

AFFIRMATIVE PROCUREMENT REFORMS IN NIGERIA: STATUS, GAPS AND OPPORTUNITIES

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1. AFFIRMATIVE PROCUREMENT REFORMS IN NIGERIA: STATUS, GAPS AND OPPORTUNITIES

What is the problem?

Nigeria is the largest economy in Africa¹ with a GDP projected to reach almost \$600 billion in 2023.²

Procurement in the public and private sectors represents a substantial share of the nation's GDP and creates market opportunities that have long been recognised as growth engines for small and medium enterprises. Procurement is an essential pathway to economic empowerment for women entrepreneurs, especially where enhanced access to public and private procurement opportunities exists.

Women-owned and led businesses are a growing share of all enterprises in Nigeria.³ These businesses ensure inclusion in the economy, encouraging participation of the “other half” of the population and strengthening women's economic empowerment while positively impacting the economy. However, **women-owned and women-led businesses** remain significantly under-represented as suppliers in public and private procurement in Nigeria. It is estimated that women-owned and women-led businesses secure only an estimated 1 per cent of public procurement contracts. Although the data for women in private sector procurement contracts is not available, efforts are underway to obtain such data. Nigerian statistics will likely mirror the global picture, which is the same for public procurement contracts.⁴

Women-owned businesses are any legal entity in any business that is more than 51-per cent owned, managed and controlled by one or more women.

The International Finance Corporation also defines women-owned/led business as businesses in which a woman or women own 51 per cent or in which women own 20 per cent of the shares, the CEO/COO is female, and 30 per cent of the board is female.

1. <https://www.worldbank.org/en/country/nigeria/overview>
2. Top 5 economies in Sub-Saharan Africa to watch out for in 2023, according to IMF | Africanews
3. <https://www.ifc.org/wps/wcm/connect/44b004b2-ed46-48fc-8ade-aa0f485069a1/WomenOwnedSMes+Report-Final.pdf?MOD=AJPERES&CVID=kiiZZDZ>
4. https://www.unodc.org/documents/nigeria/Gender_Corruption_Dec2020.pdf
5. <https://www.unwomen.org/en/about-us/procurement/gender-responsive-procurement>
6. IFC's Definitions of Targeted Sectors

Affirmative Procurement

Affirmative action concerning gender equality involves using policies, legislation, programmes and procedures to improve opportunities for women and girls to remedy the effects of historical, long-standing and continuing discrimination.⁷

Affirmative procurement seeks to level the playing field by responding to the gap in access to procurement opportunities by addressing demand-side (buyers) and supply-side (entrepreneurs) constraints.⁸

This requires that extant laws, regulations, policies and practices on public procurement, and the private sector's sourcing policies and procedures,⁹ be revised in a gender-responsive manner to address the barriers that limit women-owned and women-led businesses' participation in procurement. Affirmative action to women-owned firms involves giving defined preferential treatment to businesses, especially SMEs run by women entrepreneurs in public procurement contracts. This can be achieved by setting aside a percentage of all procurement opportunities for women-owned firms using legislation, policies, programmes, etc. The aim is to strengthen women-owned businesses by ensuring a level playing field in procurement contracts for women-owned and women-led businesses.¹⁰

Affirmative action for public procurement, such as thresholds lowering and quotas for women-owned and women-led businesses, can provide a strategic entry point for women entrepreneurs and women businesses into the economy.¹¹ It can also provide one avenue to achieving the Sustainable Development Goals (SDGs), especially Goal 5, which focuses on gender equality. Its potential positive impacts on women's employment can also support the attainment of Goal 8, which focuses on decent work.¹²

Increasingly, **affirmative procurement is also linked to buying or procuring from gender-responsive enterprises to build a holistic approach to gender equality.¹³** Affirmative procurement not only provides a level playing field for women-owned and women-led businesses, but it can also improve gender equality and women's empowerment within the processes of procurement; it can improve the personnel involved in procurement; and it can also improve gender gaps in leadership both within the business environment and practices of suppliers as well.¹⁴ As noted elsewhere, women and their businesses neither win an equal share of procurement

7. Merriam-Webster Dictionary, "affirmative action," <<https://www.merriamwebster.com/dictionary/affirmative%20action>>

8. <https://www.nottingham.ac.uk/pprg/documentsarchive/0218-gender-report-0318.pdf>

9. ILO and UN Women, Rethinking Gender-Responsive Procurement: Enabling an Ecosystem for Women's Economic Empowerment, 2021.

10. Robert Fairlie and Justin Marion, "Affirmative Action Programs and Business Ownership among Minorities and Women, UCSC Working Paper," *Small Business Economy*, Vol. 39(2) (2012): 1-21

11. Ibid.

12. ILO and UN Women, Rethinking-gender-responsive-procurement-en.pdf (unwomen.org)

13. Ibid

14. UN Women, Legal-frameworks-for-gender-responsive-procurement-en.pdf (unwomen.org) (2023) at 2.

contracts nor make up an equal number of professional buyers and supply chain managers.

Studies have shown that **women-owned and women-led businesses experience growth and business expansion when they successfully obtain government contracts.**¹⁵ Affirmative procurement also enables more women's enterprises and gender-responsive enterprises to compete for sustainable business opportunities, contributing to business development and growth. When businesses thrive, their owners and workers earn income, making them attractive suppliers and potential customers.¹⁶ It would also result in an improved female labour force participation rate.¹⁷ More significant procurement by women-owned companies would help advance women's economic inclusion and labour market participation.¹⁸ It also has the potential to improve employment opportunities for women who are likely to participate in women-owned and women-led businesses, improving their ability to participate in the economy even if they are not business owners. **The participation of women in business, including in public procurement, increases their purchasing power and ability to reinvest in the economy and positively impact their families and communities¹⁹ and potentially increase GDP.²⁰**

While women-led businesses will benefit from participation in procurement, procurement goals and processes will also significantly benefit from the increased involvement of women-owned or women-led businesses. **A larger pool of businesses or supplier base, an innovative and broader range of products and services, and gender-responsive products and services would ensure greater competitiveness, transparency and responsiveness to existing needs.**²¹ The diversity of the supplier pool is essential for a fair and sustainable procurement system that benefits the economy. It has also been shown that value for money often goes hand in hand with gender equality.²²

In addition, affirmative procurement has significant potential to impact corporate profitability, risk mitigation, innovation, and sustainability for the private sector. A recent WEA and UN Women study has identified key benefits of affirmative procurement for the private sector based on case studies: companies can increase revenues and reduce costs through affirmative procurement by expanding their customer base and increasing competition among suppliers with lower prices. A more extensive and diverse pool of suppliers, with more talent, creativity, and expertise, also increases the availability of suppliers and lower risks. Brands benefit positively from companies' implementation of affirmative procurement policies. Affirmative procurement increases companies' innovation and adaptability, as women-owned businesses are often smaller and thus more nimble. Companies studied also reported improved service delivery due to more agility and flexibility and better alignment with values and relationships. Affirmative procurement policies and practices also contribute to local economic development and inclusive growth, strengthening the markets in which the companies operate.²³ Nigerian businesses can also benefit from these.

