運営	2008/10/9 ~2008/11/9
池田 悦子	エンパワーメント調査	2009/1/12~2009/2/15
長安 美恵	研修計画・運営	2009/6/7~2009/8/9

(2) カウンターパート研修

1) 本邦研修

ア) 国別研修「ナイジェリア女性センター職員のためのジェンダー平等なコミュニティ開発計画」

氏名	所属先	期間
Mr. Umar Idris MOH'D	NCWD	2007/9/11~2007/10/4
Mr.Woyengikuro Turner George	NCWD	同上
Mr.AzubikeOgu	NCWD	同上
Ms.Jummai Modu	NCWD	同上
Mr. Onilearo Emmanuel OLAYINKA	NCWD	2008/6/30~2008/8/1
Ms. Aisha Asabe Mohammed	NCWD	同上
Ms. Aishatu ATIKU	SMWA	同上
Mr.Aminu SA'AD Kurawa	SMWA	同上
Ms. Zainab Ahmad	LGA (ビチ)	2009/5/6~2009/5/28
Ms. Fatima Lismari	LGA (ダンバッタ)	同上
Ms.Hafsa Abdullshi Suleinaw	LGA (ガヤ)	同上

Ms. Khadija Iman Abdullabu	LGA (グワレ)	同上
Ms. Maijiddha Mah'd	LGA (クンボツ)	同上
Ms. Hadiza Ja'afar	WDC (クンボツ)	同上

イ) 集団研修

氏名	所属先	研修分野	期間
Ms. Memuna Sani	SMWA	農村女性能力向上	2008/5/25～2008/8/9
Ms. Fatima Adamu	NCWA	ジェンダー主流化のための行政官セミナー	2008/6/16～ 2008/7/19

2) 現地国内研修

研修名	対象者	参加人数	日程
第1回 WDC 講師のスキル向上研修	WDC 講師	30 人	2007/7/31～ 2007/8/14
第2回 WDC 講師のスキル向上研修	WDC 講師 WDO、SMWA	35 人	2008/2/6～ 2008/2/15
第3回 WDC 講師のスキル向上研修	WDC 講師 WDO WDC 生徒	213 人	2008/7/28～ 2008/7/30
第4回 WDC 講師のスキル向上研修	WDC 講師 WDO、SMWA	45 人	2008/11/28～ 2008/12/7
第5回 WDC 講師のスキル向上研修	WDC 講師 WDO、SMWA	45 人	2009/7/8～ 2009/2/23
第6回 WDC 講師のスキル向上研修	WDC 講師 WDO、SMWA	45 人	2009/7/8～ 2009/7/17
ビジネス研修	HOD、WDO WDC 講師 SMWA	40 人	2008/8/5～ 2008/8/7
第1回 WDC スタディ・ツアー	HOD、WDO WDC 講師 SMWA	53 人	2008/2/26～ 2008/2/28
第2回 WDC スタディ・ツアー	HOD、WDO WDC 講師 SMWA	53 人	2009/2/23～ 2009/2/25
第1回協同組合スタディ・ツアー	WDC 生徒 WDC 講師 WDO	213 人	2008/8/13～ 2008/8/22

第2回協同組合スタディ・ツアー	WDC 生徒 WDC 講師 WDO	120 人	2009/6/25～ 2009/7/7
マネジメント研修（英語）	HOD、WDO SMWA	18 人	2007/7/23～ 2007/8/3
マネジメント研修（ハウサ語）	WDO WDC 校長 WDC 講師	18 人	2007/8/6～ 2007/8/17
マネジメント研修（第1回 OJT）	HOD、WDO WDC 校長 WDC 講師	30 人	2008/2/4～ 2008/3/4
マネジメント研修（第2回 OJT）	HOD、WDO WDC 校長 WDC 講師	30 人	2008/10/13～ 2008/11/5
マネジメント研修（第3回 OJT）	HOD、WDO WDC 校長 WDC 講師	30 人	2009/6/10～ 2009/7/28
第1回調査手法研修	NCWD MSWA	14 人	2008/1/14～ 2008/1/18
第2回調査手法研修	NCWD MSWA	14 人	2009/3/24～ 2009/3/26
第1回パソコン研修	NCWD	8 人	2007/11/28～ 2007/12/4
第2回パソコン研修	NCWD	5 人	2008/9/8～ 2008/9/12
第3回パソコン研修	NCWD	3 人	2009/3/10～ 2009/3/13

(3) 供与機材実績（事業強化費で購入した機材を含む）

機材名	台数	単価 (ナイラ)	総額 (ナイラ)	設置時期	設置場所
デスクトップPC HP 7540	1	135,000	135,000	2007 年5月	プロジェクト事務所 (NCWD)
ラップトップPC HP Laptop, 256 MB, DVD/CDRW	2	160,000	320,000	2007 年5 月	NCWD

ソフトウェア Microsoft Office 2003 professional	2	78,000	156,000	2007年5月	NCWD
プリンター HP Laser Jet PRINTER 1018	1	28,000	28,000	2007年5月	プロジェクト事務所 (NCWD)
プロジェクター Sony, 200 Mex	1	175,000	175,000	2007年5月	プロジェクト事務所 (NCWD)
コピー機 Sharp Photocopy Machine AL1226	1	132,000	132,000	2007年5月	プロジェクト事務所 (NCWD)
ビデオカメラ Sony, 7.2 PIXEL	1	78,000	78,000	2007年5月	プロジェクト事務所 (NCWD)
スタビライザー Century 1000 KVA	2	4,500	9,000	2007年5月	プロジェクト事務所 (NCWD)
プロジェクト車両 TOYOTA High Ace	1	4,222,351	4,222,351	2007年5月	NCWD
プリンター HP Colour Printer	1	25,000	25,000	2007年6月	プロジェクト事務所 (NCWD)
ノートブック PC HP ラップトップ 256MB, DVD/CDRW	2	120,000	240,000	2007年7月	プロジェクト事務所 (NCWD)
ソフトウェア Microsoft Office 2003	2	65,000	130,000	2007年7月	プロジェクト事務所 (NCWD)
発電機	1	18,000	18,000	2007年8月	カノ州女性省
スタビライザー 2000VA	1	6,000	6,000	2007年8月	プロジェクト事務所 (NCWD)
インターネット モ デム Starcomms mobile	2	47,850	95,700	2007年11月	プロジェクト事務所 (NCWD)
ノートブック PC HP ラップトップ 256MB, DVD/CDRW	1	122,000	122,000	2007年11月	プロジェクト事務所 (NCWD)
ノートブック PC HP ラップトップ 256MB, DVD/CDRW	1	122,000	122,000	2007年11月	カノ州女性省

ソフトウェア Microsoft Office 2007 Professional	1	65,000	65,000	2007年11月	プロジェクト事務所 (NCWD)
ソフトウェア Microsoft Office 2007 Professional	1	65,000	65,000	2007年11月	カノ州女性省
UPS CRISTA 1500	2	30,000	60,000	2007年11月	プロジェクト事務所 (NCWD)
プリンター HP Laser Jet Printer 1018	1	18,000	18,000	2007年12月	カノ州女性省
プリンター HP Colour Printer Deskjet D4163	1	13,000	13,000	2008年3月	プロジェクト事務所 (NCWD)
スタビライザー 2000VA	1	6,000	6,000	2007年8月	プロジェクト事務所 (NCWD)
プロジェクター・ス クリーン 70x70 inch stand	1	30,000	30,000	2008年9月	プロジェクト事務所 (NCWD)
ミシン Butterfly	54	13,000	702,000	2007年5月	対象6WDC (各9台)
編み機 Brother	12	28,000	336,000	2007年5月	対象6WDC (各2台)
製粉機	6	40,000	240,000	2007年5月	対象6WDC (各1台)
発電機 2.2 KVA YAMAHA	6	47,000	282,000	2007年5月	対象6WDC (各1台)
刺繍ミシン Singer/Ambro Brothers	8	110,000	880,000	2007年5月	対象6WDC (各1台、ピ チ及びクンボツのみ 2台)
ケロセinstorb Medium, Butterfly	12	5,000	60,000	2007年5月	対象6WDC (各2台)
職員用机 Executive Chair	12	20,000	240,000	2008年2月	対象6WDC (各2台)
職員用椅子 Semi Executive Chair	12	7,000	84,000	2008年2月	対象6WDC (各2台)
キャビネット	12	15,500	186,000	2008年2月	対象6WDC (各2台)

4 drawers cabinet					
教室用テーブル	24	5,000	120,000	2008年2月	対象6WDC(各4台)
教室用椅子	30	3,000	90,000	2008年2月	対象6WDC(各5台)
ミシン Butterfly	30	13,800	414,000	2008年5月	対象6WDC(各5台)
編み機 Brother	30	28,000	840,000	2008年5月	対象6WDC(各5台)
製粉機	12	40,000	480,000	2008年5月	対象6WDC(各2台)
ミシン Butterfly	10	14,000	140,000	2008年5月	WDC卒業生支援(ビチ及びクンボツ各5)
編み機 Brother	10	9,000	90,000	2008年5月	WDC卒業生支援(ビチ及びクンボツ各5)
ミシン Butterfly	84	16,000	1,344,000	2009年3月	WDC卒業生支援用
編み機 Brother	21	11,000	231,000	2009年3月	WDC卒業生支援用
合計			13,030,051		

(3) 現地業務費 (ナイラ)

	2007	2008	2009	計
活動費	2,328,993	6,341,316	3,134,594	11,804,903
機材費	8,728,051	2,727,000	1,575,000	13,030,051
国内研修費	4,420,610	7,921,594	4,248,400	16,590,604
計	15,477,654	16,989,910	8,957,994	41,425,558

*ナイジェリア国会計年度(1月~12月)による。

2. ナイジェリア側投入実績

(1) カウンターパートリスト

ア) NCWD (プロジェクトチーム・メンバー)

