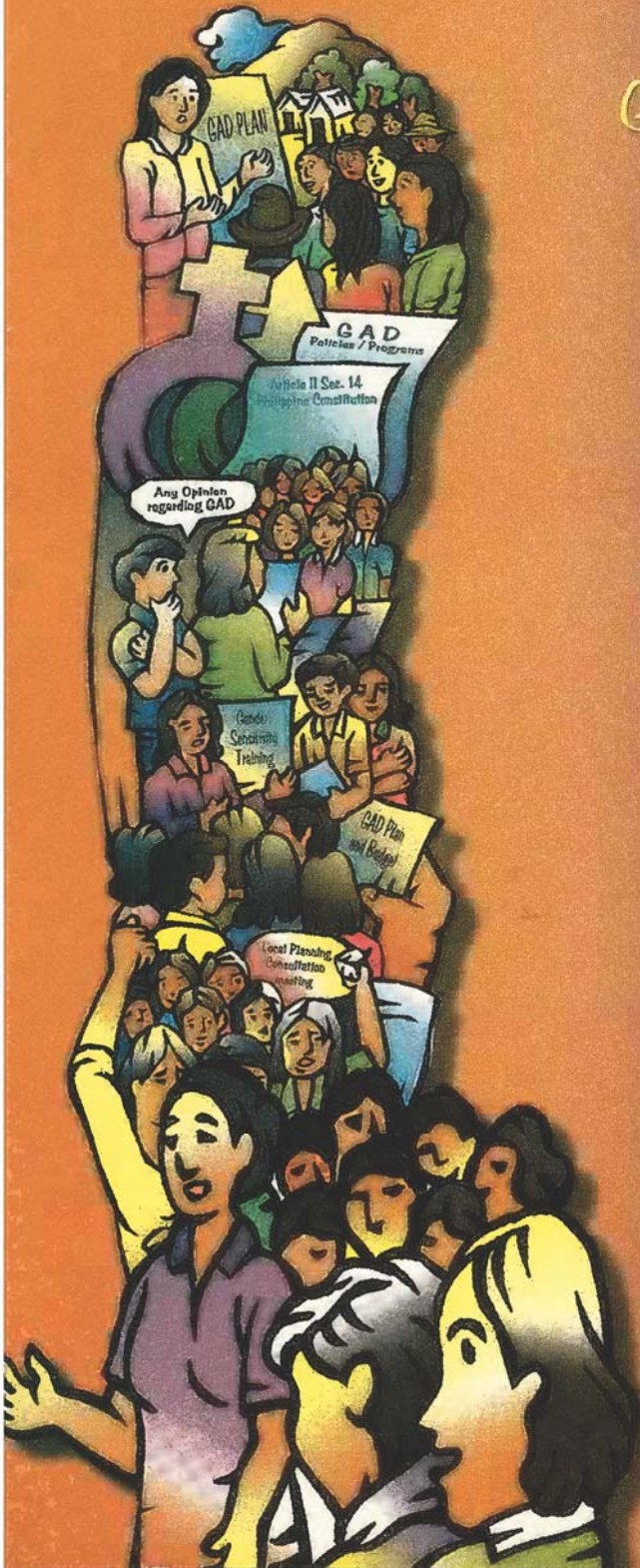


Gender Responsive Local Planning and Budgeting:

A Guidebook for Beginners



Department of the Interior and Local Government



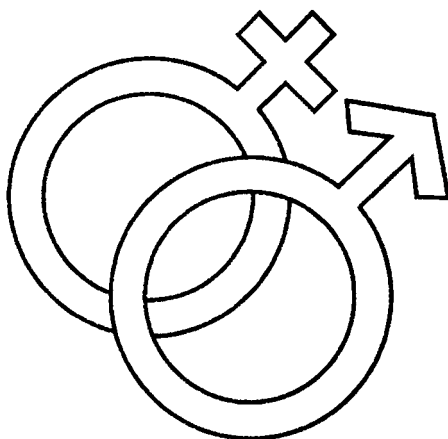
National Commission on the Role of Filipino Women



Canadian International Development Authority

Gender Responsive Local Planning and Budgeting:

A *Guidebook for beginners*



**A Joint Project of the Department of the Interior and Local
Government – Bureau of Local Government Development and the
National Commission on the Role of Filipino Women with the support
of the Canadian International Development Agency (CIDA)**

2002

PROJECT MANAGEMENT TEAM

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**Department of the Interior
and Local Government**

Director Teresita M. Mistal

Herminia K. Rosales

Priscella B. Mejillano

Virginia S. Clavel

Felisa L. Estrada

Erlinda R. Pagsanhan

Amor B. Villaflo

Gemma R. Macatangay

Luzviminda L. Fortaleza

Charity V. Agbayani

Ernie A. Abraham

Josellito S. Magumun

Teresita C. David

Francis R. Marilao

**National Commission
on the Role of Filipino Women**

OIC - Executive Director Emmeline L. Verzosa

Lorenza A. Umali

Roscel L. Mariano

Nharleen Santos-Millar

Marichu M. Buergo

Maritess R. Rogado

Evelyn P. Gorospe

Developed by:

**MILALIN S. JAVELLANA
S. THEODORE A. DEMAISIP**

Cover Design by:

ARNEL OREA

Edited by:

ERMELITA V. VALDEAVILLA

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Published by:

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& LOCAL GOVERNMENT**

and

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ROLE OF FILIPINO WOMEN**Any part of this guidebook may
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MESSAGE

Article II, Section 14 of the Philippine Constitution recognizes the important role of women in nation building and guarantees their full enjoyment of equal rights. This policy makes Gender and Development (GAD) an imperative of governance in the country.

In pursuance of this mandate, the DILG and NCRFW implemented a project entitled, "*Support to Gender and Development Mainstreaming and Institutionalization in DILG*". Funded by the Canadian International Development Agency (CIDA), the project aims to strengthen the capacity of DILG to support Local Government Units (LGUs) mainstream gender concerns in local governance. One of its components is "*Institutionalizing GAD Planning and Budgeting System in the LGUs*", which produced this guidebook.

