

Enhancing Capacity for Mainstreaming Gender in Nigeria's Water Sector Policies and Governance

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Front cover photo: Participants at the Training Workshop held in Ibadan (photo: Sapphire Media)

Back cover photo: Participant asking questions in training workshop held in Abuja (photo: Sarah Appiah)

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Content

Background	4
Purpose of the Training Manual	4
Core Learning Outcomes	5
Key Gender Concepts for Water Sector Mainstreaming	6
Training Methodology, Delivery, and Evaluation	8
Training Manual Structure and Module Summaries	8
The Training Modules	10
Module 1: Gender, Policy, Institutional Gaps, Governance Challenges and Coordination Mechanisms	10
Module 2: Conducting a practical gender analysis	13
Module 3: Action planning and institutionalizing gender (gap development)	15
Module 4: Gender-responsive budgeting and resourcing	14
Module 5: Strengthening institutional frameworks and GFPS (leadership and coordination)	18
Module 6: Data, monitoring, and sustainability (M&E/data systems)	19
Module 7: Best practices and future direction (vision)	20
Some tips for getting the mainstreaming done	21
References	22
Appendices	23
1. Detailed Session Timing/Agenda	23
2. Facilitator Notes and Conflict Management	26
3. Conceptual Answer Key for Critical Learning Outcomes	27
4. Suggested Group Discussion Questions	28
5. Tools and Templates for Gender Integration	28
Pre- and Post-Training Knowledge Assessment Instrument	35
Answer Key (For Trainer's Use Only)	38

Background

Women and girls disproportionately bear the burden of water scarcity and poor management in Nigeria (FMWR, NBS, UNICEF, 2022). However, women remain significantly underrepresented in staffing, leadership, and decision-making positions across the Water, Sanitation, and Hygiene (WASH) and Water Resources Management (WRM) sectors at all levels. A critical underlying factor contributing to these disparities is the absence of explicit gender provisions in key foundational water legislation and governance structures (Appiah et al., 2026; Adeoti, 2021). This absence of legal backing means that gender mainstreaming often remains an optional consideration rather than an enforced requirement, limiting accountability and resource allocation for gender-responsive initiatives. There is a need to better understand capacity development needs and enhance institutional capacity to minimize the challenges.

A capacity needs assessment was conducted under the CGIAR Policy Innovations Science Program, during [validation workshops](#) in Ibadan and Abuja in April 2025. This was to evaluate stakeholders' ability to mainstream gender considerations into water governance in Nigeria. The assessment identified gaps in knowledge, skills, institutional coordination, and implementation mechanisms among federal and state-level agencies. Participants and other stakeholders completed an online survey to capture insights on capacities, challenges, and priorities (Appiah et al. 2026). The findings inform this training manual, that provides practical strategies to strengthen gender mainstreaming in water policies and governance across Nigeria. It supports a national capacity-building agenda to: strengthen gender mainstreaming; build institutional accountability; improve gender-responsive budgeting; and enhance participation in water governance.

Purpose of the Training Manual

This training manual provides a comprehensive guide for strengthening gender integration across Nigeria's water sector. It draws from national priorities, institutional capacity needs, legal frameworks, and best practices to empower policymakers, technical experts, and gender focal points with actionable skills. The manual is modular, enabling flexible implementation for 1–2 day workshops, blended learning, self-study, and quick executive briefing sessions. It equips practitioners with the skills and tools necessary to:

1. Conduct a basic gender analysis of water sector policies and projects.
2. Develop a Gender Action Plan tailored to agency or departmental mandates.
3. Identify and apply gender-responsive budgeting strategies in water sector programs.

Beneficiaries include:

- Federal Ministry of Water Resources and Sanitation (FMWR&S)
- State Water Agencies (SWAs)
- River Basin Development Authorities (RBDAs)
- Federal Ministry of Women Affairs (FMWA)
- Relevant Committees of National and State Assemblies
- Water User Committees (WUCs)/ Water User Associations(WUAs)

This training aligns with:

- Constitution of the Federal Republic of Nigeria (gender equality provisions)
- National Water Resources Policy 2016
- Nigeria National Gender Policy (2012-2026)
- Sustainable Development Goals (SDG 5, 6, 10, 13)
- AU Agenda 2063
- CEDAW and other international instruments

Core Learning Outcomes

Upon completion of the training, participants will be able to:



1. Conduct a basic Gender Analysis

- Systematically assess a water sector policy project
- Identify differential impacts, roles and access/control over resources for women out men



2. Develop a Gender Action Plan (GAP)

- Competently create a clear, measurable Gender Action Plan
- Ensure integration of gender-responsive actions and indicators



3. Identify Gender-Responsive Budgeting (GRB) Opportunities

- Acquire the skill to identify opportunities for GRB
- Execute basic steps of gender-responsive budgeting within water sector program

Key Gender Concepts for Water Sector Mainstreaming

The successful implementation of gender mainstreaming in Nigeria's water sector requires a clear, shared understanding of core concepts to move beyond general awareness to concrete action. To effectively mainstream gender in water governance, the concepts below provide the essential framework to move beyond a "one-size-fits-all" approach by identifying specific power imbalances, tailoring technical and financial resources to address them, and ensuring that diverse voices have the actual power to shape the water systems they rely on:

- 1. Gender:** The socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for women and men. It is not synonymous with 'sex' (which is biological) but is learned, changes over time, and varies widely within and between cultures. Gender relations are the power dynamics that govern how women and men relate to each other, particularly concerning access to and control over resources (UNDP, 2006).
- 2. Gender Equality:** The state where women and men have the same rights, responsibilities, and opportunities in all sectors of society, including the water sector. It does not mean that women and men are the same, but that their different needs, priorities, and interests are equally valued and supported (SADC, 2015)
- 3. Gender Equity:** The process of being fair to women and men. This often requires differential treatment to compensate for historical and social disadvantages, to ensure a level playing field. For example, providing women-only training or a quota for water committee membership. Equity is the means; equality is the end result (UNDP, 2006).
- 4. Gender Approach:** A perspective or methodology used to analyze and address a development issue (like water management) by systematically considering the different experiences, needs, and capacities of women and men and the power dynamics between them (Robinson et al., 2024).
- 5. Gender Mainstreaming:** The process of assessing the implications for women and men of any planned action, including legislation, policies, or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic, and societal spheres so that women and men benefit equally, and inequality is not perpetuated (UN Habitat, undated; World Bank Group, 2016).
- 6. Gender Analysis:** A systematic process for identifying and understanding the differences and inequalities between women and men in a specific context (e.g., a community, a River Basin Development Authority's project area). It investigates roles, activities, access to and control over resources (land, credit, water), and constraints/opportunities (ADB, 2009).
- 7. Gender Analysis Matrix (GAM):** A participatory tool used to structure a Gender Analysis, helping stakeholders analyze the differences in gender roles, activities, access, and control in relation to a specific project or policy.
- 8. Gender-Responsive Budgeting (GRB):** The practice of analyzing and tagging a budget to determine how expenditures and revenues affect women and men differently. It involves re-allocating resources and setting up tracking codes to ensure adequate funds are specifically dedicated to gender equality outcomes in the water sector (e.g., funding for female water committee training).

