

**REPORT OF A CAPACITY BUILDING WORKSHOP FOR GENDER AUDIT
FACILITATORS
HELD AT HBC RESORT JOS, PLATEAU
5-10 October, 2008**

Led by the gender theme group with two facilitators 1 from the International Labor Organization's Office of Gender Equality in Geneva, Switzerland, a hands on capacity building for gender audit facilitators training was held in Jos during the 5-10th October, 2008. Co-organized by ILO and UNIFEM Nigeria offices, other participatory agencies, government, and CSOs included the following: UNFPA, UNESCO, UNICEF, WHO, FAO, UNDP, UNIFEM Liberia, UNHCR Liberia, Ministry of Women Affairs, Ministry of Health, National Planning Commission, Ministry of Labour, Nigeria Labour Congress (NLC), ECOWAS, National Council of Women Societies (NCWS), Gender and Constitutional Reform of Nigeria (GECORN) and the UNRC.

Background:

Mainstreaming gender in the current UNDAF (2009-2012) is obviously critical for the realization of the mandate of UN agencies providing development assistance to Nigeria. This is the driving force behind the idea mooted in 2007 to conduct a gender audit of UN agencies in order to ensure that gender issues are well reflected across board in the business of UN system in Nigeria, in view of the fact that UN agencies have been a significant force behind the promotion of gender mainstreaming as a development strategy. Thus, a gender audit and its attendant possible re-strategising becomes necessary to enable the UN remain relevant and effective in delivering its commitments to Nigeria and to enhance its collective capacity in the fulfillment of its mandate for promoting gender equality. Led by the UNIFEM, the Chair of UN Theme Group on Gender, a proposal for a Participatory Gender Audit (PGA) was presented to the UNCT on 5th June 2008 and approval secured. The theme group, afterwards, liaised with ILO Abuja office to link up with ILO Geneva HQ who would provide the resource persons.

Monday, 6 October, 2008

I. What is a Participatory Gender Audit?

A Participatory Gender Audit (PGA) is a tool and a process based on a participatory methodology. It promotes organizational learning on mainstreaming gender practically and effectively.

A gender audit:

¹ The Gender Audit training was facilitated by a team of Ms. Jyoti Tuladhar and Mr. Geir Tostol from the International Labour Organization Office of Gender Equality in Geneva.

Considers whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other and whether they are being followed;
Monitors and assesses the relative progress made in gender mainstreaming;
Establishes a baseline;
Identifies critical gaps and challenges;
Recommends ways of addressing them and suggests new and more effective strategies;
Documents good practices towards the achievement of gender equality.

Using this participatory self-assessment methodology, gender audits take into account objective data and staff perceptions of the achievement of gender equality in an organization in order to better understand concrete and unsubstantiated facts and interpretations.

Aims and Objectives of gender audits

The overall aim of a gender audit is to promote organizational learning on how to implement gender mainstreaming effectively in policies, programs and structures and assess the extent to which policies have been institutionalized at the level of the:

Organization
Work unit
Individual

The gender audit's objectives are to:

Generate understanding of the extent to which gender mainstreaming has been internalized and acted upon by staff;
Assess the extent of gender mainstreaming in terms of the development and delivery of gender-sensitive products and services;
Identify and share information on mechanisms, practices and attitudes that have made a positive contribution to mainstreaming gender in an organization;
Assess the level of resources allocated and spent on gender mainstreaming and gender activities;
Examine the extent to which human resources policies are gender-sensitive;
Examine the staff sex balance at different levels of an organization;
Set up the initial baseline of performance on gender mainstreaming in an organization with a view to introducing an ongoing process of benchmarking to measure progress in promoting gender equality;
Measure progress in implementing action plans on gender mainstreaming and recommend revisions as needed; and
Identify room for improvement and suggest possible strategies to better implement the action plan.

The main outcome of the audit is a report that includes recommendations for performance improvement and concrete actions for follow-up by the audited unit/organization. Moreover, the audit methodology is very useful and can be used by facilitators in other settings to promote reflection analysis of experiences, and learning that initiates change. The participatory approach ensures that participants learn how to critically assess their attitudes and practices and to develop ideas on improving their performance on gender equality.

II. 12 key entry points (A-L) for gender audit in an organization/unit

The key areas of analysis help facilitators elicit important information.