15. Ibid.

16. Women Entrepreneurship Accelerator and UN Women, Procurement's Strategic Value: Why Gender-Responsive Procurement Makes Business Sense, Policy Brief (UN Women New York, 2022, online: [Procurements-strategic-value-en.pdf \(unwomen.org\)](#))

17. International Trade Centre (ITC), "Public Procurement, a Tool to Boost Women's Economic Empowerment," < <https://intracen.org/news-and-events/news/public-procurement-a-tool-to-boost-womens->

18. Ibid

19. UN Women, Empowering Women through Public Procurement and Enabling Inclusive Growth, 2021, online: < [Empowering-women-through-public-procurement-and-enabling-inclusive-growth-en.pdf \(unwomen.org\)](#)>

20. Ibid

21. International Trade Centre, Making Public Procurement Work for Women, 2020.

22. European Institute for Gender Equality, "Five Reasons Why Gender-Responsive Public Procurement is Crucial in the EU Context" online: < [Five reasons why gender-responsive public procurement is crucial in the EU context | European Institute for Gender Equality \(europa.eu\)](#)>

23. Women Entrepreneurship Accelerator and UN Women, Procurement's Strategic Value: Why Gender-Responsive Procurement Makes Business Sense, Policy Brief (UN Women New York, 2022, online: [Procurements-strategic-value-en.pdf \(unwomen.org\)](#))

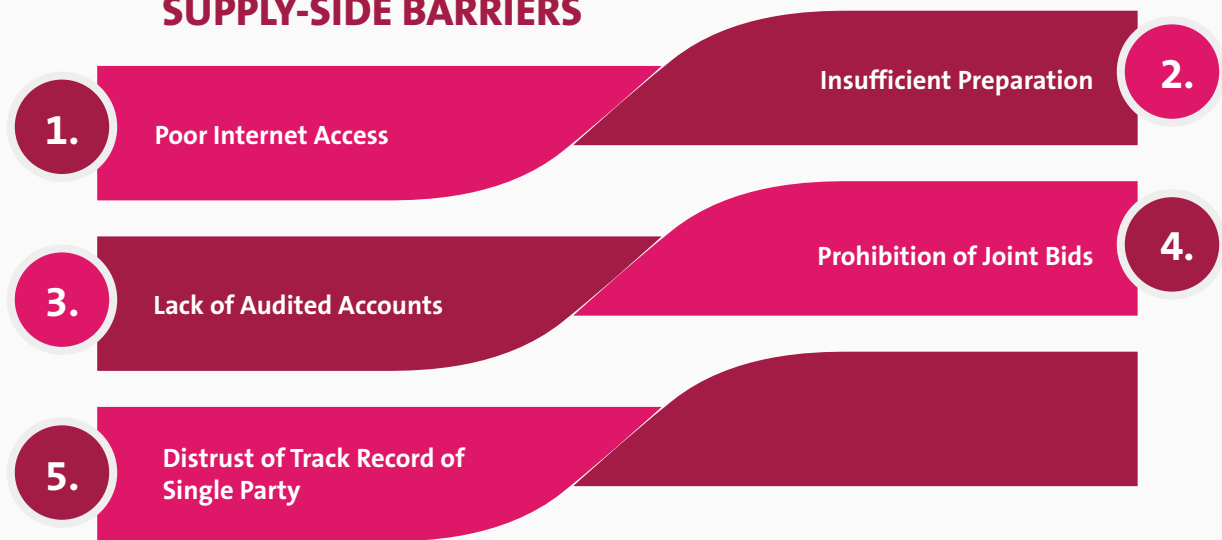
Gaps in Affirmative Procurement in Nigeria: Barriers to Participation of Women-owned/Led Businesses

Several barriers to participation of women-owned or women-led businesses in Nigeria's public and private sectors procurement have been identified. A study of affirmative public procurement in Nigeria by the International Trade Centre in 2020 found several **demand-side barriers** and **supply-side barriers** that include:

DEMAND-SIDE BARRIERS



SUPPLY-SIDE BARRIERS



A recent report commissioned by UN Women in Nigeria also identified similar challenges for women-owned or women-led businesses in Nigeria. These include

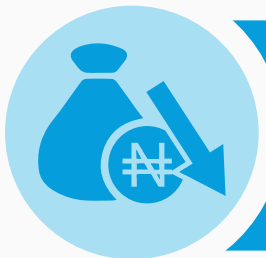
- a. Over-representation of Women-owned or Women-led Businesses in Micro, Small, and Medium Enterprises (MSMEs), thereby excluding them from Participation in Public Procurement
- b. Limited Levels of Enterprise Formalisation (including Incorporation and Tax Registration and Payment), which has negative impacts on access to financing and registration with Public Procurement Authorities
- c. Lack of awareness of the benefits of Public Procurement and limited access to information on public contracting
- d. Challenges in accessing funds
- e. Limited risk-taking
- f. Cultural bias

CHALLENGES THAT COMPLIANCE PRESENTS



out of the 501 women who underwent our WEEAP training, only 30% currently exhibit full compliance. The remaining participants face various challenges related to compliance documentation

One of the major issues in attaining compliance is financial barriers. Most of our women aspiring to apply for procurement opportunities face financial constraints, preventing them from settling outstanding fees to entities like Pencom, NSITF, ITF etc and becoming fully compliant



The inability to generate profits from past compliance efforts adds to the challenge. Women who previously obtained compliance documents struggle to renew them, because the lack of financial returns discourages their reinvestment.

Women's involvement is similarly challenged by educational gaps and religious prescriptions that prevent or dictate the role of women particularly in economic decision-making.²⁶ Many women entrepreneurs and women-owned or women-led businesses lack knowledge of the requirements for registering with public procurement agencies.²⁷

As already noted, Nigeria's national and state public procurement legislation is typically gender-blind. This implies that no specific attention is paid to gender matters and gender equality. Public procurement legislation typically lacks provisions to encourage 'leveling the playing field.'²⁸ Thirdly, some interpret gender-responsive procurement as a form of "positive discrimination" since it privileges specific categories of business over others. Such privileging can be perceived to go against the principles of merit and fair competition, which are foundational for the field of procurement, and non-discrimination in the language of procurement law and in World Trade Organisation (WTO) agreements. There is, therefore, a need for education and active advocacy aimed at policymakers on affirmative procurement, its benefits, and how it can fit within Nigeria's legal framework.

These gender-related barriers have real-life impacts on women-led businesses, the country's economy, and, more broadly, gender equality. These impacts justify the increasing calls for gender-responsive public procurement to allow women to participate and thereby significantly eliminate the inequality in public procurement contracts.

26. Ibid.

27. Ibid.

28. Ibid.

Gaps in the Legal and Policy Framework for Affirmative Procurement in Nigeria

Apart from the barriers noted above, one key area requiring improvement is existing legislation and policies on procurement. Legislation and policies on public procurement in Nigeria, such as the Public Procurement Act at the national level and public procurement laws in states, set out the criteria and requirements for public procurement.

These pieces of legislation identify the primary considerations in making supplier decisions: **value for money, economy, and efficiency, procurement by open competitive bidding, transparency, timeliness, accountability, value for money, fitness for purpose, economy and efficiency, and contracting capacity.**²⁹ There is no provision, however, for affirmative procurement. Thus, Nigerian legislation and policy frameworks currently take a neutral, gender-blind approach, the underlying assumption being that all bidders are on equal footing. This is, however, not the reality.

Furthermore, the need for gender equality is not captured in the board's composition, and in general, there are few or no women on boards. Legal provisions are, therefore, a critical gap in affirmative procurement in Nigeria.