名前	役割	役職・所属	期間
Dr. Aisha U.Mahmood	プロジェクト・ディレクター	センター長	2007/1~2009/3

Hajiya Fatima Larai Hassan	プロジェクト・ディレクター	センター長	2009/3～現在
Mr. Mallam Sadeeq Omar	プロジェクト・ディレクター	計画・調査・統計部長代行	2007/1～2007/12 2008/10～現在
Dr. Fatima Adamu	プロジェクト・マネジャー	計画・調査・統計部長	2007/12～2008/10
Mr. Umar Idris MOH'D	プロジェクト・コーディネーター	計画・調査・統計部 上級調査官	2007/1～2008/2
Mr.Woyengikuro Turner George	プロジェクト・コーディネーター（前プロジェクト副コーディネーター）	計画・調査・統計部 上級調査官	2007/1～現在
Mr. Onilearo Emmanuel OLAYINKA	データ入力オフィサー	計画・調査・統計部 上級調査官	2007/1～現在
Ms. Aisha Asabe Mohammed	プロジェクト副コーディネーター（元メンバー）	計画・調査・統計部 上級調査官	2007/1～現在
Mr.AzubikeOgu	秘書	計画・調査・統計部 調査官	2007/1～現在
Ms.Jummai Modu	福利厚生オフィサー	計画・調査・統計部 調査官	2007/1～現在
Mr. Salisu Wakili Umar	メンバー	研修部上級官	2007/1～2008/2
Mr. Ibrahim Nasir	プロジェクト広報オフィサー	研修部	2007/1～2008/2
Ms. Nneka Elonu	メンバー	研究・統計部計画官	2007/1～2008/2
Ms. Omoruyi Bukora	メンバー	研究・統計部計画官	2007/1～2007/5
Mr. L.S.Gumel	メンバー	研修部上級官	2008/2～2009/6
Mr. Mukutar Usman	メンバー	研究・統計部計画官	2008/2～現在

(2009年7月29日時点)

イ) カノ州女性省

名前	役割	役職・所属	期間
Ms. Aishatu ATIKU	女性局長	カノ州女性省女性局	2007/1～2009/2
Mr.Aminu SA'AD Kurawa	女性局副局長	カノ州女性省女性局	2008/3～現在
Ms. Memuna Sani	プロジェクト・デスク・オフィサー (開発における女性課長)	カノ州女性省女性局	2007/1～現在
Ms. Umma Muhammad	プロジェクト・アシスタント・デスク・オフィサー	カノ州女性省女性局	2008/1～現在

ウ) LGA コミュニティ開発部

名前	役割	役職・所属	期間
Alhaji Nura Sunusi	コミュニティ開発部長	ビチ LGA	2007/1～現在
Mr. Ibrahim Moh'd	コミュニティ開発部長	ダンバッタ LGA	2007/1～現在
Mr. Shehu Ibrahim	コミュニティ開発部長	ガヤ LGA	2007/1～現在
Mr. Musa Usman Hariban	コミュニティ開発部長	ゲザワ LGA	2007/1～現在
Mr. Suleiman Mani Dangara	コミュニティ開発部長	グワレ LGA	2007/1～2008/9
Mr. Ubale Jau Dunduri	コミュニティ開発部長	クンボツソ LGA	該当なし

エ) LGA 女性開発オフィサー

名前	役割	役職・所属	期間
Ms. Zainab Ahmad	女性開発オフィサー	ビチ LGA	2007/1～現在
Ms. Fatima Lismari	女性開発オフィサー	ダンバッタ LGA	2007/1～現在
Ms.Hafsa Abdullshi Suleinaw	女性開発オフィサー	ガヤ LGA	2007/1～現在

Ms. Maijiddha Magaji	女性開発オフィサー	ゲザワ LGA	2007/1～現在
Ms. Khadija Iman Abdullabu	女性開発オフィサー	グワレ LGA	2007/1～現在
Ms Maijiddha Mah'd	女性開発オフィサー	クンボッソ LGA	2007/1～現在

オ) WDC

名前	役割	役職・所属	期間
Ms. Aisha Abubakar	センター長	ビチ WDC	2007/1～現在
Ms. Sabo Idris	副センター長	ダンバッタ WDC	2007/1～現在
Ms. Sabuwa Baffa	センター長	ガヤ WDC	2007/1～現在
Ms. Alhakatu Musa Lisman	センター長	ゲザワ WDC	2007/1～現在
Ms. Asmau Mohamad	センター長	グワレ WDC	2007/1～現在
Ms Hadiza Jafer	センター長	クッボッソ WDC	2007/1～現在

(2) 現地業務費

	2007	2008	合計
活動費	1,202,847	1,809,962	3,012,809
研修費	672,000	179,750	851,750
合計	1,874,847	1,989,712	3,864,559

*ナイジェリア国会計年度(1月～12月)による。

MINUTES OF MEETING
BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
THE GOVERNMENT OF THE FEDERAL REPUBLIC OF NIGERIA
ON
JAPANESE TECHNICAL COOPERATION
FOR
PROJECT ON ACTIVATION OF THE WOMEN DEVELOPMENT CENTRES (WDCs) TO
IMPROVE WOMEN'S LIVELIHOOD

The Japanese Terminal Evaluation Team (hereinafter referred to as "the Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") headed by Ms. Ako MUTO, visited the Federal Republic of Nigeria from 13 to 31 July 2009 for the purpose of the terminal evaluation of "the Project on Activation of the Women Development Centres (WDCs) to Improve Women's Livelihood" (hereinafter referred to as "the Project").

During its stay in Nigeria, the Team had a series of discussions with the Nigerian authorities concerned, jointly evaluated the achievements of the Project, and exchanged views for further improvement of the Project.

As a result of the discussions, both sides agreed upon the matters referred to in the document attached hereto.

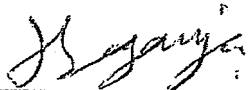
Abuja, 29 July 2009

武藤 亜子

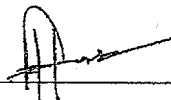
Ms. Ako MUTO

Leader
Japanese Terminal Evaluation Team,
Japan International Cooperation Agency,
Japan

Witnessed by



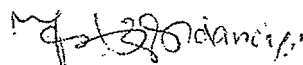
Mrs. L. D. Bagaiya
Director
International Co-operation Department,
National Planning Commission,
Federal Republic of Nigeria



Mrs. Hajiya Fatima L. Hassan

The Director-General
National Centre for Women Development,
Federal Republic of Nigeria

Witnessed by



Alhaji Auwalu Zubairu Galadanci
Acting Permanent Secretary
Kano State Ministry of Women Affairs and
Social Development

ATTACHMENT

EVALUATION REPORT
ON
JAPANESE TECHNICAL COOPERATION
FOR
PROJECT ON ACTIVATION OF WOMEN DEVELOPMENT
CENTRES (WDCs) TO IMPROVE WOMEN'S LIVELIHOOD
IN NIGERIA

July 29, 2009

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ABBREVIATIONS AND ACRONYMS

DAC	Development Assistance Committee
DG	Director-General
FMWA	Federal Ministry of Women Affairs
HOC	Head of Women Development Centre
HOD	Head Of Department, Community Development Department, Ministry of Local Government Area
JICA	Japan International Cooperation Agency
LGA(s)	Local Government Area(s)
M/M	Minutes of Meeting
NCWD	National Centre for Women Development
NEEDS	National Economic Empowerment and Development Strategy
NPC	National Planning Commission
PCM	Project Cycle Management
PDM	Project Design Matrix
PO	Plan of Operation
PS	Permanent Secretary
R/D	Record of Discussion
SEEDS	State Economic Empowerment and Development Strategy
SMLG	State Ministry for Local Government
SMWA	State Ministry of Women Affairs and Social Development
WDC(s)	Women Development Centre(s)

E

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1. Introduction

This Project was executed in January 2007 by the signing of the Record of Discussions (R/D) between JICA and the Federal Republic of Nigeria. The duration of the Project is three (3) years. The terms of R/D state that the evaluation of the Project will be conducted jointly by JICA and the Nigerian authorities in the middle and six (6) months before the end of the Project. The mid-term evaluation was conducted in November 2008.

The Project has been in operation for approximately 2 years and six (6) months. Since the Project will be complete in January 2010, JICA has dispatched the Team to the Federal Republic of Nigeria from 13 to 31 July 2009 for the purpose of conducting the terminal evaluation, which has been undertaken jointly by the Team and Nigerian authorities concerned.

1-1. Objective of the Evaluation

Objectives of the terminal evaluation are as follows:

- (1) To review the achievement and process of the project with the Nigerian counterparts based on relevant data and opinions raised through meetings and interviews. The review was conducted based on the PDM (Project Design Matrix) 3 revised in November 2008 (Annex 1).
- (2) To evaluate the project from the point of view of five evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability).
- (3) To extract suggestions and recommendations from the results of the evaluation in order to strengthen the activity of the project for the remaining period.
- (4) To produce a terminal evaluation report based on the review and evaluation.
- (5) To exchange the Minutes of Meetings between the team and the authorities of the Federal Republic of Nigeria.

1-2. Members of the Joint Evaluation Team

The evaluation and the recommendations on the Project were made by the following members of the JICA Mission.

(1) Japanese Terminal Evaluation Team

Ms. Ako MUTO	Leader	Director, Gender Equality Division, Public Policy Department, JICA
Ms. Satoko NADAMOTO	Cooperation Planning	Associate Expert, Gender Equality Division, Public Policy Department, JICA
Ms. Reiko NAKAZAWA	Administrative Management	Associate Expert, Gender Equality Division, Public Policy Department, JICA
Ms. Yoshie YAMAMOTO	Evaluation Analysis	Consultant, Researcher Global Link Management

(2) Project Team (Confirmation of Evaluation)

Mr. Mallam Sadeeq Omar	Project Manager, NCWD
Ms. Kiyomi KAIDA	Japanese expert

1-3. Schedule of the Study

The Team conducted documentary reviews, data collection, interviews and site visits from . The following table shows the detailed schedule.