The guidebook is designed to enable local development planners and advocates to formulate plans and allocate budgets with a gender perspective and mainstream them in investment programming, land use policies, and other development directions of LGUs. I strongly urge all of you to use this tool and pioneer the mainstreaming of gender in your own field. Since this is one of the first tools of its kind, we recognize its limitations and enjoin you to innovate and give us suggestions on how to enhance its practical value.

I salute the Project Management Team of the Bureau of Local Government Development for making this guidebook a reality. As we move forward to the vision of making LGUs gender responsive, your hard work will always be remembered with great appreciation and gratitude.


HON. JOSE D. LINA, JR.
Secretary
Department of the Interior and
Local Government (DILG)



MESSAGE

As the lead agency working for gender equality and women's empowerment, the National Commission on the Role of Filipino Women (NCRFW) continuously coordinates with government instrumentalities to make gender concerns an integral part of the development planning process, both at the national and local levels.

Integrating gender and development concerns in the local development planning process is a relatively new approach that challenges the creativity of stakeholders. The support and cooperation of the Department of the Interior and Local Government (DILG) in providing general guidance and supervision to the local government units is very critical in pursuing this challenge. Thus, in the past years, both the DILG and the NCRFW have been conscientiously identifying the possible mechanisms, structures and processes for innovative approaches to be fully implementable.

We hope therefore that this ***Guidebook on Gender-Responsive Local Planning and Budgeting*** will not only be a catalyst to enhance appreciation and understanding of gender concerns but more importantly be useful in transforming traditional planning and budgeting processes by adopting the gender perspective. As a tool for GAD advocates, planners, policy makers and implementors at the local level, it does not invalidate but rather strengthens existing planning, programming and budgeting guides so that eventually, resources are judiciously appropriated to the priority sectors, a great majority of which are women.

The NCRFW commends the DILG for its perseverance and patience in pursuing this pioneering effort. We hope that you will continue to walk with us as we make the pathways for gender-responsive local development planning an inspiring and meaningful journey.

HON. AURORA JAVATE DE-DIOS
Chairperson
National Commission on the Role
of Filipino Women (NCRFW)



MESSAGE

For almost a score now, the Philippine government through the NCRFW has vigorously pursued the task of making the whole government bureaucracy work for gender equality. Agencies responded differently, some zealously, others quite complacently. A fact remains: hard work awaits before gender equality is infused in all areas and sectors of society.

A paramount indicator of the degree of commitment of an agency to gender equality is its political will to plan and mobilize resources for programs and projects for women and gender concerns. This is the reason why in partnership with DILG, we undertook this project with a challenge: to make the hard work of operationalizing gender equality a simple step-by-step process.

Since this undertaking is an attempt to identify ways of integrating gender concerns in every phase of local planning and budgeting, we hope that its intended users will gain the necessary knowledge to eventually transform existing planning and budgeting process into one that gives importance to gender as a developmental perspective.

As partner in development who had bravely ventured with us in producing this guidebook, I wish to thank DILG officials and staff for their patience. I trust that the experience will serve as another inspiration in our continuous search for innovations that will make any endeavor truly responsive to the needs of our women.

A handwritten signature in black ink, appearing to read 'Dr. Amelou Benitez-Reyes'.

DR. AMELOU BENITEZ-REYES

Commissioner and Former Chairperson

FOREWORD

The Women in Development and Nation Building Act (RA 7192) pursues the Constitutional policy that recognizes the role of women in nation building and promotes the fundamental equality before the law of women and men. It translates the vision of gender equality into action by mandating all agencies of government to "review and revise all their regulations, circulars, issuances and procedures to remove gender bias therein".

In line with its mission to strengthen the capacities of local government units, the Bureau of Local Government Development (BLGD) undertook the preparation of this Guidebook in partnership with some LGU officials and staff, and with the support of NCRFW, CIDA, NCPAG, and selected gender practitioners. It is BLGD's contribution to the implementation of the government's gender equality policy in local areas.

This guidebook will be useful to any professional in the field of development, such as decision-makers, planners, budget officers and gender advocates. It is a work in progress and will benefit much from your suggestions and feedback.

We hope that through this guidebook, local practitioners will be able to give more meaning to the government's gender equality policy and, in the process, appreciate more the important role they play in enhancing the quality of life in local areas.



HON. AUSTERE A. PANADERO
Assistant Secretary
for Administration and Human
Resource Development
Chairperson, DILG GAD Focal Point

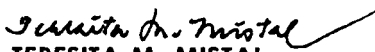
ACKNOWLEDGEMENT

The development of this guidebook benefited from the creativity and expertise of many professionals and institutions. The Project Management Team of the Bureau of Local Government Development takes pride in being able to bring them together to come up with this gender mainstreaming tool.

We thank our partners from the following LGUs: Angeles City; Magalang, Pampanga; Cabanatuan City; Nueva Ecija; San Fernando City and Bauang, La Union; Tagudin, Ilocos Sur; Quezon City; Marikina City; Cainta and Rodriguez, Rizal; and the Regional Field Officers from DILG Regions I, II, III, IV, and NCR. Without their contributions, we will not be able to say with confidence that this tool will be helpful to its target users.

We also sincerely appreciate the efforts of Ms. Milalin S. Javellana and Mr. S. Theodore A. Demaisip who put together the ideas and went through the process with us to ensure that this Guidebook will be truly helpful to its users. Special gratitude also goes to Ms. Ermelita V. Valdeavilla who wrote the material in popular form, as well as Dr. Proserpina Tapales and the staff of the NCPAG whose research and initial work on the subject constituted the backbone of this guidebook. I also commend the Project Management Team for their exemplary commitment and hard work.

To those who provided guidance and inspiration towards its completion, we extend our deep gratitude. Former Assistant Secretary Remedios A. Paralejas, who used to chair the DILG GAD Focal Point, was instrumental for supervising the initial stage of the project. To Assistant Secretary Austere A. Panadero and the indefatigable staff and officials of the NCRFW led by former Executive Director Ermelita V. Valdeavilla, particularly the Policy Analysis Division, we can never thank you enough.


TERESITA M. MISTAL
Director, BLGD
Vice-Chairperson
DILG GAD – Focal Point

PREFACE

*Why make local planning and budgeting gender responsive?
What is a gender responsive local plan and budget? How
can it be done?*

If these are the questions you have in mind, you are asking the right questions. You are also holding the right reference.