While these laws apply only to public procurement, similar criteria apply in the private sector, which also places significant emphasis on value for money, cost management, and achieving economies of scale. Consequently, women-owned and women-led businesses continue to be significantly disadvantaged in procurement.

Opportunities for Affirmative Procurement in Nigeria

While there are gaps in affirmative procurement, opportunities to address these gaps are being explored at the federal level and in some states. One of such opportunities was in the potential implementation of the National Gender Policy 2021 which references affirmative procurement. However, the national gender policy is limited to gender and employment. Nonetheless, adopting the gender policy at state level is an opportunity to deepen understanding of and engagement with specific targets for affirmative procurement.

Further, UN Women in Nigeria has undertaken activities at the federal level and in Kaduna and Lagos states to support evidence generation, review the legal and policy frameworks, audit procedures and institutions, and engage with women-owned or women-led businesses in the states.³⁰

These efforts have led to the development of a draft **Gender-Responsive Public Procurement Policy (2023) in Kaduna State**, which defines women-owned or women-led businesses and

29. Public Procurement Act, Section 16; Kaduna State Public Procurement Law 2016, Section 59 (7).

30. Cheluchi Onyemelukwe, Gender Responsive Assessment, Review and Audit of Procurement Laws, Policies, Regulations at the Federal, Lagos and Kaduna States and Institutions of Lagos and Kaduna States, 2023

proposes other affirmative measures including defining a quota that will be dedicated to women businesses. Such policy can be replicated in other states across the country and ideally solidified by amendments providing for such quotas in public procurement legislation.

Reforms in public procurement should take into account good practices that have been implemented in other jurisdictions. These include having a legal framework that clearly provides for gender equality. Such a legal framework may be contained in the law on public procurement, including in Sales and Purchase Agreement (SPA) or other laws, as enshrined in the Constitution in Kenya and South Africa.

Providing for gender equality in the law allows for broader attention to issues of equality in labour participation, gender norms transformation, maternity protection, etc., that facilitate an enabling environment for gender-responsive procurement. The Constitution of the Federal Republic of Nigeria, 1999 currently provides for non-discrimination based on sex, but some have interpreted this provision as opposed to positive discrimination or affirmative action. In reality, however, the limited number of women-owned or women-led businesses suggest that there is a need to ensure that these businesses are engaged actively. At the minimum, this can be within support for micro, small, and medium businesses (MSMEs) where these women businesses are overrepresented.

To support affirmative procurement, there is a need for legal provisions that define ‘women-owned’ and ‘women-led’ businesses.³¹ Such legal provisions will assist in understanding the kinds of businesses that are to receive support or accorded incentives for affirmative procurement to be effective. In Nigeria, no legislation currently defines ‘women-owned/women-led business.’ An overly restrictive definition of ‘women-owned’ (e.g., a minimum of 51 per cent female ownership) could either limit market access to women-owned or women led businesses³² (because we may not have sufficient women-owned businesses) or capture all the forms in which women participate or lead businesses (such as businesses led by women who may then seek angel or venture capital investment which may dilute their shareholding but in which they retain leadership positions).³³ Defining ‘women-led businesses’ allows avoidance of such restriction to some degree because ‘women-led’ provides for women in leadership, but that does not mean they must own. This broader definition also includes board leadership, an area where there is a significant gap for women in Nigeria.

Furthermore, the day-to-day running of the business is a consideration: who runs the business? The law or policy should also provide a database or registration process for women-owned/led businesses. This will make it easy to identify businesses to which affirmative actions will apply.

The legal framework must also identify affirmative actions or reservations for women-owned or led businesses, such as quotas. The legal framework will provide for developing specific policies reserving contracts or specifying quotas for women or concerning gender considerations. For instance, quotas are awarded in Kenya: 30 per cent of all public procurement.

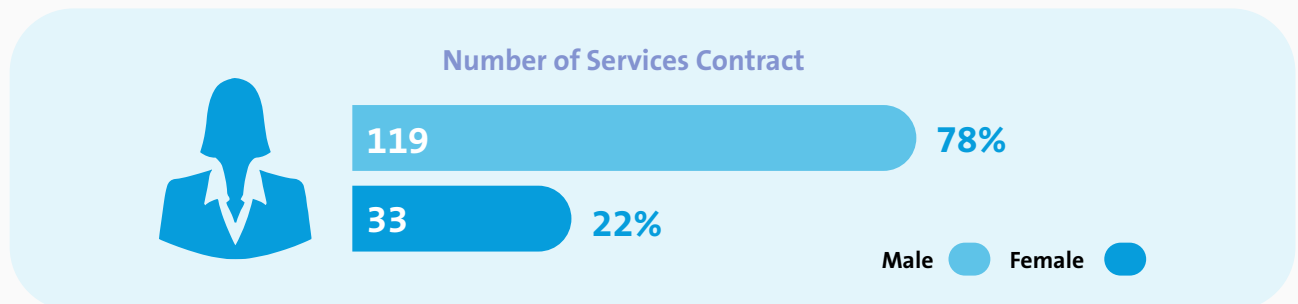
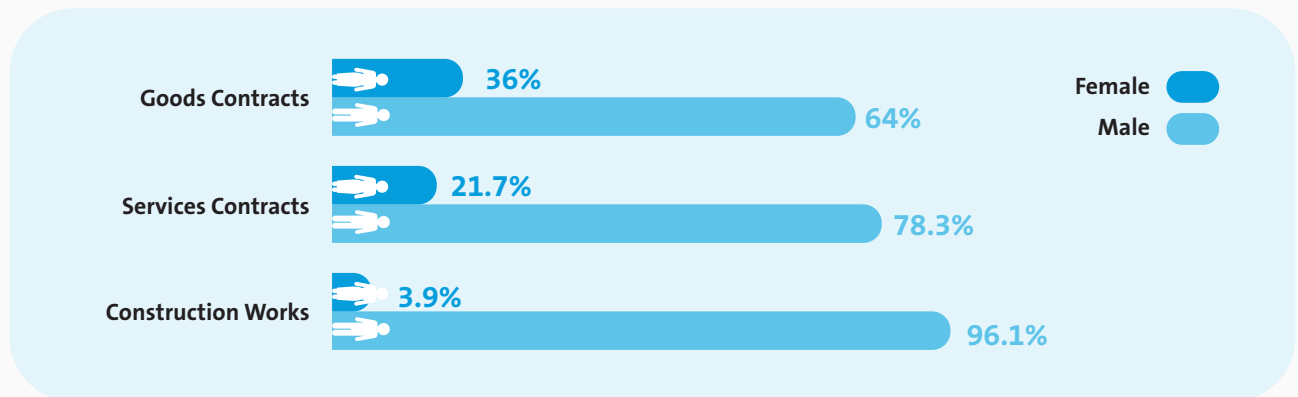
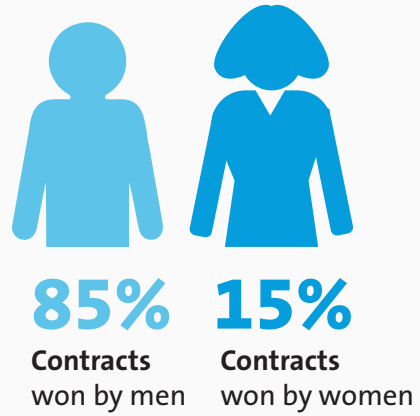
Inclusive language is also a positive indicator and affirms that a law or policy is not gender-blind. It is essential because it acknowledges the existence and equality of women and men.

