

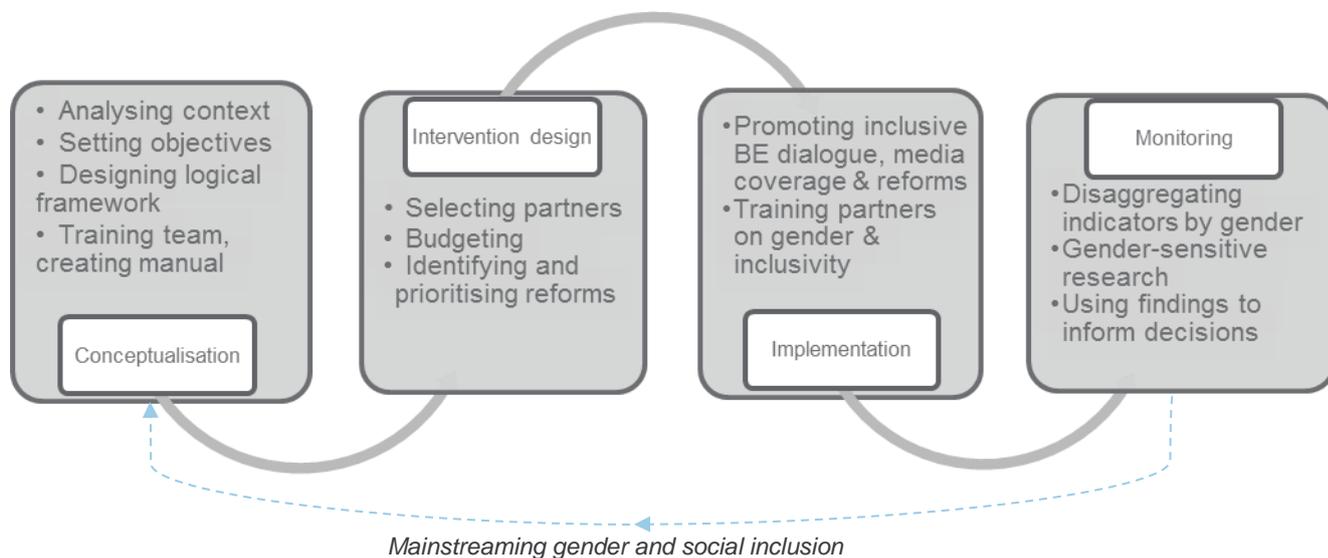
Enhancing Nigerian Advocacy for a Better Business Environment

Annex 3 – Impact reforms



Gender and social inclusion

ENABLE2 mainstreamed gender and social inclusion (GESI) into its approach. ENABLE2 considered how it could improve gender equality and social inclusion when conceptualising, designing and implementing and monitoring interventions, issues and partnerships.



> Conceptualisation

- > *Analysing context.* ENABLE2's strategy was informed by secondary research on the barriers faced by women in northern Nigeria.¹ Equally, ENABLE2 also interviewed thousands of micro-enterprise owners in its focal states, to understand their perceptions of the business environment and their priorities.
- > *Systemic change objectives.* ENABLE2 also considered GESI when deciding which systemic changes to target in each of its components. Several of these objectives, by themselves, improve social inclusion. For example, persuading journalists to report more from rural areas; improving the advocacy skills of grassroots advocacy organisations; persuading government Ministries, Departments and Agencies (MDAs) to include more women and more micro-entrepreneurs in policy dialogue; and building the capacity of low-cost research providers.
- > *Designing logical framework.* ENABLE2's logframe disaggregated the programme's Impact targets by gender. This helped the programme monitor and report its GESI-related performance and to ensure that its GESI achievements are recognised.
- > *Training team members, creating manual.* ENABLE2's Core Team received gender awareness training and training on how to operationalise GESI in their work. The programme's Gender

¹ ENABLE2's Business Case cites 2010 research by Islamic Development Bank and the World Bank, stating that women make up between 18% and 31% of business owners in Nigeria. ENABLE2's Gender and Social Inclusion Manual also includes a section analysing gender and social inclusion in northern Nigeria.

Specialist also developed a GESI Manual, the programme's reference document on its approach to inclusiveness.

> **Intervention design**

- > *Selecting partners.* When choosing advocacy and media partners, one criterion was the number of women among their members/ listeners. Another consideration was the proportion of members or listeners that are micro-enterprises. ENABLE2 sometimes chose to work with "elite" advocacy organisations where these were pushing for reforms that would benefit micro-enterprises. However, the programme also partnered with grassroots, women-centred organisations such as the Quintessential Business Women's Association (QBWA), Kaduna Women's Economic Advancement Forum (KAWEAF) and Women's Economic Empowerment Organisation (WEEO) in Katsina, even when this meant targeting smaller and more localised reforms.
- > *Budgeting.* Where some programmes may only make token investments in GESI-related interventions, ENABLE2 invested significantly in such interventions. For example, ENABLE2 invested sizeable resources in building the capacity of QBWA, whose members are mostly women-owned micro-enterprises. Likewise, we directed the majority of ENABLE2's Media Component spend towards Hausa-language media outlets that provide information primarily to poor women and men.
- > *Identifying and prioritising reforms.* As mentioned above, a potential reform's contribution to GESI was one of the criteria we used to decide whether we should prioritise it.

