

**CIDA Philippines Program
GENDER EQUALITY MONITORING REPORT
August 2010**

HIGHLIGHTS

This monitoring report covers the period July 2009 to June 2010. During this period, two projects of the CIDA Philippines Program ended, leaving a total of seven active projects and the Canada Fund for Local Initiatives.

Overall, there have been improvements in the quality of implementation of the current projects. Except for two, the projects have registered higher Gender and Development (GAD) scores. The Program also continues to contribute to the corporate gender equality result areas of decision-making, rights, and resources. During the period monitored, results were noted particularly in the area of women's economic empowerment. The Program has enabled women in several places to have a clearer idea of what rights they can claim, and how to go about accessing resources. It is also now contributing significantly to preparing local governments and national government agencies to become better duty bearers, able to respond to demands or claims by the poor, women and men, for information, policy reform, and programs and facilities. In addition to these, a number of projects have reportedly promoted greater gender parity in participation in their forums, consultations and trainings, and enabled women to access leadership opportunities. Finally, projects now have information that suggest enhanced women's access not only to basic services, but also to credit, information, and technology.

These results notwithstanding, the projects face a number of issues and challenges related to producing substantial gender equality results and making them stick. These include both persistent and new issues, such as commitment of the CEA and the project team to produce gender equality results, optimal use of gender equality inputs, utilization of results of gender studies and analyses, and substantiation of reported gender equality results.

CONTENTS

Highlights	1		
Background	2	PEP	33
Projects Monitored	4	PRIME	37
E3	4	Contributions of CIDA Philippines	
GREAT Women	7	Projects to Achieving Gender	
LGSP-LED	15	Equality Results	42
Peace Links/Peace Fund	21	Summary of Lessons and Issues	44
Canada Fund	28	List of Acronyms	46

BACKGROUND

The Philippines Program of the Canadian International Development Agency (CIDA) aims to “contribute to poverty reduction in the Philippines through equitable, sustainable development.” When the projects monitored were designed, CIDA was pursuing this goal through two programming areas: governance, which became the increasing focus of CIDA in the Philippines until 2008; and private sector development.

The new Logic Model for the Philippines Program expects projects to contribute to the ultimate outcome, “sustained improvement in the economic well-being of poor women and men in selected regions of the Philippines.” It has two priority areas. One is improving the climate for investment, while the other is protecting the economic interests of the poor through the resolution of economic disputes. It also affirms the incorporation of gender equality and environment as crosscutting themes in the planning, management and implementation of all CIDA programs and projects.

Coverage

When the monitoring activity began in July 2010, CIDA had seven ongoing projects and a stand-alone funding facility.¹ These are the following: (1) Electronic Governance for Efficiency and Effectiveness Project (or E3), (2) Gender-Responsive Economic Actions for the Transformation of Women Project (GREAT Women), (3) Local Governance Support Program for Local Economic Development (LGSP-LED), (4) Peace Links, (5) Promoting Rural Industries and Market Enhancement Program (PRIME), (6) the International Finance Corporation-Private Enterprise Partnership for the Philippines (IFC-PEP), and (7) Decentralization and Local Government Trust Fund (DIALOG Fund). The stand-alone facility, Canada Fund, is the eighth project. Another facility, the Peace Fund, forms part of the Peace Links Project.

Since the last monitoring report, the Local Governance Support Program in the Autonomous Region in Muslim Mindanao (LGSPA) has been formally closed and is not part of this report. DIALOG Fund, which has just begun, is also not covered.

CIDA Gender Equality Policy

The CIDA gender equality policy has three objectives. These are: (1) to advance women’s equal participation with men as decision-makers; (2) to support women and girls in realizing their full human rights; and (3) to reduce gender inequalities in access to and control over the resources and benefits of development. These translate into three result areas—decision-making, rights, and development resources and benefit—to which the projects contribute.

To achieve the policy goals, the CIDA Philippines program continues the following operational approach. First, it promotes gender equality as a crosscutting theme by requiring all its projects to

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¹Project profiles are found in the “Canadian Official Development Assistance to the Philippines, November 2008,” produced by PCCO.

specify key interventions that would contribute to the gender equality result areas. Second, it institutes measures to ensure that the Program will generate and capture gender equality results. Among these measures is the support for a gender project, the GREAT Women Project. And third, it works with other donors in promoting the use of the *Philippines Harmonized Gender and Development Guidelines for Project Development, Implementation, Monitoring and Evaluation* (or simply, the Harmonized GAD Guidelines),² sharing good practices and lessons learned, and other gender equality initiatives.

Focus

This monitoring report discusses the progress made and results achieved by ongoing projects vis-à-vis the CIDA gender equality policy result areas. The report is based on information gathered through a combination of methods and sources: reports submitted by projects and interviews with the gender equality consultant or focal person and other key implementers of the project. The monitoring visits took place in July and August 2010.

Each project was assessed at two points using the Harmonized GAD Guidelines. The first is at the design stage (for quality at entry), based on the Project Approval Document (PAD). The next is at project implementation to ascertain quality at implementation. This is based on the Project Implementation Plan (PIP) and actual management and implementation of the project. Because these projects have been ongoing for several years, their gender and development (GAD) design ratings remain the same as the past year. However, the projects are assessed for every year of project implementation, management, and monitoring and implementation (PIMME). For this report, the gender rating covers the period since the last monitoring in May-June 2009.

A draft report was circulated among the CIDA partners. The report is revised based on the comments received from the partners and Fund managers.

² The Harmonized GAD Guidelines is a product of the National Economic and Development Authority, the Philippine Commission on Women (then known as the National Commission on the Role of Filipino Women), and the Official Development Assistance GAD Network. The original version was printed in 2005; a second edition came out in 2007.

PROJECTS MONITORED

Electronic Governance for Efficiency and Effectiveness (E3) Project

GAD score: 15.0 (A, or gender responsive) for project design; 12.8 (B, gender sensitive) for project implementation for the period monitored

The gender equality issues that are relevant to E3 pertain to the application of ICT in the social sector of the government. To this end, the project has set an enabling environment by providing guidelines, tools, and training inputs to help agencies identify and address gender issues. Since the last time the project was monitored, however, there has been very little progress in overall project implementation, which affected the achievement of gender equality results. This was particularly true in connection with the social sector pilot projects.

A nationwide, five-year project (2006-2011), E3 seeks to strengthen the human resources of the Philippine government at the national and local levels to support more effective delivery of government services through the use of information and communication technology (ICT), thus contributing to poverty reduction and the promotion of peace and security. The project has four components, namely: (1) strategic ICT capacity development, involving the development of a shared vision, strategic knowledge and skills within government (Component 100); (2) ICT capacity development (including capacity to promote gender equality) in social service agencies (Component 200); (3) ICT projects in social services (Component 300); and (4) project management (Component 400). The project has gender equality indicators for the components or outcomes and for outputs as well. As of July 2010, E3 was being implemented by Agriteam as the Canadian Executing Agency (CEA).

The E3 gender equality initiatives have been guided by a strategy that is articulated in the Project Implementation Plan. By July 2009, the start of the period monitored for E3, the project has a part-time gender specialist. It has installed GAD tools and materials for the components, including the incorporation of gender equality criteria in the E-Government Fund (EGF) that will be used to assess pilot project proposals (Component 300). E3 has also begun to help the Commission on Information and Communication Technology (CICT) with its gender mainstreaming efforts. In addition, the new CEA adheres to the original gender equality strategy and continues to promote four gender equality core messages: (1) development must benefit both women and men, (2) women can be valuable assets in development initiatives, (3) there is a mandate for Philippine government agencies for gender equality, and (4) gathering sex-disaggregated data is important. The project has specified how each message could be handled in various training modules.

Gender Equality Initiatives and Results (July 2009-June 2010)

Component 100

During the period covered by this monitoring report, E3 continued to extend technical assistance (TA) to CICT in the areas of organizational placement, structure and responsibilities of the newly established GAD Focal Point (GFP) Office. To develop the capacities of the GFP in gender mainstreaming, E3 plans to use a CICT project as a case during one of the planned TA activities. Meanwhile, CICT is considering using its GAD budget to contract an academic institution, a partner in a past project, to train its GFP in gender planning and budgeting.

To ensure the sustainability of GAD initiatives at the CICT, the E3 gender specialist has also linked the GFP with other GAD bodies. For instance, she has asked the Philippine Commission on Women (PCW) to invite the CICT GFP to the Inter-Agency Committee (IAC) on Gender Statistics. Moreover, the CEA has included the Status of Women Canada to the itinerary of a proposed CICT study mission to Canada. As discussed during the monitoring visit, it is important to make sure that the messages and inputs the group gets at the Status of Women Canada are consistent with those of the Philippine Government. This is particularly true for technical inputs on gender analysis, planning and budgeting, which are covered by Philippine tools and guidelines.

As an application of GAD into a key document, the E3 gender specialist has provided advice on gender considerations for the draft harmonized Implementing Rules and Regulations (IRR) of Republic Act (RA) 9184, otherwise known as the Government Procurement Reform Act. At that time, however, the GFP of CICT has not yet been created and, thus, has not been able to participate in the preparation of the IRR. The gender specialist has likewise provided GAD inputs to policy that can be used to inform the preparation of the ICT Strategic Roadmap.

E3 believes that the shift from e-government to e-governance will encourage CICT to be more outward-looking. Thus, the GFP could refocus its current GAD plan (which it submitted prior to the orientation workshop on e-governance) to include, apart from training of the GFP, showcasing gender mainstreaming in a project. This change could also be easily done under “GAD training.”

Component 200

Since the inception of E3, its Management Program for Electronic Governance (MPEG) has trained two pilot batches, both of which received GAD inputs that could help them prepare their concept papers. The first batch of MPEG trainees, consisting of 9 women and 6 men, came from seven agencies. The training ran from 31 March to September 2008, and involved 80-percent face-to-face and 20-percent online sessions. The training of the Batch 2 participants (28 women and 28 men) from 18 agencies was fully online. It was completed by the time the monitoring visit took place in early August 2010.

The second batch of participants had an elective GAD course that could improve their skills in considering and integrating gender concerns in the design of their ICT project. The GAD module for the MPEG online course was uploaded by September 2009. A month later, the E3 gender specialist held face-to-face training with the Batch 2, or what the new CEA calls the ‘second pilot’, participants, who numbered about thirty.

As follow-up of the gender module, the gender specialist provided comments on how to better integrate gender equality considerations in the participants’ concept papers. Because the MPEG was being converted to a different platform and being transferred to CICT, it was not accessible. Thus, the participants chose to email the specialist for her comments, rather than use the discussion page in the website. Even as the connectivity problem persisted, the separate GAD continues to appear in the MPEG online course, but as a podcast.

Component 300

E3 has integrated GAD as part of the EGF processes and as one of the criteria for approval. During the period monitored, however, little progress was noted, as the pilot projects had been stalled. Each agency should have had a complete proposal and business plan, but the group that was contracted to prepare the proposals, the Development Academy of the Philippines (DAP), had not delivered; hence, E3 could not submit any proposal to the EGF. Moreover, the Department of Social Welfare and

Development (DSWD) has not agreed to be the lead agency, because it would not want to be responsible for funds released to the other two agencies, the Department of Health and Philippine Health Insurance Corporation (Philhealth). Should DSWD agree, then E3 can help the agencies prepare the business plans.³

Component 400

With a new CEA, the E3 gender adviser gave the new technical staff a briefing on gender issues in ICT, the project's gender equality strategy, the enabling environment for GAD and the Harmonized GAD Guidelines. Gender equality inputs were also provided to Terms of Reference (TORs) that were drawn up by the new CEA. Because the E3 website has been closed for some time, E3 tools and strategies, participation status reports, sex-disaggregated data, and gender and e-Government or e-Governance articles are only available in the E3 document management system.

Challenges and Lessons

Working with CICT as the partner Philippine government agency of E3 has been a continuing challenge. The new CEA claims that because CICT was not created by an act of Congress, it has lower status among other Philippine agencies. The Department of Information and Communication Technology (DICT) bill, which could have strengthened CICT, got blocked in the last Senate, although it was passed by the last House of Representatives. Nonetheless, CICT is reported to be very committed to e-governance.

Changes within the CICT meant that the updating of the ICT Roadmap needs to be discussed with the new leadership. (A consultation about the roadmap took place in late July 2010, which was attended by women and men participants.) The changes could work in favor of E3, as the new CICT head has participated in an E3-supported forum.

In connection with gender equality, the project knew that convincing CICT that technology is not gender neutral would not be easy. There are issues related to access (freeware or proprietary), cyber gender crimes (e-stalking) and control and regulation of the Internet, and the use of community ICT centers. The E3 gender specialist explained that it might be useful to demonstrate what gender mainstreaming is through specific ICT projects, or working through the gender dimensions or issues of these projects, and strategies for addressing these issues. This approach could help CICT identify what gender issues and gender mainstreaming activities can be supported by its GAD budget.

CICT, however, is but one part of the equation. The project needs to assess its chances of producing its gender equality-related deliverables or results vis-à-vis a (if not the) key gender issue for E3: the gender-sensitive application of ICT in the social sector of the government. This will not happen when ICT has not been applied in the social sector. Producing gender equality results, therefore, is closely related to the progress of the project, particularly in Component 300.

Finally, a lesson that the project learned early on is the value of allocating more resources to GAD mainstreaming expertise at the start of the project. This has enabled it to build capacity of the core team and to ensure that GAD concerns are included in key systems, procedures and initiatives of the project. Some of these advantages, however, could be lost with changes in the core team, or in the commitment to promoting gender equality in the project.

³ In its comments to a draft version of the E3 monitoring report, E3 claimed that DSWD has already agreed to be the lead agency for Component 300.

Gender-Responsive Economic Actions for the Transformation of Women (GREAT Women)
GAD scores: 20.0 (A, or gender responsive) for project design; and 17.0 (A, or gender responsive) for project implementation for the period monitored

All the project components continue to show progress toward creating a gender-responsive environment for women micro-entrepreneurs (WMEs). Within the Philippine Commission on Women, capacities have been developed that enable its staff to provide gender-sensitive enterprise and local economic development technical assistance to national and local partners. Some national partners are producing tools, enhancing their training programs to include GAD messages, and producing technologies to respond to concerns of WMEs. In several local government units, GAD codes and annual investment programs have included provisions for the promotion of women's economic empowerment; common service facilities are being established; and technical assistance to WMEs to improve their technologies, make their operations environmentally sustainable and occupationally safe, and link them to markets and agencies. Nonetheless, some challenges persist.

The GREAT Women Project is designed to run for five years (2006-2012) and has been extended to end in December 2013. It is a capacity development initiative that aims to support and promote the economic empowerment of women, especially those in microenterprises, by contributing to the creation of a gender-responsive enabling environment for microenterprise development. It has three substantive components: (1) capacity development for the Philippine Commission on Women, formerly, the National Commission on the Role of Filipino Women; (2) national enabling environment for women's economic empowerment (WEE); and (3) local enabling environment for WEE. The fourth component is project management.

The project aims to assist and build capacities of the PCW as well as its national and local partners in developing, implementing, monitoring and evaluating gender-responsive economic legislation, policies and programs especially those related to the development of micro and small enterprises. It is implemented by the PCW, the project's local executing agency.

Gender Equality Initiatives and Results (July 2009-June 2010)

After delays during its first two years of project implementation, the GREAT Women Project continues to make progress in all the components, especially Component 3.⁴ Issues raised in technical reviews of the project are being addressed. As also noted by the Mid-Term Evaluation Team, which was fielded in May-June 2010, the project has shown considerable capacity in harvesting lessons that could be applied to enhance implementation, and in adapting and enhancing available tools. The project has also built a lot of good press and goodwill among other CIDA projects, other donors' projects, national government agencies (NGAs), non-government organizations (NGOs), and local government units (LGUs).

In May 2010, the Project Management Office (PMO) returned the management of Component 1 to the PCW Administration and Finance Division (AFD), although the development of tools and identification of possible capacity development activities will be jointly undertaken by the AFD and PMO. The turnover coincided with the departure of the GREAT Women Assistant Project Manager to join the AFD regular staff. Meanwhile, the PCW Deputy Director took over the leadership of the

⁴ "Performance Report for 2nd Semester Year 3 (October 2009-March 2010)," prepared by the GREAT Women Project Management Office. Reference is also made to the "Performance Report for 1st Semester Year 3 (April 2009-September 2009)."