31. <https://www.unwomen.org/sites/default/files/2021-11/Empowering-women-through-public-procurement-and-enabling-inclusive-growth-en.pdf>

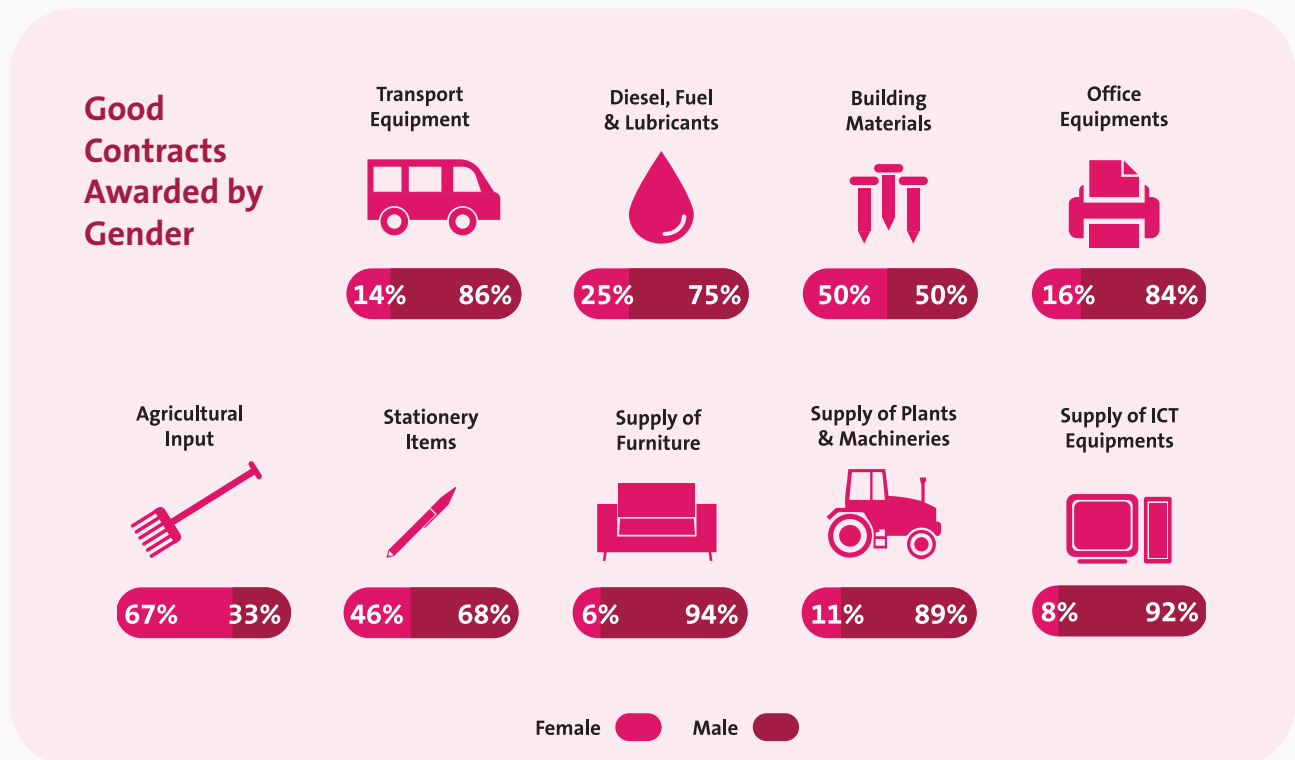
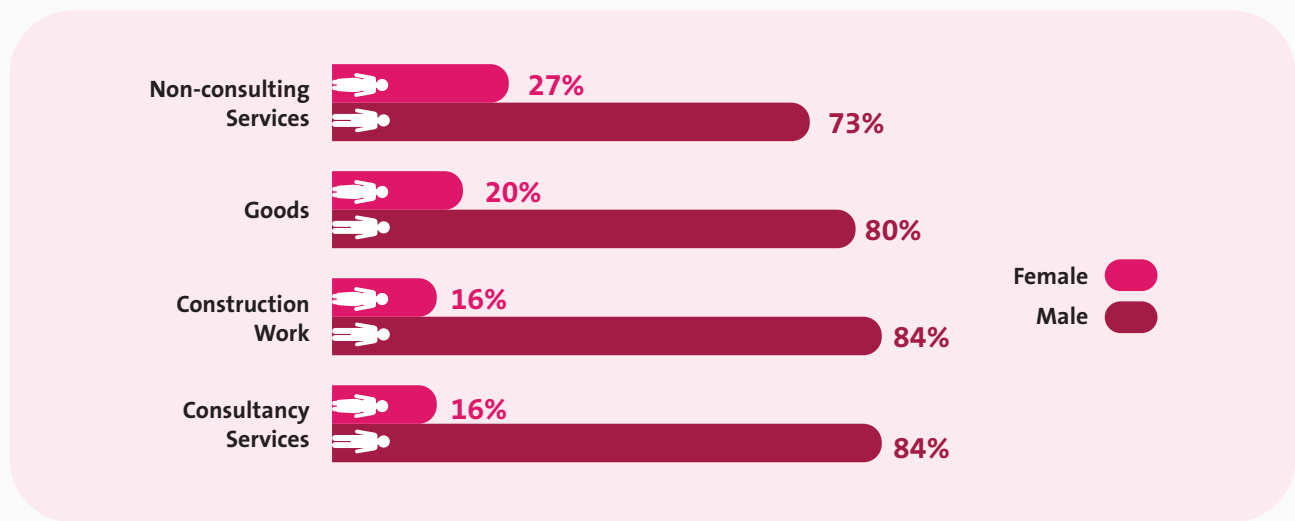
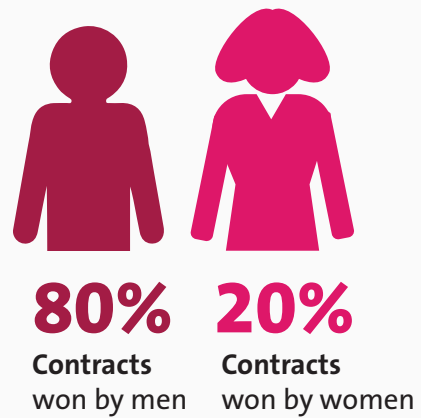
32. For limitations of the ‘51 or over per cent’ definition, please see International Trade Centre, Technical Note: Definitions for Women’s Businesses, 2020 at 11.