Putting gender perspective in policy and planning activities and outputs does not depend on the sex of the planner but on the perspective that s/he adopts.

This is a guidebook for gender practitioners, advocates, decision-makers and planners at the local level. It was specially developed for people like you who have heard of the government's gender equality policy and wish to make it work in local communities. It is for anyone who believes that empowerment of women and gender equality are essential in hastening and sustaining progress. It is for everyone who wants to try out new planning and budgeting approaches that will bring government closer to the people and make it more responsive to their needs.

This guidebook has three objectives, namely:

- a) To deepen your appreciation of the importance of gender mainstreaming in local development planning and budgeting;
- b) To help LGUs implement the government's gender equality policy as mandated under the Women in Development and Nation Building Act (RA 7192) and other relevant laws; and
- c) To guide LGUs in adopting gender responsive strategies and programs in the preparation of local plans and budgets.

This guidebook is divided into six sections, namely:

SECTION I: How to Use the Guidebook – provides suggestions on how you could maximize the use of this guidebook;

SECTION II: Why Gender, Why Women? – explains the conceptual basis of Gender and Development (GAD) and why it should be considered in development planning; introduces key gender issues, and discusses the rationale for gender mainstreaming;

SECTION III: Local Plans and their Potentials for Gender Mainstreaming – presents the major development plans of LGUs and discusses how gender could be mainstreamed in each of them;

SECTION IV: Influencing Planning Activities and their Outputs – gives suggestions on how various activities in development planning and their outputs could incorporate gender concerns;

SECTION V: Monitoring the Progress and Results of Gender Mainstreaming – introduces ideas to make monitoring gender responsive and proposes indicators to measure the progress and results of gender mainstreaming; and

SECTION VI: Tools and Resources for Gender Mainstreaming – contains appendices and other information that will be helpful in applying the ideas in this guidebook.

Those who have attended a gender orientation or gender awareness and sensitivity training will find the concepts and ideas easier to digest and apply. You are also encouraged to attend one, in case you have not done so. The NCRFW, DILG-BLGD, GAD Resource Centers in certain State Universities and Colleges (SUCs) and some NGOs could help you. A course based on this material may also be offered by DILG. Please refer to Section VI for details.

LIST OF ACRONYMS

Acronym	Meaning
AA	Advice of Allotment
AIP	Annual Investment Plan
AIDS	Acquired Immuno-Deficiency Syndrome
ARB	Agrarian Reform Beneficiaries
AusAID	Australian Agency for International Development
BLGD	Bureau of Local Government Development
CDIP	Comprehensive Development Investment Program
CDP	Comprehensive Development Plan
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CLUP	Comprehensive Land Use Plan
CO	Capital Outlay
CPDO	City Planning and Development Office
DILG	Department of the Interior and Local Government
DSWD	Department of Social Welfare and Development
EP	Emancipation Patent
ESD	Ecologically Sustainable Development
GAD	Gender and Development
GAPM	Goal-Achievement Payoff Matrix
GDL	Gender Division of Labor
GEWEF	Gender Equality and Women's Empowerment Framework

GREAT	Gender Responsive, Equality Oriented and Aware of social (Objective) and economic differences in the lives of Target beneficiaries
IRR	Implementing Rules and Regulations
HLURB	Housing and Land Use Regulatory Board
LCE	Local Chief Executive
LDC	Local Development Council
LDIP	Local Development Investment Program
LFC	Local Finance Committee
LGU	Local Government Unit
LPPM	Local Productivity Performance Measure
LTDP	Long-term Development Plan
MOOE	Maintenance and Other Operating Expenses
MPDO	Municipal Planning and Development Office
MTDP	Medium-term Development Plan
NCRFW	National Commission on the Role of Filipino Women
NEDA	National Economic and Development Authority
NGO	Non-government Organization
NSO	National Statistics Office
ODA	Official Development Assistance
OFW	Overseas Filipino Workers
OPR	Office of Primary Responsibility
PO	People's Organization
PNP	Philippine National Police
PPA	Programs, Projects and Activities
PPGD	Philippine Plan for Gender Responsive Development

PPDO	Provincial Planning and Development Office
PPFP	Provincial Physical Framework Plan
PRA	Participatory Rapid Appraisal
PRMDP	Philippine Regional Municipal Development Project
PS	Personal Service
PSA	Priority Sub-sector Activity
RA	Republic Act
SMART	Specific, Measurable, Appropriate, Realistic, Time-bound (Objective)
STD	Sexually-transmitted Diseases
SWOT	Strengths, Weaknesses, Opportunities and Threats (Analysis)
SUCs	State Universities and Colleges
TWG	Technical Working Group
UNICEF	United Nations International Children's Emergency Fund
VAW	Violence Against Women

LIST OF FIGURES AND BOXES

Number		Title
Figure	Box	
	1	Biological Differences Between Women and Men
	2	What is Gender?
1		What Culture Does to Women and Men
2		Questions Gender Advocates Ask
	3	Gender Division of Labor
	4	Practical and Strategic Gender Needs
3		Women in Various Sectors
	5	Common Gender Issues
	6	Advocacy for Gender Equality: What it is not, what it is
	7	Basic Elements of a GAD Code
	8	Women Bear the Burdens of Poverty
	9	Gender Equity and Affirmative Action
4		Gender Equality and Women's Empowerment Framework
5		The Local Planning Development Model
	10	Example of a Gender Responsive Vision
6		Consultation Entry Points
7		The Local Planning Process
8		Development Planning Activities and Outputs
	11	Gender Responsive Process
	12	The SWOT Analysis
	13	Quantitative and Qualitative Analysis
	14	Sex-Disaggregated Data
	15	Points to Remember

	16	Examples of how to Make a Development Concern Gender Responsive
	17	Gender as Cross Cutting Concern
	18	Example of Gender Responsive Goal
	19	Distinctions Between Equality and Equity
	20	Gender Sensitivity Defined
	21	Uplifting Women's Status
	22	What are Programs, Projects and Activities?
	23	Example of Questions to Ask on Specific Projects
	24	Examples of Local Policies on Gender
	25	What is a Local Commission on Women
	26	GAD Implementation Plan Form
	27	Example of GAD Budget Allocation
	28	Gender Responsive Indicators Defined
	29	Input and Output Monitoring Indicators
	30	GAD Implementation Report Form