Date	Day	Activities
13-Jul	Mon	Arrive in Abuja Visit at JICA office Courtesy call on the DG of NCWD Interview at NCWD
14-Jul	Tue	Interview at NCWD Leave for Kano
15-Jul	Wed	Meeting with an assistant desk officer of Kano SMWA Visit at DAMBATTA WDC/ LGA Interview at Kano SMWA
16-Jul	Thu	GEZAWA WDC/LGA Interview at Kano SMWA
17-Jul	Fri	GWALE WDC/LGA Interview at Kano SMWA
18-Jul	Sat	Data Analysis
19-Jul	Sun	Data Analysis
20-Jul	Mon	BICHI WDC/LGA Interview at Kano SMWA
21-Jul	Tue	GAYA WDC/LGA Interview at Kano SMWA
22-Jul	Wed	KUMBOTSO WDC/ LGA Move to Abuja
23-Jul	Thu	Interview at NCWD Courtesy Call on the DG of NCWD
24-Jul	Fri	Interview at FMWA Interview at CIDA
25-Jul	Sat	Preparation for Joint Evaluation Report and Minutes
26-Jul	Sun	Preparation for Joint Evaluation Report and Minutes
27-Jul	Mon	Visit at JICA Office Courtesy call on NCWD
28-Jul	Tue	Discussion on Minutes with NCWD
29-Jul	Wed	The 5 th Joint Coordination Committee (JCC) Meeting
30-Jul	Thu	Report to NPC Report to the Embassy of Japan Report to JICA Office
31-Jul	Fri	Departure from Abuja

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2. Outline of the Project

2-1. Background of the Project

Women Development Centres (WDC), which were established as the places for literacy and vocational training in the nationwide in the late 1980's, have contributed to improvement of women's life in the grassroots. The National Centre for Women Development (NCWD) was established as machinery for the advancement of Nigerian women by Federal Ministry of Women Affairs (FMWA) in 1992. As a research and training institution, NCWD conducts research on the situation of WDCs and provides vocational training for women. The national research on WDC conducted by NCWD discovered that most of WDCs were not managed properly and had limited resources to meet the needs of women.

Given this situation, NCWD and the Japan International Cooperation Agency (JICA) launched a three-year long technical cooperation project in January 2007 in order to establish a model of activating WDC as a place of women's learning and empowerment to contribute to the better life of women.

2-2. Summary of the Project

Project Name	Project on Activation of Women Development Centres (WDCs) to Improve Women's Livelihood in Nigeria
Related Organizations	National Centre for Women Development (NCWD)
	State Ministry of Women Affairs and Social Development (SMWA), Kano State
Date of Signing (R/D)	22 nd November 2006
Cooperation Period	From January 2007 to January 2010 (3 years)
Cooperation Scheme	Technical Cooperation Project

Overall Goal

Women's empowerment is enhanced at the community and household level in Nigeria through making WDCs function better.

Project Purpose

An effective guiding framework for activation and management of the WDCs is established by NCWD based on the experience of the project and others

Outputs

1. WDCs in the project sites are activated, which are defined by (i) improved service quality of the target WDCs, (ii) increased positive recognition to the target WDCs, (iii) improved WDC management.
2. Draft guideline is developed based on the compiled good practices.
3. Capacity of the project team, which consists of NCWD and the Kano SMWA officials engaging in project implementation, is enhanced.

Activities (as referred in the PDM3: Annex3)

- 1.1.1 Select the target LGAs in Kano State
- 1.1.2 Conduct the baseline survey to collect the following information in the selected LGAs.
 - (1) Current condition of WDCs
 - (2) Services for women provided by government agencies apart from WDCs or NGOs
 - (3) Women's activities in a local market
- 1.1.3 Develop the action plan to run WDCs based on the result of baseline survey 1-2, 2-1 and 3-1 and the previous year's results.
- 1.1.4 Conduct the skill improvement training for WDC instructors

- 1.1.5 Provide the necessary equipment for WDC activities.
- 1.1.6 Organize and conduct the study tour to the advanced WDCs outside of the project sites for WDOs and WDC staff.
- 1.1.7 Establish the support service for WDC graduates.
- 1.1.8 Design and conduct the monitoring survey to assess the condition of WDCs in the project site in every six months.
- 1.2.1 Design and conduct baseline survey to collect the following information in the selected LGAs.
 - (1) Living condition of WDC participants, non-participant women, and their husbands.
 - (2) Perception on WDC for participants, non-participant, and husbands
- 1-2-2 Conduct the advocacy to policy makers in the pilot sites to raise awareness on WDC activation
- 1-2-3 Sensitize people in the pilot sites to raise awareness on gender issues and WDC activation
- 1.2.4 Organize and conduct study tour to cooperatives in the project sites for WDC participants
- 1.2.5 Design and conduct the monitoring survey to assess the recognition of WDCs and women's empowerment in the selected LGAs in every six months
- 1-2-6 Conduct a qualitative survey about the impacts on women's empowerment by WDCs activities
- 1.3.1 Conduct the baseline survey to collect the following information in the selected LGAs.
 - Current condition of the management of WDCs
- 1.3.2 Design and conduct the management training on WDC.
- 1.3.3 Establish the network to enhance WDC activities with all stakeholders.
- 1.3.4 Design and conduct the monitoring survey to assess the condition of WDC management in the selected LGAs in every six months
- 2.1 Compile the practices of WDC activation in the selected LGAs.
- 2.2 Refine the practical guideline on the activation of WDC based on the practices compiled.
- 2-3 Conduct the advocacy to other states to raise their awareness on WDC activation and to involve them into the WDC guideline forum.
- 2.4 Organize the forum on the WDC guideline with the concerned agencies
- 2.5 Collect good practices from other states and reflect them into the draft guideline.
- 2-6 Revise the WDC guideline based on the result of 2-3 and 2-4.
- 3.1. Long-term expert to provide day-to-day advice to the project team
- 3.2. Hold training courses & workshops for the project team Formulation of research plans

2-3. Plan of Operation
The PO is shown in Annex 2.

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3. Methodology of the Final Evaluation

3-1. Methodology of Evaluation

In accordance with the JICA Project Evaluation Guideline of January 2004, the final evaluation of the Project was conducted in the following process:

Step 1: The Project design is summarized in the Project Design Matrix¹ (PDM) as agreed upon by both Nigerian and Japanese sides at the inception of the Project. However, the Government of Nigeria and JICA agreed to revise the original PDM as the Project Purpose needed to be clarified. Revision to PDM3 was made at the time of mid-term review in November 2008. Based on the PDM3, Project achievements were assessed vis-à-vis the newly set Objectively Verifiable Indicators. The level of inputs and activities were evaluated in comparison with the output levels. PDM3 is attached as Annex 3.

Step 2: Analysis was conducted on the factors that promoted or inhibited the Project's achievement levels including matters relating to both the project design and project implementation process.

Step 3: An assessment of the Project results was conducted based on the five evaluation criteria: "relevance", "effectiveness", "efficiency", "impact", and, "sustainability".

Step 4: Recommendations for the Project stakeholders and lessons learned were formulated.

The definition of the five evaluation criteria that were applied in the analysis for the final evaluation is given in Table 1 below.

Table 1 : Definition of the Five Evaluation Criteria for the Final Evaluation

Five Evaluation Criteria	Definitions as per the JICA Evaluation Guideline
1. Relevance	Relevance of the Project is reviewed by the validity of the Project Purpose and Overall Goal in connection with the Nigerian government's gender policy and the needs of the target group and/or ultimate beneficiaries in Nigeria.
2. Effectiveness	Effectiveness is assessed to what extent the Project has achieved its Project Purpose, clarifying the relationship between the Project Purpose and Outputs.
3. Efficiency	Efficiency of the Project implementation is analysed with emphasis on the relationship between Outputs and Inputs in terms of timing, quality and quantity.
4. Impact	Impact of the Project is assessed in terms of positive/negative, and intended/unintended influence caused by the Project.
5. Sustainability	Sustainability of the Project is assessed in terms of institutional, financial and technical aspects by examining the extent to which the achievements of the Project will be sustained after the Project is completed.

¹ Within the latest JICA Evaluation Guideline of 2004, the term Logical Framework, or LogFrame has been introduced in place of Project Design Matrix (PDM). However since the Project continued referring to this tool as PDM throughout the Project Period, this Report will use the term PDM. "JICA Project Evaluation Guideline (revised: January 2004)," Office for Evaluation and Post-Project Monitoring, JICA.

Both quantitative and qualitative data were gathered and utilized for analysis. Data collection methods used for the evaluation were as follows:

- Literature/Documentation Review;
- Key Informant Interviews (Counterparts, Japanese Expert, Officials of the Federal Ministry of Women's Affairs, Head of Department (HOD); Heads of WDCs, Women Development Officers (WDOs), Local Government Area (LGA), WDC instructors;
- Direct Observations

3-2. Limitation of the Evaluation Methodology

There was a limitation of the evaluation methodology regarding data collection and analysis. Indicators to measure the Project's achievements and to measure the level of Output 1 and Output 3 till the time of the Terminal Evaluation. Subsequently, quantitative data that would have benchmarked the Project's achievements were not always periodically collected by either the Japanese or Nigerian side. This in turn has placed the Mission in a position to rely mostly on qualitative data, collected through stakeholder interviews and the monitoring surveys that the Project has been conducting.

4. Record of Project Implementation

The evaluation teams reviewed the progress of the Project in accordance with the PDM 3.