Current national/international gender issues and gender debate affecting the audited unit; and units interaction with national gender machineries and women's organizations

Organization's mainstreamed strategy on gender equality as reflected in the work unit's objectives, program and budget

Mainstreaming gender equality in the implementation of program and technical cooperation activities

Existing gender expertise and strategy for building gender competence

Information and knowledge management

Systems and instruments in use for monitoring and evaluation

Choice of partner organizations

Products and public image

Decision-making on gender mainstreaming

Staffing and human resources

Organization culture

Perception of achievement on gender equality

Time investment of the audit: 10 working days *(should cover a weekend for additional work time for facilitators)*

Stages:

Preparation before the audit: critical for success.

Desk review and interviews: 4 days (documents for desk review should be sent ahead of the audit for early review).

Workshop and consultations: 4 days

Report writing with summary should be ready at the end of the audit: 1.5 day and throughout the audit process

Debriefing of director and feedback session with unit to validate findings and recommendations: 0.5 day.

III. Desk review/Interviews

Each gender audit of a work unit begins with a desk review carried out by the gender audit facilitation team.

The purpose of a desk review is threefold:

It provides quantitative and verifiable information to be used as a baseline data to complement the results of the participatory audit workshop and interviews.

The information that it generates feed into the participatory process as material for discussion and appraisal by participants; and

The desk review establishes a benchmark for gender mainstreaming in future documents.

What is a Gender Sensitive document?

The review of documents provides evidence of the work unit's performance in relation to gender issues. This is determined not just by the information the documents provided, but also by their perspective, style and tone. To review gender sensitive document covers the following categories:

Images: Do the images depict equality, diversity and sensitivity?

Languages: Do the languages in work unit documents reveal gender sensitivity, male/female pronouns?

Substance/content: Do the work unit documents represent views that affect male/females?

Do the documents promote a goal of equal partnership?

The audit facilitation team plans a set of core questions for all interviewees so that certain findings can be corroborated or challenged. Interviews should be inclusive. An effort should be made to interview all members of the work unit the opportunity to feel included in the gender audit process.

As an illustration of how to or how not to conduct an interview, the facilitators and 2 participants gave examples in 2 role plays:

ROLE PLAY 1 (How NOT to do a gender audit interview)

Commitment of the gender audit and interview time not in writing;

Hostile office climate, no tact and no confidence;

Audit facilitators not organized and unprepared;

Audit facilitators not courteous, no desk review prepared

Audit facilitators very pushy;

Body language inappropriate and unprofessional;

Reading prepared list of questions;

Manager not prepared for receiving the gender auditors;

Lots of disturbances

No sense of ownership – gaps in communication, no follow-ups

Manager – low commitment to Gender Equality

Not participatory

Manager, little knowledge of Gender Equality

ROLE PLAY 2 (How to do a gender audit interview)

Democratic Environment

Both sides (well prepared)

Secretary/Gender focal point included

Body language appropriate

Facilitation team (well organized)

Questions sequential
Facilitators gave feedback
Facilitators met with staff
Guided by 12 key areas

Who to interview?

Management staff
Work information
Midlevel
Support staff
Staff association
Partners
Thematic groups
Who you interview should be a representation of the organization work structure
Field staff can also be invited to attend the workshop

How many to interview?

Since there are four auditors work towards a 30% must be taken in a unit, maximum amount of time should be 30-40 minutes for the interview.

Skills in interviews

Rapport building
Controlling interviews
Gathering Information
Seeing a balanced picture
Taking notes
Being prepared to answer questions
Closing interview
Completing notes
Beware not to get into a discussion about the issues, i.e., “what is gender.” Etc.

Tuesday, 7 October, 2008

VI: Participatory exercise:

Core exercise 1: Historical timeline.

This core exercise illustrates and underpins the audit findings and recommendations. This exercise finds current gender issues, gender debate and the organization’s relationships in the context of personal, national, organizational and international experience and information.

* Additional Comments/Information *

A real audit will motivate research and instigate further questioning. Gender audit will provide more information and motivate for research in that organization.

Organizational Section:

The achievements and milestones depend on the number of years the employees have been in the system, i.e. professional experience. The achievements and milestones also depend on historical, cultural and political changes. In Nigeria for example, progress occurred after the military regime changed to democracy.

This organizational section tells how much this org. knows about gender development both nationally and internationally.

What was the group outcome for this exercise?

Brought unit together, asking questions, group dynamics encouraged as well as getting information on gender knowledge.