TABLE OF CONTENTS

Messages	iii
Foreword	ix
Acknowledgement	xi
Preface	xiii
List of Acronyms	xv
List of Figures and Boxes	xviii
SECTION I	
How to Use the Guidebook	1
SECTION II	
Why Gender, Why Women?	3
SECTION III	
Local Plans and their Potentials for Gender Mainstreaming	23
SECTION IV	
Influencing the Planning Activities and their Outputs	55
SECTION V	
Monitoring the Progress and Results of Gender Mainstreaming	99
SECTION VI	
Tools and Resources for Gender Mainstreaming	109

SECTION I

HOW TO USE THE GUIDEBOOK

First, this guidebook lays down the foundation for mainstreaming gender in local planning and budgeting. It is a highly recommended reference by NCRFW and DILG. However, it is only one of the many tools that you can use. Supplemental readings, such as those listed in Section VI would be very helpful. Linking with those who are doing the same work is also necessary.

Second, you need not be alone. Try to get a partner or form a team to join you in learning and applying the concepts and methods in this guidebook. Get people whose responsibilities are in the areas of planning and budgeting. Nevertheless, since gender mainstreaming is a socially inclusive process, everybody who wants to help should be given a space.

Third, this guidebook was designed to help and facilitate. It should never limit the gender mainstreaming options that you can take. When in doubt, ask. NCRFW and DILG may not always be around but the tools and resources in Section VI make every GAD resource only a phone call or a *dotcom* away. Besides, there could be a State University or College nearby that has a GAD Resource Center. Again, please see Section VI.

Fourth, each section is meant to stand alone. This means that, in case you are interested only in mainstreaming

2 gender in monitoring, you may read Section V without necessarily going over the preceding sections. However, Section II takes a slight exception. It is a must that all readers who have not undergone gender sensitivity read this Section because a good grounding on the concepts of gender is basic to the application of ideas contained in the rest of the sections.

Fifth, be familiar with the instruments and terminologies that are regularly used in local planning and budgeting, such as: (a) Comprehensive Development Plan; (b) Comprehensive Land Use Plan; (c) advice of allotment; (d) capital outlay, and others. You may ask a local planner about these.

Finally, this guidebook intends to make gender mainstreaming easier to understand and apply. You are encouraged to explain the concept in your own words, observe how the gender issues are experienced by people, and use the principles as often as you can, both in your professional and personal fields of involvement.

SECTION II

WHY GENDER, WHY WOMEN?

Gender-responsiveness requires a sound understanding of what gender means, how it affects the relation of women and men, and why it is an important consideration in development planning and budgeting. This is what Section II is all about.

Section II explains the meaning of gender and gives an overview of the most prevalent gender issues. It tackles the importance of gender in development planning and budgeting and why women's needs and interests should be considered in the process.

WHAT IS GENDER?



The first step in understanding gender is to distinguish it from sex. When people are asked to define gender, the common response is: "gender means sex". They are right, if they mean that gender is related to sex. But they are wrong, if they mean that gender is the same as sex.

Gender and sex are often used interchangeably and are sometimes construed to have the same meaning. Don't make the same mistake! Remember that they are different, and the problem begins when people get mixed up in their conceptual distinctions.

First, let us clarify the concept of sex. Sex is what people are born with. They are the biological characteristics that distinguish a female from a male. For example, men and

- 4 women have different set of chromosomes, hormones, reproductive organs, and physical make up, as illustrated in Box 1.

Box 1:
Biological differences between women and men

Sexual Characteristics		
Chromosomes	XX	XY
Hormones	Estrogen	Progesterone
Reproductive organs	Ovary Uterus Vagina Clitoris	Testicles Penis

Aside from being inborn, biological and natural, these characteristics are also universal. Males, anywhere in the world, have the same set of reproductive organs, chromosomes, hormones and physical make up, and so are females. These characteristics are fixed and do not change over time.

Remember, therefore, that when gender activists talk about gender equality, they don't mean to make females out of males and *vice versa*. The desired transformation is not about changing the natural, inborn and biological characteristics that differentiate women and men from each other. It is about changing gender relations.

Then what is gender? Gender is another way of distinguishing women from men. However, the differentiation is not based on biological but on social and cultural factors.

Box 2: What is Gender?

Socially defined sex roles, attitudes and values assigned by culture and society to women and men that identify their behaviors and the relationships between them. They are created and maintained by social institutions such as families, governments, communities, schools, churches, and media. Because of gender, certain roles, traits and characteristics are ascribed distinctly and strictly to women and men.

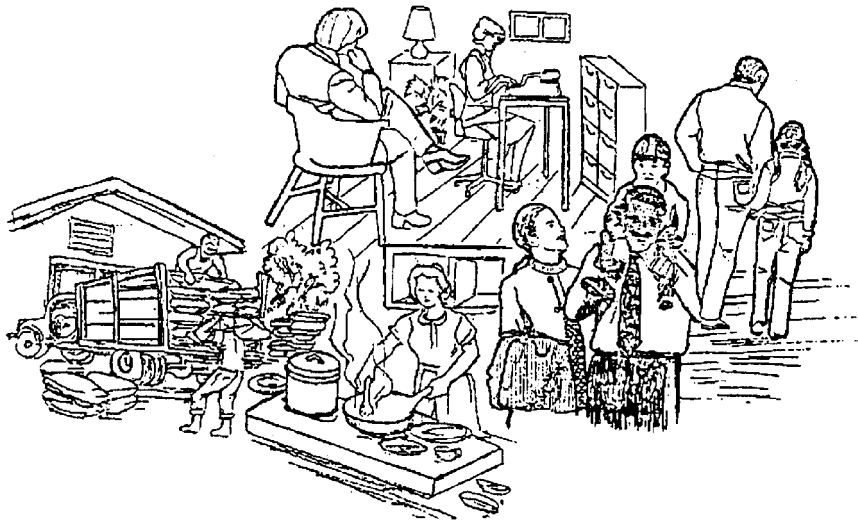


Figure 1: What Culture does to Women and Men

6

For example, a manager is supposed to be a man while a secretary is supposed to be a woman. Wives are supposed to stay at home and do housework, while husbands are supposed to go to work (and never do housework). A man should be masculine and a woman should be feminine.