4-1. Inputs

Inputs to the Project since its start in January 2007 to June 2009 are as follows:

4.1.1. Japanese Side

a) Experts Dispatched

A total of 10 experts (one long-term and 9 short-term) have been dispatched. A total person-months of dispatch amounts to 41.9 by June 2009 since the beginning of the Project. Fields of Expertise were: Gender and Development (long-term), Participatory Survey, Institutional Development and Organizational Strengthening, Organizational Management (2), Social Research (Good practices collection), Training Planning and Management (3); Empowerment survey. The detailed list of Japanese experts is shown in Annex 5.

b) Trainees Accepted

A total of 16 were accepted to be trained under the Counterpart Training Scheme and the Group Training in Japan. The detailed list of training in Japan is shown in Annex 6.

c) Equipment Provided

Machineries and equipment worth a total valued of 13 million Naira were procured in both in Japan and in Nigeria. The detailed list of equipment provided is shown in Annex 7.

d) Operational Expenses

As of July 2007, a total of 31.6 million Naira or 35.5 million Japanese Yen equivalent was allocated for the operational expenses of the Project by the Japanese side as indicated in the Table below.

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Table 2 : Operational Expenses Borne by the Japanese Side

	2007	2008	2009	Total
Operation cost	2,328,993	6,341,316	3,134,594	11,804,903
Equipment	8,061,779	2,455,000	1,575,000	10,516,779
In-country training	4,420,610	8,022,594	4,248,400	12,443,204
Total	14,811,382	16,818,910	8,957,994	31,630,292

4.1.2 Nigerian Side

a) Appointment of Counterpart Personnel

A total of 16 personnel as the counterparts of the Project were assigned by NCWD but later reshuffled and decreased to 8 personnel by July 2009. SMWA appointed four including the Departmental Director who was transferred in 2009 and therefore there are 3 counterparts. The list of the counterpart personnel as of July 2009 is attached as Annex 8.

c) Cost-sharing of Operational Expenses

Operational cost-sharing with the Nigerian side has been promoted since the beginning of the Project. Travel allowances of the Project's counterparts have been provided particularly under the leadership of the Director-General of NCWD. Budget allocated to the project operational cost was 1,874,847 Naire (or 1.8 mil JPN yen equivalent) in 2007 and 1,989,712 Naire (or 1.8 million Japanese Yen equivalent) in 2008, totaling 3,864,559 Naire (or 3.6 million Japanese Yen equivalent)².

4-2. Activities Implemented

Most of the Project's activities, as specified under the PDM and the Project's Plan of Operations (PO), have been implemented. Overall, activities have been conducted as planned. However, there were two instances when activities had to be postponed or cancelled: (1) uncertain security situations incurred during LGA elections in the Kano State in November 2007; and (2) counterparts were tied up with the field trips for the National Gender Database in May and June 2009.

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² Exchange rates for Naire to Japanese Yen used for calculation were 0.969 in 2007, 0.905 in 2008 and 0.659 in 2009.

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4-3. Achievement of Output

The level of the achievement is satisfactory. Details of the Achievement are attached as Annex

9. According to the indicators on PDM3, the achievements of Outputs are:

4-3-1. Achievement of Output 1

Output 1	Objectively Verifiable Indicators
<p>WDCs in the project sites are activated, which are defined by (i) improved service quality of the target WDCs, (ii) increased positive recognition to the target WDCs, (iii) improved WDC management.</p>	<p>1-1. <u>Improved quality of services provided by WDCs</u> 1-1-1. Improved level of satisfaction of quality of WDC services by WDC participants from the following viewpoints [Continued improvement will be monitored with rating system regularly.] (1) WDC curriculum (2) WDC lecture and Instructor (3) Support to participants/graduates (4) Equipment (5) Working materials 1-1-2. Improved quality of the framework of each WDC for capturing needs of women on WDC services [Continued improvement will be monitored with traffic light assessment regularly.]</p> <p>1-2. <u>Increased positive recognition on WDCs as a place of women's empowerment</u> 1-2-1. Improved level of positive recognition of the community people and non-WDC participants on WDCs. [Continued improvement will be monitored with traffic light assessment regularly.] (1) Husband views (2) Community stakeholder views (3) Non-WDC participant views 1-2-2. Improved quality of the framework of each WDC for capturing needs of the community on WDC services [Continued improvement will be monitored with traffic light assessment regularly.] 1-2-3. Continued improvement of empowerment of WDC participants</p> <p>1-3. <u>Improved WDC management</u> 1-3-1. Improved level of quality of WDC management [Continued improvement will be monitored with traffic light assessment regularly.] (1) Working environment (2) Filing and Keeping records (3) Reporting and feedback 1-3-2. Improved level of quality of key elements for better WDC management [Continued improvement will be monitored with traffic light assessment regularly.]</p>

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	(1) Leadership (2) Staffing (3) Budget (4) Decision making
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The achievement level of Output 1, the primary focus of the Project, is satisfactory.

The Project has conducted the monitoring surveys four times; August 2007, April 2008, October 2008 and June 2009. The fourth June 2009 survey is currently being compiling data and analyzed. Therefore, data from the first to the third survey was used to assess the level of achievement in each of indicators for Output 1.

Indicator 1-1-1 'Improved level of satisfaction of quality of WDC services by WDC participants' was achieved at high level as all the viewpoints that had been identified to monitor have demonstrated both positive and continuous improvement as indicated below. (1) WDC curriculum: Average of 6 pilot centres have shown improvement from 68% to 88.8% and to 89.5%. This indicates 21.5% point average increase from the 1st assessment. (2) WDC lecture and instructor: This has improved from 64% to 74.5% and to 78%. This indicates 14% point average increase from the 1st assessment; (3) Support to participants /graduates: Average of 6 pilot centres have shown improvement from 31.2% to 49.5% and to 40.7%. This indicates 9.5% point average increase from the 1st assessment; (4) Equipment: This have shown improvement from 12.3% to 45.5% and to 77.2%, indicating overall 64.8% point average increase from the first assessment; (5) Working materials: Average of 6 pilot centres have shown improvement from 17.8% to 50.7% and to 62.3%. This indicates 44.5% point average increase from the first assessment.

As for Indicator 1-1-2, in accordance with the analysis done with 'Traffic Light Signal' system, it was found that four centres indicated 'yellow' that was unchanged from the 1st assessment to the 3rd. The color 'Yellow' means that 'There are efforts at ad hoc base, or there are efforts to assess participants' needs but little efforts to reflect them into the services'. As for Gezewa WDC, signal changed from the Red (No efforts to assess and reflect participants' needs on WDC) to Green (Regular efforts to assess participants' needs and reflect them into the service) and then to Yellow. At Kumbotso WDC, a signal changed from Yellow to Green. Therefore, 2 WDC had demonstrated improved quality of the framework to capture needs of women on WDC services.

As for Indicator 1-2-1, the results of respective beneficiaries are as follows.

(1) Husband views: Husbands positive recognition on WDCs had shown gradual decrease from average 100% to 97.8 and then to 95.5% with a total 4.5% point decrease from the 1st survey to the 3rd. (2) Community stakeholder views: It has shown a total of 1.5% average increase from the initial 92.5% to 97.7% and the latest 94%. (3) Non-WDC participant views: This has shown dramatic increase of 22.2% increase from the first 66.7% to 92.8% and to 88.8%. This could be the contributing factor why there has been an increase of women wanting to register at WDCs.

With regards to the Indicator 1-2-2, a traffic light assessment tool was applied: Red: No efforts to assess and reflect community's needs on WDC; Yellow: There are efforts at ad hoc base, or there are efforts to assess participants' needs but no efforts to reflect them into the services; and, Green: Regular efforts to assess community's needs and reflect them into the service. For Bichi, it improved from Red to Yellow and remained Yellow. At Dambatta, initial Yellow was down to Red and improved to Yellow. For Kumbotso, it improved from Yellow to Green and remained Green. At Gaya, it remained Red for the first two assessments and then improved to Green. Red remained during the first two assessments for Gwale and then improved to Yellow. Gezawa demonstrated improvement from Red to Green but then went back down to Red. This indicator was found to have achieved at sufficient level.

As for Indicator 1-2-3 'Continued improvement of empowerment of WDC participants',

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empowerment process takes time and therefore it was challenging to monitor the level of empowerment whenever the monitoring survey gets undertaken. Impacts on WDC participants are observed at the 2nd and 4th Monitoring Survey. Compared with non participants in the community, WDC participants engage more in economic activities as they have acquired skills at WDCs. Their literacy rate in Hawasa language was found to be much higher. They were found to have more access to information on health and economic activities and participate more in household decision making. According to the Empowerment Survey on WDC graduates in January 2009 that had targeted WDC graduates and husbands, WDC graduates were found to be more empowered in all five aspects of empowerment: economic, physical, social, psychological, and political.

For the Indicator 1-3-1, improvement level of quality of WDC management was assessed in the following three areas and this indicator was found to have achieved at sufficient level as indicated below. (1) Working environment: Average of 22.3 percent increase was recorded from the initial 57% to 77.3% and to 79.3%. (2) Filing and Keeping records: Average of 18.5% increase was recorded from the initial 58.3% to 68.7% and to 76.8%. (3) Reporting and feedback: Average of 16.3% increase was recorded from the initial 35.8% to 35.7% and to 52.2%.

On the Indicator 1-3-2, there was no data available on leadership and decision making. On budget, the data shows an overall decrease of 5.2% from 43.3% to 32.2 and then increase to 38.2 percent. As for staffing, an average of 3.8% increase was recorded from the initial 66.7% to 59.3%, and then increased to 70.5%.

On other supporting data to show the achievement level of Output 1, there were dramatic changes on Women Development Officers (WDOs). WDOs are employed by the LGAs (partially hired by SMWA) who are designated to monitor activities and provide guidance were not particularly motivated at the inception of the Project as most of the LGAs did not show interests in operating WDCs. With the Project activities taking place at their centres and through various training both in Japan and in Nigeria, they have demonstrated more commitment to their work and confidence to undertake their tasks. There were reported cases that WDO successfully enticed LGA's interests in WDCs by inviting the LGA chairman to WDCs; requesting LGAs to expand the facility; and, visiting affluent families in the community for financial support. Activation of the pilot WDCs have not been achieved without capacity building and works of WDOs who have access to both SMWA and LGAs.