Monitoring and Evaluation Division (MED), the group in-charge of Component 2, when the division head left after less than a year. The PMO also helped the division identify gaps and assess complementation of Components 2 and 3, considering that there are partner NGAs operating in the LGU sites.

Component 1: PCW Capacity Development for WEE

The project has supported capacity development of project and PCW staff, resulting in the PCW that is stronger and better positioned to influence national and local partners to integrate GAD, local economic development (LED), enterprise development and environment in their policies, programs and services. The PCW claims that 13 technical officers provided TA to national and local partners on gender analysis of policies, plans and programs. PCW staff also served as resource persons on GAD planning and budgeting and during gender sensitivity trainings (GSTs).

Improved communication and feedback mechanisms within PCW have also been noted, enabled by sharing of insights and lessons, technical committee meetings, and assessment/planning and harmonization workshops. There was also sharing of WEE and GAD resources, as well as best practices from the field through the Web.

Some of its major outputs to date, how these are being used and the challenges faced by the PCW divisions-in-charge of Component 1 and its subcomponents are as follows:

- *Identification of competency gaps.* The project-funded Training Needs Assessment (TNA) and a Capacity Development Framework for the PCW were completed after months of delay. These could have been linked to the Harmonized Competency Development (HCD) Thrust, but the analysis was too general to be useful to the project, and may have considered the PCW needs, but not those of the GREAT Women Project and its partners. In contrast, the HCD takes into account the needs of PCW and GREAT Women partners combined. For Component 3, the basis was the rapid TNA that was part of the baseline survey.⁵ A related issue concerns attendance to the courses that the PCW has been offering based on the HCD. Owing to the workload of the staff, many do not attend the courses fulltime. In fact, some courses have only half of the participants who could complete the courses.
- *Capacity development protocol and tools.* First tried in July 2010 during the Component 2 NGA Training of Technical Advisers on Gender Analysis (TOTAGA), the project sought the agreement of the participants at the beginning of the activity that they would stay throughout the program. This could be assured when training is offsite, but when held at the PCW or in the partner agency's office, attendance tends to fluctuate from session to session.
- *Resource network for WEE.* The project is currently updating its experts' directory and constantly identifying new experts, including local ones. However, it continues to face two challenges: verifying the GAD credentials of the experts, and the limited number of GAD experts in economics and similar fields. To address these, the Component 3 of the GREAT Women Project ran capacity development sessions on key WEE and LED knowledge and skills areas for its local GAD experts, and one gender orientation session for non-GAD experts. Called the TOTAGA, the sessions for local gender experts took place first in September 2009 and again in June 2010. The session for non-GAD experts involved project consultants of Components 2 and 3. Component 2 had one TOTAGA for its partners in July 2010.

⁵ In 2009, MED developed a capacity development roadmap to lend coherence to its interventions and to ensure sustainability from the beginning. There were also attempts to prepare a roadmap per agency. All these were reportedly turned over to the former division head who instead adopted a capacity development plan that was prepared in conjunction with the PCW plan. There were no inputs from the partner NGAs to either document, but the agencies identified their needs as time went on.

- *WEE tools.* In addition to the gender analysis and gender mainstreaming tools, the project has begun to roll out the WEE scorecards. It has also been measuring the level of satisfaction of PCW and of participants of capacity development activities and providers, although it feels that it needs to customize the pre- and post evaluation tools to training activities. In the case of the WEE scorecard, it is being used by all the divisions that are participating in the project, that is, with the exception of the Policy Development and Advocacy Division (PDAD), which gave up its role in the Ifugao pilot site in early 2010. While the project and PCW have available GAD and WEE tools, they still have to revise the PCW supplemental guidelines on integrating GAD in the Comprehensive Development Plan (CDP), since the latest version was found by the trainers (PCW staff and GAD technical advisers) and the LGU staffs too confusing to follow. Moreover, the project needs to write out the session guides for the training courses that have proved to be very useful (refresher GST, GST++, and TOTAGA).
- *Knowledge management and communication outputs.* One of the outputs of the component is the GAD Portal, which also serves as the PCW website. Averaging almost 10,000 hits a month, or a little over 100,000 hits a year, the most visited pages are those on gender statistics or briefing sheets, GAD laws, and job opportunities. By end of July 2010, the most recent uploads were the February 2010 Partners' Forum resources. However, the experts' directory has yet to be uploaded. Moreover, the site does not have interactivity with users, although it got complaints on violence against women and children as well as queries about jobs. Despite the high number of hits, the website administrator cited a number of challenges. One critical issue pertains to content management and the difficulty of updating the materials, which should be coming from the PCW divisions. Some of the prospective materials are manuscripts that are under review. The system administrator also cited the need to market the portal to other interest groups, probably including the Official Development Assistance (ODA) GAD Network.

Component 2: National Enabling Environment for Sustainable Economic Activities of Women

Managed by the PCW Monitoring and Evaluation Division, Component 2 promotes partnership with selected NGAs. Since October 2009, it held two meetings of the national Technical Working Group (TWG) to revive the moribund coordination mechanism. In addition, it provided TA, learning sessions and coaching to several of its partner agencies.

By June 2010, all its NGA partners have signed separate Memoranda of Agreement (MOA) with the project, although one subproject (with the University of the Philippines' Institute of Small Scale Industries, or UP-ISSI) has been terminated. Because of the elections in May 2010, most of the partners were delayed and had, therefore, to prepare catch-up plans.

Two key partners have reported some progress in project implementation. The *Department of Trade and Industry* (DTI) has developed a harmonized proposal (HarP) for the GREAT Women Project. The proposal covers the subprojects with four of its agencies.⁶ The most notable output so far is a "gender-responsive value chain analysis (GVCA) framework" that is being translated into key training modules by the DTI core team. The workshop that discussed the framework was funded jointly by the German Technical Cooperation (GTZ) and DTI, with the DTI funding being its equity in the HarP. The PCW technical staff, however, found the treatment of gender concerns in the DTI's GVCA framework very limited; thus, they used instead the more gender-sensitive VCA tool of the International Labor Organization (ILO) for the follow-up TOTAGA in June 2010.

⁶ Two agencies have already received their first or second fund tranches. With a third, PCW holds the money and is responsible for providing resource persons that would provide GAD inputs to the SMED Plan preparation. The first fund download for the fourth office (Special Concerns) was being held in escrow and would not be available until July 2010.

The project worked closely with the *Department of Environment and Natural Resources (DENR)* in connection with environment as a crosscutting theme. Of its three partner DENR agencies, two have yielded some results. The Environmental Management Bureau (EMB) produced and disseminated fact sheets on Philippine environmental laws during gender analysis and review of the five environmental laws with various local and DENR stakeholders and the PCW-MED technical staff. These fact sheets were distributed during trainings held in three sites (Metro Naga, Davao del Sur and Iloilo). By the end of the training, the LGU participants prepared their Environment Management Plan, which EMB regional offices will monitor. The Forest Management Bureau (FMB) has completed the update of the CLASP (Community Livelihood Assistance Special Program) toolkit. This new version includes gender analysis filters—such as, will the business add burden to the entrepreneurs?—and has been reworked to be relevant to women micro-entrepreneurs (WMEs). While the draft toolkit was impressive overall, some of the enterprises were not very environment-friendly and the draft toolkit needs to be revised.

Other partners have also produced key outputs. For instance, the *Department of Science and Technology (DOST)* developed and pilot tested the “Module on Gender Sensitivity, Analysis and Responsive Planning of Technologies Relevant to Women Enterprises.” It also completed draft TORs for the GAD Committee and DOST-wide focal points. In March 2010, the *Occupational Safety and Health Center, Department of Labor and Employment (OSHC-DOLE)* identified health and safety hazards faced by WMEs and their workers in the Quezon sites in connection with the production of *suman* (in Infanta), pulp paper and charcoal briquette (Real), and wood sculpture and herbal medicine (Gen. Nakar). It also printed and distributed 5000 copies of comic books on occupational safety and health (OSH) concerns related to enterprises chosen by Metro Naga (crab paste, pili candies, bamboo craft, *agas* and fish processing). Meanwhile, the *Technical Education and Skills Development Authority (TESDA)* has completed three facilitators’ guides (observing gender sensitivity in the workplace, demonstrating ‘gender and work’ values, and practicing OSH procedures) by the end of March 2010. (A validation workshop took place on 29 July 2010 as scheduled.)

In mid-July 2010, Component 2 held a TOTAGA for its NGA partners, namely, DOST, DENR, DTI, OSHC, TESDA and PhilHealth. The training had resource persons from PCW and two partner NGAs. Three PCW technical staff members provided inputs on the Gender Mainstreaming Evaluation Framework (GMEF), the Harmonized GAD Guidelines, and the Gender Analysis Tool for Social Protection. Two partner NGAs provided resource persons on environmental policies (DENR) and tools for sensitizing technologies (DOST, with the Lean Management Institute of De La Salle University; see Box G1, below). All the inputs were reportedly well received, and elicited active discussions. The performance of the resource persons suggest that project capacity development inputs have been internalized and competencies truly developed.

Box G1. Highlights of the DOST Presentation and Action Points

Tools:

- Showed possibilities for gender sensitizing tools and sought inputs for improving the tools
- For those not involved in technology development, the stress was on the process of enhancing the tool
- During the pretest of the tool, they realized that the tool, as formulated then, was relevant to established enterprises

Action points:

- Refine tool to include questions that will be relevant to new enterprises, such as needs of new enterprises, to enable DOST to identify what technologies it should develop or provide
- Applying current GREAT Women Project-DOST tools to different DOST offices (Research and Development, if region; if sector, councils)
- For Year 2 Work and Financial Plan, conduct TOTAGA for its regional offices, which are the ones tasked to deliver technologies and services to enterprises.

Component 3 (Local Enabling Environment for Women Micro-Entrepreneurs)

For the period October 2009 to March 2010, the project reported several outputs and results in its local pilot sites. Updated to June 2010, these are improved gender-responsive policies, programs and services to WMEs of partner LGUs; developed GAD knowledge and skills within LGUs, and strengthened partnerships. Component 3 has two other emerging results: un-programmed expansion areas, and establishment of common service facilities (CSFs).

The project has also *developed GAD and WEE-related knowledge and skills of local technical advisers and key LGU staff in some areas*. Among the LGU staff, this result was evident in their application of WEE tools and concepts in their policy making, planning, and budgeting through their training in GAD concepts and principles, gender analysis, the Harmonized GAD Guidelines, results-based management (RBM), and WEE-related topics. Many of the TAs has been provided by local GAD technical advisers who participated in the two TOTAGA sessions (see Box G2, below, for an example).

The Bohol example in Box G2 also indicates the difficulties that GAD and WEE advocates in LGUs could face when their mayor or officials are not be supportive of the project. The Jagna LGU, on the other hand, provides a case of elected executive and legislative officials who, at least, do not present obstacles to the project. This was evident in the discussion of the Executive and Legislative Agenda (ELA) in August 2010, and the reported inclusion of GAD activities in the draft ELA. Moreover, its main advocate has been voted into the legislative council in May 2010 and promises to gather support for the project not only in her LGU, but in the organization of *kagawads*, or local legislators, too.

A total of eight GAD technical advisers participated in the two phases of the TOTAGA. Of these, seven have delivered TA to partner LGUs. A GAD technical adviser in Quezon conducted gender training/sessions for all barangays in her LGU. She also trained other members of the TWG to review programs and projects. In Leyte, two TOTAGA participants are being tapped by municipal LGUs to help them make their CDP more gender responsive using GeRL (Gender Responsive LGU) checklist and the CDP supplemental guide, although the latter tool needs to be overhauled. In Iloilo, two local GAD technical advisers led LGU staffs to review projects using the Harmonized GAD Guidelines. In Bohol, two LGU-based TOTAGA participants served as the GAD resource person in their respective municipalities. In building local competencies in GAD, the project is also contributing to developing a sustainable supply of local GAD experts who can continue to assist the LGUs after the project ends. However, the project faces several issues involving the monitoring and assessment of quality of TA rendered by the project-trained local GAD experts. Right now, the only bases the project has are reports about LGUs' satisfaction or dissatisfaction with TAs received.

Improved gender-responsive policies, programs and services to WMEs of partner LGUs are evident in the inclusion of provisions to support women economic empowerment in the approved GAD Codes (six) and GAD Code IRRs (seven); and in Annual Investment Programs or AIPs (four) that include the enhanced GAD Plan and Budget. In Metro Naga, a total of 32 LGU staff applied the social marketing concepts and tools in developing their action plans. In Iloilo, Executive Order No. 6, Series of 2010 was issued, to take effect immediately, directing all department heads and technical personnel to incorporate GAD concerns in different stages of their projects.

Another result is *strengthened partnerships among local partners* to facilitate greater access of women micro-entrepreneurs to gender-responsive and sustainable programs and services. Through the TOTAGA, the project was able to develop or strengthen local partners in GAD and WEE. They now serve as technical advisers in their LGUs. Having local GAD technical advisers has allowed activities to take place in a timely manner. However, the timing of project inputs may have been problematic.

Box G2. The GREAT Women Project in Buenavista, Bohol

The project inputs were GST++ (March 09), which enabled the Buenavista LGU to identify what policies need to be put in place at the LGU level; a CDP enhancement write-shop (April 2009), facilitated by two Tagbilaran-based women consultants who previously helped the LGU even before the GREAT Women Project; gender mainstreaming in CDP (last week of May 2010), which was held to enhance the CDP for the next six years, and which was attended by one of the two women; revisiting the ELA; preparation of GAD plan and budget (mandatory under the General Appropriations Act), with a TA from the Local Area Coordinator (LAC); preparation of GAD Code using a draft that the Buenavista Sangguniang Bayan has prepared based on models from other LGUs, which was facilitated by the (male) Municipal Planning and Development Officer (MPDO) and LAC. Moreover, both the MPDO and the LAC had participated in the two TOTAGA courses held in September 2009 and June 2010.

How did the LGU make use of these inputs? The LGU used the road map that was prepared during the GST++ to identify the programs, activities and projects (PAPs) in the road map that can be included in its investment program, the AIP. Although this was not part of the Annual Work and Financial Plan for Year 1, the MPDO asked that this be funded out of the GREAT Women Project savings in Buenavista because of the importance of the AIP. The AIP enhancement activity was facilitated by the MPDO and the LAC.

The LGU also used the road map and held focus group discussions to determine how to further integrate GAD concerns in the CDP. The CDP enhancement activity in 2009 had to be done because initial efforts to revise the CDP occurred before the GST++ and before the survey instrument for the Poverty Database Management System (PDMS) was ready. Further enhancement of the CDP took place a week after the May 2010 training in gender mainstreaming. The LAC met with the local project consultant to harmonize the CDP enhancement and PDMS data gathering based on the gender mainstreaming requirements.

In addition, the MPDO asked the LAC in 2009 to help them formulate their GAD plan and budget. He said that they have been preparing these just to comply with the GAD budget policy, with little or no participation from women's groups. The LAC guided them through a process that involved women's groups, and that identified PAPs that can be made 'gender responsive.' The GAD plan and budget should have been implemented in 2010, but because of the elections, the MPDO claimed that they need to see which part of the GAD plan (and PAPs) can be implemented under the new mayor, who is reportedly not supportive of the GREAT Women Project. To address this issue, the Component 3 consultant discussed the project with the mayor on 11 August 2010. How this meeting would affect project implementation in Buenavista remains to be seen.

Asked to assess the GAD and WEE tools that he was trained in, the MPDO claimed to find the gender analysis tools, specifically the GeRL checklist and gender analysis tools for policies and programs, most relevant, although he has yet to apply these in Buenavista. The May elections had slowed down project implementation and there was no opportunity to use the tools.

The *planned common service facilities* provide evidence of results and pose a critical test of the local-level partnerships that are being formed to empower women economically. The most advanced CSF initiatives are found in Metro Naga, where several LGUs are keen on establishing a CSF in their area (see table, next page), and have offered to provide the building and land as counterpart.