It is important to remember that, unlike sex, gender is NOT natural. Thus, it is not correct to say that, "it is natural for a woman to be a subordinate" or "it is natural that a manager is a man". This is a gender-based perception, a stereotype that every gender advocate should help transform.

Because gender is cultural, institutions like the family, school, government, media, and religion have the power to transform it. The process may not be quick and painless, but change is possible.

HOW DOES GENDER AFFECT THE LIVES OF PEOPLE? WHY WOMEN?

Differentiating people on the basis of gender gave birth to a dysfunctional structure of gender relation where women are disadvantaged. This disadvantage has serious repercussions on national development and human advancement. This is why gender is important to development planning and budgeting. It is also the reason why gender advocacy has a strong slant toward women's advancement.

How are women disadvantaged in gender relations? Gender creates biases in the minds of people, which determine the way they relate, assign roles, expectations, privileges and entitlements to either women or men.

For example, if men are believed to be stronger and superior to women, they are the ones who are tracked

into leadership and managerial roles, which often command higher pay. Conversely, the assumption that women are best for domestic roles comes with a bias that they may not be effective in other spheres of life. For example, before Corazon Aquino became President, it was generally believed that the presidential post is an exclusive domain of men.

Given these biases, both women and men are boxed into limited options, hindering the development of their potentials as human beings with unique gifts and capacities. The quest for self-fulfillment is more difficult for women because of their inferior positioning in the gender equation.

We have to question gender biases because they distort our understanding of reality. Is it correct to assume that all men are strong and all women are weak? Isn't it true that some men are weaker than some women when it comes to physical strength?

Likewise, it is not fair to use physical beauty as a measure of womanhood. Excessive emphasis on beauty overshadows other strengths of women as a human being. Also, the assumption that women are best for secretarial work and men are better managers had already been debunked by many success stories of women excelling in managerial positions and men serving as competent secretaries. In short, human capacities and potentials are not based on gender or sex. Therefore, roles and responsibilities should be assigned based on individual potentials and strengths. Correspondingly, resources, opportunities and power must be equally shared by women and men.

Gender advocates should help demolish the structures that box women and men in gender-determined roles. The dictum that women should stay at home and men should go to work is no longer applicable nowadays when

- 8 average families could no longer survive in the income of only one breadwinner. Many women have joined the labor force. Thus, it is important to examine how the domestic roles assigned to women are being performed and at what cost to their time, energy and economic productivity. It is important to see their situation in the workplace. Are they sexually harassed, discriminated, deprived of workers' rights, or confined to low-paying jobs or positions?

In summary, gender affects both women and men negatively. However, they affect women more because of biases attached to their inferior status. These biases distort our understanding of reality and limit the possibilities for both women and men to nurture their potentials and negotiate a mutually fulfilling relation. What is important is to deal with every human being as a person with unique gifts, abilities and potentials, and allow them to maximize these for the benefit of humanity. The disadvantage that women experience in various spheres of life should be recognized and addressed in development planning.

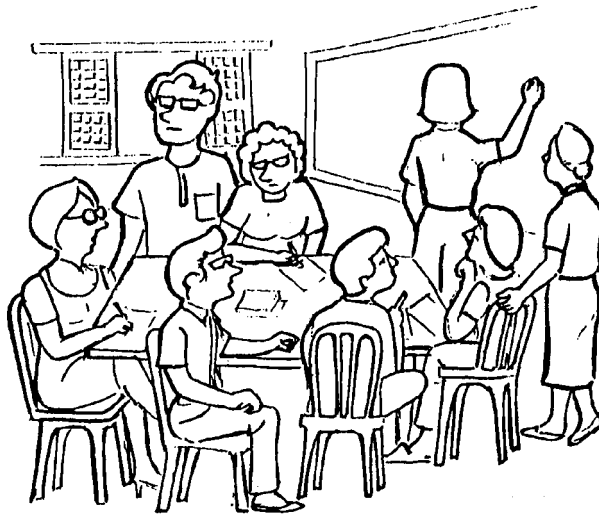


Figure 2: Questions Gender Advocates Ask



The next time you analyze the problem of your community, ask these questions:

1. How does this problem affect women and men differently?
2. What will happen if this project will not take into consideration the needs of women?
3. What benefits will women get from this project?

WHAT ARE GENDER ISSUES? WHY DO THEY OCCUR?

One of the most undesirable effects of dysfunctional gender relation is that it puts women and men in constant struggle with each other. The result of this struggle is known as gender issue.

Gender issues are problems and concerns that emerge from using gender as a basis for assigning power, roles, functions, responsibilities, resources and entitlements to

- 10 individuals. The NCRFW defined it as "issues, concerns, and problems arising from the distinct roles of women and men and the relationships between them". They may also be defined as "affairs and involvement arising from the societal expectations and perception on the roles of women and men, reflected in and perpetuated by law, policies, procedures, systems, programs, activities, and projects of the government." They impede the opportunities of women to participate in the development process and fully enjoy its benefits:

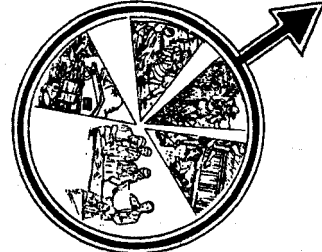
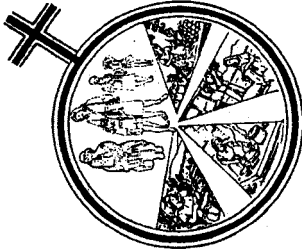
"Gender issues are problems and concerns that emerge from using gender as a basis for assigning roles, functions, responsibilities, resources and entitlements to individuals."

Tensions in gender relations emerge from what may be regarded as the most obvious biological distinction between women and men: the capacity of women to give birth.