33. International Trade Centre, Technical Note: Definitions for Women’s Businesses, 2020.

Findings of the assessment and state of gender-responsive procurement in Kaduna State

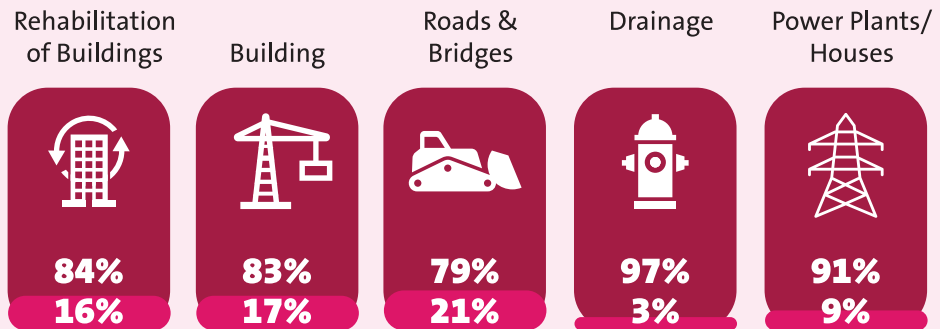


Findings of the assessment and state of gender-responsive procurement in Lagos State



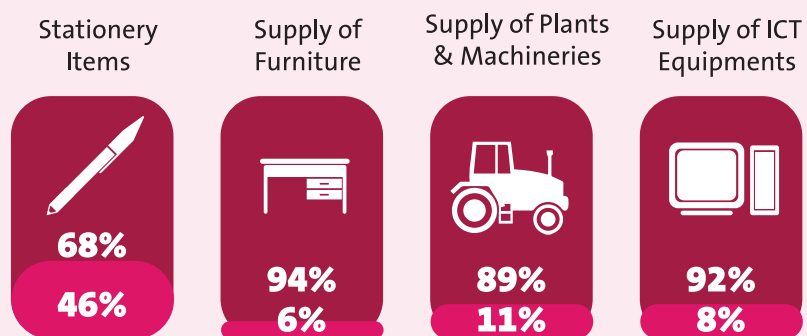
Construction Contracts Awarded by Gender

Male
Female



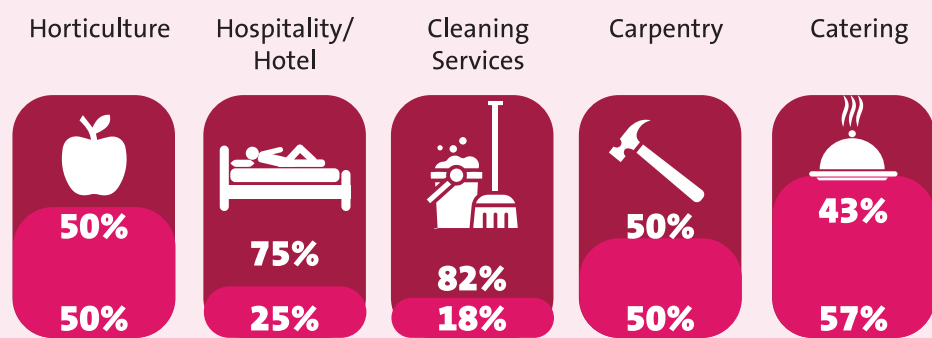
Consulting Service Contracts Awarded by Gender

Male
Female



Non-Consulting Service Contracts Awarded by Gender

Male
Female



Options for Improving the Legal Framework

What are the available avenues for changing the legal and policy framework?

Most countries, including those reviewed, employed legislation. The reason is not far-fetched: **legislation is the most potent source of law**. However, some countries already have procurement legislation, and amendments may prove difficult.

Regulations, executive orders and policies are also potential avenues for long-lasting changes to the policy framework. While policies offer flexibility and ease of amendment, regulations and executive orders carry the force of law and long-term sustainability. The path adopted may depend on political exigencies. What is clear, however, is that there is a need for a forceful means to ensure mandatory actions towards affirmative procurement.

Addressing Gaps in Private Sector Procurement

Efforts to amend law and policy focused primarily on public procurement, but it can resonate in the private sector. For one thing, **changes to assessment criteria for bidders can include requirements for bidders in the private sector to prioritise gender equality (e.g, in board membership and employees composition) and show how their businesses prioritise gender equality**. Such strategies, which are emblematic of good practices, have been deployed in countries like Spain.

In the private sector, affirmative procurement can be implemented by reviewing and modifying gender-blind procurement policies and practices.

Other actions towards affirmative procurement also include improving the inclusion of women-owned or led businesses and MSMEs in requests for proposals and developing criteria for assessment that privilege gender equality. Such measures may include, among others, a review of the gender policies, practices of bidders and suppliers, and employee and management mix.

Building and strengthening the capacity of the procurement team on gender-responsive procurement can also enhance affirmative procurement in the private sector. Companies have implemented these strategies to positive effects.³⁴

Other efforts that apply in the public sector including building the capacity of suppliers (of women-owned or women-led businesses), and providing feedback on unsuccessful bids can also be helpful. These can be implemented through networks of business-women in Nigeria such as **Women in Management, Business and Public Service (WIM-BIZ)**, **Association of Nigerian Women Business Network (ANBWN)**, the **Commonwealth Business Women's Network (CBWN)**, **Women in Successful Careers**, **Academy of Women Entrepreneurs**, **Chambers of Commerce**, **Nigeria Association of Small and Medium Entrepreneurs**, among others.

34. See Rethinking-gender-responsive-procurement-en.pdf (unwomen.org)

Need for Holistic Approach to Affirmative Procurement in Nigeria

There is a need for a holistic approach to affirmative procurement. Such a comprehensive approach requires micro and direct methods (such as those identified earlier per addressing issues in the legal and policy framework) and also macro-level approach that takes into cognisance the broader environment and related challenges. For instance, efforts are required to embed gender equality in public procurement agencies at the federal and state levels. These efforts include;

- **Addressing gender imbalances in the agencies at board, management, and employee levels**
- **Training more females in procurement and offering incentives such as scholarships on procurement to create a pool of qualified female procurement specialists; and**
- **Implementing a gender policy to ensure that actions towards affirmative procurement are not superficial and are fully embedded.**

Addressing the capacity of suppliers is also critically important. In a study conducted on gender-responsive public procurement laws and policies and an audit of institutions commissioned by UN Women recently, respondent harped on the challenges in finding qualified women-owned or women-led businesses that have the (technical and financial) capacity and can compete at the same level as men-owned and men-led businesses. This gap is especially noticeable, but not limited, in businesses that are in the spheres of construction and technology. Therefore, there is a need to support women-owned or women-led businesses to develop and strengthen their capabilities in the appropriate areas to compete effectively.

Supply-side supports to address the gaps using strategies that help prepare businesses to meet the criteria to enter and succeed in bids can also be explored. Targeted assistance strategies empower women-owned or women-led businesses to participate in public procurement. They could be in the form of training and technical assistance, financial assistance through the provision of low-interest loans, grants, and interest-free loans, as is the case in the United States, Kenya and other countries.³⁵ Establishing a fund to support women-owned and women-led businesses can address the barriers related to access to financing that many of these businesses face. Such a fund can be established at federal and state levels.

Another form of assistance that would boost women-owned or women-led businesses is to unbundle large contracts, a barrier to their participation in public procurement, into smaller lots.³⁶ It is crucial to sensitise women-owned or women-led businesses in Nigeria on procurement benefits and requirements. Such sensitisation includes training on e-portal usage, computer appreciation skills, digital skills, registration requirements, regulatory compliance and other related matters.

35. DECD, "Technical Report: Policies that Promote SME Participation in Public Procurement" September, 2017

36. B Hoekman and Onur BK Tas, "SME Participation in Public Purchasing: Procurement Policy Matters," (2020) CEPR Discussion Papers 14836, C.E.P.R. Discussion Papers.