None of the CSFs is operational. What are operational are the one-stop women enterprise development desks (OSWED) in each of the eight Metro Naga Development Council (MNDC) partner LGUs of the GREAT Women Project. What needs to be done is to put up monitoring processes to track who seek help [intake forms] and client satisfaction with services they received. Moreover, as the Infanta LGU has articulated, LGUs may be ready for more LED- or enterprise-focused GAD inputs, such as gender-responsive LED and GVCA.

In several places, the building is being constructed, but in Bula, the LGU plans to use an existing structure. The CSF initiative, however, is more than just a building or a place. Rather, it is also a convergence of different key stakeholders, such as the LGU, the academe, NGOs, the private sector

(such as the Association of Philippine Fair Trade, Inc.), and several NGAs. Although the CSF has yet to be operational in Bula and other LGUs, partnerships have been formed with NGAs. For instance, DOST will supply the technology (machine and equipment) and training in the technology. DENR will provide training and technical assistance to ensure the environmental soundness of the CSF (that is, clean water, clean air, etc.); OSHC, workplace safety; and DTI, product development, packaging, labeling, marketing, and linking women in the CSF with microfinance institutions (MFIs).

Selected information about planned CSF in partner MNDC LGUs, as of 30 June 2010

LGU	Enterprise	Status and partners
Bula	Bamboo craft	The CSF is not operational yet, but partnerships have been formed with DOST, DENR, OSHC and DTI
Naga City	Pili nut processing, expansion of product lines (other pili-based products)	Not operational yet, but MOA between partners signed (DOST, DTI, DENR and DOLE provincial and OSHC)
Milaor	<i>Agas</i> ('sea grass')	DOST and DTI
Gainza	Crablet-based (talangka), crab roe processing	DOST and the Bureau of Fisheries and Aquatic Resources (BFAR)
Magarao	Ceramic pottery	DOST, DENR, OSHC, DTI
Pili	Snack food (kakanin) using muscovado sugar	DOST and DTI

Of these partnerships, all those covering capacity development are either ongoing or have been completed as part of pilot projects under Component 2 (for OSH and DENR), while partnerships involving structure and setup will be activated once the building has been constructed. Meanwhile, PhilHealth plans to build a profile of WMEs without Philhealth coverage that could be assisted using funds from the Office of the President for payment of enrolment and one-year premium.

To prepare the women, the project trained the WMEs—in some areas, with their spouse—in basic GST. In other places, WMEs have been invited into forums that bring them face to face not just with LGU officials but, as important, with members of the business community or the private sector.

An unplanned, unanticipated achievement of the project is its *rollout of project activities beyond the pilot sites in Quezon Province* to ten other LGUs, which indicated their interest to fund some of the GREAT Women Project activities in their LGU. Among the selected activities are GST++ and enhancement of the GAD Code by incorporating WEE provisions in the Code. GST++ will be conducted for two pairs of LGUs until the end of 2010, while TA to the three other pairs will be part of the next planning year (that is, by July 2011). Activities related to the enhancement of the GAD Code will take place after the current planning year. The project will provide resource persons for the GST++, and will invite the expansion LGUs to its training activities. This expansion would be coordinated by the province. As the project extends its activities beyond the pilot sites, the challenge lies in the monitoring of project expansion outside the programmed pilot sites, and including results from the expansion LGUs in project reports.

Challenges and Issues

The GREAT Women Project has indeed made strong progress over the past twelve months. As it gathered steam, it was able to systematically address the various issues noted in the 2009 monitoring report, such as: (1) poor phasing or sequencing of capacity development inputs; (2) lack of coherence

of training given to the PCW staff, which affected the inputs they downloaded to partners; and (3) inadequate treatment of GAD and WEE in technical areas (such as enterprise development).

Efforts to address the issues, however, have not been completely successful. For example, its capacity development framework may have worked for Component 3, but there is little evidence that the same can be said of Component 2. The problem with Component 2 has, of course, been compounded by the absence of leadership in the managing division (MED). The TOTAGA for national partners in July 2010 seems to be the only capacity development activity during the period monitored.

While past issues have been resolved, new ones emerged, some of which are linked to the May 2010 Philippine elections. It has caused delays in many sites and agencies, and required the investment of efforts on the preparation of ‘catch-up’ plans and new MOAs. Some agencies and sites have submitted their plans, but others have yet to do so. Moreover, in areas that have newly-elected officials, the project and its managers (national and local) have to do one or several rounds of meetings and capacity development sessions to bring the new mayors and legislators on board. There may be a few areas where the mayor may have a different idea as to how the GREAT Women Project can help his/her LGU, and how local enterprises should be developed and regulated. Similar issues have also been noted with partner NGAs whose new leaders and managers may also need to be oriented and convinced about the project.

Making project inputs relevant and coherent is another challenge for the project. It has tapped available PCW tools and resources (many developed under the two CIDA-funded Institutional Strengthening Projects) and developed new ones. It is also refining some of its capacity development packages, such as TOTAGA, GST++, and refresher GST. As the Component 3 consultant notes, the project needs to prepare the guides and manuals for these courses and their various sessions. The project, however, has still to find a coherent and easy-to-understand guide for integrating and addressing GAD concerns and issues in the CDP. The existing tool (Supplemental Guide) has been found lacking and the project may need to invest some time and resources to develop a simpler guide. This may follow the same approach used in producing the gender analysis tools, a model that has PCW regular staff drafting and testing the tool, and an external coach and mentor guiding the process and critiquing the output.

Many local technical advisers—on GAD and on other topics—have reportedly provided key and timely inputs to LGUs. LACs in some areas have also been tapped to be GAD resource persons. The quality of inputs is bound to vary among the areas, depending on the level of competence of the advisers in both the content (GAD and WEE) and approach or delivery of assistance. A systematic periodic monitoring of inputs and results may be required, and a scheme devised to assess efficiency and effectiveness of the advisers.

As the project moves into the next year, it plans ‘to re-scope’ its implementation to respond to the mid-term evaluation. At the national level, it may consider focusing on key agencies. At the local level, it needs to decide on how to go about the rollout of the project to other sites. Should it move to other sites in the pilot provinces, or should it move on to other provinces? Will there be sufficient time for the latter? As time and resources become more and more limited, does the project need to consider shifting its focus from building enabling environment to delivery of services to WMEs?

Local Governance Support Program for Local Economic Development (LGSP-LED)

GAD scores: 15.0 (A, gender responsive) for project design; normalized score, 12.6 (B, gender sensitive) for project implementation during the period monitored

LGSP-LED has a part-time gender adviser. It has a Gender Equality Strategy that it has not fully implemented and that it plans to revise. In the interim, it has prepared a Gender Action Plan for 2010-2011. During the period monitored, some GAD initiatives were noted. LGSP-LED has incorporated gender equality or GAD considerations in documents, terms of reference for the value chain analysis, survey instruments and the like. Results, however, were not evident, and the project continues to face challenges related to optimizing the use of the gender adviser, going beyond women's participation into access to resources and benefits that will accrue from LED, improved gender reporting, and assisting its government partners promote gender equality in LED.

An eight-year bilateral project (2008-2016), LGSP-LED aims to reduce poverty by strengthening local governance and supporting sustainable local economic development. It operates at the national and local levels. At the national level, it seeks to improve the enabling environment for decentralization and local governance, with a focus on how this supports LED and the coordination and rationalization of LED approaches in the country. At the local level, it intends to provide support to selected LGUs in developing and implementing LED approaches. The two project components are mutually supportive, and will draw heavily on the following interrelated interventions: partnership building, capacity development, LED strategic planning, and knowledge management. LGSP-LED is being managed by the Canadian Urban Institute and the Association of Canadian Community Colleges as CEAs. Its main implementing partner is the Department of Interior and Local Government (DILG).

Gender Equality Strategy

The PIP and previous reports of LGSP-LED make mention of the gender equality strategy based on a confirmation of the project GE adviser of the gender analysis in the PAD. The adviser also identified two additional strategic gender issues: lack of high-level management support for GAD, and inadequate gender analysis and other GAD skills within DILG. To address these gender issues, LGSP-LED is pursuing a strategy that seeks to produce a set of *gender equality outputs* through specific approaches at both national and local levels.⁷

The *national-level gender equality outputs* include (1) integrated policies and plans related to LED better reflecting the different needs and priorities of women and men; (2) increased representation of women in leagues, national networks, workshops and consultations; and (3) gender equality concerns in LED raised in national dialogues and consultations. Meanwhile, at the *local level*, the outputs are: (1) GAD mainstreaming in LGU capacity assessments and plans, sustainable LED strategic plans, and LED initiatives; (2) organizational mechanisms established that provide timely information, TA and social support for women and men, workers and entrepreneurs; (3) better access of both women and men to improved LED capacity development and services of LGUs; and (4) equitable participation of women in LED decision-making.

⁷ "LGSP-LED Project Implementation Plan"

Project management and monitoring would involve collection of sex-disaggregated data and gender-related information to measure gains made in achieving gender equality results; inclusion of GAD criteria in the LGU selection process of the project; coordination with key GAD stakeholders and CIDA projects; incorporation of gender-responsive project management practices, hiring of a part-time gender expert/adviser, and development of the capacity of project staff and consultants for gender mainstreaming; and adoption of the Harmonized GAD Guidelines in LGSP-LED strategic planning and corporate strategy development activities.

Gender equality monitoring for the 12-month period ending July 2010 was based on the gender equality strategy discussed, above. For the monitoring visit in 2011, however, the basis will be the GAD action points that were drawn up by the project in May 2010 (see box, below) and annexed to the Work Plan for July 2010 to December 2011.

GAD Action Plan for 2010-2011

1. For the national level , LGSP-LED will prepare a guide on mainstreaming gender in (a) two policy papers to be prepared, one on agribusiness and another one on tourism; and (b) operationalization of the Economic Transformation Teams (ETTs) or similar mechanism for coordinating support to LGUs/alliances on LED.
2. For the local level component, gender mainstreaming will be done by preparing checklists, GAD training orientation modules or similar tools to integrate gender in the various processes for local economy assessment, LED strategy development and prioritization of LED initiatives, particularly on tourism and agribusiness. These checklists will be based on the existing tools already developed by GREAT Women and other previous programs, and should consider relevant provisions of the Magna Carta of Women. A similar checklist will also be used in the selection process for the new batches of LGUs to be supported by the Program. Coaching or mentoring on GAD mainstreaming may also be provided to the existing 4 alliances as well as to the new alliances.
3. Clarify and develop a common definition of sustainable LED between the two CIDA projects (LGSP-LED and GREAT Women)
4. Review and recommend additional level of effort (LOE) for the Gender Equality Adviser to do these two tasks (1 and 2 above)
5. Review and recommend to CIDA potential revisions to the Gender Equality strategy contained in the PIP to ensure that it is consistent with the revised logic model and the Performance Measurement Framework

Reported Gender Equality Initiatives and Results (as of July 2010)

National Level

The manager of the LGSP-LED national component reported that the project has integrated gender equality in its TA to the DILG, particularly the Bureau of Local Government Development (BLGD) and its Policy Group. As of end of July 2010, the Group was composed of nine members, including seven women. The gender-related initiatives of the national-level component during the period monitored involved the incorporation of gender equality inputs into the following TAs or documents:

- *Survey of LED structures, roles and information in all provinces of the country.* The survey was not part of the project's work plan, but DILG requested technical assistance from LGSP-LED during the recent Project Steering Committee meeting. This was scheduled to be done by end of August 2010, with the League of Provinces and DILG sending out field enumerators to collect the data. The survey questions included two types of gender-related items. One was on women's

representation in the LED office; the other was sex-disaggregation of population, employment and income in three categories of economic activities (agriculture, manufacturing, and trade and industry services), employment and unemployment rates, and literacy/illiteracy levels.

- *Report on LED Performance Measurement.* Done during the second semester of Fiscal Year 2009-2010, the inventory mentions GeRL as one of the LGU measurement tools (such as Local Governance Performance Management System [LGPMMS] and the like). The tools survey would serve as a basis for the development of a coherent menu of LED tools. The gender adviser will be apprised of the various assessments and progress made on these.
- *State of LED Report and the National LED Framework.* LGSP-LED has indicated in its most recent Progress Report that it has incorporated gender equality perspectives or inputs in two documents: the State of LED Report and the national LED Framework.⁸ The State of LED Report was input to the LED Framework. The gender adviser provided comments to the State of the LED Report, and provided inputs and direct edits to the LED Framework. These comments have been incorporated in the existing documents.

In connection with the LED Information Program (LIP), the Component Manager claimed that nothing has been done on the substantive part of the program. The focus so far has been on the organization of the LIP team, which would likely take place in August 2010. The lead agency for LIP is the Local Government Academy (LGA), specifically its Research and Development Division.

Local Level

The LGSP-LED local component manager explained that the past months had been spent in an iterative process of defining and understanding LED. As the monitoring visit to two sites (BIAD-5 and DDPKaRoMa) showed,⁹ there had been very limited direct gender intervention so far. The Bohol Partnership Adviser (PA), however, has a plan for gender mainstreaming in BIAD-5, at least until March 2011. For the third week of August until 10 September, the plan includes the following: (1) organization of GAD focal persons into a working committee under the BIAD-5 structure; (2) follow up on GAD concerns in LED initiatives, and ensuring the integration of GAD concerns in individual projects implemented by the local project teams; (3) incorporation of GAD in orientation module for newly-elected mayors; (4) conduct of strategic planning workshop for the LED initiative jointly with the Provincial Agricultural Office (PAO, the lead agency), and ensuring the establishment of links with the GREAT Women Project in Bohol and inclusion of GAD-related activities in the implementation plan; (5) establishment of BIAD-5 Project Management Office at PAO, and inclusion of the GAD focal persons in the PMO; and (6) identification of gaps in GAD knowledge, attitude and skills as part of the Training Needs Assessment of the PMO staff and project coordinators, BIAD-5 TWG, and heads of Project Implementation Teams.¹⁰ Of these activities, only the integration of GAD in project documents and in the orientation of BIAD-5 newly-elected mayors has transpired. The Alliance Executive Committee meeting, which was originally scheduled for 28 August, has been postponed, affecting the implementation of many of the planned activities.¹¹

⁸ “Annual Progress Report No. 2 (December 2008 to March 2009 and April 2009 to March 2010).”

⁹ BIAD-5 stands for Bohol Integrated Area Development, Cluster 5, while DDPKaRoMa refers to the alliance composed of the cities of Dipolog and Dapitan, and the municipalities of Polanco, Katipunan, Pres. Roxas, and Manukan in Zamboanga del Norte.

¹⁰ In an email dated 19 August 2010, the Bohol PA reported that several women’s associations have submitted a manifesto to the Sangguniang Panlalawigan (SP) asking that 40 percent of the GAD funds of the province be allotted for women’s economic empowerment projects. He said that this concern can also be articulated at the Alliance level, and if approved by the SP, the Women’s Committee at BIAD-5 Alliance can better plan the project to be supported by the GAD fund.

¹¹ N. Pestoles, personal communication, 7 September 2010

Some progress has been evident in producing research data that could be used to design gender-sensitive LED initiatives. Despite these, there is a need for a toolkit, as the gender adviser is doing based on the Harmonized GAD Guidelines template, for designing each initiative and analyzing their likely impact on women and men. With respect to the local-level gender equality deliverables, the following were noted.