Because women get pregnant and give birth, society deemed it fit and practical to assign them to reproductive roles. These roles consist of giving birth, caring for family members, doing housework, and serving as wife and sexual partner, among others. Note, however, that among these functions, only the first is biological. The rest are cultural and fall under the realm of gender. The assignment of reproductive roles to women is part of a gender issue known as "gender division of labor or GDL".

REPRODUCTIVE SPHERE

PRODUCTIVE SPHERE



Giving birth
Caring for family member
Housework

Work
Politics

**Invisible, Unpaid,
Unrecognized**

Visible, Paid, Valued

The reproductive roles are performed in the domestic world, a condition that contributes to a gender issue known as "invisibility" of women. This is because their work in this sphere is unseen, unpaid, undervalued and unrecognized. A woman can make a lifelong career of being a housewife and expect no retirement or formal social security in old age. Likewise, her experiences in doing housework cannot be considered as a qualification for employment in a comparable position. For example, a mother's ten years of experience in cooking three meals a day for her family will not qualify her as a hotel chef.

However, men are deemed fit for productive roles. Men are considered as "bread earner" of the family, thus making some women depend on them economically. It also contributes to the notion that women can easily be laid off since income earning is not a role traditionally assigned to them.

12

Women and men also have gender needs, namely: (a) practical gender needs, and (b) strategic gender needs. These are needs that stem from the roles they play. The practical gender needs of women are related to the performance of their traditional roles as mothers, wife, housekeepers, etc. Programs and projects are usually designed to help women perform the functions of these roles without realizing that such design reinforces women's inferior status. What must be addressed effectively are the strategic gender needs. Responding to these needs requires questioning, challenging and breaking away from the traditional roles that are imposed on women and men by society.

Box 4 : Practical and Strategic Gender Needs (PGN/SGN)

Practical gender needs are those that arise from the daily performance of women's roles such as food, housing, safe water, health and educational services for children. These needs are met by involving women as beneficiaries and participants. Measures may improve the conditions of women but not their traditional roles and relations.

Strategic gender needs are those that relate to unequal relations of women and men such as gender division of labor, power, and control. They respond to such issues as legal rights, domestic violence, equal wages, and women's control over their body. Interventions involve women as agents and enable them to become agents of change. Satisfying strategic gender needs can improve women's position in society and empower them to transform gender relations.

Generally, there is low regard for women's contributions. Housework, which almost every woman is expected to do, is not recognized as work. Women who do housework are referred to as "plain housewives". When women pursue a career, they are tracked into professions and jobs that are extensions of reproductive roles such as

teaching, nursing, cleaning, and care giving, which usually command lower pay than others. This gender issue is known as "gender tracking". Other gender issues, such as "economic marginalization" and "pay inequality" happen when women are confined to low paying jobs or paid less for work of equal value. Women who have paid jobs also remain responsible for domestic responsibilities, a gender issue known as "double or multiple burden".

In the context of development planning, women are seen as passive recipients of development programs instead of equal partners who could be decision-makers, implementors of development programs as well as agents of change. They are considered only in the traditional sectors, such as the social sector, even if they are also in other sectors. For example: in the agricultural sector, women are farmers, not just "wives of farmers"; in infrastructure, they are designers, users and maintainers of facilities; and in trade, they are consumers and entrepreneurs in their own right. These being so, planners and decision makers will benefit much from their ideas and participation.



Figure 4: WOMEN IN VARIOUS SECTORS

Studies show that policies, programs and services that are designed and implemented with women's participation, have a higher chance of success. Those that are not, have a higher chance of failure.

How about the men?

Society assigned men to the world of work and politics, otherwise known as productive sphere. Both of these are highly visible fields, greatly valued, and paid.

Because of the great importance attached to the things that they do, men have been put in the favored side of the gender equation. They are conditioned to lead, to be superior, to get the best. The professions that they pursue are higher paying, such as: law, medicine, and engineering. They are perceived to be more suited to high positions and more challenging responsibilities. Because they are supported by the work that women do in the domestic world, they have greater freedom and opportunities for personal growth and professional advancement.

On the whole, the aggregate effect to the male population is that of power, one that is derived from their superiority in the gender equation. For women, the effects are inferiority, subordination, marginalization, disempowerment, inability to enjoy human rights, violence, and many more. There are other gender issues that development plans and budgets need to address. Please refer to Box 5 for a brief explanation on common gender issues.

Box 5: Common Gender Issues

Subordination - Submission, sometimes due to force or violence, or being under the authority of one sex. It often results to women having no control over available resources and having no personal autonomy.

Marginalization - Women are considered a non-essential force in the economy despite their crucial role in production. Their contributions to development remain unrecognized and undervalued.

Disempowerment - Depriving women of the ability to make decisions based on their own views and perspectives resulting in the loss of control over their own life and situations.

Stereotyping – society's perceptions and value systems which instill an image of women as weak, dependent, subordinate, indecisive, emotional and submissive. Men, on the other hand are strong, independent, powerful, dominant, decisive and logical.

Double/ Multiple Burden – situation referring to the many, overlapping and heavy workload of women which if computed in terms of hours would total more than 24 hours. This workload consists of unpaid reproductive work, paid productive work, community management and all other work necessary for the survival of the family.

Violence Against Women (VAW) - is defined by the Philippine Plan for Gender-Responsive Development (PPGD) 1995-2025, the 30-year blue print plan for gender and development, as all forms of violence inflicted on women on account of their gender. It includes a) domestic violence or the act of violence committed within the family, like wife beating, marital rape, child abuse, incest etc; b) institutional violence perpetrated by the State, including neglect of basic social services, legal violence found in lack of gender friendly legislations among others; c) occupational discrimination; d) violence in media by portraying women as sex object; and e) public sexual abuse like prostitution and trafficking and sale of women.

To sum up, gender relation has been structured in a way that disadvantage women, a condition known as "gender inequality". Gender issues are problems arising from unequal gender relation, and while they affect both women and men, they affect women more. There is no single solution to gender inequality, but addressing gender issues through planning and budgeting is a strategic way of attaining gender equality.

WHY CONSIDER GENDER IN DEVELOPMENT PLANNING AND BUDGETING?

It has been increasingly recognized that women constitute a critical force in promoting development. They have experiences and insights that substantially enhance the analysis of development issues and the quality of solutions.