During the exercise:

This exercise is good for warming up participants and helping to break the ice at the beginning of the audit period. It can be conducted in plenary or in small groups which then come together to share their feelings.

The historical timeline should be perceived as a work in progress during the audit period. The advantage of posting it in the workshop area is that participants can constantly build on information, which can eventually be used to illustrate and underpin the audit's findings and recommendations.

Illustration: Historical Timeline objectives is to find out about:

Current gender issues, gender debate and the organization's relationship with national gender machineries and women's organizations in the context in which the programme is implemented.

Gender equality policy as reflected in the organization's products and public image.

Perception of achievement on gender equality.

Illustration description:

Participants will write on the post-its their personal/professional experience concerning the areas of:

Personal

National

Organizational

International

According to the years, i.e. 1980s, 1990s, 2000s

1980s	1990s	2000s	
Personal			
National			
Organizational			
International			

Participatory exercise: Hofstede's Onion/Organizational culture:

What do the layers stand for?

Layer 1: Symbols and artifacts are words, images or objects that have a meaning only, or specifically, for members of the work unit.

Layer 2: Champions, leaders, heroes and heroines are men and women, real or imagined, who have characteristics that are held in high esteem in the work unit or who personify it.

Layer 3: Rituals are the collective activities that are not strictly necessary to realize the organization's objectives but are considered to be socially essential. Rituals are practices that symbolize what the work unit is: endless-or no-coffee breaks, Friday evening socializing annual meetings, etc.

Layer 4: Values are the collective preferences of members of the work unit for doing things a certain way.

Group exercise:

Participants were grouped together by the UN, CSOs, and Ministries to complete Hofstede's onion. Below are the notes taken from this participatory exercise.

UN Onion

Symbol: blue flag, common symbol for UN

Champions (local, int'l): TORYAI, RC Alberic Kacou, Koffi Annan, Ban Ki Moon, Tolu Lewis Tamoka

Rituals: Office birthdays, missions/travel, meetings, emails, send-off party, UN and it's guidelines, financial program management systems, badges, Friday 1/2 days, Coffee break at meetings,

Values: Promoting Human Rights, 3 core values, integrity, diversity, humanity.

Additional comments/information:

By looking at the chart, what kind of agency is the UN by looking at the symbols in the onion? Do the symbols give images of gender equality promotion? How does symbol promote gender? Development?

By looking at the symbols, does this the kind of organization that promotes gender equality?

Rituals symbolize everyday practices that encourage interaction among its people. Find out how much interaction is between men and women. Is certain work life issues respected? At the UN, Friday 1/2 day, promotes family life. On base of the images would you say that this promotes gender equality? FPMS a ritual? As it's part of a functioning instrument.

Civil Society Onion

Symbol: Gender equality, + symbol of a drawing of a woman and man

Champions: Founder, sharper understanding of shared vision, Margaret Akpo, Gambo Sawaba , Otiye-Igbuzor

Rituals: Weddings, birthdays, end of year party, this formal and informal relationships contribute to the working of the orgs.

Values: everybody in the office is included, commitment to feminist principles, congeniality

Facilitator's comments:

Conglomerate UN, conglomerate civil society, when we deal with the onion, we deal with one organization. We want frank, candid, realistic picture. Feminism has many definitions with different phases. We have to put it in context depending on group, era, country etc. The popular understanding gets under the seam of being aggressive towards men, these definitions cannot be clarified by common public in order to be misunderstood.

Government Onion

Symbol: Nigerian coat of arms which all government institutions use and the National flag

Champions: Timi Agari, Dora Akinyuli,

Rituals: Workshops, seminars, tour meetings

Values: Development plans, hierarchal system.

VALUES OF THIS EXERCISE:

This is a proxy example. This exercise encourage candid frank communication. On the basis of this we draw an image. The recommendations come from here: *Example*: questions come from their org. culture. This relates to relationships dynamics, and then will draw and test out conclusions from it. *Example*: Sometimes very opposite value comes out, we get perceptions out of orgs from different people so we much check and verify. It's a reflection on how they work together, it's a team building exercise.

Discussion: To illicit more thinking, immediately after the onion, ask questions on what is lacking, is there a gap? etc.

Wednesday, 8 October, 2008

VII. Participatory exercises

Participatory exercise: SWOT analysis- Strengths, weaknesses, opportunities and threats

We'll find out about:

Current gender issues, gender debate and relationship of the organization with national gender machineries and women's work units in the context in which the program is implemented. Mainstreaming of gender equality as a cross-cutting concern in the organization's strategic objectives, program and budget as well as in the implementation of programs and technical cooperation activities.