4-3-2. Achievement of Output 2

Output 2	Objectively Verifiable Indicators
Draft guideline is developed based on the compiled good practices.	A guideline is revised /refined as scheduled in accordance with the Plan of Operation.

The Guideline will be composed of: (a) practical manual with the Project experiences in Kano; (b) guidelines that incorporate and reflect the Project experiences in Kano and good practices drawn from both Kano and other State; and, (c) compiled Good Practices. A draft was prepared for (a) and partially (c) from Kano in September 2008 and was presented at the first Guideline Forum in October 2008. Second draft Guideline was to be prepared and was presented at the 2nd Guideline Forum in April 2009. While the Forum was conducted as scheduled, the first draft has not yet been revised and a 2nd draft was not prepared till now. Finalization of the above three components is expected in October 2009. As for compilation of good practices, the Project intended to gather them from other states at the 2nd Guideline Forum in April 2009. Process to gather good practices is to be initiated by NCWD and then be incorporated not only on (c) but also on (b). This Output is highly likely be achieved by the termination of the Project.

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4-3-3. Achievement of Output 3

Output 3	Objectively Verifiable Indicators
Capacity of the project team, which consists of NCWD and the Kano SMWA officials engaging in project implementation, is enhanced.	Enhanced capacity of the project team from the following viewpoints [Continued enhancement will be monitored with traffic light assessment regularly.] <ol style="list-style-type: none"> (1) Planning (2) Implementation of the project (including the field survey) (3) Management (process, time and output) Report writing and presentation

For Output 3, the achievement level is satisfactory but with some differences in degrees among the project team members.

This indicator does not specify to what extent enhancement of capacities of the project team should be achieved. Therefore, it would not be possible to determine the level of this achievement during the terminal evaluation exercise. However, it has been acknowledged that capacities of both NCWD and SMWA counterparts have indeed been enhanced through technical transfer by the Japanese experts, project activities such as monitoring surveys, and workshops. Counterparts' self assessment was conducted in June 2008 while assessment by the Japanese long-term expert was conducted in June 2008, October 2008 and June 2009. Traffic light assessment is applied as follows:

- (1) Planning: Yellow (60-85%) by both by self-assessment and assessment done by the Japanese expert. Assessment of the Japanese expert remained Yellow throughout.
- (2) Implementation of the project (including the field survey) : Yellow both by self-assessment. Assessment by the Japanese expert remained Yellow during the first two assessment and then improved to Green.
- (3) Management (process, time and output) : Yellow both by self-assessment and assessment done by the Japanese expert. Improvement from Red to Yellow was achieved particularly with advancement on process management.
- (4) Report writing and presentation : Red (below 60%) by self-assessment. Japanese expert witnessed the improvement from Red to Yellow.

4-4. Achievement of the Project Purpose

Project Purpose	Objectively Verifiable Indicators
An effective guiding framework for activation and management of the WDCs is established by NCWD based on the experience of the project and others	An operational guideline on activation and management of WDC is finalized. <p>(NOTE) The degree of "operational" will be assessed qualitatively from the following viewpoints:</p> <ol style="list-style-type: none"> (1) Coverage of the issues to be included in the draft guideline (2) Assessment of practicality and applicability

Initial PDM1 that was agreed upon on the Record of Discussion signed on 22nd November 2006

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had set the Project Purpose as 'An effective guideline for the activation of the WDC is developed based on the experience in the project sites'. This was then modified to 'An effective guiding framework for activation and management of the WDCs is established by NCWD based on the experience of the project and others.' when the PDM1 was modified and agreed upon in December 2007.

At the time of mid-term review in November 2008, efforts were made to clarify the definition of the 'guiding framework' and was agreed upon as "the 'guiding framework' is not limited to the guideline as a product delivered from the Project Outputs, but encompasses a state with adequate capacity of personnel and budget of concerned authorities in order to realize activation of WDC in their respective state."

The degree of practicality and applicability was designed to assess qualitatively from the following viewpoints: (1) Coverage of the issues to be included in the draft guideline, (2) Assessment of practicality and applicability. Moreover, both 'practicality' and 'applicability' were to be assessed based on collected information, analysis of information, planning of activities, WDC service quality, positive recognition, WDC management, institutional arrangement, and monitoring and evaluation. It was found that the Guideline was to have three components: (a) practical manual with the Project experiences in Kano; (b) guidelines that incorporate and reflect the Project experiences in Kano and good practices drawn from both Kano and other State; and, (c) compiled Good Practices. A draft was prepared for (a) in September 2008 and was presented at the first Guideline Forum in October 2008. Finalization of the above three components is expected in October 2009. Nigeria has 6 geopolitical areas and socio-economic situations of women seem to vary across these areas. It is likely that needs and purpose of WDCs and expected varieties of services needed at WDCs may differ due to these differences. Therefore, it was found challenging to have the Guideline that is to be developed during the Project term could be applied to all the States. In order to further enhance 'practicality' and 'applicability' of the Guidelines that is being developed, NCWD is in the process of collecting good practices from other States and is planning to conduct a workshop with wider participation of key stakeholders including the State Ministries for Local Government (SMLG). NCWD has already come up with possible guiding framework to realize activation of WDCs and their effective management and this is to be incorporated into the Guideline.

4-5. Issues Concerning Project Implementation Process

4-5-1. Issues Stemming from the Project Plan

- The Project implementation process was influenced considerably by the ambiguity and different interpretations of the PDM. Especially the ambiguity of the Project Purpose has invited uncertainty in terms of what the intended outcomes of the Project should be.
- Neither measurable indicators, nor activities to identify such indicators, were included in the early stages of the Project to benchmark, particularly for Output 1 and Output 3.

4-5-2. Project Monitoring

There were three levels of monitoring conducted: (1) quarterly meetings of the NCWD counterparts and the Japanese expert; (2) progress reports prepared by Japanese experts; and (3) monitoring surveys. A platform was not created for the whole project team including both NCWD and SMWA counterparts to come together to discuss issues on regular basis.

Initial PDM1 was modified in December 2007. Review of PDM2 was also conducted at the time of mid-term review. Utilization of PDM was found limited. A Plan of Operation that has been developed in accordance with PDM1 was never updated. Instead, more detailed 3-month activity plans were prepared by a Japanese long-term expert and were used for monitoring of

activities.

Aiming at gathering sufficient data to validate that WDCs could indeed be the place of empowerment of women through activation of WDCs, the monitoring survey covering 300 respondents has already been conducted four times: August 2007, April 2008, October 2008 and June 2009. Moreover, the Empowerment Survey was carried out in January 2009 to monitor the level of empowerment of WDC participants, their husbands, their family members and non-participating women in the communities. It was found that the monitoring survey has contributed to: (1) generate monitoring opportunities for SMWA officials who does not have easy access to financial resources and transport means to visit WDCs; (2) enhance understanding of NCWD and SMWA officials on actual situations of women in communities; and (3) making LGAs and WDCs always on alert with external organizations monitoring frequently.

There have been some recommendations made both by Japanese experts and JICA advisory missions on modality, frequencies, and implementations of monitoring surveys. Some realignment of questions was done but validation on the Project's outcomes would have been done better if all other recommendations had been put into realization.

JCC meetings were planned and it was held four times on 23rd May 2007, 5th December 2007, 21st May 2008, and 26th November 2008. Invitation was extended to the State Ministry of Local Government Affairs since the 3rd JCC. Regarding the JCC, without sustained participation of the senior officers of the Federal Ministry of Women's Affairs and the SMLG on JCC, the level of recognition of the Project would not increase in their respective ministries and necessary actions to follow up on resolutions coming from JCC would not be sufficiently undertaken.

JICA dispatched an advisory mission twice in February 2008 and March 2009 to provide support the management of the Project and to monitor the progress. Mid-term Review was conducted in November 2009 to assess the Project's progress and undertake evaluation from the gender mainstreaming perspectives. PDM 3 was drafted and agreed upon at the end of the Mid-term review. There have been some instances when smooth communication among the Japanese authorities was difficult.

4-5-2. Project Management and Communication

The Project has been managed by the long-term expert. Amounts of work that this expert needed to perform were extensive covering both a pilot project in Kano State and NCWD in the Capital City, Abuja. Good relationships between the Japanese experts and the NCWD counterparts were established. While there is a limitation on periods of time when experts could stay in Kano, a level of communication and trust between the Japanese experts and the SMWA counterparts were found high.

Under the federal system, the governance structure of Nigeria has multiple layers in policy planning and implementation, public accounting management, and personnel management. Decision-making processes are not immediately clear and are complex. Even with a mandate to develop a national guideline on WDC activation, NCWD as a para-statal organization of the Federal Ministry of Women Affairs and Social Development, is not in a position to give an executive order to the SMLG to instruct budgetary allocations from LGAs to WDCs. NCWD is currently planning a national level workshop in September 2009 inviting representatives of SMLG and other key stakeholders who have roles and functions to activate WDCs. This certainly signals a right step forward to establish multi-layered collaborating relationships among (1) FMWA-NCWD-State Governments; (2) SMWA and SMLG under the State Governments; and (3) State Governments and Local Government Councils at LGA levels that are imperative for WDC activation.

Technology transfer was undertaken through project implementation, training in Nigeria and Japan, on-the-job training and other technical training. Issues raised were: (1) Efforts should have been made to optimize training opportunities by hiring translators for training HOCs and

instructors who seem to have limited English proficiencies; and (2) Different levels and depths of technical transfer should have been designed based on functionalities of respective counterpart organizations.