- There is no available information that would suggest ‘equitable participation of women in LED decision-making.’ For this, LGSP-LED should include sex-disaggregated data by type of ‘decision-making’ activities. When asked about this information, the only data that could be supplied was for a barangay tourism council in Guimaras, where women constitute about 75 percent of the council membership. This information was picked up by the gender adviser when she visited Guimaras in July 2010.¹²
- Sex-disaggregated data will be collected at least in Bohol, where the Poverty Database Monitoring System, or PDMS, includes several variables with sex-disaggregated data. In the household profile questionnaire, for instance, household headship (and, indirectly, membership), and nutritional, disability, insurance, school participation/education, labor force and economic/income, and labor migration status, as well as decision-making profile are disaggregated by sex. Data tables can be generated, classified by the sex of the household head, as well as statuses of female and male members. As the project gender adviser has also noted, the number of female- and male-headed households can be estimated and skills inventory by sex of household members can be produced.¹³
- There has been some analysis of women’s involvement in value chains of selected commodities through the incorporation of a few questions in the value chain analyses (VCA), as informed by the TOR of the research team. The TOR instructed the team to “include the number of women and marginalized groups in the [sector or industry],” only one of several suggested by the gender adviser. The 24 August 2010 VCA research workshop in Dipolog City presented some information about women’s participation in the value chains and possible interventions to generate employment of women and men. In the case of the mango VCA, the study found limited women’s participation in mango tree care and maintenance, but there were possibilities for women’s employment in mango processing. In the case of the cassava VCA, women contribute a significant portion of total time/labor inputs in the production stage. The consultants recommended the organization of growers as well as contract growing and processing plants (in the case of cassava, common service facility) for both cassava and mango, simultaneously with increased production campaign. The PA, Efren Carreon, pointed to the implications of the finding to targeting of technical assistance and distribution of resources, particularly to women.
- In BIAD-5, gender concerns were reportedly identified by women’s groups and GAD focal persons who were consulted as part of the local planning process. These concerns include assistance to their livelihood projects, protection of women’s rights, and access to social services. In response to these, the PA explained that they should integrate key GAD-related indicators in the poverty and assets database to enable local planners in other areas to identify similar issues.¹⁴

¹² “Guimaras Trip Report, July 2010,” submitted by Sylvia B. Engracia, gender adviser, to LGSP-LED

¹³ “Bohol Trip Report, March 2010,” submitted by Sylvia B. Engracia, LGSP-LED gender adviser, to LGSP-LED. She also noted that if the PDMS is conducted on a regular basis (say, every 3 or 5 years), the database can measure progress against various definitions of poverty, including deprivation levels. It can also be a useful tool to all the LED sites.

¹⁴ Nestor Pestelos, email dated 19 August 2010.

In connection with the progress of gender mainstreaming in the two sites visited, the following can be said based on the August 2010 meetings with GAD focal persons from the alliance members:

- In Bohol, four of the six members of the BIAD-5 alliance had GAD focal point that was located in the local social welfare office, while five had a women's committee in the local legislature (Sangguniang Bayan). All the LGUs claimed to have a GAD Code, and to prepare an annual GAD budget. The GAD budget of some LGUs financed the participation of certain local personnel and/or women's groups to training programs, and the production of rice-based goods (in Batuan). However, there is little consultation on what should be covered by the budget, and much of the GAD budgets are actually 'attributed' or culled from the budgets of certain programs or offices. Because of the way the budgets are determined, LGUs could claim that they exceed the 5-percent (of the total LGU budget) requirement. In at least one LGU, the GAD focal person had to negotiate with the Sangguniang Bayan and the mayor for the GAD budget.
- In DDPKaRoMa, the local social welfare office served as the GAD focal point in many LGUs, although in one LGU it was the Population Office. None of the member LGUs had a GAD Code. There was some confusion over the interpretation of the GAD budget allocation and utilization. One LGU understood it to mean dividing the budget equally between women's and men's projects. In another, the budget was shared by two social-welfare projects. In three LGUs, the GAD budget was made up of projects or activities of the local health, social welfare and agricultural offices that benefit women and men (such as water systems). As in Bohol, GAD budgeting by attribution meant that LGUs would be more than compliant of the 5-percent requirement, although the budgets were often not supported by a GAD plan or an analysis of gender issues, as also noted by the Commission on Audit, which reviewed the GAD budgets of some of the LGUs.

There is clearly a need for DILG to provide clearer GAD budgeting guidelines, which LGSP-LED can help disseminate. The alliances also need a capacity development plan that includes a series of GAD training, beginning from basic GAD concepts and including GAD planning and budgeting, GAD budget determination and execution. It also needs to institute gender-sensitive and participatory processes that encourage the participation of GAD focal persons, women's groups, and women entrepreneurs in LED-related information dissemination and training activities.

Project management

As in the previous monitoring period, the LGSP-LED has a part-time gender adviser that it could consult from time to time. She has been tapped by the project to provide gender equality inputs to documents and tools and during training sessions and LED forums. She has prepared a GAD checklist for tourism following the Harmonized GAD Guidelines template. The gender adviser visited the project partners in Bohol in March 2010 and Guimaras in July 2010 to provide onsite gender advice to specific initiatives (such as the BIAD-5 SMSE survey instrument) and to discuss gender mainstreaming in the LED initiatives of the alliances. (In August 2010, the adviser joined the CIDA gender equality adviser in the monitoring of DDPKaRoMa.)

Gender equality monitoring and reporting

In its Progress Report for April 2009 to March 2010,¹⁵ LGSP-LED has indicated that it has incorporated gender equality perspectives or inputs in two documents and that there has been increased representation of women, or equitable participation of women and men in project-sponsored

¹⁵ "Annual Progress Report No. 2 (December 2008 to March 2009 and April 2009 to March 2010)."

LED forums. Probably because the report was submitted before the actual end of the fiscal year, the project has assumed that the expected output—incorporation of the crosscutting theme (including gender equality)—would happen as planned. As it turned out, the integration has not occurred in either of the two documents until much later, nor were there sex-disaggregated data that would support the claim of increased women’s representation. It must be noted, however, that data for women and men are collected for participants of activities, but these—or sex composition of decision-making bodies created under the project—have never found their way into the reports.

Challenges and Issues

To promote gender equality in its LED efforts, LGSP-LED needs to address several issues. Four will be discussed here.

- *Optimal use of gender advice and inputs.* In LGSP-LED, the gender adviser is not an integral part of the project team, and is consulted only when the project managers choose to do so. Hence, opportunities can be lost to better promote gender equality in key activities, including preparation of work plans and progress reports. There may also be little coherence to her inputs, since she has little leeway in the conduct of key capacity building and monitoring activities. The preparation of monthly or quarterly work plans can help the adviser provide coherent inputs to the project. The work plans, however, have to be approved in a timely manner.
- *Getting the TORs right.* As evident in the VCA research, it is important to get the study TOR right. The gender consideration in the existing VCA study TOR only refers to the ‘number of women and marginalized groups ...’ in the objective statement. This has resulted in a limited discussion and interpretation of relevant gender issues in the LED sectors or activities. In addition to the roles that women play, the VCA could have also considered the constraints and opportunities that are shaped by gender norms that women currently face as workers, producers, integrators, or processors. These could have fitted into the discussion of the ‘weakest links’ in the chain and how to strengthen these. The VCAs could have also looked into how women’s and men’s access to resources shape their share in the additional values and benefits that will be created, and in the management and ownership of LED facilities that will be established.
- *Substantiation of claims of gender outputs and results.* A third issue refers to reporting of GAD-related activities and outputs and substantiation of claims. This is probably a function of reports being prepared long before the end of the reporting period. If so, non-completed activities or deliverables should be reported as such, and data or documents supplied to back up claims. This means that assertions about increased representation of women, or equitable participation of women and men in project activities should be supported by a summary table showing sex-disaggregated data on participation in project forums over time. This data will be needed for rolling up to Philippines Program level reporting of results.
- *Preparation of government partners to promote GAD in LED.* The monitoring results suggest varying levels of GAD knowledge and skills, specific GAD structures and processes, and application of gender equality to LED among member LGUs of the project’s partner LGU alliances visited. It may also be the case with the project’s national partner agencies. The gender action plan for 2010-2011 may not be sufficient for either the national and local components. Checklists, tools and guidelines are important, but they have to be accompanied by training or mentoring on their use or application. Without capacity development inputs, the same confusion as that noted in connection with gender mainstreaming and budgeting could arise.

Peace Links Program: Canada's Support to Peace and Development in Mindanao
GAD scores: 15.0 (A, gender responsive) for project design; 15.7 (A, gender responsive) for project implementation during the period monitored

During the period monitored, the Peace Fund was the only active component of the Peace Links Program. The Fund continues to promote gender equality as a crosscutting theme by requiring proponents to submit a gender mainstreaming plan as part of their proposal, and to report on the 'impact on women' and the gender equality-related deliverables. Most, if not all, of the subprojects have identified relevant gender issues and addressed these during project implementation. All end-of-project reports included numbers of women and men who participated in or benefited from the subproject. Most provided gender-related results, such as better information about women and peace processes, greater women's participation in peace forums and bodies, enhanced gender awareness, and finding women's voice in peace discourses and media coverage. The experiences of/with the completed subprojects suggest a number of lessons and challenges, including the need to require proponents to report against expected outputs or deliverables identified in the gender mainstreaming plan.

A strategic initiative of four linked and mutually supportive components, the Peace Links Program aims to promote sustainable peace and development in Mindanao. The original four components were: (1) support to the World Bank-managed Mindanao Trust Fund, Phase 1; (2) the fielding of a Canadian Governance Adviser to the International Monitoring Team, with the intent of helping to strengthen the team's links to local communities and development organizations; (3) a small Mission-administered Peace Fund that will support local civil service organization (CSO) peace building and development initiatives; and (4) support to a project of The Asia Foundation to lend electoral assistance to Autonomous Region in Muslim Mindanao and adjoining areas in the May 2007 elections. By July 2010, however, only the Peace Fund component was active, thus, this report covers exclusively the Peace Fund.

A Mission-administered facility, the Peace Fund provides CIDA with a means to finance small development projects that support peace-related development strategies or initiatives in selected thematic areas of effective governance. These areas are promotion and protection of human rights of children, women and marginalized vulnerable groups; capacity development of peace advocates and other stakeholders in the peace process; community-based or indigenous conflict or dispute resolution mechanisms; community engagement in local decision-making process; improved access to justice, particularly for women and marginalized groups; and law and policy reform advocacy.

Fund Management

Since 2007, the guidelines for Peace Fund proposals have clearly promoted gender equality through an emphasis on the themes of women's and girls' human rights, and access to justice of women and marginalized groups, and on gender equality as a crosscutting theme across all the thematic areas. In addition, the Peace Fund requires its proponents not only to specify how their subproject would impact on women, but also to submit a gender mainstreaming plan that includes an analysis of the gender dimension of the problem (under rationale and main challenges) and a strategy for addressing relevant gender issues.

By June 2010, the Peace Fund has supported a total of 16 subprojects. Of these, six (6) have been completed, while two (2) have been extended, one to end in September 2010 and another to February

2011. The other eight (8) were approved between December 2009 and June 2010 (see Table PF1, below) and are expected to run between January and March 2011.

Table PF1. List of Peace Fund subprojects and proponents

Status and subproject (time frame)	Proponent
<i>Completed subprojects (2008-2010)</i>	
1. Women healing communities: Preventing and Reducing <i>Rido</i> (Mar 2008 – Feb 2009; extended to Jan. 2010)	Mindanao Commission on Women (MCW)
2. Building a Common Voice for Peace in Mindanao (Jan. 2009 – Feb. 2010)	Mindanao Peoples Caucus (MPC)
3. Communications Capacity Building Program for Mindanao CSOs (Feb. 2009 – Mar. 2010)	Mindanao ComStrat and Policy Alternatives, Inc. (ComStrat)
4. Muslim Youth Volunteering for Peace and Development (March 2009 – March 2010)	Kapamagogopa, Inc. (KI)
5. Youth Advocacy for Peace (March 2009 – March 2010)	United Youth for Peace and Development (UNYPAD)
6. Strengthening Capacities of Community-based CSOs and Local Networks in Mindanao for Peace-Building and Participatory Governance Initiatives (Feb. 2009 – Mar. 2010)	SIAD Initiatives in Mindanao Convergence for Asset Reform and Regional Development, Inc. (SIMCARRD)
<i>Ongoing, 2009-2010/2011</i>	
7. Mindanao Peoples’ Peace Agenda (Feb 2009 – Sep. 2010)	Technical Assistance Center for the Development of Rural and Urban Poor (TACDRUP)
8. Promoting Peace through Institutionalization of Access to Justice Structures in Mindanao and Bangsamoro Areas (Feb. 2009 – Feb.2011)	Pilipina Legal Resources Center (PLRC)
<i>Ongoing project (December 2009 – March 2011)</i>	
9. Promoting Peoples’ Rights through Cultural Revival and Humanitarian Protection (Dec. 2009 – Dec. 2010)	Sindaw Jo Kalilintad (or Sindaw)
10. Facilitating the Settlement of Land-Based Conflicts in the Upland Communities of the Daguma Mountain Range in Mindanao (Dec. 2009 – Jan. 2011)	Demokratikong Magbubukid—Sandigan ng Kanayunan sa Pag-unlad (DEMASKU)
11. Strengthening the Bridges of Solidarity for Peace in Mindanao (Dec. 2010 – Jan. 2011)	Balay Rehabilitation Center, Inc. (“Balay”)
12. Building Capacities for Alternative and Consensus-Based Approaches to Conflict Resolution (Feb. 2010 – Feb. 2011)	Mediators Network for Sustainable Peace, Inc. (MedNet)
13. Investing in Peace (Feb. 2010 – Feb. 2011)	International Alert (IA)
14. PEACEPATHS in Mindanao (Mar. 2010 – Mar. 2011)	Pamulaan Center for Indigenous Peoples’ Foundation (or Pamulaan)
15. Support to TAF in its Role in the International Contact Group for the GRP-MILF Peace Process	The Asia Foundation (TAF)
16. Moving Mindanao: Youth Movement for Change in Mindanao	Kids for Peace Foundation

Gender Issues and Strategies

Many of the gender mainstreaming plans of the approved Peace Fund subprojects cite patriarchal or discriminatory cultures, particularly among Muslim/Moro communities, as a key factor that generally inhibit or limit women’s participation in public affairs, including conflict resolution and

management. Moreover, there are institutions, such as the media, that are less accessible to women, or that tend to overlook women's experiences and voice in their coverage of conflict situations. As required by the Peace Fund, proponents have also to briefly discuss how they plan to mitigate the risks posed by patriarchy, or overcome the obstacles to gender equality. Their gender strategies depended on the goals of the subproject.

- *Low participation of women in formal or alternative conflict resolution.* Two Peace Fund partners identified the invisibility of women in conflict resolution and management. One (MCW) focused on *rido*, while another (MedNet) referred to alternative conflict and decision-making mechanisms on conflicts affecting them and their sector and communities. The two partners approached the issue in different ways. MCW focused on surfacing women's experiences with *rido* resolution and management, and publishing them. Meanwhile, MedNet would ensure that women constitute at least 30 percent of participants in subproject activities, and to encourage women to participate in conflict resolution processes.
- *Limited coverage of women's experiences and voice in the media.* The ComStrat subproject claimed that women, more than men, have limited access to equipment and technical assistance, and less knowledge, skills and time to harness the power of communications and the media for their own agendas. As a consequence, women's voice has been given limited coverage and space in mainstream media, especially with regard to conflict situations. To address this, project outputs and knowledge-based products would advocate for the inclusion of women in peace negotiations, strengthening of the protection and representation of refugee and displaced women, and provision of support and resources to women and women's organizations to ensure that their voices are heard in peace-building in Mindanao. In its trainings, ComStrat would also ensure that voices of women in peace-building are heard and that women themselves produce their media information.
- *Gender-differentiated effects of violence and conflict.* To the SIMCARRD subproject, the key issues are: violence is inherent in the culture, and there are few empowered social structures to counteract this. These issues were intended to inform its main strategies of community organizing, people's policy engagement in advocacy and lobby seminars, and direct action for local governance seminar for women.
- *Limited women's access to justice.* The PLRC subproject proposal claimed that patriarchal culture and governance, and patronage politics in Mindanao and Moro communities have worked for only a few, mainly men. This culture affects court decisions and court procedures. To address the bias in the courts, the PLRC focused on the reform of the Shari' a judicial system and to make it conform to the gender equality provisions of the Philippine Constitution and United Nations conventions, such as the Convention on the Elimination of All Forms of Discrimination against Women; increase gender equality consciousness in the Shari' a courts; and improve the capacity and skills of women Shari' a lawyers.
- *Constraints to women's participation in leadership and public activities.* Several Peace Fund partners (TACDRUP, MPC, UNYPAD, KI, Balay, Kids for Peace, and IA) have cited the discriminatory view held by cultures, including Muslim and lumad, against women in public affairs and leadership roles. It affects the chances of women volunteers in the KI initiative, of women to become leaders (MPC, TACDRUP and UNYPAD) or to help bring about a culture of peace (Balay), and of women's participation in an initiative that sees business investments as an alternative route to peace (IA). Although the subprojects differed in specific strategies, they nonetheless shared a common strategy, which is, increasing participation of women in the activities, often setting equal (50-50) participation as a target. Several also cautioned against being seen as 'anti-men', as this might undermine initiatives that promote the view that activities among women are complementing or contributing to the overall peace efforts. The Kids for

Peace Foundation, for its part, planned to include promotion of gender equality in the peace agenda of young women and men.