> **Implementation**

- > *Promoting inclusive business environment dialogue.* Where public-private dialogue existed previously in Nigeria, it mainly involved government talking to wealthy, influential businessmen and "elite" business membership organisations. ENABLE2 encouraged MDAs partners to break this pattern, inviting micro-enterprises and their grassroots associations to participate in dialogue. ENABLE2 also built the capacity and confidence of grassroots advocacy organisations such as the Nigeria Automobiles Technicians Association (NATA), Katsina Traders Association (KTA) KAWEAF, and WEEO to engage policy-makers in dialogue. Furthermore, ENABLE2 encouraged its partners to give particular attention to business environment issues affecting women by organising 'Gender and Business' dialogues in Kaduna, Katsina and Jigawa.
- > *Promoting inclusive media coverage.* Before ENABLE2 intervened, northern Nigeria's radio stations mainly interviewed businesspeople near their inner-city offices, as these were the most convenient people to interview. The views of and concerns of peri-urban and rural women and men were underreported. ENABLE2 trained, persuaded and mentored these radio stations to report more from rural and peri-urban areas. Four or more have done this. Freedom Radio Kano has gone even further, piloting a model called 'Community Journalism' where the station enlists reporters, including women, who live in rural Kano State villages. These reporters relay information to Freedom Kano headquarters about emerging business issues in their areas, ensuring that the station has real-time access to the concerns of its rural listeners.
- > *Encouraging gender-sensitive media coverage.* To encourage media houses to feature more of the views and concerns of women, ENABLE2 trained six partner radio stations on gender

inclusivity in May 2017. The training helped radio programme producers and presenters appreciate that business environment issues affect their female listeners, including those whose mobility is restricted due to social norms around *pardah*² and hence the importance of getting women's perspectives on these business environment issues.

- > *Promoting inclusive reforms.* ENABLE2 has helped to empower women and socially marginalised micro-entrepreneurs through most of the reforms it has achieved. Reforms that have made significant contributions to GESI include: implementing the Central Bank of Nigeria's access to finance scheme through QBWA and the Kano Business Advocacy Coalition (KaBAC); investment in Kano's tie and dye sector; and, reducing harassment of mechanics and truck drivers in Kaduna.
- > **Monitoring**
 - > *Disaggregating indicators by gender.* As mentioned above, ENABLE2 disaggregated its logframe impact Indicators by gender where feasible. Equally, ENABLE2 disaggregated the findings of its impact assessment studies by gender, to understand how a specific reform had benefited women as well as men. The programme likewise in its 2015 and 2016 Micro-Enterprise Perception Surveys interviewed women and as well as men, and analysed the similarities and differences in which business environment constraints matter most to women as compared to men.
 - > *Gender-sensitive research.* The programme took into account northern Nigeria's gender norms when doing research. For example, we used female enumerators when interviewing women in our focal states.
 - > *Using findings to inform decisions.* For example, we noticed from our monitoring that several northern radio stations had failed to include more women's voices in their programmes, despite receiving our encouragement to do so. These findings led us to deliver the gender awareness training mentioned above.

Based on our experience implementing the GESI approach outlined above, we have identified three primary lessons for other programmes:

- > **Prioritise reforms relevant to large numbers of micro-entrepreneurs, especially women.** Many business environment programmes target reforms which mainly benefit large, wealthier businesses in the formal economy. In contrast, ENABLE2 has contributed to numerous reforms which primarily benefit those on the margins, such as reducing harassment by local government tax and vehicle inspectors.³ A key mechanism for ENABLE2 to achieve this was the programme's decision to partner with grassroots advocacy organisations, and to let them identify reforms relevant to their members.
- > **Consider attitudes towards GESI when hiring staff.** ENABLE2's attention to GESI is partly due to the priority given to GESI by its Core Team.
- > **GESI guidance is most useful when it is concise, not comprehensive.** ENABLE2's 51-page GESI Manual aimed to cover every possible way in which the programme could apply GESI considerations to programme delivery. Its lengths lead many readers to suffer from "information

² *Purdah* refers to the Islamic practice of female seclusion, common across Northern Nigeria that requires that women stay hidden from men and strangers.

³ For more information on the reforms which ENABLE2 contributed to, see Section 2.2 (Impact).

overload.” ENABLE2 planned to shorten the manual, focusing on what we felt were the most important GESI considerations as previously noted. We dropped this plan in light of early programme closure, whilst continuing to apply the principles.