5. Evaluation Results by the Five Evaluation Criteria

Followings are the summaries of the evaluation results based on five evaluation criteria described in 3-1. Details are indicated in Annex 10.

5-1. Relevance

The Project's relevance is very high vis-à-vis the national policies of Nigeria, the needs of the target group, and the JICA's Country Assistance Program.

According to the 2004 National Living Standard Survey, the poverty ratio of the country reached 54.4%. The Government has targeted its reduction to 21 percent as part of the Millennium Development Goals (MDGs). Gender gap is wider in the country compared with other African countries indicated in adult literacy rate and expected level of income. WDCs were set up in late 1980s to provide literacy and vocational training and had contributed improvement of women at the grassroots. However, due to budgetary constraints and inappropriate management, significant numbers of WDCs have shown deteriorations in terms of service delivery. The Project aims to activate WDCs through demonstration of models and processes of WDC activations and to support development of the Guideline. If WDCs get reactivated, they are expected to contribute to poverty reduction. Therefore, the Project is in line with the needs to the Nigerian Government and the Nigerian people.

The Project was found to be in line with the WDC Participants in 6 LGAs in the Kano State and the staff of concerned organizations (NCWD, SMWA, LGAs, and WDCs). Women's status in Kano is comparatively lower than other states in the South binded by traditional patriarchic social structure and combined religious and tribal beliefs. Women have relatively limited mobility and access to opportunities in receiving education or to even associate with other women. Poverty is wide-spread. In this constricted environment surrounding women, WDCs are one of the very limited platforms available for women to have access to the public space and obtain knowledge and skills. Moreover, the staff of concerned agencies has different roles to provide finance to operate WDCs, technical guidance and monitor, and advocate for WDCs. Therefore, the Project was found to be in line with the needs of all target groups.

The National Council of Women Affairs with the participation of SMWA commissioners holds the highest level of decision making on gender. The Council meeting chaired by the Federal Minister for Women Affairs and Social Development is being held once every year. In 2006, the Council issued the resolution in the form of communiqué that NCWD was to be mandated to develop a guideline on activation of WDCs. The Project was intended to support NCWD to develop a operational and practical guideline and to disseminate at the national level. Therefore, the Project was found to be consistent with development policy of Nigeria.

JICA's country-specific program implementation plan for Nigeria has set gender as one of the priority areas. Women's empowerment was found to be essential to support Nigeria to reduce poverty and reach the millennium development goal. Therefore, the Project's overall goal is found to be in line with JICA's plan for country-specific program implementation.

The Project's aim was to support development of the WDC guidelines and effective guiding framework of WDCs, therefore, selection of NCWD at the federal level as a counterpart agency was found to be appropriate. This was further strengthened with the communiqué by the National Council of Women Affairs mandating NCWD to develop a guideline on WDC activation. Appropriateness was found also high in selecting SMWA as an implementation agency as SMWA is designated to monitor WDCs and provide support and technical guidance. On the other hand,

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involvement of SMLG was needed from the inception of the Project considering that it has executive authority over LGAs that employ WDC staff and most of the Women Development Officers and provide operational budget.

Selection of Kano state as a pilot area was found to be appropriate in terms of needs, the policy to promote women's economic participation, strong interests in Kano on activation of WDCs, availability of previous studies on WDCs, and the familiarity of JICA in the State. There are six geo-political areas in Nigeria with vast differences on socio-economic situations surrounding women. Expected use of WDCs and kinds of services required are highly likely be different. If the Guideline were developed only with the Project experiences in Kano State, it may not likely be applied in other states. It is therefore imperative to understand different peculiarities of respective areas and incorporate into the final Guideline.

5-2. Effectiveness

As indicated in the achievement level of the Project Purpose, the Project Purpose is expected to be achieved by the end of the Project period in January 2010. The Project was designed for pilot project activities in Kano to activate WDCs to provide sufficient verification that WDC could indeed contribute to women's empowerment under the Output 1 and develop a Guideline under the Output 2 to further develop a guiding framework for activation of WDCs. In the PDM, due to similarities of indicators set both for Output 2 and the Project Purpose, the Project Purpose could be achieved if the Output 2 could be achieved to a sufficient level. Indicators both for Output 1 and Output 3 do not specifically set targets by the Project and how these two Outputs should contribute in achieving the Project Purpose was not made clear. It was found, however, that the output levels of Output 1 and Output 3 have already reached at a sufficient level. Combined with an expected completion of the Guideline by the end of the Project, all three outputs are contributing to project purpose. With the above considered effectiveness was found to be sufficient but needs to be further strengthened by finalization of the WDC activation guideline.

Promoting factors towards realization of Project Purpose identified were: There was high regards for the Japanese expertise in operating WDCs with key counterparts participating in training in Japan; There was high level of commitment and willingness among the Nigerian counterparts to learn new technical skills; Equipment and working materials necessary for Output 1 activities were procured and provided; Counterparts were inspired through various training opportunities including the study tours to other states; and, Both NCWD and SMWA counterparts have gained first-hand experience on every step in activation of WDCs.

Two inhibiting factors towards realization of Project Purpose were found: (1) limited funding available at NCWD; and, (2) There have been some instances when smooth communication was not made possible among the authorities concerned.

5-3. Efficiency

Efficiency was found to be adequate while concentrations of activities and inputs into the Output 1 and Output 3 were noted. It could have been further enhanced with higher achievement level of the Output 2 which is directly linking to the Project Purpose. The Project was designed for pilot project activities in Kano to activate WDCs to provide sufficient verification that WDC could indeed contribute to women's empowerment under the Output 1 and develop a Guideline under the Output 2 to further develop a guiding framework for activation of WDCs. Output levels of Output 1 and Output 3 have already reached at a sufficient level. Combined with an expected completion of the Guideline by the end of the Project, all three output production is found to be adequate.

There have been significant concentrations of activities on Output 1 and Output 3 that was designed to develop capacities to support production of Output 1. Production of the Guideline under the Output 2 was not possible without sufficient outcomes from the Output 1 that was to provide proof on efficacy and process of WDC activation and capacity development to enable WDC

activation under the Output 3. Output 2 is now expected to be achieved with completion of the Guideline in October 2009.

The Project has been administered and managed mainly by the long-term expert who sits at the NCWD in Abuja but also oversees the pilot project activities in Kano State. Concentrations of Japanese experts both in Output 1 and Output 3 were pointed out. As for Output 2, there were limited inputs from the Japanese side due to the fact that the NCWD is taking strong initiative to develop a Guideline.

Since the Project's inception, the NCWD had and has continued to apply for the Counterpart Fund to ensure smooth operation of the Project. Since the arrival of the new Director General, significant efforts have been made to appropriate funds to cover travelling allowances of the counterparts. However, there was the situation where the JICA continues to support significant portions of the Project cost.

5-4. Impact

Overall Goal:	Objectively Verifiable Indicators
Women's empowerment is enhanced at the community and household level in Nigeria through making WDCs function better.	<ol style="list-style-type: none"> 1. Continued increase of well-performing WDCs in accordance with the guideline to be revised. [This may be modified, depending on the revised guideline.] (1) Enhanced women's empowerment from 2. Continued improvement of women's the following viewpoints: (2) Continued improvement of women's contribution to household income participation in decision-making within household

The Guideline is expected to be finalized in October 2009 and discussions on modality of dissemination of the Guideline have just begun. Considering the above, it is too early at the stage to judge if the Overall Goal could be achieved 3 to 5 years after the completion of the Project.

However, there were many direct impacts and spread effects identified as follows:

- ✓ Due to complexities of governance structures and their decision making in Nigeria, it is quite difficult to assume the Project's influence on Federal policies. However, the press briefing issued by the Federal Ministry of Women Affairs touched upon activation of WDCs, recognition of the Project is spreading. Interests have been piqued on WDC activations due to the two national guideline forums inviting representatives of SMLG and SMWA.
- ✓ Officials from both NCWD and SMWA are more exposed to the reality of socio-economic situation surrounding women in rural areas, and have gained experiences to really understand dynamics of division of labor and how poverty affects women and men differently. 16 counterparts both at NCWD and SMWA who had participated in the training in Japan have demonstrated more commitment and motivation to carry their tasks.
- ✓ WDOs employed by the LGAs (partially hired by SMWA) who are designated to monitor activities and provide guidance were not particularly motivated at the inception of the Project as most of the LGAs did not show interests in operating WDCs. With the Project activities taking place at their centres and through various training both in Japan and in Nigeria, they have demonstrated more commitment to their work and confidence to undertake their tasks. There were reported cases that WDO successfully enticed LGA's interests in WDCs by inviting the LGA chairman to WDCs; requesting LGAs to expand the facility, visiting affluent families in the

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community for financial support. Activation of the pilot WDCs have not been achieved without capacity building and works of WDOs who have access to both SMWA and LGAs.

From the Gender Mainstreaming Perspectives, the following impacts have been recorded by the project.

- ✓ Some of WDC participants took the initiatives to prepare and stage a drama to advocate benefits of WDCs. Dramatic changes have been noted as some participants have gained confidence to come up with ideas, vocalize them and to express without inhibitions.
- ✓ Having witnessed that wives have started generating some cash income utilizing skills gained at WDCs, husbands have given positive supports to their wives going to the centre. Some provide financial support to their wives on their WDC activities. There have been some empirical statements that the numbers of quarrels among the couples have decreased. With all the advocacy efforts of the Project to the communities, particularly to religious leaders and leaderships of wards and LGAs, positive recognition of communities on WDCs have increased. Before the Project, WDC in Gaya opened only in the evenings as there was a social stigma attached to women moving around in the broad day light. Now this WDC is open in the mornings and this could be attributed to changes of attitudes in the community on WDC. Also it has been reported in all pilot centres that the number of women and the family wanting to enroll is on the rise.