Gender Equality Results

A number of the completed subprojects reported important gender equality outputs and/or results, although a few did not go beyond providing numbers of women and men beneficiaries. These outputs include the production of better information on women and the peace process, greater participation of women and the benefits that accrued from this, enhanced gender awareness, and finding women's voice.

Better information and inputs on women and peace processes

One important set of products of the Peace Fund so far is the MCW's volume, "Taking the Side of Peace: Women as Mediators of Rido," and a video that seeks to highlight women's efforts to keep the peace. The MPC contributed two others.¹⁶ One is the agenda that the MPC presented before the 6 August 2009 Bangsamoro-CSO Congress, which includes as an item: "Women to take the lead in designing the civilian protection framework as agreed in the 29 July 2009 Joint Statement of the GRP-MILF Peace Talks." The other is the Women's Framework for Civilian Protection (see box, below).

MPC Women Framework for Civilian Protection

1. There shall be established a Joint Civilian Protection Authority [CPA] that will be tasked to protect civilians and IDPs from direct and indirect acts of violence, deprivation and threats to their life, liberty and properties.
2. The Joint CPA shall be primarily composed of five (5) members each from Philippine Government and the Moro Islamic Liberation Front. In addition to the ten (10) regular members, there shall also be associate members coming from the following: CHR, DSWD, Indigenous Peoples, Philippine Congress Committee on Human Rights, League of Governors and Mayors, Integrated Bar of the Philippines, media, Supreme Court, MNLF, and NDF.
3. At the provincial and municipal levels, Civilian Protection Teams [CPT] shall be established to conduct monitoring, rescue, reporting of human rights and to look after the general safety and well-being of civilians and IDPs. The teams shall be composed of five (5) members each from the Philippine government and the MILF and five (5) women representatives.
4. The membership in the CPT and CPA should be 70 percent women.
5. At the national level, a women's committee shall be set up from the representatives of the municipal and provincial CPTs. The women's committee shall be tasked to do coordination, reporting, training, advocacy and public information dissemination on protection issues.
6. To ensure compliance and enforcement of this framework, an International Mission for Protection of Civilians in Mindanao shall be established that will do protection work parallel to and independently from the Joint CPA. This International Mission should be led by the European Union in collaboration with the OIC [Organization of Islamic Conference], ASEAN [Association of Southeast Asian Nations] and the UN [United Nations].
7. There shall be permanent and mutually recognized evacuation centers for IDPs with adequate basic facilities (water, light, toilets) in designated areas of conflict with a functioning and efficient Camp Coordination and Camp Management system. The camp management should involve the participation of IDPs in all aspects and stages of relief assistance, planning, needs identification and decision-making.
8. There shall be a Damages and Compensation Claim Office that will monitor and document claims for damages and injuries and see to the just compensation of those who unjustly suffered losses because of war. Towards this, the Philippine Government should work for the passage of a law allocating the funds for reparation and compensation of victims.

¹⁶ In addition to producing two documents, the MPC provided an orientation on the United Nations Security Council Resolution No. 1325 to two assemblies conducted, and incorporated a plan of action giving high concern to women's involvement/participation in peace initiatives in their respective areas.

The MCW materials attest to the importance of women’s inputs to peace-building, while the MPC agenda and framework provide a guide for action that includes the consideration not only of women’s participation but also of gender needs. In both cases, their effectiveness lies on how the information and materials are used, that is, whether or not women will be given roles in *rido* resolution and management processes, and whether the MPC inputs will influence the crafting of peace-related documents and the ways civilians are protected. All these will take time, beyond the time frame of Peace Fund support. However, these need to be captured during the evaluation of the Peace Links Program, but only if the activity will be done at least two years after project completion.

Greater participation of women

A summary of the quantitative data found in end-of-project reports suggest that the Peace Fund subprojects generally sought to promote gender parity in participation in their forums, consultations and trainings. Of the direct beneficiaries, or people who have been targeted or invited, 46 percent were women (see Table PF2). Including open consultations reduces the figure to 31 percent, still an impressive achievement given the patriarchal cultural context of the subprojects.

Table PF2. Participation of women and men in completed subprojects

Subproject proponent	Participants			Percent female
	Female	Male	Total	
ComStrat	209	150	359	58.2
KI	8	8	16	50.0
MCW	105	105	210	50.0
MPC*	159	184	343	46.4
SIMCARRD	1,323	1,807	3,130	42.3
UNYPAD	622	629	1,301	47.8
Total*	2,426	2,883	5,309	45.7

*The MPC figures pertain to the number of participants in smaller meetings and forums, excluding the reported figures for consultations (3586 women and 10,528 men).

UNYPAD reported that it has trained 120 youth leaders, of whom 40 percent are women, in leadership and management skills, conflict analysis, conflict management and resolution, and human rights documentation and reporting. Meanwhile, KI was able to train and deploy a total of 16 youth volunteers (8 women and 8 men) to 11 partner NGOs, although one woman volunteer was prevailed on by her parents to return home. MPC brought women into its Bantay Ceasefire Structure, where they account for 36 percent to 49 percent of all members. All these women members are active and in good standing. Outside this structure, MPC also claimed that women’s participation dramatically increased in community-level discussions and mobilization, although this has not been quantified and included in its report.

There were not only more women going to meetings, attending trainings, or taking on new roles. They were also becoming more active and more articulate. ComStrat claimed that many of the women participants have now been able to speak out in public, despite the presence of many men in the meetings. The women freely aired their opinions on the matters being discussed. SIMCARRD likewise reported that during meetings and consultations, women cited land grabbing and lack of access to resources as crucial issues, and pushed for an immediate cessation of hostilities. They were also willing to act as mediators between the state and non-state security forces in their communities.

All these public engagements probably meant something more to the women. For instance, MCW claimed that its women participants have found the consultations ‘liberating’ as they never gathered together as women to talk about some of the most painful stories about *rido* that involved a loved one.

Enhanced gender awareness

The Peace Fund provided its partners with opportunities for bringing gender equality or equity into peace discourses. This was evident in the MPC subproject, where it injected women's roles and gender needs into the August 2009 Bangsamoro-CSO Congress. The MCW meetings with male political and religious leaders have reportedly helped to raise awareness among women and men in Muslim communities of the important role that women play in the settlement of rido cases and of the need to settle rido peacefully.

There were also results within proponent organizations. An example is UNYPAD, which claimed that its members and the participants in all their trainings and activities have come to value women's participation in discussions and mobilizations. In its terminal report, UNYPAD wrote:

“...confining women to purely reproductive roles are now considered anathema to our search for a new prosperous nation. Thus, in all our trainings, workshops and activities ... women participation is highly recognized in discussions and mobilizations ... The visibility of women in our peace building activities ... runs counter to the unjust design of a gender biased society ... [B]y eradicating the atmosphere of male-dominant structures, our women participants are encouraged to be more involved in peace-building. They are more confident in expressing their concerns and sentiments and are now comfortable in working with structures that are friendly to their needs. [Also] most of the activities in the later part of the project were attended or participated by more women youth than men.”¹⁷

Finding women's voice

The MCW book is a collection of women's stories about rido. Some stories are products of focus group discussions; others are narrations of how an author's mother or grandmother has negotiated peaceful resolutions of rido.

Another subproject did not produce a book. Rather, it trained women on how to communicate their issues among various groups, particularly peace advocates. One of the training workshops organized by ComStrat was entitled, “Herstory: Training-workshop on Communicating Women's Issues among Peace Advocacy Groups.” It involved 38 women participants from Muslims, Lumads and Christian CSOs. A woman editor of Davao City newspaper facilitated the workshop.

The workshop brought out women's narratives in the context of their roles as peace-builders and nurturers in the community and even in evacuation centers. ComStrat reported that some of the stories written by the participants were published in newsletters, newspapers and online publications. The participants found the activity so fulfilling that they have requested similar community-based trainings that could result in more women who could write their stories that relate to key social issues.

Lessons and Challenges

Several completed Peace Fund initiatives have been able to implement their gender mainstreaming plan. Their experiences and those of others point to several lessons and challenges. First, as important as concrete outputs are the inclusive processes that enabled women and men to better appreciate the importance of women's involvement in peace processes and in conflict management and resolution. This was evident in the MCW and ComStrat subprojects. Second, as noted by the MPC, while there are ongoing initiatives and attention in building capacity and awareness for women participation in peace and development, the situation of women in the project areas remains the same and needing dire

¹⁷ End-of-Project Report of the “Youth Advocacy for Peace” project, submitted by UNYDAP to CIDA on 10 March 2010, p. 16

attention. There is a high prevalence of women and children caught in the crossfire, a number suffering in congested internally displaced persons' (IDP) camps. Third, real impacts of the various Peace Fund initiatives are not likely to be felt during the life of the subproject. This can only be captured if and when the Fund is evaluated several years after project end. Finally, requiring proponents to prepare a gender mainstreaming plan and to report on 'impact on women' may not necessarily produce concrete gender results. Because monitoring is not feasible given the short subproject life, CIDA can require proponents to report against their gender mainstreaming plan as well.

Canada Fund for Local Initiatives (as of June 2010)

GAD scores: 10.0 (B, gender sensitive) for design; 14.3 (B+, almost gender responsive) for Fund management and subproject design and implementation

The Canada Fund for Local Initiatives is a funding facility for a particular set of issues. It promotes equality between women and men by espousing women's participation in activities and benefits. It does this in various ways. During the monitoring period, it has begun to require proponents to submit a gender mainstreaming plan, which includes a brief analysis of relevant gender issues, in addition to asking proponents to consider the participation of women in, and impact on women (and men) of their subproject. It supports efforts that focus on women's and/or gender issues, and pushes gender equality as a crosscutting theme. Its gender equality results included more women assuming leadership roles or accessing key decision-making opportunities, enhanced knowledge and appreciation by women of their rights as women and worker, improved capabilities of managing an enterprise and gender relations, linkages created among women's groups and networks throughout the country, and reduced work burden of women and children. Despite the improvements, the Canada Fund can further enhance the way it promotes consciousness and commitment to integrate gender equality among its partners.

The Canada Fund for Local Initiatives, which will be interchangeably referred to as the Canada Fund or CFLI, is a Mission-administered, small-grant facility that has been in operation in the Philippines since 1972. It complements CIDA's bilateral and multilateral activities by adding elements of flexibility and timeliness to the Canadian development program.¹⁸ It also enables the Mission to become more directly involved with community groups, such as small farmers, cultural minorities, urban poor, and other marginalized populations.¹⁹

Fund Management

The Canada Fund usually focuses its support to identified ODA priority areas for the fiscal year. During the period monitored (July 2009 to June 2010), these areas were human rights, democracy and good governance, private sector development, environment, basic human needs, infrastructure services, and other programming, such as relief to disaster-struck areas. As in other CIDA projects, gender equality and environment are crosscutting themes.

Until mid-2009, the Canada Fund requires its proponents to indicate two sets of gender-related information in their application form. One calls for a delineation of beneficiaries into direct and indirect, and for each category, by sex and age (women, men, and children). The other consists of a series of items on "Impact on Women in Development," namely: (1) percentage of women benefiting from or involved in the proposed subproject, and how women's socioeconomic condition will be improved; (2) role of women in the subproject, particularly in decision-making, planning, administration and implementation; (3) how women will benefit, and whether their interest has been considered in the development of the subproject; and (4) potential negative effect of the subproject on women's workload and access to economic assets and cash income. In addition, in late 2009, the Canada Fund began requiring proponents to submit a gender mainstreaming plan, which hinges on an analysis of the gender dimension of the proposed subproject.

¹⁸ Guidelines for the Canada Fund for Local Initiatives, Version 4.2, February 2008

¹⁹ "Canadian Official Development Assistance to the Philippines, November 2008"

Gender Equality Issues and Strategies

Between July 2009 and June 2010, the Canada Fund had 21 operational subprojects, of which one (1) was approved in Fiscal Year 2007-2008, eleven (11) in Fiscal Year 2008-2009, and nine (9) in Fiscal year 2009-2010 (see Table CF1). By end of June 2010, all the pre-2009-2010 subprojects and six (6) of the 2009-2010 subprojects had been completed. Three subprojects had submitted their terminal reports, but these had yet to be accepted by CIDA.

Table CF1. The CFLI List of Active Projects in FY 2009-2010 (as of June 2010)

File no.	Project (date of approval)	Proponent
Carryover project from FY 2007-2008; completed in FY 2009-2010		
1	Education and legal assistance program to sugar workers in Negros Occidental	Negros Labor Center, Inc. (NLCI)
Project approved in FY 2008-2009 (July 2008); completed in FY 2009-2010		
1	Strengthening of the community-managed approach towards the elimination of lymphatic filariasis in Misamis Occidental	Foundation for the Advancement of Clinical Epidemiology (FACE)
2	Barangay Gender Empowerment Models in Manila	Kababaihan Laban sa Karahasan Foundation (KALAKASAN)
Project approved in FY 2008-2009 (December 2008); completed in FY 2009-2010		
3	Heritage and environmental conservation through eco-cultural tourism development	Batanes Heritage Foundation
4	Increasing youth participation in local governance in a conflict-affected area through information technology	Community Family Services International
5	Interpreting TV news using Filipino sign language	Gualandi Volunteers Service Programme, Inc.
6	Enhancing the fair trade practices as good governance model in our handmade paper project	Kababayen-an Alang sa Teknolohiya nga Haum sa Kinayahan ug Kauswagan (KATAKUS)
7	Enhancing children justice support system	Kyabaan Association
8	Kusiong water system and sanitation project	OND Hesed Foundation (OHF)
9	Reforestation and spring development for level-2 potable water supply	Pigcawayan Rural Development Cooperative (PRDC)
10	Weaving on a multi-stakeholder partnership on economic governance to develop a tapestry of social enterprise	Shontoug Foundation
11	National indigenous youth conference-workshop on the UN Declaration on the Rights of IPs	Asia Pacific Indigenous Youth Network (APIYN)
Project approved in FY 2009-2010 (September-December 2009); end-of-project (EOP) report accepted		
1	Relief assistance to families affected by Typhoon Ondoy in Rizal Province	Philippine National Red Cross (PNRC)
2	Women's self-reliant leadership and collective empowerment in times of crisis	Women and Gender Institute (WAGI), Miriam College
3	Community-based sustainable enterprise development for 12 IP communities in Palawan	TagBalay Foundation
4	Bangon Dingalan: Promoting community-based child-focused disaster management and development towards sustainable psychosocial well-being of children and their families	Psychosocial Support and Children's Rights Resource Center (PSCRRC)
5	Women and sustainable technology: scaling up vermin-composting among the Talaandigs	De La Salle University – Social Development Research Center (DLSU-SDRC)
6	Increasing youth participation in environmental governance in Isabela	Tanggol Kalikasan (TK)

File no.	Project (date of approval)	Proponent
Projects approved in FY 2009-2010; EOP report not yet accepted		
7	Empowering Muslim women and youth through health	FriendlyCare Foundation (FCF)
8	Civil society and journalist partnership for monitoring and reporting on the 2010 elections	VERA Files
9	Baking and pastry production	Women and Children Protection Center (WCPC)

Gender issues

Three (3) of the 2008-2009 projects had identified gender issues (violence against women and children [VAWC] and gender equity in trade) as their focus, three (3) pertained to women's practical gender needs (health and water supply), and the rest had only sex-disaggregated information about intended beneficiaries. Of the 2009-2010 subprojects, three (3) had women as principal partners or beneficiaries, as the initiatives focused on a review of the Beijing Platform for Action (WAGI), unmet needs of Muslim women to have access to reproductive health information and services (FCF), and access to sustainability technology (DLSU-SDRC). Unlike in previous years, however, the other subprojects also identified gender issues that impinge on the development problem that they sought to address. VERA Files cited poor coverage of issues such as VAWC, migration, and population in journalism, while PSCRRC identified limited interest in gender concerns in most child-focused disaster management toolkit. Others (TagBalay, DLSU-SDRD and WCPC) referred to gender role stereotyping and access to livelihood and training.