9. **Gender Action Plan (GAP):** A time-bound, results-oriented plan that translates the findings of a Gender Analysis (gaps and constraints) into concrete, measurable activities, responsibilities, and indicators to promote gender equality within a policy, program, or agency (GWP and UNEP-DHI, 2021).
10. **Sex-Disaggregated Data:** Data that is collected and presented separately for women and men on specific issues. This data is the foundation for Gender Analysis and is crucial for monitoring the impact of water projects and for GRB accountability. (World Bank Group, 2016).
11. **Intersectionality:** In water policy, intersectionality is a lens used to understand how various social identities such as gender, race, class, age, ethnicity, and physical ability overlap to create unique experiences of discrimination or privilege. Intersectionality reminds us that: **a wealthy woman** in an urban area may have seamless access to piped water. **A poor, elderly woman** in a rural area might spend four hours a day fetching water from a contaminated source. An Indigenous woman might face additional barriers due to land rights or language gaps in policy documents. Without an intersectional approach, "gender-neutral" water policies often end up benefiting only the most privileged women while leaving the most marginalized further behind.
12. **Agency:** It refers to an individual's or group's capacity to make independent choices and act on those choices to achieve a desired outcome. In the context of water governance, it moves beyond seeing people as "beneficiaries" or "victims" of water scarcity. Agency in water systems looks like:
Voice: Having a seat at the table where decisions about water tariffs or infrastructure are made.
Leadership: Women holding positions as engineers, hydrologists, or heads of Water User Associations (WUAs). **Resource Control:** Having the legal or social power to decide how water is used for irrigation versus domestic needs. You can provide a community with a water pump (access), but if the women in that community lack the **agency** to manage its repair or decide its location, the system is likely to fail or become inaccessible.

Training Methodology, Delivery, and Evaluation

The training delivery uses a blended approach of pre-reading materials (e.g., key policy briefs, capacity needs assessment report). It is also based on practical, action-oriented exercises, group work, and scenario-based learning (e.g., policy review simulation, budgeting exercise).

The overall structure is modularly designed to allow for the delivery of stand-alone 'Quick Sessions' (e.g., 2-hour executive briefings) for time-constrained policymakers. These sessions will primarily focus on Modules 1, 4, and the strategic commitment aspects of Module 5. The manual mandates the inclusion of a comprehensive Pre- and Post-Training Knowledge Assessment to measure learning gain and impact (see appendices). There is also a follow-up mechanism to track the application of GAPs developed during the training. This requires Gender Focal Points (GFPs) to submit quarterly progress reports on the implementation status of their GAPs through the dedicated M&E platform (as described in Module 6).

Training Manual Structure and Module Summaries

The manual's structure, headings, and sub-headings are directly derived from the capacity gaps, needs, and recommendations identified in the Needs Assessment Report as shown in Table 1.

Table 1: Manual Structure and Module Summaries

Module Title	Focus/Content Summary	Institutional and Policy Alignment
Module 1: Gender, Policy, and the Nigerian Water Sector	Integration of the legal and constitutional basis for gender equality in Nigeria (e.g., non-discrimination clauses) within the policy framework. Reviewing the National Water Resources Policy to identify gaps and opportunities for gender mainstreaming, addressing the current low evidence of gender integration at the River Basin level. Connecting local actions to SDG 5 (full participation, leadership) and SDG 6 (water/sanitation for all, specific attention to women/girls) and AU Agenda 2063 (Aspiration 6: Full Gender Equality in All Spheres of Life).	Focus on legislative gaps and political commitment.
Module 2: Conducting a Practical Gender Analysis	Core training on conducting a basic Gender Analysis of water projects. This module uses the Gender Analysis Matrix and practical exercises based on real-life case studies. Focuses on identifying gender-specific roles, division of labour, access/control gaps, and needs.	Deep dive into the methodology and tools.

Module 3: Action Planning and Institutionalizing Gender	Competence training in designing and costing GAPS. Dedicated section on change management and communication strategies to address the challenge of cultural and social resistance by fostering dialogue and collaboration.	Focus on departmental plan creation and internal advocacy.
Module 4: Gender-Responsive Budgeting & Resourcing	Practical exercises on re-classifying existing budget lines to track gender-specific allocations. Focuses on the skill of identifying and creating dedicated budget lines for gender outcomes.	Focus on financial mechanisms and re-allocation exercises.
Module 5: Strengthening Institutional Frameworks and GFPs	Training on overcoming weak institutional coordination by detailing mechanisms for effective collaboration between the Water Sector and the Federal Ministry of Women Affairs.	Focus on institutional authority and external partnership.
Module 6: Data, Monitoring, and Sustainability	Focuses on establishing and utilizing data collection systems with gender-responsive indicators. Includes a section on Digital Literacy for Gender Focal Points, specifically related to the use of online monitoring and evaluation platforms for data submission and tracking.	Focus on data infrastructure and accountability.
Module 7: Best Practices and Future Direction	Inclusion of successful case studies of gender integration in water sector policies from other developing nations. Section on 'Mentorship and Peer-Learning Strategies' for post-training support. Explicit 'Sustainability Plan' section outlining how the training can be institutionalized and led internally by the Gender Focal Points (GFPs).	Focus on inspiration and long-term institutional embedding.

The Training Modules

Module 1: Gender, Policy, Institutional Gaps, Governance Challenges and Coordination Mechanisms

Gap Identified: Low awareness, policy misalignment, weak conceptual clarity, capacity gaps, weak institutional coordination, unclear mandates, poor resourcing.

1.1 Gender issues in water access, governance, and service delivery

Gender issues in the water sector manifest as discrepancies in roles, access, and control, leading to inefficiency and inequity Table 2.

Table 2: Gender Roles and Implications for Service Delivery

Dimension	Women's Roles	Men's Roles	Implication for Service Delivery
	Primary water collectors and managers for household use (domestic, health).	Primary decision-makers for large infrastructure projects (e.g., dams, pipelines).	Water points are often located far from homes, increasing the time poverty of women.
	Members of Water User Committees but often in non-signatory, maintenance roles.	Hold leadership positions in WUCs, RBDAs, and SWAs	Projects may fail because women's knowledge of water quality/usage patterns is excluded from design and investment decisions.
	Primary users of WASH/Sanitation services; often responsible for hygiene promotion.	Primary beneficiaries of irrigation schemes (land ownership laws favour men).	Inadequate female input leads to poorly designed facilities

1.2 Barriers and inequalities in Nigeria's water sector

The primary barriers are rooted in socio-cultural norms and institutional practices:

- **Cultural Barriers/Social Norms:** Traditional land tenure and inheritance systems often restrict women's ownership and control over water-fed land, limiting their influence in irrigation governance (Module 7).
- **Institutional Gaps:** The need for gender-disaggregated data is recognized, but the systems to collect and analyze it are often missing or non-functional, making gender planning difficult
- **Participation Gaps:** While representation targets may exist, women often lack the capacity or opportunity to exercise genuine influence and leadership.

Exercise: Role-playing scenarios of cultural resistance: Participants role-play a WUC meeting where a traditional leader or a male member resists the inclusion of women, practicing techniques for de-escalating and reframing the discussion.