The organization's gender equality policy as reflected in its products and public image.

SWOT Analysis

Strength s Participants will be asked the following: What are our strength? What do we do well?	Weaknesses Participants will be asked the following: What could be improved? For what are we unprepared? What should be avoided?
Opportunities Participants will be asked the following: What are the interesting trends? What are the best opportunities to act on?	Threats Participants will be asked the following: What obstacles do we face? What is our “competition” doing?

Participatory exercise: Venn diagram- Are the work unit’s internal and external stakeholders conducive to, or an obstacle to, promoting gender equality?

We’ll find out about:

Current gender issues, gender debate and relationship to the organizations with national gender machineries and women’s organizations in the context in which the program is implemented.
Existing gender expertise and competence and capacity building;
Choice of partner organizations;
The organization’s gender quality policy as reflected in its products and its public image.
How decisions related to gender policy is made in an organization or agency, ie, how decisions are arrived, what were the bottlenecks in the decision making process.

Objective: Identify and analyze internal and external stakeholders in organization/work unit/project vis-à-vis promoting gender equality.

Illustration example:

Participants create a diagram illustrating stakeholders and assessing their importance. This is measured by frequent interaction and how important these units/organizations are for participants work.

Constructing the diagram by drawing a circle in the middle symbolizing the work unit, i.e. UNDP.

Rating the partners in terms of gender equality: Participants discuss the units and organizations in relation to gender quality. They draw arrows in red indicating the direction of the interaction to show if it is one way relationship, *i.e. CSO*, or a two-way relationship, *i.e., donors*. The size of the each circle should indicate the perceived importance of their organization or agency to the work unit, i.e. the donor’s circle is larger than the CSO circle, indicating the frequency of contact and perceived importance to the work unit. *The UNIFEM circle indicates a two-way, frequent contact relationship with the same with gender goals aligned with that of UNDP.*

Finalizing the gender audit report:

A final report written by the facilitation teams is the basis for subsequent action by the work unit.

Develop a matrix for report writing at the start of the audit

Assign team members different sections by key areas-joint effort-coordination and final consolidation by one

Report outline bullets shared during the audit process

Executive summary: highlights of findings , good practices and major recommendations-prepared for debriefing and action planning

Facilitation team members should emphasize throughout the audit:

The final report is the property of the work unit and is confidential;

The work unit can choose to share the report of the executive summary with other units, partner organizations and other groups that participated in the audit;

The work unit can choose to make it accessible for wider distribution on the internet.

The report should be completed and submitted in hard and electronic copy.

Drafting of the report:

Some teams divide up the responsibility for drafting specific sections between the members. All sections of the draft are then collected and each member reads the text its entirety and makes detailed comments and suggestions. After this first draft has been reworked, members read the entire text one last time for final editing and proofreading.

Other teams may decide that each member should note down bullet points under every section of the report outline as the audit progresses. The bullet points are then revised and combined into a first draft by one team member. Because of the heavy workload that this implies, key coordinators should be less involved in other tasks, such as interviews or facilitating the feedback sessions. When the report has been drafted, all members provide comments/suggestions, which are incorporated into the report when the text is edited and proofread. This approach is especially useful when members' mother tongue is different to the language of the report.

The report should be no more than 30 pages long and submitted within a month.

Next steps: Action plan

Form focal team or task force. Responsibilities include:

Formation and composition

Team building is crucial : assess individual strengths and competencies

Challenging task due to time constraints maximum capability expected

Distribution of tasks and coordination

Intensive preparation throughout process

Lay out WHO, HOW, WHEN and WHAT

Ensure director's commitment (in writing!) and feedback to be provided to gender coordinating structure.