The quality of gender analysis found in the proposals varied among the subprojects. Those that explicitly dealt with gender or women's concerns had extensive analysis. Meanwhile, the subprojects that addressed gender equality as a crosscutting theme responded to the queries posed in connection with challenges and risks, and measures to reduce possible negative impacts or to ensure the achievement of positive gender-related effects.

Strategies

How did the subprojects actually address the identified issues? Among the 2009-2010 subprojects, three (3) explicitly dealt with women and gender issues, as designed. The WAGI subproject mounted a national women's summit that updated issues around the twelve areas of concerns of the Beijing Platform for Action. The FCF initiative organized open dialogues with men on reproductive health issues and tapped the advice of Muslim religious leaders, and integrated in the program the agreements from the consultations. A third subproject (DLSU-SDRC) went beyond meetings and advocacy, into technology interventions that benefit women in producing and reproducing a viable, cost-saving farming technology.

The other six (6) subprojects differed in the degree with which they integrated gender equality considerations. The PNRC initiative reached out to families affected by Typhoon Ondoy, and distributed hygiene kits. It claimed to reach households that were headed by men as well as by women, although there was no tracking of beneficiaries on the basis of household headship. Others sought to incorporate gender considerations in the activity (feasibility study; TagBalay) or programming (PSCRRC); or planned on increasing participation of women or gender parity in leadership posts (TK); or linking with CSOs and/or government agencies (VERA and WCPC).

Among the operational subprojects prior to 2009-2010, the strategies of the VAWC-related initiatives included education or training of barangay officials on their responsibilities to assist VAWC victims, awareness-raising sessions held in schools and barangays on gender issues and women’s rights, and creation of Gender Empowerment Models in pilot sites (KALAKASAN). Meanwhile, the gender and fair trade subproject conducted seminars/trainings on gender issues for women involved in the subproject, and promoted investment in women-friendly production (KATAKUS).

Gender Equality Results

Reporting of gender equality results have improved since mid-2009. With the exception of a few subprojects that intended to have as beneficiaries ‘families’ (PNRC), ‘journalists’ (VERA Files), or ‘children in conflict with the law’ (Kyabaan), their proposals indicated intended direct (and indirect) beneficiaries by sex. Of the end-of-project reports reviewed, only the PNRC and PRDC reports did not disaggregate their actual beneficiaries by sex. The information from a sample of subprojects that were not women-specific suggests that women account for 36 percent to 60 percent of total direct beneficiaries (Table CF2). One proponent (OHF) claims that participation of women in projects was a very significant factor in ensuring project sustainability.

Table CF2. Distribution of direct beneficiaries of a sample of completed CFLI non-women-specific subprojects

Subproject	Sex of beneficiaries			Percent female
	Female	Male	Total	
NLCI	3,848	6,822	10,670	36.1
FACE	247,433	302,418	549,851	45.0
OHF	424	373	797	53.2
APIYN	120	81	201	59.7
TK	93	91	184	50.5

In addition to the number of women and men beneficiaries, the reports indicated how some of the subprojects actually involved and/or benefited women and men. This is especially the case among initiatives that were not designed to be ‘gender subprojects,’ or those with a gender issue as their focus. Some of the results that were reported by these subprojects include the following:

- Reduced work burden, particularly of women and children, as a result of the water subproject (OHF and PRDC) that allowed the women to engage in economic activities, such as selling ice water, ice candies, banana barbecues, fish vending, and gardening (OHF).
- Enabled women to become organization officers, negotiators and paralegals (NLCI), to serve as the leader of a mostly-female volunteer group (TK), or take on leadership and speaker roles in forums (APIYN). High women’s participation reflects the consciousness of the APIYN to keep with the resolution of the 2007 Asia Pacific Indigenous Youth Conference to consciously promote the active participation of young women in all its activities and to engage the youth in an internal education and awareness campaign on women’s rights and welfare.
- Reduced health problems because of improved hygiene (OHF), increased mass drug administration that minimized risks of breast enlargement and necrosis among women that could result from lymphatic filariasis (FACE), and the provision of hygiene kits to typhoon victims (PNRC).

- Increased knowledge and appreciation by women of their rights as women and as workers (NLCI).

Not surprisingly, the gender subprojects have more extended discussion of their ‘impacts’ on women. For instance, in addition to advocating for the inclusion of gender equity as a fair-trade principle, KATAKUS claimed that, through the project, the women improved its management capabilities. They were left to discuss and resolve problems among themselves, and KATAKUS only intervened when they could not resolve these. This process made the women members more sensitive to the issues of their co-members (battering issue, children’s problems). Discussion on VAWC helped members who are victims regain their self-confidence and take action to change their situation. Husbands now also reportedly help with the housework and the care of the children. Moreover, young women workers were happy because they could oversee their children at play (in the project site/vicinity) while they work.

The DLSU-SDRC subproject claimed that the majority of the women (38 or 49) are well underway in their culturing activities; and 11 of the 38 have a second vermibed for expansion. The women viewed the veri-composting experience in a favorable light. Some found it helpful, even enjoyable; others claimed that it eases personal worries. Many agreed that it contributed to kitchen cleanliness and environmental sanitation. All these reportedly outweighed negatives, such as heavy weight of substrates, foul smell of animal wastes and decomposing substrates, and some difficulty in acquiring appropriate substrates. Women also learned important technical lessons about the technology.

The National Women’s Summit organized by WAGI brought together 350 participants from government, NGOs, and academe. They revisited the Beijing Platform for Action, and agreed on a 13-point resolution. They linked women’s groups and networks throughout the country, and stressed the importance of increased youth participation.

Issues and Challenges

The Canada Fund has responded very positively to the observations of the previous gender equality monitoring report. The introduction of the gender mainstreaming plan, which requires an identification of gender issues that the subproject could or should address, is an important first step. A cursory inspection of the plans, however, shows the varying levels of competence and seriousness among proponents in accomplishing the template. This can be improved in two ways. One is for Canada Fund to provide more information or instructions on how to accomplish the template, and guide questions for identifying gender issues.

Another way of improving the gender mainstreaming plan is to ask the proponent to analyze how women’s participation in the project would affect the status of women beneficiaries. This will not only improve subproject design, but also respond to the possible adverse effect of women’s involvement in subproject activities on women’s burden and the need to balance this with its positive effect by way of giving women an opportunity to learn and to exercise autonomy.

It is easy to assert that the subproject has improved women’s lives and gender relations. The Canada Fund should require its proponents to provide evidence of claims about these and other gender equality results.

Yet another way is to review how it does its due diligence of a proponent organization. For instance, the Canada Fund can assess its readiness to respond to gender issues that it needs to address in the course, or as a result of the implementation of the initiative that Canada Fund is considering of supporting.

Private Enterprise Partnership-Philippines (IFC-PEP)

GAD scores: 15.0 (A, or gender responsive) for project design; 14.7 (B+, almost gender responsive) for project implementation for the period monitored

Since July 2009, the Private Enterprise Partnership-Philippines Project continues to pursue gender-related efforts that would help it identify and address gender issues that are relevant to its business lines. Its main strategy continues to be tracking the participation of women and men in project-sponsored activities. This allows the project to show gender results in terms of the participation and possibly access to information. In addition, the project has begun to look into how a major business line—access to finance—is enhancing women and men’s access to finance, investment opportunities, and higher incomes. Finally, IFC Advisory Services in the Philippines has also applied lessons learned to the design of its programs for its next funding cycle.

The International Finance Corporation (IFC) Advisory Services in the Philippines manages the Private Enterprise Partnership (PEP) Philippines program, which is co-financed by CIDA and the Australian Agency for International Development. The program was initially scheduled to run for four years from October 2005 until June 2009, but was granted a “no-cost” extension until June 2010. It aims to support the growth of small and medium enterprises and to improve their value addition to the economy. The project intends to achieve this through business lines that reflect the IFC global strategy for technical assistance. Although some business lines have recently been renamed, these lines continue to address the following: (1) Access to Finance, (2) Investment Climate, (3) Corporate Advice, (4) Environment and Social Sustainability, and (5) Infrastructure.

When last monitored in mid-2009, programs had been rolled out, a Gender Coordinator (Adora Fausto) continued to oversee the integration of gender equality by the various business lines, and the GAD guidelines for program managers was being applied by at least two business lines. It has also tapped IFC gender resources when needed, such as in the conduct of a gender study in banana industry study that was completed by mid-2009.

Gender Equality Initiatives (July 2009-June 2010)

The July to December 2009 Donors’ Report highlighted two main gender-related activities during the reporting period: (a) capacity development of the Gender Coordinator through her participation in the Global IFC Gender Program meetings to discuss worldwide experiences in integrating gender in projects and programs, and the (b) conduct of two ‘gender studies.’²⁰ One study was undertaken under the Corporate Advice Component, while the other was conducted in relation to the Access to Finance Component.

Capacity development of the IFC-PEP Gender Coordinator

The IFC Gender Program had its annual retreat on September 17-18 2009 in Washington, DC. The IFC Advisory Services in the Philippines sent its Gender Coordinator to the meeting. The retreat

²⁰ This section is partly based on the “Report on Operations and Plan, July – December 2009,” prepared by the IFC Advisory Services in the Philippines for AusAID and CIDA, March 2010. Updates as of June 2010 were sought during the monitoring meeting with the Gender Coordinator on 22 July 2010.

focused on current experiences across IFC countries and regions on the integration of gender in the design and results of IFC projects, and on an assessment as to how best to tap the IFC Gender Program expertise. A regional workshop on the Gender and Investment Climate Practitioners Guide was planned for March 2010. This guide has been pilot tested extensively in five IFC Pacific countries (Samoa, Solomon Islands, Timor-Leste, Tonga and Vanuatu). However, the workshop has been rescheduled pending the current internal organizational restructuring in IFC.²¹

Conduct of gender studies—Corporate Advice and Access to Finance

The project completed the gender study of the banana industry in Mindanao in July 2009. The research used secondary sources that had information on/for women and men, but the primary data covered only women workers and growers.²² The study described the location of women in the banana value chain, noting that the women participate in productive activities to the same degree as men, with women usually given non-strenuous tasks. Using women’s perception data, the study claimed that there are no ‘gender-differential in wages’ yet noted that in packing houses women “often perform tasks that are done by men but without the commensurate compensation.”²³ It listed several gender-related challenges, among which is perception among women members of cooperatives that leadership in committees and boards are the domain of men that they are reluctant to invade; limited participation of women in employee and community organizations due to their multiple work burdens; and health work hazards.

The other study was a gender analysis of SME (small and medium enterprises) banking. This was a follow-up to an initial ‘high-level assessment’ of barriers to women’s access to finance that the Access to Finance component conducted in September 2008. Based on a polling of a small number of female commercial and rural bankers, the initial investigation concluded that there were no significant access barriers for women. The new gender study was designed to examine more thoroughly women’s access to finance.

The IFC Advisory Services in the Philippines contracted the Southeast Asian Research Center for Agriculture (SEARCA), a regional agricultural research institute, to do the gender study. Funded by the IFC Gender Program, the research began in May 2010 and data collection was completed in July 2010.²⁴ With the study, IFC might be able to design SME banking that will be more responsive to the gender issues faced by women and men relative to access to SME financing.

Integration of Gender Equality in the Business Lines

The IFC Advisory Services in the Philippines continued to require its program managers to use its gender equality guidelines. This provides an opportunity for raising the awareness of the managers of gender equality issues as they work through the design of the program with the help of the gender equality tools. The tools are also designed to ensure the program managers properly identify and respond to gender issues. Users of the tools, however, seem to focus on sex-disaggregated data rather than on teasing out possible gender issues that are relevant to their business line or activity.

²¹ Adora Fausto, personal communication, 22 July 2010

²² “Women in the Banana Industry” A Gender Study” (Manila: IFC, 2009)

²³ IFC Advisory Services in the Philippines, “Report on Operations and Plans, January-June 2009,” p. 30.

²⁴ In response to the draft that was sent to IFC in early September 2010, it reported that validation of the results through focus group discussions among entrepreneurs and representatives from financial institutions was conducted in August 2010 and the research report is expected to be completed by September 2010.

Access to Finance

The IFC Advisory Services in the Philippines is working with CARD Bank, which is based in San Pablo City and which has women micro-entrepreneurs as borrowers and stockholders. For the period July to December 2009, the project extended technical assistance that involved a total of 18 (9 women and 9 men) CARD Bank officers. As of 30 June 2010, the bank had 147 active loans, of which 95 percent were made to majority women-owned enterprises (see Table I1). They also account for 93.5 percent of outstanding loans, with average loan amounting to PhP 178,000, which is less than the average loan given to majority men-owned enterprises. SME loans of majority women-owned enterprises are not as collateralized as those of men's enterprises.

Table I1. Selected data on SME loans (30 June 2010)

No. of active loans	147, of which 140 are to majority women-owned enterprises
No. of accounts	97, of which 90 (or 92.8%) are to majority women-owned enterprises
Total portfolio outstanding	PhP 18.4 million, of which PhP 17.2 (93.5%) are to majority women-owned enterprises
Average loan	Total, PhP 0.179 million; majority women-owned enterprises, PhP 0.178 million
Average loan processing time	Overall, 16.37 days; majority women-owned enterprises, 16 days
Percent of first-time borrowers	11.3% borrowing from SME for the first time 5.2% borrowing from formal institution for the first time
Percent of collateralization for loans	Average market value of collateral as % of loans out-standing, 88.6% Majority women-owned, 51.8%

Source: IFC-PEP, personal communication

Investment Climate

For the same period, the project reported a total of 89 forums and TA activities under Doing Business Plus. These activities included those related to the sub-national 2009 Doing Business in the Philippines survey, regulatory simplification TA and advisory meetings in priority cities, and national-level advocacy forums. A total of 1,308 people participated in all the activities. Of these, 603 were women (46.1 percent), which is lower than the targeted 50.8 percent (see Table I2).

Table I2. Summary of women and men's participation in project-supported activities, July-Dec. 2009

Business line major project	No. of activities	Actual participants			% women	
		Female	Male	Total	Actual	Targeted
Doing Business Plus	89	603	705	1,308	46.1	50.8
Public-Private Dialogue	30	438	379	817	53.6	42.8
Mindanao Banana	-	-	-	-	-	9.5
SME Banking technical assistance	1	9	9	18	50.0	33.3
Philippines Sustainable Energy Finance 2	5	23	71	94	24.5	40.0
Total for the reporting period	125	1,073	1,164	2,237	48.0	

Source: "Report on Operations and Plan, July – December 2009," prepared by the IFC Advisory Services in the Philippines for AusAID and CIDA, March 2010.

IFC is strategically placed to promote gender equality within the Philippine Development Forum (PDF), particularly in the Growth and Investment Climate Working Group that it co-chairs with the Department of Trade and Industry. It could use the findings of its gender studies as well as research findings of other groups, such as the Oxfam-Great Britain research on the impact of the economic

crisis on women entrepreneurs in five East Asian countries including the Philippines. Although IFC funding support to the Oxfam research did not push through, Oxfam did the research on their own and shared the results with IFC. Materials from IFC Headquarters, such as the newly-released “Gender Dimensions of Investment Climate Reform,”²⁵ can also be useful. (IFC-PEP used this book as reference in its design of the scale up of the IFC Advisory Services in the Philippines Regulatory Simplification work.)

The availability of gender materials is one important part of gender equality advocacy. Another key part is for the IFC representative to the PDF Working Group to use the materials and advocate for a range of issues to help the Working Group keep gender equality or equity in its agenda.

Corporate Advice

As noted in the earlier section, the Corporate Advice component completed the gender study on the Mindanao banana industry in July 2009. However, the project has little scope for the recommendations to be implemented given that it has only less than a year to complete. As a result, lessons learned from the study will be applied in the next cycle, or in projects (other commodities) in the pipeline that may not necessarily be funded by CIDA.