1.3 Legal and constitutional basis for gender equality in Nigeria

- The Nigerian Constitution (1999, as amended): Provides the foundational guarantees against discrimination.
- National Gender Policy (2006): Mandates a 35% affirmative action for women in public service appointments, including agencies like the FMWR&S and RBDAs.
- International Commitments: Nigeria is signatory to CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women), which legally compel the government to integrate gender into sectoral policies.

1.4 Alignment with National Water Resources Policy, SDGs, AU 2063

- National Water Resources Policy: Participants must identify where the existing policy explicitly or implicitly mentions gender, and where it falls short of promoting substantive equality.
- Sustainable Development Goal (SDG) 5: Achieve gender equality and empower all women and girls. SDG 6.2: Achieve access to adequate and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.
- AU Agenda 2063 (The Africa We Want): Aspiration 6 specifically targets gender equality and women's empowerment, demanding that the water sector contributes to this vision.

1.5 Current institutional roles and gaps

- FMWR&S: Policy oversight, large project financing, and setting the tone for gender mainstreaming. Gap: Limited capacity to enforce gender mandates across the states and RBDAs.
- RBDAs/SWAs: Responsible for technical planning, project implementation, and water service delivery. Gap: Low technical capacity among staff to conduct Gender Analysis (Needs Assessment), leading to gender-blind project design.
- Gender Focal Points: Critical Gap: Often assigned without a clear mandate, adequate resources, or institutional authority to enforce compliance (Module 5).

1.6 Designing Effective Inter-Agency Collaboration and coordination Systems

Collaboration must move beyond ad-hoc meetings to formal structures:

- Formal Inter-Ministerial Working Group (IWG)
- Shared M&E Protocol: Use a common gender M&E protocol (Module 6) to ensure all agencies report on the same core gender-disaggregated indicators, streamlining reporting to the National Planning Commission.



Participant asking a question at the IWMI Stakeholder Training Workshop in Ibadan, Nigeria (*photo*: Sapphire media)

Module 2: Conducting a practical gender analysis

Gap Identified: Weak analytical skills among technical staff.

2.1 Gender analysis frameworks and tools

Gender Analysis (GA) is the process of examining the differences in women's and men's roles, rights, and responsibilities, and the relationship between them, in a specific context. The GA must be integrated into the project cycle from identification to evaluation Key Frameworks: Triple Role Analysis (reproductive, productive, community) and the Gender Analysis Matrix (GAM) (see Appendices).

2.2 Stakeholder mapping

Stakeholder mapping for gender analysis identifies the stakeholders, their relative power, interest, and influence regarding gender equality Table 3.

Table 3: Illustration of Stakeholder Mapping

Stakeholder Group	Role in Water Project	Current Gender Impact	Potential for Gender-Responsive Intervention
RBDA/SWA Technical Staff	Design/Implementation	Mixed/Gender-Blind	Training mandates (GFP leadership).
Community Women's Groups	Users, Water Management	High Interest, Low Power	Direct project involvement, capacity building, WUC quotas.
Traditional Leaders	Cultural Gatekeepers	High Power, Potential Resistance	Targeted communication/advocacy.

2.3 Understanding gender-disaggregated data

Gender-disaggregated data is quantitative data collected and presented separately for women and men, as well as data on their roles, access to resources, and decision-making power. It is crucial for moving from anecdotal evidence to informed planning.

- What to collect: e.g. Percentage of women vs. men in WUCs; number of female-headed households benefiting; distance traveled by women vs. men to collect water; participation rates in training programs (disaggregated); Women's interventions being followed up on..

2.4 Applying Gender Analysis Matrix (GAM) to water projects

The GAM is the primary tool. It systematically reviews project inputs and outputs against four key areas: Activities, Access, Control, and Constraints/Opportunities. This exercise transforms raw data into actionable insights.

Exercise

- Hands-on exercise using a Gender Analysis Matrix for a Nigerian water supply project: Participants apply the GAM to a case study (e.g., a community borehole project) to identify discrepancies in control (e.g., men controlling the WUC funds) and recommend solutions (e.g., a formal requirement for two female signatories on the bank account).
- Policy review simulation: analyze gaps in a State Water Agency Water Safety Plan (WSP): Groups review a sample WSP document, searching for gender-specific risks and mitigation measures (e.g., is security for women collecting water at night addressed)?



Participants conducting gender analysis in groups at the Workshop in Ibadan (photo: Sapphire media)



Participants presenting their group exercise on gender analysis at the IWMI Training Workshop in Abuja (photo: Sarah Appiah)

Module 3: Action planning and institutionalizing gender (GAP development)

Gaps identified: Lack of internal planning tools and unclear gender responsibilities.

3.1 Components of an effective GAP

A Gender Action Plan (GAP) is a living document that translates the findings of the Gender Analysis (Module 2) into concrete, time-bound, and budgeted actions that contribute to gender equality and project effectiveness.

- Key Principle: The GAP must not be a separate document but an integral part of the agency's main project implementation plan.

3.2 Setting gender-responsive indicators

Indicators must measure both quantitative (representation/outputs) and qualitative (impact/outcomes) change:

- Input Indicators: Measure resources allocated (e.g., Amount of GRB funds allocated to training by gender).
- Output Indicators: Measure direct project delivery (e.g., Number of women trained in borehole maintenance; Percentage of new land permits issued to women, youth, men, aged, physically challenged).
- Outcome/Impact Indicators: Measure long-term behavioral/status change (e.g., Increase in women's perceived influence on WUC decisions; Reduction in time spent collecting water).

3.3 Integrating GAPs into organizational strategic plans

Institutionalization means ensuring GAPs survive changes in management or funding. This requires:

- Mandatory Inclusion: The RBDA/SWA directorate must officially approve and mandate the GAP.
- Clear Responsibility: GAP actions are assigned not just to the GFP, but to relevant line departments (e.g., the M&E department for data, the technical department for inclusive design).

3.4 Resource needs and cost estimation

The GAP must estimate the budget needed for gender-specific activities (e.g., sensitization campaigns, women's training stipends, GRB-related M&E). This directly feeds into the Gender-Responsive Budgeting exercise (Module 4).

Practical Exercise:

- Participants develop a mini-GAP for a real ongoing project: Groups use the output of their Module 2 GA to draft specific objectives, activities, and indicators for an ongoing RBDA irrigation scheme or an SWA water supply project.
- Peer review of GAPs within mixed teams: Policymakers review for political feasibility and resourcing; Technical Staff review for technical feasibility and integration into work plans; GFPs review for compliance and advocacy potential.



Participants in groups developing a mini GAP for a project at the IWMI Training Workshop (*photo: Sapphire media*)

Module 4: Gender-responsive budgeting and resourcing

Critical Gap: Inadequate resource allocation for gender mainstreaming.

4.1 Introduction to gender budgeting

Gender-Responsive Budgeting (GRB) is about analyzing and tagging government budgets to ensure funds are allocated effectively to address gender inequalities. In the water sector, it means ensuring that funds reach both male and female beneficiaries equitably.

4.2 Types of gender budget allocations

GRB involves three approaches to resource analysis and allocation:

1. **Tagging:** Identifying and tracking existing budget lines that potentially benefit men and women differently (e.g., Training budget).
2. **Earmarking:** Creating new sub-lines or specific allocations dedicated to achieving gender objectives (e.g., NGN 3M for female leadership training and mentorship).
3. **Gender Impact Assessment:** Analyzing the expenditure on a project against its impact on gender equality.