Agencies that will be audited and focal persons:

S/N	UN AGENCY	APPROX. STAFF NO.	FOCAL PERSONS
1	UNDP	80	Ken, Tolu, Hajara, Ijeoma
2	UNIFEM	10	David, Esther
3	ILO	18	Murna, Funke and ILO staff from Geneva
4	UNICEF	320	Tochie, Ejiro, Hassana, Andrew, Ngozi, Ike
5	UNESCO	20	Stella, Valantine, Bola, Sumbo*
6	FAO	11	Bola, ILO staff from Geneva*, Kemi
7	WHO	80	Grace, Fola, Nicole*, Michael
8	UNFPA	20	Lydia, Bose and Taiwo

* Subject to availability

NEXT STEPS	WHEN	WHAT
Facilitation Team Meeting Review of the process Classify documents Share responsibilities	First Week of December 2008	Agenda for 10 day audit drafted. Communicate regularly with focal point person in weeks ahead of audit. Collect documents to be reviewed including the work unit organgram. Confirm that work unit support and interview appointments are in writing! Confirm that invitations have been set to partner orgs head of time and partner interviews confirmed. Confirm that work unit staff has been informed with ongoing sensitization of gender audit.
Facilitate documents review	5th January 2009	Team meet regularly to plan ahead to start document review (ideally 2 weeks ahead).
Facilitate meetings with focal points Discuss interview questions Discuss documents, review and agenda	12th January 2009	Schedule of interviews and appointments confirmed. Prepare interview guides. Reserve office space/logistics, secretariat (?)

ACTIONS	TIMELINES	RESPONSIBILITIES
1. Report Action plan Plans for February	14 October 2008 Draft Report presented to UNCT	Gender Theme Group (UNIFEM)
UNCT meeting Approval of action plan Commitment of HoAs	16 October 2008	UNIFEM RCU
Focal Points identified and nominations confirmed formally Kept on file 2 nominees from each agency Identify facilitators first and then select focal point persons	23 October 2008	UNIFEM to prepare the agency to be audited. If an agency has two members, one can be focal person and the other the facilitator; Those nominated that could not participate in the audit can also be focal points for their agency
Meeting of focal points and alternates composition of the team in each group	5/6 November 2008	First meeting – ILO/UNIFEM
AUDIT	9-20 February 2008	Not too early not too late UNDAF C.P (Planning)

Recommendation for successful gender audit in Nigeria:

The following were recommended at the workshop:

Debriefing with Head of Agencies at the next UNTC meeting 16th October, 2008.

Each agency should assign a focal person and an alternate to collect recommended documents and brief the entire office on the audit process.

Due to some agencies size will be required to secure an external venue for the 2 day participatory workshops.

The audit should be launched publicly with the media and the ministry of Women Affairs.

Financial commitments from each agency will be required for the following: Workshop materials, venue, refreshments for staff and facilitators, payment to consultants who will support the exercise.

Conclusions:

We sincerely thank the Office of the Resident Coordinator, UNICEF, UNDP, ILO, the gender theme group in Liberia, the UNIFEM regional office and other participating agencies for their

financial, technical and moral support to the first phase of this exercise and look forward to sustained commitment during the gender audit itself in February 2009.

Evaluation:

Feedback from participants was extremely positive under the excellent guidance of the facilitators. The participants were receptive and enthusiastic about the theme of the training and actively participated in exercises and discussions that ensued. The services provided by the hotel were not up to prior standards of service.

Primary source of gender audit methodology information found in this report is from, A Manual for Gender Audit Facilitators: The ILO Participatory Gender Audit Methodology, Geneva, International Labour Office, 2007

PROGRAMME	
Team Members:	Gender Audit UNXY 9 – 20 February 2009

LIST OF PARTICIPANTS
GENDER AUDIT TRAINING
HBC RESORT, JOS PLATEAU STATE 5-10 OCTOBER 2008

NO.	NAME	ORGANIZATION	ADDRESS/E-MAIL & CELLPHONE NO.	TELEPHONE
1	David Omozuafoh	UNDP	UNDP, UN House, Abuja, david.omozuafah@undp.org	080-230-20146
2.	Tochie Odele	UNFPA	UNFPA, UN House, Abuja. odele@unfpa.org	080-251-32544
3.	Kemi Ndieli	UNIFEM	UNIFEM, UN House, Abuja. adekemi.ndieli@unifem.org	080-333-11773
4.	Esther Obinya	UNICEF	UNICEF, UN House, Abuja. eobinya@unicef.org	080-353-51852
5.	Sola Odijinrin	WHO	WHO, UN House, Abuja. odijinrin@ng.afro.who.int	080-330-05909
6.	Bola Lana	UNFPA	UNFPA, UN House Abuja. lana@unfpa.org	080-332-42658
7.	Taiwo Oyelade	WHO	WHO, UN House Abuja. oyeladet@ng.afro.who.int	0 80-332-00828
8.	Andrew Mbewe	WHO	WHO, UN House, Abuja. mbewea@ng.afro.who.int .	080-353-54873
9.	Ejiro Otive-Igbuzor	Consultant	Women Empowerment & Reproductive Health Centre, Apo Abuja. ejiro_otive@yahoo.co.uk	070-336-76020
10.	Lydia Umar	GECORN	F3 Barnawa Shopping Complex, Kaduna. lyumar@yahoo.com	080-331-46543
11.	Ngozi Awuzie	UNESCO	UNESCO, UN House, Abuja. n.awuzie@unesco.org	080-378-71118
12.	Valentina Solarin	UNICEF	UNICEF, UN House, Abuja. vsolarin@unicef.org	080-352-50279
13.	Murna Loma	Fed. Ministry of Labour & Productivity	murlom@yahoo.com	080-370-41126
14.	Stella I. Amadi	Consultant	samadi@cddwestafrica.org ; stellar20012@yahoo.com	080 331 24940