Moreover, women, as human beings have rights. One of these is the right to equal participation. Gender responsiveness, therefore, calls for consultation with and involvement of women in decision making. It means that responding to women's needs is not a matter of accommodation. It is an imperative, not only because it helps ensure success, but because it is the obligation of government to ensure that women enjoy their rights as human beings.

A recent study of the World Bank, entitled Engendering Development, shows that gender equality and women's empowerment have a direct correlation with the state of human development. In countries where empowerment of women is high, population growth is slower (because women could effectively negotiate how many children they want to have). It was also found out that better education of mothers contributes to higher education of children, improved nutrition, and better health. In countries where the representation of women in decision making

is high, governance was found to be more efficient and less corrupt.

WHAT DOES IT MEAN TO BE GENDER RESPONSIVE?

To be gender responsive is to address the gender issues in whatever situation you are in, whether in planning, programming, budgeting, implementation, monitoring, evaluation, or even in your personal life. Knowing gender issues is not enough. We have to act on them in every possible opportunity.

WHAT IS GAD?

GAD stands for Gender and Development. The NCRFW defines GAD as *"an approach to or paradigm of development focusing on social, economic, political, and cultural forces that determines how differently women and men participate in, benefit from, and control resources and activities. It shifts the focus from women as a group to the socially determined relations between women and men."*

"The vision of GAD is "gender equality". It is described as a society where women and men equally contribute to and benefit from development".

Many men are uncomfortable about promoting gender equality because they think that they will lose in the process. This is not so. Gender equality is pursued through the empowerment of women.

The concept of women empowerment is based on building women's capacities, not on disempowering men.

- 18** It is about reconceptualizing, renegotiating and sharing power equally between women and men. To understand it better, please see Box 6.

Box 6: Advocacy for Gender Equality

What it is not, What it is

It is not telling women to be like men or to edge out men;
It is telling women and men to expand their social space so they can freely take on roles according to their individual capacities, not on the basis of sex.

It is not pitting women against men;
It is making women and men actualize their true roles.

It is not exhorting women to stop doing housework and find employment;
It is making them realize that their work at home makes it possible for others to do paid work outside of the home;
It is also telling women and men that housework is a shared responsibility of everyone in the household, as much as it is every able-bodied member's responsibility to share in providing for the household's needs.

It is not speaking for women;
It is making them find their voice and letting them be heard.

It is not working for women or doing things for them;
It is working with women and enabling them to do things for themselves.

It is not making a list of do's and don'ts;
It is making preferential options for women with a vision of development and the kind of society they want, and on the basis of understanding their situation, devising strategies for change and methods to achieve that vision.

It is not having pat solutions even to similar problems;
It is realizing that the dynamics of gender varies from culture to culture.

It is not giving "expert" advice;
 It is listening to others, and with them, analyzing situations
 and formulating solutions according to prevailing resources;

It is being aware of the complexity and difficulty of the
 concepts that require understanding, the values that will
 be challenged, institutions that have to be transformed.

It is not end justifying means;
 It is ensuring that processes reflect the vision of a free and
 just order.

It is not approaching or relating to people as "roles" e.g.
 "housewife", "farmer", "manager", "secretary"
 It is approaching and relating to people as persons.

It is taking initiative rather than reacting to someone else's
 actions;
 It is appreciating the value of diversity.

It is not being superheroes;
 It is believing that each person has a role to play, and
 that collectively, we can reshape and redirect our
 institutions, our development.

WHAT IS GENDER MAINSTREAMING AND HOW DO WE BEGIN?

Solving gender issues cannot be left to chance. It needs
 a strategic and systematic approach. There is a need for
 a planned change.

The strategy to address gender issues is called gender
 mainstreaming. It is defined by NCRFW as "a set of
 processes and strategies that aims to ensure the
 recognition of gender issues on a sustained basis". Among
 others, "it integrates women's and men's concerns and
 experiences in the design, implementation, monitoring
 and evaluation of policies, programs, and projects in all
 political, economic and social agenda".

"Gender mainstreaming is an approach that situates gender equality issues at the center of broad policy decisions, institutional structures and resource allocations, and includes women's views and priorities in making decisions about development goals and processes".

In simple terms, it is about dealing with gender issues as a way of life, almost like a second reflex in everything we think, say or do.

The Philippine government has a very strong policy on the promotion of gender equality. It is provided under Article II, Section 14 of the Constitution that "The State recognizes the important role of women in nation building and shall promote the fundamental equality between women and men." Concretely, this means that GAD is not an option but an obligation for every civil servant. It is the responsibility of everyone in public office to ensure that s/he acquires the capacity to be gender responsive and that all efforts to promote gender equality are provided with support.

The key mandates of gender mainstreaming in development planning and budgeting are:

- a) EO 273 -Adopted the Philippine Plan for Gender Responsive Development (PPGD), 1995-2025 and provides, among others, that *"all government agencies, departments, bureaus, offices and instrumentalities, including Government Owned and Controlled Corporations (GOCCs) at the sub-national and local levels are directed to incorporate Gender and Development (GAD) concerns in their planning, programming, and budgeting processes, in line with the goals and objectives of the PPGD. "*

- b) Local Budget Memorandum 28 - Directs LGUs to mobilize resources to mainstream and implement GAD programs.
- c) Joint Memorandum Circular # 01 S. 2001 – Provides the guidelines for integrating Gender and Development (GAD) in the local planning and budgeting system of LGUs through the formulation of the GAD Plans

Some LGUs, like Angeles City, Misamis Occidental, Negros Oriental and Davao del Norte moved these policies closer to their people by enacting a GAD Code. A GAD Code is an ordinance that codifies how the national policies on gender are to be implemented in the LGUs and provides penalties for non-compliance. This piece of ordinance makes gender mainstreaming in local plans and budgets an imperative. It also clarifies the direction and approaches to be taken in implementing the gender equality agenda of government.

It is desirable to have a GAD Code because it provides the mandate for securing resources for gender mainstreaming. However, if this is not possible, an executive order or memorandum from the local chief executive can serve as a temporary alternative. A local policy instrument is helpful but in case it is not available, the Local Budget Memorandum and the above national policies provide sufficient mandate to launch the gender mainstreaming process.