4.3 Tracking and reporting gender expenditures

- **Coding:** SWAs/RBDAs must introduce new tracking codes (e.g., a specific code for gender activities) into their accounting software.
- **Reporting:** GFPs must utilize the tracking codes to report quarterly on how gender-earmarked funds were spent, feeding this into the M&E Platform (Module 6).

Practical Exercise:

- **Re-classifying existing budget lines to track gender-specific allocations:**
 - o **Reworking an SWA annual budget to highlight gender training allocations:** Participants take a budget line like Capacity Development (NGN 10M) and re-classify it using the GRB template to ensure a portion is earmarked for e.g. female staff or gender training.
 - o **Reassigning community engagement budget lines to reflect youth or women's participation:** Re-classify the "community mobilisation" budget to ensure funds are explicitly allocated for women's separate meeting logistics (e.g., childcare, appropriate meeting times) to boost their genuine participation.

Module 5: Strengthening institutional frameworks and GFPS (leadership and coordination)

Key Gap: Weak or unclear role of GFPS; need for leadership and authority.

5.1 Understanding the GFP mandate

The Gender Focal Point role must transition from a ceremonial title to a technical, policy-enforcing, and coordinating function.

- **The Mandate:** To coordinate gender mainstreaming across all departments, advise management on policy compliance, and monitor the implementation of the agency's GAP and GRB commitments.
- **Institutional Placement:** GFPS should ideally report directly to the Director General/Executive Director to grant them the necessary authority.

5.2 Leadership skills for gender coordination

GFPS need soft skills to navigate resistance and drive change:

- **Advocacy and Negotiation:** Persuading male-dominated management of the need for gender integration.
- **Communication:** Clearly articulating gender gaps using data (Module 6) rather than just normative arguments.
- **Change Management:** Introducing new processes (like the GAM and GRB) smoothly without creating institutional backlash.

5.3 Navigating institutional politics

Resistance often stems from a fear of losing control or power. GFPS should:

- **Seek Champions:** Identify key high-level male and female leaders (policymakers) who can endorse and defend gender initiatives.
- **Focus on Efficiency:** Frame gender integration as a solution to technical problems (e.g., poorly functioning water points) rather than solely a social justice issue.

5.4 How GFPS can lead internal gender mainstreaming processes

GFPS are responsible for internalizing the training:

- **Capacity Transfer:** GFPS must develop a plan to train their own colleagues using the tools learned in Modules 2, 3, and 4.
- **Leading the M&E System:** GFPS manage the data input and reporting process (Module 6), acting as the institutional 'knowledge hub' on gender progress.

5.5 Digital literacy for gender reporting

GFPS must be proficient in using for example an online M&E platform for timely and accurate quarterly reporting, eliminating paper-based inefficiency.

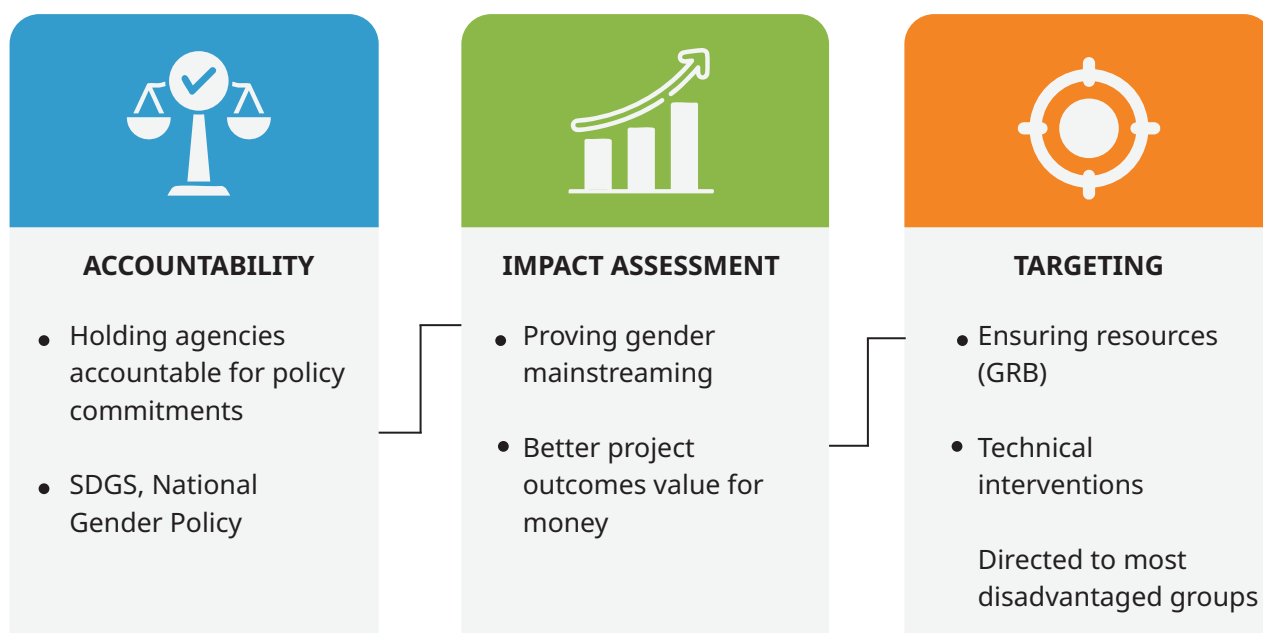
Exercise:

- **Individual GFP Leadership Action Plan:** A personalized plan detailing how the GFP will seek political buy-in, implement the GAP, and conduct internal capacity transfer over the next 12 months.

Module 6: Data, monitoring, and sustainability (M&E/data systems)

Gap: Lack of gender-disaggregated data systems and weak M&E.

6.1 Importance of gender-disaggregated data



6.2 Digital Tools for Monitoring (e.g., KoboToolbox, DHIS2, digital dashboards)

- KoboToolbox/ODK: Excellent tools for field-level data collection by technical staff (Module 2), allowing for direct input of sex-disaggregated data from communities via mobile phone/tablet.
- Digital Dashboards (e.g., Power BI/DHIS2): Used by GFPs and management to visualize the GAP M&E indicators in real-time.

6.3 Setting up agency-level gender M&E systems

The M&E system must be simple and integrated:

- Identify Core Indicators: A manageable list of 5-10 indicators (from Module 3) that all RBDAs/SWAs must report on.
- Define Reporting Frequency: Quarterly reporting is mandated to track the GAP implementation.
- Quality Assurance: GFPs must verify the data before submission (Spot-Check Verification, Monitoring Mechanism).

Exercises:

- Participants collect sample gender data: Using provided mobile phone templates (mock KoboToolbox), participants practice collecting field data on water access and WUC composition, focusing on correct gender disaggregation.
- Upload data into a mock online platform: Participants practice submitting the data to simulate the quarterly reporting process.
- Create simple gender indicators dashboards: Participants review the aggregated data to identify emerging trends (e.g., Why did women's participation drop in Q2?).

Module 7: Best practices and future direction (vision)

Derived from Recommendation: Exposure to global standards, address cultural and social resistance, and long-term institutionalization.