Monitoring and Evaluation

The attention to classifying attendance by sex of participants in capacity building technical assistance, forums, workshops and trainings was evident in the July-December 2009 Donors’ Report, as it has been in the reports since July 2008. The focus of the database, however, has been exclusively on participation. Table I2, above, presents a summary of the sex-disaggregated data on participation in forums and other IFC-supported activities. However, IFC-PEP has begun to monitor on a quarterly basis the SME portfolio with the CARD Bank (see Table I1). What the project has yet to monitor in the same way is feedback, particularly in connection with reforms on the business registration system instituted in the prototype cities.²⁶ Monitoring can be improved by tracking satisfaction level of women and men clients once the SME banking efforts get going, or in the next funding cycle.

Issues and Challenges

Sex-disaggregated quantitative data enables one to see differences in the circumstances of women and men, and how they participate in, contribute to, or are affected or benefited by the project. Additional qualitative information, however, may be needed to help understand what lies behind the numbers. So far, IFC-PEP reports lacked an analysis of the sex-disaggregated information, something that needs to be addressed in the end-of-project report.

Gender studies are important source of information on which to base strategies for integrating gender equality in project interventions. However, for them to be useful to the project, they have to be done early. These and other lessons can inform future projects, and general programming and operations of the partner organization, such as IFC.

²⁵ The World Bank, 2010, *Gender Dimensions of Investment Climate Reform: A Guide for Policy Makers and Practitioners* (Washington, DC: The World Bank).

²⁶ Donors’ Report, pp. 12-13, see also project data worksheets in pp. 43-63

Promoting Rural Industries and Market Enhancement Program (PRIME)

GAD scores: 15.0 (A, or gender responsive) for project design; 14.1 (B+, gender sensitive but moving towards becoming gender responsive) for project implementation for the period monitored

As of July 2010, PRIME had several mechanisms in place to make its various components and activities gender responsive. It has one gender focal person, who has a graduate degree in Women and Development Studies, and the project continues to consult with its gender adviser. It has tools that provide gender-related information for value chains, and tools that measure performance capacity of its partners. The project has partly based its selection of activities of women/women's groups that it would support on the value chain research results. Although agricultural micro-finance/micro-finance (AMF/ MF) funds have yet to be released, PRIME has been assisting a number of women's enterprises, many of which are part of the value chain of its priority commodities. Moreover, a substantial portion of the AMF/MF funds are programmed to support women's enterprises as well as other rural enterprises that are expected to generate jobs and incomes not only for men but also for women.

A five-year project that runs until the end of 2010, Promoting Rural Industries and Market Enhancement (PRIME) program is being implemented by the Philippine Development Assistance Programme, Inc. (PDAP). PRIME aims to facilitate the participation of the rural poor in enterprises that enhance food security, increase household income, and create jobs. It has four components: (1) microenterprise development, (2) enhancement of participation in the market, (3) policy analysis in support to rural microenterprises (MEs) and/or industries, and (4) strengthening of the institutional capacity of PDAP. To date, the program focuses on three industries (muscovado sugar, organic rice and seaweeds).

The July 2009 monitoring report noted that PRIME had made some progress in the area of gender equality. It had designated several project officers to act concurrently as gender focal persons. The project also hired a part-time gender adviser who developed a gender and value chain analysis (GVCA) framework and tool for PRIME, conducted two capacity-building activities on gender, and coached the project field team in the conduct of the GVCA survey. Although the adviser has been most helpful, three issues lingered. One pertained to the fact that the GVCA data were not submitted on time to be used in programming. Another issue concerned the limited competencies of even the PRIME gender focal persons in interpreting the GVCA information and applying these to project interventions. Finally, the Agricultural Micro-finance/Micro-finance (AMF/MF) subproject, which aims to provide livelihood opportunities to the women and men in PRIME-assisted communities, has not been fully implemented.²⁷

Gender Equality Initiatives and Challenges (June 2009-July 2010)

In 2008, the Mid-Term Review (MTR) report noted that PRIME had made less progress in the gender equality theme than in other areas, and recommended for PDAP to (1) ensure that the data gathering, analysis and consultations using the GVCA tools are done and recommendations acted upon as soon as possible; and (2) implement the microfinance window, which has a major focus on women. As the discussion, below, shows, almost two years after the review, PRIME continues to face challenges in addressing the MTR concerns and consequently promoting gender equality as a crosscutting theme and in producing gender equality results.

²⁷ PDAP has made some progress with its policy advocacy. Enacted in April 2009, the Organic Agriculture Law was a major victory for PDAP which was at the forefront of NGOs successfully pushing for its passage.

During the period monitored, the project has named its Knowledge Management Officer to serve concurrently as its Gender Focal Person. Unlike previous GAD officers, she has a formal training in GAD, having graduated from the M.A. Women and Development Studies Program of the College of Social Work and Community Development of the University of the Philippines. Moreover, the project continued to consult with its part-time gender adviser, who has yet to complete the GVCA report. The focal person complements the role of the adviser.

PRIME ensured that gender equality concerns are considered in its various components. Since the onset of PRIME, gender tools were formulated to monitor GE intervention results. It was mainstreamed in the VCA, PRIME Capacity Indices (PCI) and food security survey. It was also integrated in strategic plans of local cluster and industry associations.

Providing micro-financing to women microenterprises

The project claims that the main vehicle of its ‘gender equality intervention’ is the implementation of the AMF/MF program with a ‘major focus on women.’ Unlike the other project interventions that focus on institutions, the AMF/MF program will deliver resources to the members and their households using the organization as a conduit. The program is designed to extend agricultural production loans to the member of the partner organization. When the member is a male, his spouse would also receive a microfinance loan. This would enable her to engage in an economic activity that would help her household diversify its income sources, and earn an income before harvest.

A total of 12 million pesos has been approved for the AMF/MF program in Year 6. Half of this would be directly managed by PDAP to support PRIME partners; the other half would serve as Guarantee Fund for loans extended by selected partner MFIs to PRIME partners.

Since the last monitoring visit, two major changes were introduced in the design of the PDAP Guarantee Fund. First, the loan guarantee was reduced from 100 percent to 70 percent, based on an evaluation and technical study that was conducted to improve the design of the Fund. Second, instead of PDAP’s making special deposits with its partner MFI to back up the Guarantee Fund, PDAP would now keep the money, invest it, and make the release only when needed. The new practices are reportedly in accordance with industry standards and practices. These would also provide an incentive for PRIME partners to manage their loans well. By the end of July 2010, PDAP was ‘processing’ three prospective partner MFIs: USPD (United Sugar Planters Development Credit Cooperative), KMBI (*Kabalikang para sa Maunlad na Buhay*, Inc.), and Silangan Cooperative.²⁸ As part of its accreditation process, PDAP scrutinizes the list of loans that the MFIs would like to be covered by the Guarantee Fund. When asked during the monitoring meeting on 31 August 2010, PDAP said that it was targeting September 2010 as its internal deadline for the ‘constructive release’, that is, an agreement that PDAP will guarantee its partners’ loans.

For the PDAP-managed fund, three groups have been originally been identified as partners: MAKAKABUS (*Malahutayong Kahiusahan sa mga Kababayan-an sa Bukidnon*), an organic rice-producing group that consists largely of women farmers; Sultan Kudarat Muscovado Farmers and Millers Corporation (SKMFMC); and Sitangkai Local Market Consolidator Corporation (SLMCC).

²⁸ The Fund Management Committee originally chose CARD (Center for Agriculture and Rural Development), ABS-CBN Bayan Foundation, and the Bukidnon Cooperative Bank as partner MFIs for the PDAP AMF/MF program. None of these partnerships prospered, however. CARD withdrew its interest because it found the quarterly reporting tedious. ABS-CBN Bayan Foundation has sold its micro-finance business line to the NGO Center for Community Transformation. The Bukidnon Cooperative Bank failed to meet the PDAP criteria, which are based on Bangko Sentral ng Pilipinas, or the Central Bank, standards. Nonetheless, the Bukidnon Cooperative Bank began lending to PRIME partners even while it was being screened. To date, its exposure amounts to Php250,000. It also continues to participate in cluster activities, but its loans are not covered by the Guarantee Fund.

Negotiations with the first two, however, broke down, and they have formally informed PRIME about their decision not to partner with the AMF/MF program.

PRIME has begun talks with two PRIME partners: a muscovado sugar producing group in Lauaan in Antique Province, and an organic-rice farming group in Sto. Niño in South Cotabato Province. Unlike MAKAKABUS, where women constituted at least 51 percent of the total membership, they made up only 33 percent of the members of its replacement group. This means reduced women's access to the bigger agricultural production loans. (As of end of July 2010, no funds have been released from the program. In fact, the six million pesos to be managed by PDAP has yet to be turned over by PRIME to PDAP.)

As evident in the discussions of PDAP with women members of its AMF/MF partner organizations, the women were keen on engaging in enterprise activities. Their interest was such that they completed their project plans even before any agreement was reached. Some groups even started capacity building and technology training activities. Among the business activities covered by the completed project plans were manufacture of confectioners in Antique; mushroom production in Bukidnon; and sugar cane processing, organic fertilizer, and vermin composting in Negros.

Provision of training and initial start-up capital

Aside from the AMF/MF program, PRIME offers another window for women's livelihood activities. This window provides training, which incorporates an initial start-up capital for the planned enterprise of trainees. The initial capital allows the trainees to apply information and skills developed on real-life economic activities.

During the period monitored, PRIME supported a range of women's enterprises that included the production of mushrooms, rice cookies, and sugarcane-based processed products in Luzon; processing of sugarcane-based products in the Visayas; and processing of byproducts of the three priority commodities in Mindanao. Specific PRIME inputs varied, but for mushroom production, PRIME provided experts from the private sector or the academe to develop the technical capacities of the women. It also supplied the women with the initial fruiting bags to test what they learned. Once production began, PRIME focused on the women's parent cooperative to help it manage and sustain the growth of the enterprise. PRIME also strengthened the capacity of the cooperative to consolidate production outputs for marketing. It does not provide the women cash inputs. Should they want to expand their operation, individual producers could go to MFIs for loans. While mushroom production is an individual enterprise, PRIME, however, prefers that the group or cooperative controls the enterprise.

PDAP and/or PRIME facilitated or coordinated with other organizations to provide key inputs to the microenterprises. A start-up corporation borne out of the PRIME Program, Global Organic and Wellness Corporation (GLOW Corp.), assists small-scale producers of organic rice and muscovado sugar to upscale their production and develop new, non-traditional markets for their products. The corporation adheres to fair trade principles and equitable sharing of benefits and profits. Glow Corp. supports partner MEs and local market consolidators (LMCs) who are benefiting women members through access to common service facilities, financing, market, and information. With the expected increase in sales from Glow Corp.'s marketing operations, the percentage of women benefiting from these enterprises is also expected to rise.

In addition, the Balingasag municipality in Misamis Oriental, in partnership with Bukidnon Organic Products Corporation, approved PhP58,000 for the implementation of the rice-duck project of which the main beneficiaries are women. In Sitangkai, PDAP partnered with the Growth with Equity (GEM) Project of the United States Agency for International Development (USAID) for a women's

abalone project, and with the Mega Fishing Corporation on the cultivation of glacilaria (a seaweed species) as feeds for the abalone project.

Collection and use of relevant gender information

Beginning in 2008, PRIME supported various gender-focused studies. The GVCA was one. It also commissioned two other studies. One was on food security. Conducted during the first quarter of 2010, the research used a survey of households to generate data on men's and women's access and control over productive assets, household income, and access to food. In addition, qualitative methodologies like focus group discussion and interviews highlighted the stories of men and women in their daily household, farming and community activities whose roles are dictated according to their gender.

The other study was on the gender dimensions of rural livelihoods. It involved the MEs in analyzing the effects of reduced farm income on household management. PDAP claimed that the study provided the basis for its advocacy with the national government to delay the reduction of the existing tariff rates to 0 percent to 5 percent as prescribed in the ASEAN Free Trade Area, as the agreement would imperil the livelihoods of small-scale farmers, particularly women.

The GVCA was the research most useful for the ME development and market-linkage components of PRIME. The study collected and organized gender data related to its three priority commodities. It hired a Cagayan de Oro-based gender adviser to design the GVCA and guide the project team in the conduct of gender analysis, review and selection of project proposals and business plans from partners. She was also expected to prepare a report on the GVCA. But with delays of submission of GVCA results to her by the project staff, she could not complete the report when her contract ended in April 2009. About 15 months later, however, she has yet to submit the report to PRIME.

Nonetheless, the gender adviser has presented key GVCA results, such as women's roles in the chain and preferred income-generating activities, during PRIME workshops. Thus, PRIME has been able to use the data in 2009 to identify the enterprises that the groups can support or undertake to help their members bring in more income and diversify their household income sources. The identified economic activities are expected to be supported by the AMF/MF program, but others, like the vinegar production (a byproduct of muscovado sugar production) in Batangas, is being supported directly by PDAP.

Most of enterprises are directly connected with the value chains of the PRIME priority commodities. Among those linked to muscovado sugar are processing of sugar cane juice (Negros), confectioners manufacturing and production of blocks as food additives (Antique); and vinegar production (Batangas). A selected organic rice-related enterprise is the production of vermin fertilizer, although the project could not monitor the planting of vegetables on the edges of the rice bunds. For seaweeds, PDAP has an abalone farming project with the USAID GEM Project. Meanwhile, mushroom production is at best tangential to the organic rice value chain. An activity that was identified in two Luzon sites (Nueva Ecija and Camarines Sur), mushroom farming can use rice straw or banana stalk for the fruiting bag. To date, only the Camarines Sur production is near commercial quantity.

Monitoring performance capacities partner implementers

Used beginning in 2009, the revised PCI tools are expected to be used to measure the performance capacity at the organizational and enterprise levels of MEs and LMCs. The tools integrate gender equality-related capacity indicators, focusing on the role or participation of women and men in the organization, including leadership as well as in the economic activities of the ME.

As of 31 July 2010, the microenterprises had women members accounting for 37.5 percent to 51.2 percent of all their members (see table). Of the priority commodities, muscovado-sugar MEs have the most female members.

Percentage of female membership in PRIME partner MEs, by priority commodity and area (as of 31 July 2010)

Priority commodity	Area	No. of MEs	Percent female
Seaweeds	Mindanao (Sitangkai)	3	40.0
Muscovado sugar	Mindanao	5	51.2
	Visayas	6	50.2
	Luzon	2	40.0
Organic rice	Mindanao	20	40.2
	Visayas	3	49.7
	Luzon	2	37.5

From Year 4 and Year 5, the PCI figures showed an increase in the percentage of MEs where women make up 60 percent of members; the figures for the two years are 29 percent and 46 percent, respectively. The improvement in the percentage of MEs with women constituting at least half of their leaders or managers was more modest, as the figure rose from 31 percent to 38 percent.

Issues and Challenges

With PRIME ending in 2010, the project has begun to address one issue that was raised in the last monitoring report: linking women's enterprises to the value chains of the priority commodities. However, with the continuing delay in the rolling down of AMF/MF funds, the challenge is to get the financial support to microenterprises soonest to enable the subproject to achieve some results before the project ends. Another challenge pertains to the focus of monitoring and evaluation of PRIME-supported economic enterprises, including those covered by the AMF/MF program. PRIME and PDAP need to monitor the level of effort women and men spend to produce an added peso of income. Moreover, they need to respond to gender issues related to the management of the value chain, which reportedly involves clusters of producers, post-harvest,

As PDAP winds down PRIME and transfers the chain to clusters, the management of the chain is still weak. What is evident, however, is that women have opportunities to influence decisions that affect various layers of the chain. The leader of the chain could be a woman or a man, depending on the strategic role they play. In Bukidnon, it is a woman leader of the group who produces the best organic rice; in Sultan Kudarat, it is a male market leader (consolidator).

Regarding PRIME staff's capacities on gender mainstreaming, PRIME assigned its gender focal persons and its gender equality adviser to facilitate gender orientation and training of staff as well as monitor its activities from a gender perspective. In Year 5, the project named a focal person among the staff who has a formal training in women and gender. The focal person complements the role of the adviser. The gender focal person has also extended her services to the LGSP-LED project on sustainable agriculture in Pangasinan. Part of her technical assistance consisted of the conduct of basic gender orientation and gender in agricultural value chains training for small farmers and agriculturists of the local government unit

CONTRIBUTIONS OF CIDA/PHILIPPINES PROJECTS TO ACHIEVING GENDER EQUALITY RESULTS

Overall, there have been improvements in the quality of implementation of the current crop of projects. Except for two, the projects have registered higher GAD scores. Moreover, the CIDA Philippines Program continues to contribute to the corporate gender equality result areas of decision-making, rights, and resources. At the same time, they have also addressed the priority GAD concerns of the Philippine government, namely: women's economic empowerment, promotion and protection of the human rights of women and girls, and gender-responsive governance.