15.	Bolanle Adetoun	ECOWAS	56 Yakubu Gowon Crescent, Asokoro, Abuja. badetoun@yahoo.com	080 362 39081
16.	Adediran C. Olufunke	NLC	follyk2007@yahoo.com	080-232-02611
17.	M. Arene	Federal Ministry of Health	arene_kano@yahoo.com	080-502-00060
18.	Ken. Ozoemenam	UNICEF	UNICEF, UN House, Ab uja. kozoemenam@yahoo.com	080-353-50007
19.	Ramatu B. Usman	NCWS ABUJA	ramatusvictory4allwomen2006@yahoo.com ; 080 276 67398	080-792-77554
20.	Hajara A. Abubakar	FAO	FAO, UN House, Abuja. hajara.abubakar@fao.org ; 080-758-73758	080-331-13187
21.	Tolulope Lewis-Tamoka	UNIFEM	UNIFEM, UN House, Abuja. tolulope.lewis-tamoka@unifem.org	080-665-55836
22.	Willy A Acheampong	UNIFEM	UNIFEM, UN House, Abuja. willy.acheampong@unifem.org	070-316-73936
23.	Ikechukwu Attah	UNIFEM	UNIFEM, UN House, Abuja. Ikechukwu.attah@unifem.org	080-364-52973
24.	Rachel Peterson	UNIFEM	UNIFEM, UN House, Abuja. rachel.peterson@undppartners.org	080-865-40742
25.	Hassana Dawha	UNDP	UNDP, UN House, Abuja. hassana.dawha@undp.org	080-877-27122
26.	Izatta Nagbe Toukolon	UNHCR, LIBERIA	UNHCR, Haider Building, Mamba Point Monrovia, Liberia. nagbei@unhcr.org	+231-651-9551
27.	Anyanwu Ijeoma	NPC	NATIONAL PLANNING COMMISSION. helloijay@yahoo.com	080-395 -32725
28.	Cardinal Uwishaka	UNIFEM, LIBERIA	UNIFEM, Monrovia, Liberia. uwicard@gmail.com	+231-682-7360
29.	Folasade Ayonrinde	ILO	ILO, UN House, Abuja. ayonrinde@ilo.org	070-396-60950
30.	Monday Ojeh	ILO	ILO, UN House, Abuja. ojeh@ilo.org	080-330-59936

31.	Christian Azubuike	UNIFEM	UNIFEM, UN House, Abuja. christian.azubuike@unifem.org	080-330-04325
32.	Sadiq Ikeroda	UNICEF	UNICEF, UN House, Abuja.	070-564-23687
33.	Geir Tonstol	ILO Headquarters	ILO Geneva, Switzerland. tonstol@ilo.org	+44 22 7996171
34.	Jyoti Tuladhar	ILO Headquarters	ILO Geneva, Switzerland. tuladhar@ilo.org	+41 22 7998334
35.	Bosede Familoni	ILO	ILO, UN House, Abuja. familoni@ilo.org	080-362-87930
36.	Nicole Kouassi	UNDP	UNDP, UN House, Abuja. nicole.kouassi@undp.org	0080-706-64432
37.	Olasunbo Odebode	UNDP RCU	UNDP, UN House, Abuja. olasunbo.odebode@undp.org	080-391-53220
38.	Grace Akpabio	FMWA & SD	Federal Ministry of Women Affairs & Social Development, Federal Secretariat, Abuja. gakpabio@yahoo.co.uk	080-361-59898
39.	Sarah Pam	NCWS	srhpan@yahoo.com	080-345-12304