Use Case Studies for group discussions on some best practices within States. For example, Community-level gender communication: Techniques for delivering messages that resonate locally, using local languages and engaging influential community members (e.g., Queen mothers, religious leaders) to promote women's involvement.

Mainstreaming gender in Nigeria's water sector, requires moving from policy on paper, to practice on the ground. This calls for a localized, strategic approach. Best practice includes:

- Training women in the maintenance of hand pumps and solar-powered boreholes to ensure systems don't fail when men migrate for seasonal work.
- Successful community-managed projects in states like Kano and Ogun have shown that mandating at least 60% female representation on "Tap Committees" improves bill collection rates and hygiene maintenance.
- In regions where religious or cultural norms restrict women's public leadership, engaging traditional rulers (Emirs, Obas, and Obis) as "Gender Champions" has proven effective in validating women's participation in water governance.
- Aligning with the 2025 "Budget of Restoration," water ministries are encouraged to tag specific line items for "Women's Economic Empowerment", such as irrigation grants for female smallholder farmers.

Table 4 below provides examples of focus areas and suggested future priorities

Table 4: Focus Areas and Future Directions

Focus Area	Future Direction
Legal Reform	Amendment of the Water Resources Act to explicitly include gender parity clauses and decree women's participation in RBDA management.
Institutional	Moving from interim Gender Focal Points to Permanent Gender Units within the Federal Ministry of Water Resources and Sanitation, and State Water Boards.
Data and Technology	Implementing digital monitoring systems that track water access by sex-disaggregated data to identify hidden water poverty in rural areas.
Economic Linkage	Shifting the narrative from Domestic Water to Productive Water, ensuring there is equal rights to water for irrigation, livestock, and small-scale industry for everyone, especially for vulnerable social groups.

Some tips for getting the mainstreaming done

- Acknowledge that change is met with resistance. Social norms are the unwritten rules that dictate behavior, often limiting women's participation.
- Patriarchy in water governance often manifests in who sits at the table. If women are only consulted for domestic use but excluded from irrigation or infrastructure committees, the power remains unbalanced. Encourage the use of gender-disaggregated data at the leadership and beneficiary levels. It is important to promote patriarchal structures without triggering immediate defensive gatekeeping. Point out that by ignoring the specific water use patterns of women (domestic, small-scale subsistence, hygiene), water policies and governance systems are prone to fail.
- Frame gender mainstreaming as an effort to maximize development effectiveness (more sustainable water sources) rather than a cultural critique.
- Use the data and dashboards from Module 6 (M&E) to present Policymakers with concrete evidence of how the lack of gender integration is costing the agency money (e.g., project failure, grant non-compliance).
- Designing agency-level mentorship programs: Pairing senior, experienced staff (Technical/Policy) with new GFPs to transfer institutional knowledge and build political networks.
- Establishing GFP peer networks: Creating a formal FMWR/RBDA/SWA GFP network (online/in-person) for shared learning, troubleshooting, and mutual accountability.
- Annual mentorship roadmap: A 12-month calendar of mentorship meetings and peer-learning exchanges.
- Sustainability Plan for institutionalizing gender training under GFP leadership: where GFPs develop a strategy to embed the training content and tools (GAM, GAP, GRB) into the agency's annual training budget and curriculum, ensuring long-term continuity.
- Sustainability Plan: A formal document detailing how the agency will finance and mandate the continued use of the tools and systems developed (GAP, GRB, M&E).
- Post-Training Application Monitoring Tool: A final tool for GFPs to track their quarterly progress on the approved GAP.

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Appendices

This section provides the essential guidance, structure, and materials for facilitators to deliver the Capacity Training for Gender Integration in Nigeria's Water Sector Policies and Governance manual effectively, ensuring a high-quality, action-oriented, and differentiated learning experience.

1. Detailed Session Timing/Agenda

1-Day Intensive Agenda (8 Hours)

Time	Duration	Module	Activity/Focus	Audience Adaptation
08:00–08:45	45 min	1	Setting the Stage: Pre-Assessment, Introduction, Policy Landscape (SDGs, AU 2063, Nigerian context).	Focus on political commitment and legal imperative (Quick Session).
08:45–10:00	75 min	2	Gender Analysis Essentials Theory, Introduction to Gender Analysis Matrix (GAM). Practical Exercise (Case Study: Water Access Project).	Hands-on application of the GAM.
10:00–10:15	15 min	Break		
10:15–11:45	90 min	3	Developing a Gender Action Plan: GAP Checklist utilization. Group Work: Drafting a GAP section for a Water Authority project.	Technical: Focus on M&E indicators and technical actions. GFP: Focus on communication and advocacy actions.
11:45–12:30	45 min	4	Gender-Responsive Budgeting: Principles of GRB. Practical Exercise: Re-classifying Budget Lines.	Focus on budget authority and financial tracking (Quick Session).
12:30–13:30	60 min	Lunch		
13:30–14:30	60 min	5	Strengthening Institutional Mandate & Collaboration: Role of GFPs, Overcoming Weak Coordination (FMWR & Min. of Women Affairs). International Best Practices (Module 7).	Focus on leadership and internal coordination strategies.

14:30–15:30	60 min	6	Data, M&E, and Digital Literacy: Gaps in Disaggregated Data, Digital M&E Platforms, Follow-up Monitoring Mechanism for GAPs.	Technical: Focus on data collection methodologies. GFP: Focus on data utilization and reporting.
15:30–15:45	15 min	Break		
15:45–17:00	75 min	7	Change Management, Mentorship, and Sustainability: Addressing Cultural Resistance. Mentorship and Peer-Learning strategies. Group Work: Drafting an Agency-Specific Sustainability Plan. Post-Assessment.	Focus on long-term commitment and institutionalization.

2-Day Comprehensive Agenda (12 Hours)

Day	Time	Duration	Module	Activity/Focus
1	08:30–09:30	60 min	1	Focus on political commitment and legal imperative (Quick Session).
	09:30–11:00	90 min	2	Deep Dive Gender Analysis: Detailed application of the Gender Analysis Matrix (GAM) across two different Nigerian water sector scenarios (e.g., Irrigation vs. WASH).
	11:00–11:15	15 min	Break	
	11:15–12:45	90 min	3	Gender Action Plan (GAP) Workshop: Full Group Exercise on developing the objectives, activities, and M&E framework for a pilot GAP.
	12:45–13:45	60 min	Lunch	
	13:45–15:15	90 min	4	Gender-Responsive Budgeting Masterclass: Theoretical grounding, GRB checklist, and practical group exercise on re-classifying budget lines using a sample agency budget.