Moreover, there was unintended impact recognized by the Japanese side since the time of Mid-term Review. Having been impressed with the National Women's Education Centre (NVEC) where two officials from SMWA had visited during the counterpart training in Japan, SMWA in Kano is planning on construction of the multi-purpose WDC in the Kano City. It has been communicated that a plot of land has been allocated and a tender for a construction company has already been undertaken. Even with situation where limited availability of operational funds at SMWA, construction of this State-level centre is hoped to be achieved.

5-5. Sustainability

Sustainability of the Outcomes of the Project after completion needs to be strengthened.

The National Council of Women Affairs holds the highest advisory body on gender issues. The Council meeting chaired by the Federal Minister for Women Affairs and Social Development is held once every year. In 2006, the Council issued the resolution in the form of communiqué that NCWD was to be mandated to develop a guideline on activation of WDCs. With the strong advocacy of the NCWD director-general, the Federal Minister has already begun advocating on WDCs. In the communiqué issued in November 2007, an outline of the expected WDC guideline was presented and the NCWD was urged to develop a practical guideline while ensuring wider participation of stakeholders in its process. The current support at the Federal level on WDC activation is expected to continue.

Having invited representatives from other states to participate in the national guideline forum and to request for submission of good practices, other states recognize that the NCWD is in the process of developing the WDC guideline. Capacities of NCWD to advocating the Guideline seem sufficient while their capacities to activate WDCs utilizing the Guideline and provide necessary technical guidance need to be further strengthened. There have been budgetary constraints at NCWD and it is not possible to assume the level of budgetary allocation necessary for dissemination and application of the Guideline.

SMWA officials have always participated in WDC monitoring surveys while accompanying NCWD officials and the Japanese experts. A monitoring check list specifically designed to be utilized by SMWA is now being developed with support of a Japanese expert. Once this gets developed with the support of a Japanese expert, continuation of WDC monitoring activities could be expected.

SMWA is now preparing proposals for the budgetary allocation of 600 million Naira under the Road-map for Economic Development, 400 million Naira of which is to be planned for skill acquisition at WDCs. It is highly likely that operational budget support is to be continued to WDCs. As for 6 pilot centres, if WDCs continue to produce items that they had obtained skills to produce and sell, WDCs are expected to maintain its function albeit at different levels.

While the NCWD has shouldered partial costs, JICA has provided mainly all the operating costs both at NCWD and SMWA. Having just visited the pilot WDCs in July 2009, the NCWD Director-General is now fully aware of importance of WDC activation and development of the Guideline. She has already approached the Federal Minister for Women's Affairs to further strengthen WDC activation and therefore NCWD's initiatives could be expected.

Capacities of both NCWD and SMWA counterparts in planning and management have been upgraded by technical transfer by the Japanese experts and through project's activities including the monitoring surveys and various training. Further enhancement is required on capacities to conducting needs assessment; analyze various study results; and to coordinate and negotiate with the concerned for allocations of budget/ funds.

Equipments have been utilized by the counterparts and the WDCs. It may have been the exception, but deterioration of equipment provided at Dambatta WDC could be brought about with water leaks from the ceiling.

6. Conclusion of Evaluation

The Project Purpose is expected to be achieved by the end of the Project in January 2010. The Project's relevance in the overall context of WDC activation is excellent as the NCWD remains to be mandated to develop the National WDC Activation Guideline. Based on evaluation, its effectiveness and efficiency are on average. The Project bears lots of unexpected impacts. To strengthen sustainability, stronger commitment of each authority budgetary and institutionally is recommended.

7. Recommendation of the Evaluation

1) Towards the finalization and dissemination of the guideline

The team confirmed that NCWD would finalize the guideline with practicability and applicability by integrating good practices of the WDC's activation in other states in addition to Kano by the National Council on Women Affairs in November 2009. It is strongly recommended that NCWD will further collaborate with relevant institutions including SMWA, SMLG, and LGA, to advocate and disseminate the guideline in order to activate WDCs.

2) Ensuring Sustainability

The team appreciates the effort of NCWD, especially Director General's effort to implement the project with necessary resources. However, it is concerned that necessary budget including the counterpart fund tends to have been provided insufficiently to date. In order to ensure the sustainability of the project, it is required that NCWD will make further efforts to secure budget for operational cost. It is also expected that the Kano Multi-purpose Centre will be constructed in the planned schedule and utilized appropriately for ensuring sustainability of the outcome of the project.

3) Towards the activation of WDC in Kano

SMWA will provide supervision and technical support to all the WDCs in Kano in order to transfer the knowledge and experiences gained from 6 pilot centres to other WDCs. Since the activation of WDC needs LGA's disbursement of budget, it is appreciated that NCWD and

SMWA would explore the means to collaborate with SMLG and LGA to support WDC.

4) Capacity Development of NCWD and SMWA

The team acknowledged that the capacity of the project members in NCWD and SMWA has been improved, on collecting data, monitoring, reporting and so on through the implementation of the project. However, it is highly recommended that the following capacity will be developed in order to activate WDC further.

- The capacity to understand women's needs precisely in community and to reflect them into the activity on WDCs
- The analytical capacity to monitor the activity of WDCs
- The coordination capacity to ensure budget for the activation of WDC

8. Lessons Learned

- 1) For smooth and effective implementation of the project, and to ensure the sustainability of the project, the project needs to involve a broad range of stakeholders in different levels from the early stage of the project. In this way, the project can establish a common platform where all the stakeholders collaborate to achieve the project goal together.
- 2) Empowerment has different aspects such as economic, social, political, physical, and psychological empowerment. In the project aimed at achieving women's empowerment, the project needs to have a consensus on which aspect of empowerment to be focused on. Based on the consensus, the project should explore the most appropriate approach in community.

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Annex - 1 List of the Personnel Interviewed

National Centre for Women Development

Dr. Aisha Usman Mahmood, Director General/Project Director
Mr. Mallam Sadeeq Omar, Project Manager/Director, Planning and Research
Mr. Woyengikuro Turner George, Project Coordinator/Principle Administrative Officer

Federal Ministry of Women Affairs and Social Development

Mrs. E. O. Adeuemi, Director, Women Affairs Department
Mr. J. Olusoji Olowofoyeku, Assistant Director, Women Affairs Department
Ms. Onwukre N., Desk Officer, Women Affairs Department
Mr. Alaka O.S. Desk Officer, Women Affairs Department

Kano State Ministry of Women Affairs and Social Development

Mr. Aminu Sa'ad Kuwara, Deputy Director of Department of Women Affairs
Ms. Maimuna Sani, Desk Officer, Women in Development Unit, Department of Women Affairs
Ms. Umma Muhammad, Assistant Desk Officer, Department of Women Affairs

Kano State Ministry of Local Government Affairs

Mr. Abubakar Muhammad, Director of Training and Recruitment Department

Women's Development Centre

< Bichi >

Mr. Maigida Umar Kura, Deputy Head of Community Development Department, LGA
Ms. Zaibnab Ahmad, Women Development Officer, LGA

< Gaya >

Ms. Hafsa Abdullahi Suleiman, Women Development Officer, LGA
Ms. Sabuwa Baffa, Head, WDC
Mr. Shshu Ibrahim, Head of Community Development

< Gezewa >

Ms. Maijidda Backy, Women Development Officer, LGA
Ms. Magajjiya Bashir, Head, Women Development Officer, LGA

< Gwale >

Ms. Khaji Iman Abudulla, Women Development Officer, LGA
Ms. Hajara Ali Kiru, Head, WDC

Donor

Dr. Kenna Owoh, Governance Advisor, Canadian International Development Agency

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2009 (3rd year)												Main activities	Responsible organization/ persons				
1	2	3	4	5	6	7	8	9	10	11	12		NCWD	SMWA	LGA	WDO	Others
												Baseline survey	PRS	Cooperation	Provision of information	Provision of information	
												Baseline survey	PRS	Cooperation			
												Action Plan	PRS and SMWA jointly plan				
												WDC skill training	TR: Implementation				
												Distribution of equipment		Implementation	Cooperation	Cooperation	
												Study tour to WDC	PRS: design	Implementation	Cooperation	Cooperation	
												Graduates' support	Coordination, arrangement with PRS: Design and implementation	Budget	Budget		FGN and FMWA:
												Monitoring		Coordination	Cooperation	Cooperation	
												Baseline survey	PRS	Cooperation			
												Advocacy	PRS, PPR: Design and development	Logistic support Local actors and	Cooperation	Promotion and	
												Study tour to cooperatives	PRS: design	Implementation	Cooperation	Cooperation	
												Monitoring	PRS: Design and implementation	Coordination	Cooperation	Cooperation	
												Baseline survey	PRS	Cooperation			
												Management training	TR: PRS: coordination	Logistic support Coordination			
												Network	PRS				
												Monitoring	PRS: Design and implementation	Coordination	Cooperation	Cooperation	
												Compilation	PRS	Cooperation	Cooperation	Cooperation	
												Drafting	PRS				
												Workshop with Kano	PRS	Cooperation	Cooperation	Cooperation	
												Forum with others related	PRS				FGN and FMWA:
												Revise guideline	PRS				
												Training on field research	PRS	Cooperation			
												Training on data analysis	PRS	Cooperation			
												Training on presentation	PRS	Cooperation			
												JCC					
												JCC/Eval					
													NCWD	SMWA	LGA	WDO	Others
2009 (3rd year)												Responsible organization/ persons					

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Annex - 3 PDM3

REVISED PROJECT DESIGN MATRIX (PDM)

Project Title: Project on Activation of the Women Development Centres (WDCs) to Improve Women's Livelihood
 Duration: 3 years (2007.1 – 2010.1)
 Project Area: Abuja, Kano
 Target Group: WDC Participants in 6 LGAs in the Kano State (6,000 persons), staff of concerned organizations (NCWD, SMWA, LGAs, and WDCs) (100 persons)