In terms of its new Logic Model, the Program is helping strengthen capacities of local and national government institutions to promote and fulfill the economic interests of women, especially micro-entrepreneurs, and to improve women's ability to claim their rights and to access economic resources and decision-making processes and structures. The Philippines Program is also helping, albeit in a very limited way, to build a business climate that is sensitive to the gender concerns and interests of women and men, particularly those living in poverty.

Rights

The GREAT Women Project is promoting women's economic rights. On the one hand, it has helped women micro-entrepreneurs have a clearer idea about what economic rights they can claim, and how to go about claiming these, or accessing services, information, and technical support. On the other hand, it has contributed significantly to preparing selected LGUs and NGAs to become better duty bearers. The project has assisted them put in place policies, programs, and services for women micro-entrepreneurs. It has also developed their capacities to respond to demands or claims for information, policy reform, and programs and facilities. LGSP-LED may produce similar results, but none has been noted as of mid-2010.

Several completed Peace Fund and Canada Fund subprojects have reported several immediate, although limited, rights-related outputs. Two Peace Fund subprojects have produced better information and inputs on women and peace processes (on rido resolution and civilian protection), while another is empowering women to raise their visibility in documentation and media report coverage of conflict situations and resolutions. Several Canada Fund subprojects have raised awareness about VAWC and other gender laws. One subproject has made a group of women workers more knowledgeable about their rights as women and as workers. Another subproject mobilized support for family planning through open dialogues with men, while yet another produced a 13-point resolution during a national summit of women leaders that strongly advocates women's participation in decision-making and access to resources.

Decision-making

The projects are also contributing to increasing the participation of women in decision-making processes and structures. The GREAT Women Project and E3 are helping strengthen GAD committees or focal points in partner national government agencies, which could help sustain project-initiated

gender-responsive processes, facilities and programs. PRIME has created opportunities for women and men to influence decisions that affect selected sectors or industries.

Several Canada Fund initiatives have created opportunities for women to become association officers, negotiators and paralegals, or take on leadership and speaker roles in forums. Meanwhile, Peace Fund subprojects, which reportedly operated in highly patriarchal cultures, have enabled women to account for 36 percent to 40 percent of community-based ceasefire monitors, and have trained youth leaders and volunteers of whom 40 percent to 50 percent are women. Participation in meetings provided women, as much as men, with a chance to identify community issues, and has enabled women to speak out in public, despite the presence of many men in the meetings.

Resources and Benefits

The GREAT Women Project is building an enabling environment that supports women's economic empowerment. It has strengthened partnerships among stakeholders (LGUs, private sector, NGOs and the academe, and national government agencies) that are making possible the operation of one-stop women enterprise development desks and the establishment of common service facilities for women micro-entrepreneurs. A number of projects (Peace Fund, Canada Fund, and IFC-PEP) have promoted greater gender parity in participation in their forums, consultations and trainings. Of their combined direct beneficiaries, or people who have been targeted or invited, over 40 percent were women. This has been made possible, in a number of instances, by greater gender awareness among members of communities and organizations. IFC-PEP reports that a partner-bank, CARD, has predominantly majority women-owned enterprises as clients. They received 95 percent of all SME loans, and 93.5 percent of the total outstanding loans. Meanwhile, PRIME has been providing training that incorporates initial start-up capital for the planned enterprise of trainees, many of whom are women. The initial capital also allows the trainees to apply information and skills developed on real-life economic activities.

Other Initial Results

During the first year or two of project implementation, immediate results are often related to setting up a project management or implementation office that could ensure the integration of gender equality concerns in, and later the production of gender equality results by the project. This was true in the case of E3 and LGSP-LED, which had developed GAD capacities, tools and guidelines, and are creating links with the PCW and other groups that might have tools and experiences they could use. The question that needs to be asked, however, is: How long should projects be allowed before they are expected to show and report gender equality results?

SUMMARY OF LESSONS AND ISSUES

The period monitored covered the May 2010 elections and the campaign period. The elections have caused delays in many sites and agencies, and required the investment of efforts on the preparation of ‘catch-up’ plans and, in the case of the GREAT Women Project, new MOAs with partner LGUs. In areas that have newly-elected officials, the project and its managers (national and local) have to do one or several rounds of meetings and capacity development sessions to bring the new mayors and legislators on board.

Similar issues have also been noted with partner NGAs whose new leaders and managers may also need to be oriented and convinced about the project. In some instances, the changes could work in favor of the project. There may be a few areas, however, where newly-elected officials may have a different idea as to how the project can help his/her LGU, and how local enterprises should be developed and regulated.

The gender equality monitoring of the current crop of CIDA projects raised other issues and lessons, including persistent as well as new challenges. These are:

1. *Commitment of the project team.* A gender-responsive design is a necessary condition but by no means a guarantee that projects will actually address gender-related issues and concerns. This requires a gender-responsive implementation plan, a competent team to execute it, and the availability of resources (budget, tools, and expertise) that could help their staff and partners to design specific interventions. However, as noted in previous monitoring reports, the availability and use of gender equality resources are contingent on the commitment of the CEA and the project implementation team, and the support of the Project Team Leader at Headquarters and the officer at the Post.
2. *Capacity to apply tools and guidelines and to use results of analysis.* Gender equality tools (gender analysis guides, gender equality criteria, capacity indices, and case studies) provide projects with practical guides for analyzing and responding to gender equality issues and for tracking and capturing progress and results. However, their effectiveness is diminished when these are used too late, or when the project implementation group does not have the capacity to use the tools and the results of the analysis or studies. Where there are timely inputs and willingness and capacity to use these, project interventions are not only enhanced, but are also likely to produce results before the end of the project.
3. *Project progress and gender equality results.* The achievement of any gender equality result is generally dependent on the progress the projects have made thus far. This is true for the GREAT Women Project, a gender project, as it is with the rest of the projects that have gender equality as a crosscutting theme. As suggested by the E3 monitoring results, integration or incorporation of gender equality concerns may be difficult in a project that has made little progress in its components.
4. *Fine-tuning of projects or gender equality strategies.* Some projects that are moving to the second half of their project life (GREAT Women, E3) needed to re-scope its implementation to respond to the mid-term evaluation. They also must take into account their progress in delivering promised gender equality and/or GAD-enhanced or integrated results. This means

possibly focusing on key partner agencies and areas of GAD interventions, or catching up on key components that would help produce the results. In a slightly different vein, LGSP-LED has drawn up a GAD action plan that set the activities and deliverables for July 2010 to December 2011. This focusing of initiatives and outputs is an attempt to produce a more actionable or easier-to-implement gender equality strategy. The plan will likely produce outputs, but not necessarily changes, as the tools, guidelines, and inputs will have to be used and project partners, national and local, ready to use these.

5. *Adequate gender expertise and optimal use of GAD resources.* It is important to have higher GAD-related LOE at the start of projects to enable the gender equality adviser or specialist to input to different components. As several projects have shown, however, it is important, too, to provide adequate GAD expertise throughout the project because there is often a need for GAD interventions, such as trainings on the use of GAD tools, monitoring of project application of gender advice and tools, and tracking of gender equality results against the gender equality strategy and deliverables. Projects that have a gender adviser may not be maximizing her inputs. Unless the adviser is an integral part of the project team and participates in project planning, opportunities to promote gender equality in key activities, including preparation of work plans and progress reports can easily be lost. The preparation of monthly or quarterly work plans can help the gender adviser provide coherent inputs to the project.
6. *Quality and coherent GAD inputs.* Projects like GREAT Women and LGSP-LED have been tapping local technical advisers—on GAD and on other topics—to provide key and timely inputs to LGUs. In the case of gender equality, the quality of inputs may vary among the areas advisers, depending on their level of competence in the content area (GAD, WEE, GVCA) and in delivering the needed technical assistance or advice. A systematic, periodic monitoring of inputs and results may be required, and a scheme devised to assess efficiency and effectiveness of the advisers. A related issue pertains to making GAD inputs relevant and coherent. Gender advisers and projects need to be prudent in the selection from among available tools those that are most relevant to it and its partners, and, in the process, provide coherent GAD inputs.
7. *Reporting and substantiation of gender equality results.* Sex-disaggregated quantitative data enables one to see differences in the circumstances of women and men, and how they participate in, contribute to, or are affected or benefited by the project. Additional qualitative information is often needed to help understand what lies behind the numbers. Many of the project reports submitted to CIDA include sex-disaggregated data (on attendance in project activities and, sometimes, presence of women in leadership positions), but these are often found in annexes or text tables, and rarely with an accompanying analysis that links them to trends and results of project delivery. Instead, discussions of GAD outputs or results are kept to a separate section dealing with ‘impacts on women,’ gender as crosscutting theme and/or discussion of ‘gender projects.’ In many cases, reported gender equality results are assertions that need to be substantiated. In this regard, CIDA can require their partners to provide evidence to back up the claims.
8. *Value of partnerships.* Ever since the Gender Equality Forum in August 2007, CIDA projects have been learning from each other, and sharing GAD tools and materials, thereby optimizing the use of gender-equality resources. During the monitoring period, LGSP-LED and E3 continued to coordinate with PCW and its GREAT Women Project. LGSP-LED has also tapped resource persons from PRIME to build the capacity of its local partners.

LIST OF ACRONYMS

AFD	Administration and Finance Division
AIP	Annual Investment Program
AMF/MF	Agricultural Micro-Finance/Micro-Finance
APIYN	Asia Pacific Indigenous Youth Network (APIYN)
ASEAN	Association of Southeast Asian Nations
BIAD-5	Bohol Integrated Area Development, Cluster 5
BLGD	Bureau of Local Government Development
CARD	Center for Agriculture and Rural Development
CDP	Comprehensive Development Plan
CEA	Canadian Executing Agency
CFLI	Canada Fund for Local Initiatives
CFSI	Community and Family Services International
CHR	Commission on Human Rights
CICT	Commission on Information and Communication Technology
CIDA	Canadian International Development Agency
CLASP	Community Livelihood Assistance Support Program
CPA	Civilian Protection Authority
CSF	common service facility
CSO	civil society organization
DAP	Development Academy of the Philippines
DDPKaRoMa	Dipolog, Dapitan, Polanco, Katipuman, Roxas, Manukan Alliance
DEMASKU	<i>Demokratikong Magbubukid—Sandigan ng Kanayunan sa Pag-unlad</i>
DENR	Department of Environment and Natural Resources
DIALOG Fund	Decentralization and Local Government Trust Fund
DICT	Department of Information and Communication Technology
DILG	Department of Interior and Local Government
DLSU-SDRC	De La Salle University–Social Development Research Center
DOLE	Department of Labor and Employment
DOST	Department of Science and Technology
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
E3	Electronic Governance for Efficiency and Effectiveness Project
EGF	E-Government Fund
ELA	Executive and Legislative Agenda
EMB	Environmental Management Bureau
ETT	Economic Transformation Team
FACE	Foundation for the Advancement of Clinical Epidemiology
FCF	FriendlyCare Foundation
FMB	Forest Management Bureau
GAD	gender and development
GEM	Growth with Equity in Mindanao
GeRL	Gender-Responsive LGU
GFP	GAD Focal Point
GLOW Corp.	Global Organic and Wellness Corporation
GMEF	Gender Mainstreaming Evaluation Framework
GREAT Women	Gender-Responsive Economic Actions for the Transformation of Women
GRP	Government of the Republic of the Philippines
GST	gender sensitivity training
GTZ	German Technical Cooperation

GVCA	'genderized'/gender and value chain analysis
HarP	Harmonized Proposal (DTI)
HCD	Harmonized Competency Development
IA	International Alert
IAC	Inter-Agency Committee
ICT	information and communication technology
IDP	internally displaced person
IFC	International Finance Corporation
ILO	International Labor Organization
IRR	Implementing Rules and Regulations
KALAKASAN	<i>Kababaihan Laban sa Karahasan</i> Foundation
KATAKUS	<i>Kababayan-an Alang sa Teknolohiya nga Haum sa Kinayahan ug Kauswagan</i>
KI	Kapamagopaga, Inc.
KMBI	<i>Kabalikat para sa Maunlad na Buhay</i> , Inc.
LAC	Local Area Coordinator
LED	local economic development
LGA	Local Government Academy
LGPMS	Local Governance Performance Management System
LGSPA	Local Governance Support Program in the Autonomous Region in Muslim Mindanao
LGSP-LED	Local Governance Support Program for Local Economic Development
LGU	Local Government Unit
LIP	LED Information Program
LMC	local market consolidator
LOE	level of effort
MAKAKABUS	<i>Malahutayong Kahiusahan sa mga Kababayan-an sa Bukidnon</i> , Inc. (“Sustainable Alliance of Women in Bukidnon”)
MCW	Mindanao Commission on Women
ME	microenterprise
MED	Monitoring and Evaluation Division
MedNet	Mediators Network for Sustainable Peace, Inc.
MFI	microfinance institution
MILF	Moro Islamic Liberation Front
MNDC	Metro Naga Development Council
MNLF	Moro National Liberation Front
MOA	Memorandum of Agreement
MPC	Mindanao Peoples Caucus
MPEG	Management Program for Electronic Governance
MPDO	Municipal Planning and Development Officer
MTR	Mid-Term Review
NDF	National Democratic Front
NGA	national government agency
NGO	non-government organization
NLCI	Negros Labor Center, Inc.
ODA	Official Development Assistance
OHF	OND Hesed Foundation
OSH	occupational safety and health
OSHC	Occupational Safety and Health Center
OIC	Organization of Islamic Conference
OSWED	One-Stop Women Enterprise Development
PA	Partnership Adviser
PAD	Project Approval Document
PAO	Provincial Agricultural Office
PAP	program, activity and project
PCCO	Philippines-Canada Cooperation Office
PCI	PRIME Capacity Indices
PCW	Philippine Commission on Women

PDAD	Policy Development and Advocacy Division
PDAP	Philippine Development Assistance Program, Inc.
PDF	Philippine Development Forum
PDMS	Poverty Database Monitoring System
PEP	Private Enterprise Partnership
PhilHealth	Philippine Health Insurance Corporation
PIMME	project implementation, management, and monitoring and evaluation
PIP	Project Implementation Plan
PLRC	Pilipina Legal Resources Center
PMO	Program/Project Management Office
PNRC	Philippine National Red Cross
PRDC	Pigcawayan Rural Development Cooperative
PRIME	Promoting Rural Industries and Market Enhancement Program
PSCRRC	Psychosocial Support and Children's Rights Resource Center
RA	Republic Act
RBM	results-based management
SEARCA	Southeast Asian Research Center for Agriculture
SIMCARRD	SIAD Initiatives in Mindanao Convergence for Asset Reform and Regional Development
SKMFMC	Sultan Kudarat Muscovado Farmers and Millers Corporation
SLMCC	Sitangkai Local Market Consolidator Corporation
SME	small and medium enterprise
SMED	Small and Medium Enterprise Development
SP	<i>Sangguniang Panlalawigan</i>
TA	technical assistance
TACDRUP	Technical Assistance Center for the Development of Rural and Urban Poor
TAF	The Asia Foundation
TESDA	Technical Education and Skills Development Authority
TK	<i>Tanggol Kalikasan</i>
TNA	training needs assessment
TOR	Terms of Reference
TOTAGA	Training of Technical Advisers on Gender Analysis
TWG	Technical Working Group
UN	United Nations
UNYPAD	United Youth for Peace and Development
UP-ISSI	University of the Philippines–Institute of Small Scale Industries
USAID	United States Agency for International Development
USPD	United Sugar Planters Development Credit Cooperative
VAWC	violence against women and children
VCA	value chain analysis
WAGI	Women and Gender Institute
WCPC	Women and Children Protection Center
WEE	women's economic empowerment
WME	women micro-entrepreneurs