	15:15– 15:30	15 min	Break	
	15:30– 17:00	90 min	5	Institutional & Leadership Mandates: Detailed session on Strengthening the Mandate and Leadership of GFPs and inter-agency collaboration mechanics (FMWR/Min. of Women Affairs).
Day 2	08:30– 09:30	60 min	6	Gender Data Systems and M&E: The imperative of sex-disaggregated data. Technical requirements for a functional gender M&E system.
	09:30– 11:00	90 min	Differentiated Tracks	Policy Track: Policy Advocacy & Resource Mobilization. Technical Track: M&E Indicator Development & Data Collection Tools. GFP Track: Internal Training & Capacity Transfer.
	11:00– 11:15	15 min	Break	
	11:15– 12:45	90 min	Change Management and Sustainability	Change Management and Communication Strategies to overcome cultural resistance. Best International Practices. Mentorship and Peer-Learning Models.
	12:45– 13:45	60 min	Lunch	
	13:45– 15:15	90 min	Sustainability & Action Pledges	Development of the 'Sustainability Plan' section by groups. Review of Follow-up Monitoring Mechanism for GAPs. Final Action Pledges.
	15:15– 16:00	45 min	Finalization	Questions & Answers, Post-Training Assessment, Certificate Distribution.

2. Facilitator Notes and Conflict Management

Challenge Area	Facilitator Guidance
Cultural/Social Resistance (Module on Change Management)	Acknowledge that change is difficult and resistance is normal. Frame gender integration not as an external imposition, but as a path to more effective project outcomes (e.g., better cost recovery, reduced conflict, project sustainability). Use Nigerian/West African case studies to show that local contexts have successfully adapted these strategies. Pay attention to issues related to intersectionality and agency. Do not engage in arguments over cultural norms, but focus the conversation on institutional and policy compliance with national and international commitments (e.g., the Constitution, SDGs, AU).
Managing Mixed Audience Dynamics	Leverage Policymakers (PM): When PMs are present, frame technical content as accountability mechanisms and value-for-money. Give them the final word in plenary sessions to demonstrate political buy-in. Elevate GFPs: In Modules 3 and 5, explicitly ask GFPs to lead presentations and share institutional experiences, showcasing their expertise. Empower Technical Staff (Tech): Encourage Tech staff to challenge perceived policy barriers during practical exercises, channeling their on-the-ground knowledge to inform the GAP design.
Weak Institutional Coordination (FMWR&S/Min. of Women Affairs)	Use a Role-Play/Simulation Exercise where groups from the FMWR&S and the Ministry of Women Affairs must negotiate and agree on a joint M&E indicator or a shared budget line item. Focus the discussion on creating a Formal Inter-Agency MOU/Coordination Mechanism as a concrete output, rather than dwelling on past rivalry.
Policymaker Quick Sessions (Executive Briefings)	Maintain a high-level focus. Use the Pre-Assessment data to immediately show them their institutional gaps. Frame the entire session around the economic and social cost of inaction (e.g., failed projects, lost funding) and the Return on Investment (ROI) of implementing GRB and GAPs.

3. Conceptual Answer Key for Critical Learning Outcomes

Core Learning Outcomes	Exercise Type (Conceptual)	Key Components of a Correct Answer
Gender Analysis	Case Study: Review of a Water Borehole Procurement Project.	<p>Expected Output: Identification of key gaps such as: Gender Role: Women as primary users/collectors, men as committee members.</p> <p>Access Gap: Women lack control over fund allocation decisions. Need: Need for a security mechanism for water collection (women's safety) vs. Technical Need (borehole depth).</p> <p>Corrective Action: Mandatory representation of women on the Water Users Association at 50% (as per best practice).</p>
Gender Action Plan	Exercise: Draft a GAP for a new River Basin Authority Policy (e.g., Irrigation Water Use Permit).	<p>Expected Output (Template): A clear, measurable objective (e.g., By 2026, increase women's access to irrigation water permits by 20%). Activity: Targeted sensitization for female farmers. Responsible Party: GFP & Technical Extension Officer. Indicator: % of new permits issued (Disaggregated Data).</p>
Gender-Responsive Budgeting	Exercise: Re-classify 3 existing budget lines (e.g., Training, Infrastructure, M&E).	<p>Expected Output: Budget Line Re-classification: Original: NGN 5M for "Staff Capacity Building." GRB Re-classified: NGN 3M for "General Training," NGN 2M Earmarked for "Leadership Training for Female Engineers/GFPs." The correct answer demonstrates the ability to tag, track, and re-allocate funds specifically for gender outcomes.</p>

4. Suggested Group Discussion Questions

1. Policy & Institutional (Modules 1 & 5):

- o “Beyond the lack of a legal decree, what is the single biggest informal, institutional barrier that prevents your agency from collaborating effectively with the Ministry of Women's Affairs on water projects?” (Targets weak coordination)
- o “If you were to revise the National Water Resources Policy today, what is the one gender-responsive clause you would add, and why would it compel action from the RBDAs?”

2. Technical & Practical (Modules 2 & 3):

- o “In your last project, where did the failure to collect sex-disaggregated data lead to the most significant gender-blind outcome? How would the Gender Analysis Matrix have prevented this?”
- o “A male-dominated committee rejects your draft GAP as 'unnecessary paperwork.' How do you, as GFP or Technical Staff, reframe the GAP as a quality assurance and risk mitigation tool?”

3. Budgeting & Sustainability (Modules 4 & 7):

- o “What is the main obstacle to setting up a dedicated budget line for gender activities in your agency: political will, accounting systems, or lack of skilled personnel? Which one is easiest to overcome first?”
- o “Given the 1–2-day training limit, what are the three most critical follow-up actions (Mentorship, Data Reporting, Policy Review) that your group must commit to within the next six months to ensure this training is not forgotten?”

5. Tools and Templates for Gender Integration

This section contains the essential, action-oriented tools for use during the training and subsequent implementation in institutions like the Federal Ministry of Water Resources (Federal Ministry of Water Resource and Sanitation (FMWR&S), State Water Agencies, and River Basin Development Authorities (RBDAs). These templates support the achievement of the three critical learning outcomes: Gender Analysis, Gender Action Plan development, and Gender-Responsive Budgeting.

Gender Analysis Matrix (GAM) for Water Sector Projects

The Gender Analysis Matrix (GAM) is a rapid, participatory tool used to analyze the different impacts of a policy or project on women and men, and to identify necessary gender-responsive adjustments. It helps participants move beyond simply collecting sex-disaggregated data to analyzing the power dynamics and roles that drive inequalities in the water sector.

Analysis Category	Question	Women's Roles, Responsibilities, and Knowledge	Men's Roles, Responsibilities, and Knowledge	Discrepancies /Inequalities and Root Causes
1. Activities (Who does what?)	What are the current and project-related tasks/activities performed by women and men in relation to the water resource (e.g., collection, maintenance, decision-making, farming)?			Gaps Identified: (E.g., Women collect water, men control borehole maintenance contracts.)
2. Access (Who can use what?)	Who has access to the resources/benefits (e.g., water points, land, training, credit, decision-making platforms) provided by the policy/project?			Barriers to Access: (E.g., Discriminatory land tenure laws, meeting times exclude women.)
3. Control (Who has power over what?)	Who controls the resources and benefits (e.g., cash earnings from water fees, technology choice, project funds, policy agenda)? Control implies the ability to make decisions about use and distribution.			Power Imbalances: (E.g., Women are on water committees but men hold all signatory roles.)
4. Constraints/Opportunities	What social, cultural, or institutional norms limit the participation of women/men? What opportunities exist to address these?	Constraints: (E.g., Lack of political will, cultural resistance.)	Opportunities: (E.g., Strong gender focal point network, national gender policy.)	Recommended Intervention: (E.g., Reserve 40% of all committee seats for women; mandate training for traditional leaders.)