Developing, reviving, or stimulating women entrepreneurs’ networks and sensitising them on affirmative procurement can support affirmative procurement in Nigeria. Women entrepreneurs would benefit from being brought together to network and to understand the context of procurement in the public and private sectors. Such networks also provide the potential to;

- Present a formidable advocacy front for matters concerning women-led businesses;
- Network more effectively; and
- Serve as a platform for sensitisation and training on public procurement, its benefits, and how to participate.

Networks such as WIMBIZ can be utilized to support affirmative procurement. While some of these networks already function to some degree, receiving support from UN Women or the private sector towards regular networking through conferences, seminars and workshops will provide opportunities to discuss progress and challenges in affirmative procurement. It is important to ensure that such networks do not leave out women-owned or women-led businesses at any level and should cover as broadly as possible all types of businesses.

The barriers impeding women’s participation in procurement, in both public and private sectors, are, at least, in part, founded on deep-rooted gender norms and discriminatory practices. Addressing broader gender barriers is, therefore, critical. **There is a need for comprehensive macro approaches such as improving women’s and girls’ education (especially STEM education), socialisation and harmful gender norms that impede women’s economic empowerment.** Procurement policies, in addition to supporting women-owned and women-led businesses, should also expand to include the gender-responsiveness of the businesses they are procuring from. This expansion will help address supply-side issues in the long term.

Finally, it is crucial to develop an implementation plan at federal and state levels that captures key actions in public and private sectors and a monitoring mechanism to measure progress in affirmative procurement in Nigeria.



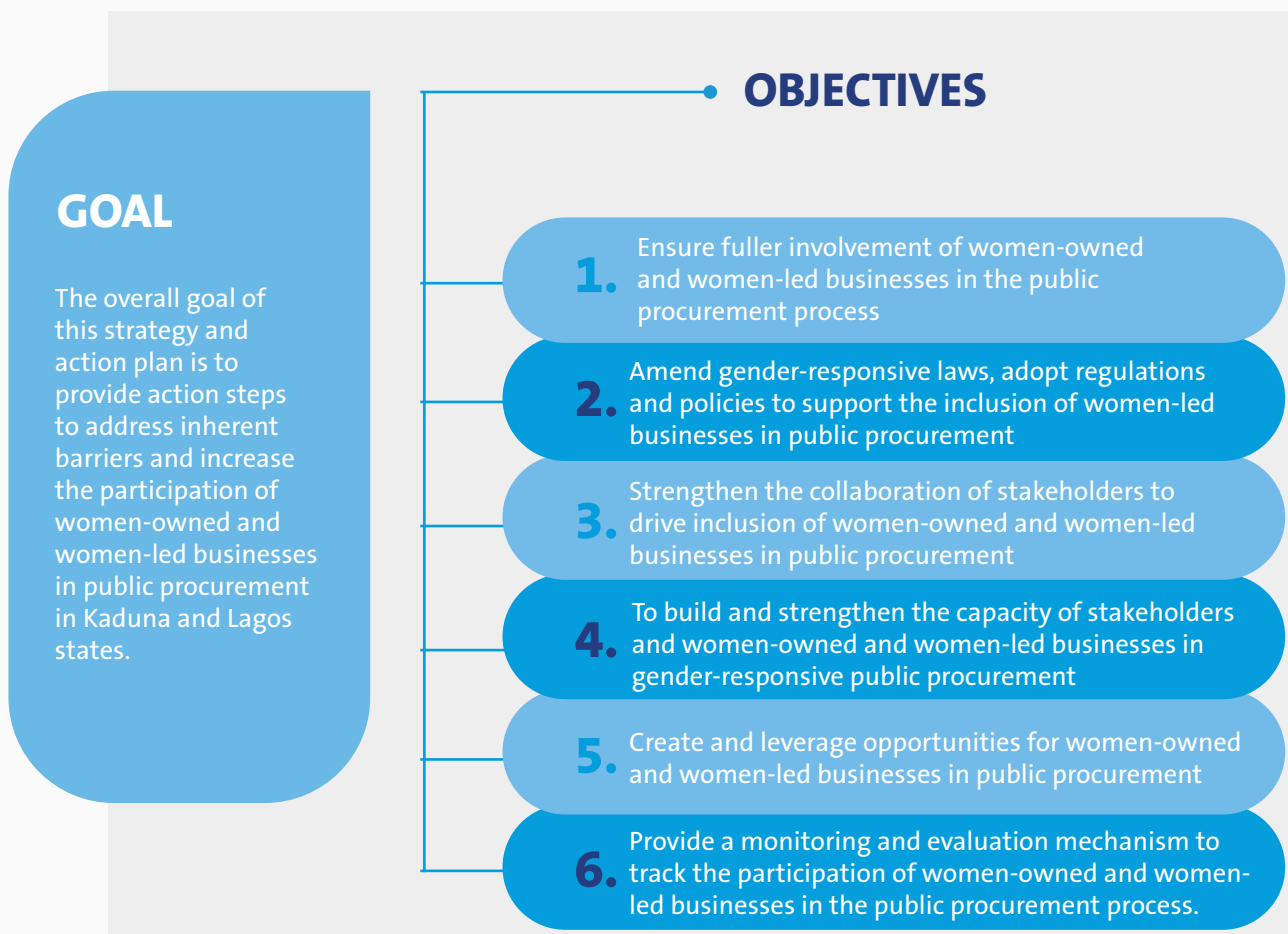
2. GENDER-RESPONSIVE STRATEGY COSTED ACTION PLAN

TO MAINSTREAM GENDER
INTO PUBLIC PROCUREMENT
LAWS, POLICIES AND
PRACTICES

In Nigeria, women-owned small and medium-sized enterprises (SMEs) are significantly under-represented as suppliers in public procurement opportunities.¹ Women-owned and women-led businesses face several impediments to participating in public procurement.²

Assessment of the public procurement laws, policies, and practices in Kaduna and Lagos states indicated several gaps that must be addressed. For instance, the public procurement laws, regulations, and policies do not define women-owned or women-led businesses. There are no affirmative or preferential actions or reservations for businesses owned or led by women. The thresholds are the same for all businesses with no consideration for gender in the public procurement laws of Kaduna and Lagos. Assessment of the practices in both states also indicate that gender is not a key consideration, despite the disadvantages women-owned and women-led businesses contend with. However, Kaduna State has recently taken steps to develop a gender-responsive procurement policy.

Against this background, it is important for the states to develop an action plan to address the identified gaps and implement suggested recommendations from the assessment of laws, policies, and practices in Kaduna and Lagos states.