Version: November 26, 2008

Narrative Summary	Objective verifiable Indicators	Means of verification	Important Assumptions
<p>[Overall Goal] Women's empowerment is enhanced at the community and household level in Nigeria through making WDCs function better.</p>	<p>3. Continued increase of well-performing WDCs in accordance with the guideline to be revised. [This may be modified, depending on the revised guideline.] 4. Enhanced women's empowerment from the following viewpoints: (3) Continued improvement of women's contribution to household income (4) Continued improvement of women's participation in decision-making within household</p>	<p>1. Monitoring reports/papers to be produced by NCWD (tentative) 2. Nigeria Core Welfare Indicators (published annually) and/or Demographic survey (conducted on an irregular basis)</p>	<p>1. Continued supports to gender equality and women empowerment in NEEDS2 and 7 Point Agenda 2. Same with No. 1 and 2 of the important assumption of "Activity".</p>
<p>[Project Purpose] An effective guiding framework for activation and management of the WDCs is established by NCWD based on the experience of the project and others</p>	<p>An operational guideline on activation and management of WDC is finalized. (NOTE) The degree of "operational" will be assessed qualitatively from the following viewpoints: (3) Coverage of the issues to be included in the draft guideline (4) Assessment of practicality and applicability</p>	<p>1. Desk study on quality of the guideline to be conducted by the project 2. Questionnaire survey with concerned organizations on the guideline to be conducted by the project</p>	<p>1. Same with No. 1 and 2 of the important assumption of "Activity" 2. Dissemination efforts of the revised guideline will be made by NCWD, etc through appropriate budgeting, staffing, networking (between NCWD and the relevant agencies including the state ministries concerned and WDCs).</p>
<p>[Outputs] 1. WDCs in the project sites are activated, which are defined by (i) improved service quality of the target WDCs, (ii) increased positive recognition to the target WDCs, (iii) improved WDC management. 2. Draft guideline is developed based on the compiled good practices. 3. Capacity of the project team, which consists of NCWD and the Kano SMWA officials engaging in project</p>	<p>1-4. Improved quality of services provided by WDCs 1-1-1. Improved level of satisfaction of quality of WDC services by WDC participants from the following viewpoints [Continued improvement will be monitored with rating system regularly.] (6) WDC curriculum (7) WDC lecture and instructor (8) Support to participants/graduates (9) Equipment (10) Working materials 1-1-2. Improved quality of the framework of each WDC for capturing needs of women on WDC services [Continued improvement will be monitored with traffic light assessment regularly.]</p>	<p>1. Periodical monitoring reports/papers to be produced by the project 2. Desk study to be conducted by the project 3. Internal evaluation reports/papers on capacity of the project team, to be produced by the project</p>	<p>Same with No. 1 and 2 of the important assumption of "Activity" Continued NCWD's work for refining a guideline, which is not covered by the Project, e.g. collecting good practices of well-performing WDCs in other states in Nigeria in line with its work plan</p>

<p>implementation, is enhanced.</p>	<p>1-5. <u>Increased positive recognition on WDCs as a place of women's empowerment</u></p> <p>1-2-1. Improved level of positive recognition of the community people and non-WDC participants on WDCs. [Continued improvement will be monitored with traffic light assessment regularly.]</p> <p>(4) Husband views (5) Community stakeholder views (6) Non-WDC participant views</p> <p>1-2-2. Improved quality of the framework of each WDC for capturing needs of the community on WDC services [Continued improvement will be monitored with traffic light assessment regularly.]</p> <p>1-2-3. Continued improvement of empowerment of WDC participants</p> <p>1-6. <u>Improved WDC management</u></p> <p>1-3-1. Improved level of quality of WDC management [Continued improvement will be monitored with traffic light assessment regularly.]</p> <p>(4) Working environment (5) Filing and Keeping records (6) Reporting and feedback</p> <p>1-3-2. Improved level of quality of key elements for better WDC management [Continued improvement will be monitored with traffic light assessment regularly.]</p> <p>(5) Leadership (6) Staffing (7) Budget (8) Decision making</p> <p>2. <u>A guideline is revised /refined as scheduled in accordance with the Plan of Operation.</u></p> <p>3. <u>Enhanced capacity of the project team from the following viewpoints [Continued enhancement will be monitored with traffic light assessment regularly.]</u></p> <p>(4) Planning (5) Implementation of the project (including the field survey) (6) Management (process, time and output) (7) Report writing and presentation</p>	<p>[Activities]</p> <p>1.1.1 Select the target LGAs in Kano State</p> <p>1.1.2 Conduct the baseline survey to collect the following information in the selected LGAs.</p> <p>(1) Current condition of WDCs (2) Services for women provided by government agencies apart from WDCs or</p>	<p>[Inputs]</p> <p>Nigeria side</p> <p>1. Personnel</p> <p>(1) Project Director (DG of NCWD) (2) Project Manager (Director of PRS, NCWD, Project Coordinator (staff of PRS, NCWD)) (3) Deputy Project Coordinator (staff of PRS, NCWD)</p>	<p>[Inputs]</p> <p>Japan side</p> <p>1. Personnel</p> <p>(1) Japanese long-term expert: 1 person (Gender and Development) (2) Japanese short-term experts (Participatory</p>	<p>1. Continued supports (including budget allocation and disbursement) to women empowerment and WDCs by the Federal Ministry of Women Affairs, NCWD, SMWA, and the other organization concerned (including the local</p>
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<p>NGOs</p> <p>(3) Women's activities in a local market</p> <p>1.1.3 Develop the action plan to run WDCs based on the result of baseline survey 1-2, 2-1 and 3-1 and the previous year's results.</p> <p>1.1.4 Conduct the skill improvement training for WDC instructors</p> <p>1.1.5 Provide the necessary equipment for WDC activities.</p> <p>1.1.6 Organize and conduct the study tour to the advanced WDCs outside of the project sites for WDOs and WDC staff.</p> <p>1.1.7 Establish the support service for WDC graduates.</p> <p>1.1.8 Design and conduct the monitoring survey to assess the condition of WDCs in the project site in every six months.</p> <p>1.2.1 Design and conduct baseline survey to collect the following information in the selected LGAs.</p> <p>(1) Living condition of WDC participants, non-participant women, and their husbands.</p> <p>(2) Perception on WDC for participants, non-participant, and husbands</p> <p>1-2-2 Conduct the advocacy to policy makers in the pilot sites to raise awareness on WDC activation</p> <p>1-2-3 Sensitize people in the pilot sites to raise awareness on gender issues and WDC activation</p> <p>1.2.4 Organize and conduct study tour to cooperatives in the project sites for WDC participants</p> <p>1.2.5 Design and conduct the monitoring survey to assess the recognition of WDCs and women's empowerment in the selected LGAs in every six months</p> <p>1-2-6 Conduct a qualitative survey about the impacts on women's empowerment by WDCs activities</p> <p>1.3.1 Conduct the baseline survey to collect the following information in the selected LGAs.</p> <p>--Current condition of the management of</p>	<p>(4) Other NCWD CP x 8 persons (PRS x 6, TR x 2)</p> <p>(5) SMWA CP x 6 officials</p> <p>2. Facilities</p> <p>(1) Office for a long-term Japanese Expert and the project office at NCWD</p> <p>(2) Office for short term Japanese Experts at SMWA in Kano</p> <p>3. Local costs</p> <p>Budget allocation (e.g. transport and travel allowances for civil servants involved in the project, running cost, and operation cost)</p>	<p>survey) (Training planning) (Institutional Development and Organizational Strengthening): 2 to 3 persons per year as they are needed.</p> <p>2. Training in Japan 4 persons per year (for one month)</p> <p>3. Training in the third country as it is needed.</p> <p>4. In-country Training Twice per year for 50persons (for one month)</p> <p>5. Equipment</p> <p>(1) To NCWD</p> <p>*Vehicle for research and site visits</p> <p>*Office equipment for research</p> <p>*Audio-visual equipment for advocacy campaign</p> <p>*Training equipment for WDC instructor's training (for Department of Training)</p> <p>(2) To SMWA</p> <p>*Training equipment for WDC instructors' training (for the State owned WDC)</p> <p>(3) To WDCs in project sites (To LGA)</p> <p>*Equipment for WDCs</p> <p>*Equipment for WDCs graduates (rotating)</p> <p>6. Local cost</p> <p>(1) Operation cost for the project</p> <p>(2) Renovation of facilities of WDCs in project sites</p>	<p>government)</p> <p>2. Sustained institutional framework relating to gender equality and women empowerment (i.e. division of labors among FMWA, NCWD, Kano SMWA, and other organization concerned (including the local government)</p>
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<p>WDCs</p> <p>1.3.2 Design and conduct the management training on WDC.</p> <p>1.3.3 Establish the network to enhance WDC activities with all stakeholders.</p> <p>1.3.4 Design and conduct the monitoring survey to assess the condition of WDC management in the selected LGAs in every six months</p> <p>2.1 Compile the practices of WDC activation in the selected LGAs.</p> <p>2.2 Refine the practical guideline on the activation of WDC based on the practices compiled.</p> <p>2-3 Conduct the advocacy to other states to raise their awareness on WDC activation and to involve them into the WDC guideline forum.</p> <p>2.4 Organize the forum on the WDC guideline with the concerned agencies</p> <p>2.5 Collect good practices from other states and reflect them into the draft guideline.</p> <p>2-6 Revise the WDC guideline based on the result of 2-3 and 2-4.</p> <p>3.1. Long-term expert to provide day-to-day advice to the project team</p> <p>3.2. Hold training courses & workshops for the project team</p>		<p>Pre conditions</p> <p>1. Continued WDC's role in women's empowerment</p> <p>2. Continued NCWD's role in drafting a guideline for activation and management of the WDC in accordance with the communiqué adopted by the National Council for Women Affairs held in November 2006</p>
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