Gender Action Plan (GAP) Checklist and Template

The GAP Checklist is used to ensure a policy or project proposal systematically incorporates gender dimensions from design to evaluation:

Criterion	Check (Yes/No)	Notes for Implementation (Action Required)
Alignment		
1. Is the GAP directly linked to an identified gap from a Gender Analysis (Appendix A)?		
2. Does the GAP align with the agency's overall strategic plan (e.g., FMWR&S mandate)?		
Activities & Outcomes		
3. Does the GAP contain at least one activity that directly addresses women's leadership/decision-making (SDG 5.5)?		
4. Are specific resources (e.g., budget, staff time, technical assistance) allocated for each gender activity?		
Monitoring and Data		
5. Are all indicators sex-disaggregated and measurable?		
6. Is a clear mechanism defined for the Follow-up Monitoring of GAP activities (e.g., quarterly reporting via the online M&E platform)?		
Institutional & Sustainability		
7. Are specific Gender Focal Points or responsible staff members assigned for each action?		
8. Does the plan include an action for Inter-Agency Collaboration (e.g., a formal meeting with the Ministry of Women Affairs)?		

Gender Action Plan Template (e.g. 5-Year Outlook)

Gender Objective (What change do we seek?)	GAP Activity (How will we achieve it?)	Responsible Party (Who leads?)	Timeline	Required Budget (NGN) (Linked to GRB)	Success Indicator (How do we measure it?)	M&E Data Source
Example: Increase women's participation in water facility management.	Conduct targeted, women-only training on basic water system maintenance in 3 RBDAs.	GFP & Technical Extension Staff	Year 1-3	Earmarked GRB Funds from Capacity Budget Line	% increase of women certified in maintenance skills.	Training logs, Certification database (Sex-disaggregated)

[Policy/Program Specific Objective]

[Policy/Program Specific Objective]

[Policy/Program Specific Objective]

Gender-Responsive Budgeting Tracking Tool

This tool is used as practical exercise to demonstrate how existing budget lines can be re-classified and tracked to ensure resources address identified gender gaps.

Original Budget Line Item (Example)	Original Allocation (NGN)	Identified Gender Gap (from GA)	Proposed GRB Re-classification/ Tagging	Gender-Specific Allocation (NGN)	Justification (Why this allocation?)
Capacity Development and Training	10,000,000	Women are underrepresented in technical and managerial training (GFP capacity is weak).	Sub-Line 1: General Technical Training (70%) Sub-Line 2: Dedicated GFP/Women's Leadership Training (30%)	3,000,000 (30% of original)	To address the capacity gap by specifically funding GFPs and female technical staff, strengthening their leadership mandate.
Project M&E and Data Systems	5,000,000	Lack of sex-disaggregated data and online reporting tools.	Sub-Line: Development/ Adoption of Digital M&E Platform	2,500,000 (50% of original)	To fulfill the requirement for a digital platform capable of collecting sex-disaggregated data and tracking the Follow-up Monitoring Mechanism.
[Agency-Specific Budget Line]					
[Agency-Specific Budget Line]					

Follow-Up Monitoring Mechanism for Gender Action Plans (GAPs)

The monitoring mechanism is designed to transition the learning from the workshop to concrete institutional action, addressing the weakness in post-training follow-up and accountability.

The Gender Accountability Reporting Cycle

The mechanism operates on a quarterly reporting cycle for 12 months post-training, focusing on the GAPs developed by each participating agency (e.g., specific RBDA or State Water Agency).

Phase	Duration	Responsible Party	Activity
Quarter 1 (Q1)	3 Months Post-Training	Gender Focal Points (GFPs)	Finalize and secure institutional approval for the developed GAP (CLO 2). Submit initial report documenting approval and any re-classified budget lines (CLO 3) to the Monitoring Body via the online M&E Platform.
Quarters 2-4 (Q2-Q4)	9 Months	GFPs & Technical Staff	Implement GAP activities. GFPs upload quarterly progress reports to the online M&E platform, focusing on progress against sex-disaggregated indicators and challenges encountered (linking data to Module 6).
Mid-Year Check (Q2)	6 Months	Training Implementing Body	Conduct virtual or physical spot-check verification and coaching/mentorship calls with a select sample of participating agencies, focusing on reviewing the integrity of the collected gender-disaggregated data.
Final Review	12 Months	Training Implementing Body / FMWR	Conduct a formal impact review of the submitted GAPs, identifying successful best practices for knowledge sharing and potential scale-up across the sector.

The Online M&E Platform (Module 6 Linkage)

The mechanism mandates the use of a simple, dedicated online monitoring and evaluation platform (addressed in Module 6 on Digital Literacy) for all reporting.

Feature	Monitoring Function	Accountability Link
Gender-Disaggregated Data Input	Mandatory fields for all indicators requiring data separated by gender (e.g., % of women, men, youth trained).	Directly addresses the lack of established gender-disaggregated data systems.
Budget Tracking Link	GFPs must link reported progress to the specific re-classified budget lines (GRB allocations).	Tracks the challenge of inadequate resourcing and budget allocation for gender initiatives.
Coordination Log	Mandatory log of all official communication and meetings with the Federal Ministry of Women Affairs.	Tracks the challenge of weak institutional coordination.

Pre- and Post-Training Knowledge Assessment Instrument

This assessment instrument is designed to measure knowledge gain across the three critical learning outcomes and key institutional topics covered in the training manual.

Instructions for Participants.

This assessment helps us measure the effectiveness of the training. Your answers will be kept confidential and will not affect your employment. Please answer all questions to the best of your knowledge.

Format:

- Total Questions: 20
- Time: 20 Minutes
- Target Score Gain (Post-Assessment): A minimum 30% increase in score is the training objective.

I. Institutional & Background Information

1. Agency/Organization: (Short Answer Text)
2. Role/Position: (Multiple Choice)
 - Policymaker/Directorate (e.g., Permanent Secretary, Executive Director)
 - Technical Staff/Engineer/Planner (RBDA/SWA)
 - Gender Focal Point (GFP)
 - Other (Specify)
3. Years of Experience in Water Sector: (Multiple Choice)
 - < 2 Years
 - 2 – 5 Years
 - > 5 Years
4. Have you previously received formal training on Gender Mainstreaming? (Yes/No)

II. Knowledge Assessment (20 Questions)

A. Foundational Concepts and Policy (Modules 1 & 7)

1. Multiple Choice: Which statement accurately defines "Gender" as a concept used in development?

- a) The biological differences between men and women.
- b) The socially and culturally determined roles and responsibilities assigned to women and men.
- c) The legal status of women versus men in Nigeria.
- d) The difference in asset ownership between men and women.

2. Gender Equity and Gender Equality mean the exact same thing.

- a) True
- b) False

3. Multiple Choice: Which Sustainable Development Goal (SDG) is most directly focused on achieving gender equality in all sectors, including water?

- a) SDG 1 (No Poverty)
- b) SDG 5 (Gender Equality)
- c) SDG 6 (Clean Water and Sanitation)
- d) SDG 17 (Partnerships for the Goals)

4. Short Answer: The Nigerian National Gender Policy (2006) mandates what minimum percentage of affirmative action for women in public appointments? (Provide a number)

5. Multiple Choice: The "Triple Role Analysis" in gender planning categorizes women's work into which of the following three areas?