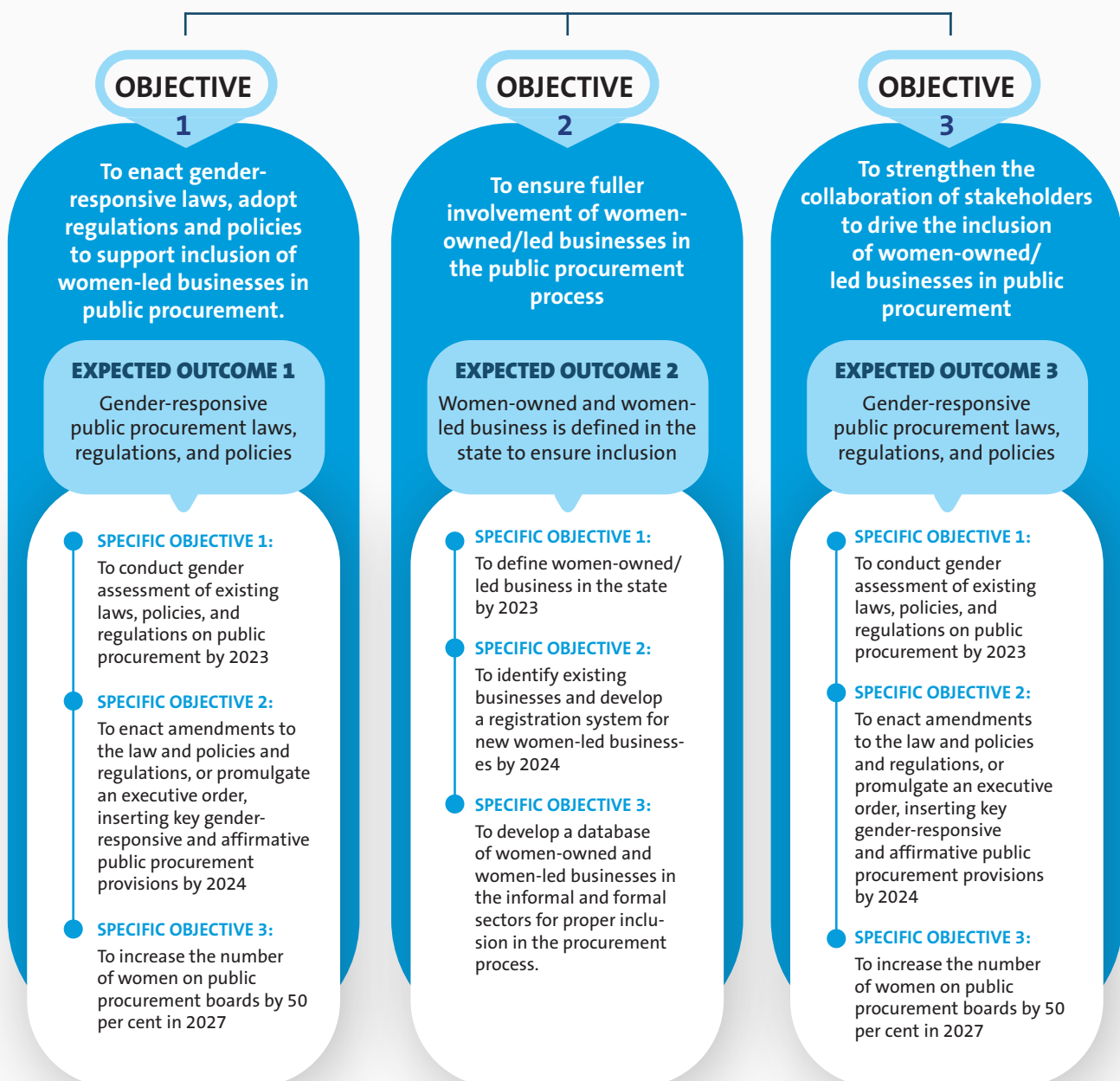
1. International Trade Centre, Making Public Procurement Work for Women, 2020.

2. Ibid.

Gender-Responsive Strategies

Gender-responsive strategies “incorporate the experiences and needs of women and girls and address the underlying causes of vulnerability, including gender inequality, gender relationships, power structures, social norms and leadership.”³ Regarding gender-responsive public procurement, the strategies that would support critical actions and activities include advocacy and strategic engagement with stakeholders in the political space to support law reform; law reform; capacity building to provide training in implementing gender-responsive practices across the procurement process and; monitoring and evaluation, both in activity and strategy to identify the progress and any continuing gaps.

ACTION PLAN



3. Gender-responsive policies, strategies and financing | PreventionWeb

OBJECTIVE

4

To build and strengthen the capacity of stakeholders and women-owned/led businesses in gender-responsive public procurement

EXPECTED OUTCOME 4

Increased capacity of stakeholders and women in gender-responsive public procurement

SPECIFIC OBJECTIVE 1:

To improve the capacity of stakeholders in public procurement on gender-responsive procurement by 2025

SPECIFIC OBJECTIVE 2:

To develop the capacity of all women-led businesses in public procurement practice by 2026

SPECIFIC OBJECTIVE 3:

To provide technical support to women-led businesses on public procurement process and improve participation by 2024

OBJECTIVE

5

To create and leverage opportunities for women-owned/led businesses in public procurement

EXPECTED OUTCOME 5

Increased participation of women-owned and women-led businesses in public procurement institutions

SPECIFIC OBJECTIVE 1:

To establish funding for women-owned and women-led businesses by 2026

SPECIFIC OBJECTIVE 2:

To create gender balance in the recruitment process of public procurement institutions

SPECIFIC OBJECTIVE 3:

To promote a simplified application process for women-owned and women-led businesses

SPECIFIC OBJECTIVE 4:

To increase the number of women-led businesses who submit bids by 50 per cent by 2026

OBJECTIVE

6

To provide a monitoring and evaluation mechanism to track the increased participation of women-owned/led businesses in the public procurement process

EXPECTED OUTCOME 6

Accountability on the inclusion process of women-owned and women-led businesses in public procurement

SPECIFIC OBJECTIVE 1:

To develop indicators to measure the inclusion process of women-owned and women-led businesses in public procurement by 2024

SPECIFIC OBJECTIVE 2:

To develop a monitoring and evaluation plan for progress tracking

SPECIFIC OBJECTIVE 3:

To provide evidence base on gender-responsive public procurement



3. GENDER-RESPONSIVE STRATEGY COSTED ACTION

UNIT COSTS

OBJECTIVE 1: To enact gender-responsive laws, and adopt regulations and policies to support the inclusion of women-owned/led businesses in public procurement.

Activities	Description of input	Measurement unit	Unit cost of input	Number of units	Estimates (unit cost of input × number of units)
<ul style="list-style-type: none"> Conduct gender assessment of public procurement laws and policies, identify gaps and make recommendations Develop bills, regulations and policies based on 	Daily allowance for consultant	Persons/days	N80,000	30	N2,400,000
	<ul style="list-style-type: none"> Identified gaps, including affirmative quotas Validation of regulations and policies 	Meeting hall	Hall Rental	N500,000	1
	Printing	Per copy	N500	100	N50,000
	Per diem for participants	Per person day	N30,000	50	N1,500,000
	Lunch and tea break	Per person day	N10,000	50	N500,000
	Domestic travel allowance	Per trip	N15,000	50	N750,000
Advocacy meetings with key stakeholders	Meeting Hall	Hall Rental	N200,000	1	N200,000
	Refreshment	Per person day	N5,000	10	N50,000
	Printing	Per copy	N1,000	10	N10,000
	Per diem for participants	Per person day	N30,000	10	N300,000
	Domestic travel allowance	Per trip	N15,000	10	N150,000
Social media campaign for the inclusion of affirmative public procurement in laws and policies	Social media advertisement (Facebook, Twitter, Instagram) including graphic design and advocacy content creation	Advert	N30,000	30	N900,000
Engagements with women-led organisations	Hall	Hall rental	N500,000	1	N500,000
	Printing	Per copy	N1,000	30	N30,000
	Per diem for participants	Per person per day	N20,000	30	N600,000
	Lunch and tea break	Per person per day	N10,000	30	N300,000
	Domestic travel allowance	Per trip	N5,000	30	N150,000
Sub-total					N8,890,000