- a) Political, Economic, and Social
- b) Productive, Reproductive, and Community Management
- c) Financial, Technical, and Administrative
- d) Global, National, and Local

B. Gender Analysis (GA) and Technical Skills (Module 2)

6. Multiple Choice: The primary purpose of conducting a Gender Analysis before a project begins is to:

- a) Ensure women are hired in high-level project positions.
- b) Identify differences in roles, access, and control to prevent gender-blind outcomes.
- c) Calculate the project's financial budget for all staff.
- d) Guarantee the project receives international funding.

7. Scenario/Multiple Choice: In the Gender Analysis Matrix (GAM), if a male-dominated Water User Committee controls the bank account for water fees, this gap would primarily fall under which GAM category?

- a) Activities (Who does what?)
- b) Access (Who can use what?)
- c) Control (Who has power over what?)
- d) Constraints/Opportunities

8. The lack of sex-disaggregated data (e.g., number of male vs. female staff trained) is a major institutional gap hindering gender mainstreaming in Nigerian water agencies.

- a) True
- b) False

9. Multiple Choice: Which of the following is an example of a gender-disaggregated data point for a training program?

- a) Total number of people trained: 150.
- b) Total training expenditure: NGN 500,000.
- c) Number of male staff trained: 100; Number of female staff trained: 50.
- d) Total training duration: 3 days.

10. Short Answer: In the context of the water sector, name one specific socio-cultural barrier that limits women's participation in water governance (e.g., in an RBDA irrigation scheme).

C. CLO 2: Gender Action Plan (GAP) Development (Module 3)

11. Multiple Choice: What is the most critical feature of a Gender Action Plan (GAP) indicator?

- a) It must be difficult to measure.
- b) It must be approved only by the GFP.
- c) It must be Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) and sex-disaggregated.

d) It must be separate from the agency's main project document.

12. Scenario/Multiple Choice: If a GAP objective is to "Increase women's access to new irrigation water use permits by 30% by 2027," which is the best Outcome Indicator?

- a) Total budget spent on the irrigation scheme.
- b) Percentage of new water use permits issued to female landholders.
- c) Number of male farmers using the irrigation scheme.
- d) Total number of dams constructed.

13. True or False: For successful institutionalization, GAP activities must be assigned to and owned by line departments (e.g., Technical, Finance) and not just the GFP.

- a) True
- b) False

14. Short Answer: List one structural element required to ensure a GAP transitions from a document to an implemented action. (e.g., budget, leadership, M&E)

D. CLO 3: Gender-Responsive Budgeting (GRB) (Module 4)

15. Multiple Choice: Gender-Responsive Budgeting (GRB) primarily involves:

- a) Creating a separate budget for the Ministry of Women Affairs.
- b) Analyzing and tagging budget lines to ensure funds address identified gender inequalities.
- c) Reducing the overall project budget to save money.
- d) Ensuring that all equipment purchased is pink.

16. Scenario/Multiple Choice: If a State Water Agency re-allocates NGN 2 Million from the general "Training" budget to a new sub-line specifically for "Female Technical Leadership Training," this action is best described as:

- a) Budget Tracking
- b) Earmarking
- c) Policy Review
- d) Stakeholder Mapping

17. True or False: A primary goal of GRB in the water sector is to track expenditure against gender-specific codes, linking financial spending to the GAP (Module 3).

- a) True
- b) False

E. Institutional Gaps and Coordination (Modules 1, 5, 6)

18. Multiple Choice: The biggest institutional gap for Gender Focal Points (GFPs) in the Nigerian water sector, as identified in the manual, is often the lack of:

- a) Technical engineering skills.
- b) Clear mandate, institutional authority, and dedicated resources.
- c) Knowledge of the country's rainfall patterns.
- d) Experience in international diplomacy.

19. Short Answer: Name one specific formal mechanism (e.g., committee, document) that must be established to improve coordination between the Federal Ministry of Water Resources (Federal Ministry of Water Resources and Sanitation(FMWR&S) and the Federal Ministry of Women Affairs (FMWA).

20. Multiple Choice: Which of the following represents the most effective follow-up monitoring mechanism for tracking GAP implementation post-training?

- a) A single end-of-year report compiled manually.
- b) Annual interviews with one project beneficiary.

- c) Mandatory quarterly progress reports submitted by GFPs via a digital M&E platform (with spot-check verification).
- d) A review of the original policy document.

Answer Key (For Trainer's Use Only)

Question number	Correct Answer	CLO/Module Focus
1	B	Module 1: Foundational Concept (Gender)
2	B (False)	Module 1: Foundational Concept (Equity vs. Equality)
3	B	Module 1: Policy Alignment (SDGs)
4	35%	Module 1: Legal Basis (National Gender Policy)
5	B	Module 2: Analytical Tool (Triple Role)
6	B	Module 2: CLO 1 (GA Purpose)
7	C	Module 2: CLO 1 (GAM Application - Control)
8	A (True)	Module 6: Data Gap
9	B	Module 6: Data Definition
10	(Varies, e.g., Land ownership rules, Meeting times/locations, Cultural norms on leadership)	Module 7: Social Norms/Barriers
11	C	Module 3: CLO 2 (GAP Indicator Quality)
12	B	Module 3: CLO 2 (Indicator Type)
13	A (True)	Module 3: GAP Institutionalization
14	(Varies, e.g., Budget/GRB, Formal DG/ED approval, M&E system integration)	Module 3: GAP Institutionalization
15	B	Module 4: CLO 3 (GRB Purpose)
16	B	Module 4: CLO 3 (GRB Mechanism)
17	A (True)	Module 4: GRB M&E Link
18	B	Module 5: GFP Mandate Gap
19	(Varies, e.g., Formal Inter-Ministerial Working Group (IWG), Shared M&E Protocol/MOU)	Module 1: Coordination
20	C	Monitoring Application



Facilitator answering questions raised by participants at IWMI stakeholder workshop at Ibadan (photo: Sapphire media)

Gender Action

Gender Objective (What change do we seek?)	GAP Activity (How will we achieve it?)	Responsible Party
Example: Increase women's participation in water facility management.	Conduct targeted training on water system maintenance for women.	WFP
[Policy/Program Specific Objective]		
[Policy/Program Specific Objective]		
[Policy/Program Specific Objective]		



Gender Analysis Matrix

Analysis	Women's role	MEN'S ROLE	Needs
Site location Construction & Comm. H/W	Welfareism Hospitality	Site Visits	
Siting of the Project	Financial Mgt	Siting of location by community leaders	
Physical layout	Accountability	✓	
Installation of pipes		✓	
Training, Usage & Maintenance	✓	✓	
Sustainability	✓	✓	

Group Presentation at the IWMI Stakeholder Workshop at Ibadan (photo: Sapphire media)



CGIAR's Policy Innovations Program delivers science-based evidence to strengthen policies, markets, and institutions. The initiative supports coherent policies across food, land, and water systems by analyzing policy synergies and trade-offs, the political economy of natural resources system transformation, just transition, and cocreating solutions in partnership with policy makers and think tanks for effective, impactful, and equitable policymaking.

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