OBJECTIVE 2: To ensure fuller involvement of women-owned/led businesses in public procurement process

Activities	Description of input	Measurement unit	Unit cost of input	Number of units	Estimates (unit cost of input × number of units)
<ul style="list-style-type: none"> Stakeholder meeting to review definitions and develop definitions for the state Mapping of women-led businesses in the informal and formal sector Register-identified women-owned/led businesses 	Hall	Hall rental	500,000	1	N500,000
	Printing	Per copy	500	100	N50,000
	Per diem for participants	Per person per day	30,000	15	N450,000
	Lunch and tea break	Per person day	10,000	15	N150,000
	Domestic travel allowance	Per trip	5,000	15	N75,000
	Daily rate for consultant	Person-days	100,000	60	N6,000,000
<ul style="list-style-type: none"> Develop free registration electronic database 	Daily rate for consultant	Person-days	100,000	30	N3,000,000
Sub-total					N10,225,000

OBJECTIVE 3: To strengthen collaboration of stakeholders to drive inclusion of women-owned/led businesses in public procurement

Activities	Description of input	Measurement unit	Unit cost of input	Number of units	Estimates (unit cost of input × number of units)
Stakeholder meeting to establish a platform for regular engagement on gender-responsive public procurement	I Hall	Hall rental	500,000	1	N500,000
	I Printing	Per copy	500	100	N50,000
	I Per diem for participants	Per day	20,000	15	N300,000
	I Lunch and tea break	Per day	10,000	15	N150,000
	I Domestic travel allowance	Per trip	5,000	15	N75,000
Advocacy meeting and engagements with the Ministry of Finance	I Hall	Hall Rental	500,000	1	N500,000
	I Printing	Per copy	500	100	N50,000
	I Per diem for participants	Per day	20,000	10	N200,000
	I Lunch and tea break	Per day	10,000	10	N100,000
	I Domestic travel allowance	Per trip			

Advocacy meetings and engagement with the Governor	Hall	Hall rental	200,000	1	N200,000
	Printing	Per copy	500	50	N25,000
	Per diem for participants	Per day	20,000	10	N100,000
	Lunch and Tea break	Per day	10,000	10	N50,000
	Domestic travel allowance	Per trip	5,000		
Stakeholder meeting to develop modalities for funding	Hall	Hall rental	200,000	1	N200,000
	Printing	Per copy	500	30	N15,000
	Per diem for participants	Per day	20,000	15	N300,000
	Lunch and tea break	Per day	10,000	15	N50,000
	Domestic travel allowance	Per trip	5,000	15	N75,000
Development of factsheets	Daily rate for consultant	Person per day	20,000	10	N200,000
Awareness campaigns among key stakeholders such as MDAs, women organisations, and business networks through stakeholder meetings organised by public procurement agencies	Hall	Hall Rental	500,000	1	N500,000
	Printing	Per copy	500	50	N25,000
	Per diem for participants	Per day	20,000	50	N1,000,000
	Lunch and Tea break	Per day	10,000	50	N500,000
	Domestic travel allowance	Per trip	5,000	50	N250,000
Social media campaigns	Daily rate for consultant	Per day	10,000	30	N300,000
Sub-total					N5,715,000

OBJECTIVE 4: To build and strengthen the capacity of stakeholders and women-owned/led businesses in gender-responsive public procurement

Activities	Description of input	Measurement unit	Unit cost of input	Number of units	Estimates (unit cost of input × number of units)
Stakeholder meeting to establish a platform for regular engagement on gender-responsive public procurement	Hall	Hall rental	500,000	1	N500,000
	Printing	Per copy	500	100	N50,000
	Per diem for participants	Per day	20,000	15	N300,000
	Lunch and tea break	Per day	10,000	15	N150,000
	Domestic travel allowance	Per trip	5,000	15	N75,000

Advocacy meeting and engagements with the Ministry of Finance	Hall	Hall Rental	500,000	1	N500,000
	Printing	Per copy	500	100	N50,000
	Per diem for participants	Per day	20,000	10	N200,000
	Lunch and tea break	Per day	10,000	10	N100,000
	Domestic travel allowance	Per trip			
Advocacy meetings and engagement with the Governor	Hall	Hall rental	200,000	1	N200,000
	Printing	Per copy	500	50	N25,000
	Per diem for participants	Per day	20,000		
	Lunch and Tea break	Per day	10,000	10	N100,000
	Domestic travel allowance	Per trip	5,000	10	N50,000
Stakeholder meeting to develop modalities for funding	Hall	Hall rental	200,000	1	N200,000
	Printing	Per copy	500	30	N15,000
	Per diem for participants	Per day	20,000	15	N300,000
	Lunch and tea break	Per day	10,000	15	N50,000
	Domestic travel allowance	Per trip	5,000	15	N75,000
Development of factsheets	Daily rate for consultant	Person per day	20,000	10	N200,000
Awareness campaigns among key stakeholders such as MDAs, women organisations, and business networks through stakeholder meetings organised by public procurement agencies	Hall	Hall Rental	500,000	1	N500,000
	Printing	Per copy	500	50	N25,000
	Per diem for participants	Per day	20,000	50	N1,000,000
	Lunch and Tea break	Per day	10,000	50	N500,000
	Domestic travel allowance	Per trip	5,000	50	N250,000
Social media campaigns	Daily rate for consultant	Per day	10,000	30	N300,000
Sub-total					N5,715,000

OBJECTIVE 5: To enact gender-responsive laws, and adopt regulations and policies to support the inclusion of women-owned/led businesses in public procurement.

Activities	Description of input	Measurement unit	Unit cost of input	Number of units	Estimates (unit cost of input × number of units)
<ul style="list-style-type: none"> Conduct gender assessment of public procurement laws and policies, identify gaps and make recommendations Develop bills, regulations and policies based on 	Daily allowance for consultant	Persons/days	N80,000	30	N2,400,000
	<ul style="list-style-type: none"> Identified gaps, including affirmative quotas Validation of regulations and policies 	Meeting hall	Hall Rental	N500,000	1
	Printing	Per copy	N500	100	N50,000
	Per diem for participants	Per person day	N30,000	50	N1,500,000
	Lunch and tea break	Per person day	N10,000	50	N500,000
	Domestic travel allowance	Per trip	N15,000	50	N750,000
Advocacy meetings with key stakeholders	Meeting Hall	Hall Rental	N200,000	1	N200,000
	Refreshment	Per person day	N5,000	10	N50,000
	Printing	Per copy	N1,000	10	N10,000
	Per diem for participants	Per person day	N30,000	10	N300,000
	Domestic travel allowance	Per trip	N15,000	10	N150,000
Social media campaign for the inclusion of affirmative public procurement in laws and policies	Social media advertisement (Facebook, Twitter, Instagram) including graphic design and advocacy content creation	Advert	N30,000	30	N900,000
Engagements with women-led organisations	Hall	Hall rental	N500,000	1	N500,000
	Printing	Per copy	N1,000	30	N30,000
	Per diem for participants	Per person per day	N20,000	30	N600,000
	Lunch and tea break	Per person per day	N10,000	30	N300,000
	Domestic travel allowance	Per trip	N5,000	30	N150,000
Sub-total					N8,890,000