Box 7: Basic Elements of a GAD Code

(Source: *Gender and Development Codes, NCRFW 2002*)

1. LEGAL BASIS, STATEMENT OF POLICY, DECLARATION OF PRINCIPLE
 - International Policies
 - Philippine Constitutional Provision
 - National laws
 - National Plans
 - Local Policies
2. RATIONALE
3. DEFINITION OF TERMS
4. PENALTIES
5. MECHANISMS FOR IMPLEMENTATION
6. FUNDING/BUDGET

FUNDAMENTAL PROVISIONS OF THE CODE MUST INCLUDE:

1. GAD Programs, which pursue the integration of gender perspective in the operation/programs/services of the LGU and creation of an enabling environment for the promotion of gender equality.
2. The GAD programs/support services which covers the following areas:
 - a. Political Empowerment and representation of women in decision-making processes
 - b. Socio-Cultural opportunities
 - Health
 - Education
 - Justice
 - VAW
 - Media
 - Arts and Culture
 - c. Economic benefits / opportunities
 - Labor
 - Environment
 - Agriculture
 - Infrastructure and Information Technology
3. Programs that respond to specific gender issues of the locality (such as prostitution and child labor, etc.)
4. Programs that respond to gender issues of special groups of people such as:
 - Rural women
 - Girl child
 - Differently-abled citizens
 - Indigenous people
 - Older women
 - Persons in armed conflict situations

SECTION III

LOCAL PLANS AND THEIR POTENTIALS FOR GENDER MAINSTREAMING

Gender mainstreaming may be introduced, both into the **contents** and the **processes** of development planning and budgeting.

This is what Section III aims to illustrate. It presents the 3 local development plans that LGUs are mandated to develop and provides suggestions on how gender could be mainstreamed in each of them.

You are encouraged to explore and pioneer other ways of incorporating gender concerns in your own work situation.

LOCAL DEVELOPMENT PLANNING AND HOW GENDER FITS IN

Local development planning is important because LGUs have to deal with varied and competing demands from their constituents. Considering that resources of government are limited, LGUs have to ensure that their resources are directed at the most critical needs of the people.

However, local development planning is often seen as a neutral undertaking that will benefit everybody on equal

24 terms. The differences in the needs and life situations of women and men are not usually considered in the assessment of needs. This makes development planning gender blind.

In poverty situations, for example, it is assumed that poor people have general set of needs. The differences in the way poverty is experienced by poor women and poor men are never examined. Thus, planning may be able to deal with the material deprivation of the poor, but not gender inequality. Within the household, resource allocation and entitlements may continue to be determined on the basis of gender. When this happens, the family may be able to get out of poverty but the women may remain disadvantaged. In the long run, this situation may push the family back to their original state of poverty.

Box 8: Women Bear the Burdens of Poverty

The Women's Decade showed examples of how anti-poverty programs failed miserably. They happened because planning assumed that members of poor families experience poverty in the same way. The fact is, women are the most deprived members of the poor family, and they shoulder the burdens of poverty in a disproportionate way.

Within poor families, mothers eat less because of the bias that the husband and children have greater need for food. They also work longer because they do housework, and this is done without the aid of washing machines, electric stove or other technologies that ease domestic chores.

The psychological pressures on them are greater when the children have nothing to eat because they are the ones who relate to the family members more often. The ailment

of the mother is often ignored until it gets too serious to bear, and when a member of the family is ill, the burden of caring or securing treatment falls squarely on her shoulder.

When situations get too difficult, women are driven to desperate options such as white slavery or prostitution. The strains of poverty also render them vulnerable to domestic violence wherever they are.

HOW DOES GENDER STRENGTHEN THE GOAL OF LOCAL DEVELOPMENT PLANNING?

The goal of local planning is to achieve sustained improvement in the **"quality of life for all"**. Gender equality is an inherent dimension of this goal.

The term "quality of life for all" embraces a vision for all people, regardless of sex. In the example given above, "quality of life" also means more than just having food and the basic necessities of life. It also means freedom from abuse and violence, access to opportunities for personal development, availability of options in times of need, and a capacity to take control of their own life.

Thus, development planning needs to stretch its horizon so that its goal could be realized in the context of women's lives. This is something that development planning has the power to achieve because of its germane bias for the vulnerable, disadvantaged and marginalized.

Box 9: Gender Equity and Affirmative Action

Giving preferential attention to women because of their gender disadvantage is called "gender equity".

It may be done in various ways and is often called "affirmative action". It is a policy action that favors marginalized groups in society such as women. While it is a special measure, it is not considered discriminatory since it aims to accelerate the attainment of equality between the dominant and marginalized groups. Examples of this are mandatory reservation of specific number of seats for women in decision making positions or ensuring that a specific percentage of government budget is allocated to women/gender related programs, projects or activities. The challenge to gender advocates, is to ensure that the development plan addresses gender issues explicitly.

What gender agenda do we bring into development planning?

To attain the vision of gender equality, the capacities of women should be strengthened in order that they may have control over their own life and become effective partners in development. On the other hand, institutions must also change. Any policy, program, project or practice that reinforces gender inequality should be demolished.

Gender practitioners need to be familiar with analytical tools and frameworks for gender mainstreaming. An example of this is the Gender Equality and Women's Empowerment Framework (GEWEF) that was developed by Sarah Longwe.

Longwe's GEWEF may be viewed as a journey to women's empowerment with five interactive areas:

1. **Welfare** – The material needs and general welfare of women (relative to men) in such areas as food supply, income and medical care should be met. You need to analyze whether there are social or cultural factors that prevent women from enjoying fully the benefits of welfare programs. For example, when you hear a proposal for public health services, you may want to ask whether this will cover the health needs of women across their life spectrum (from infancy to old age).
2. **Access** – Women should be able to access productive resources on equal basis with men. These include land, labor, credit, training, marketing facilities, information, and all publicly available services and benefits. Remember that even if public services and benefits are designed to benefit everybody, women have particular constraints for accessing them. For example, credit may not be accessible to women because of such conditions as collateral, complicated application requirements, or a husband's consent. Information, which is an essential requirement of empowerment, may not always be accessible to women because of their roles and activities.
3. **Conscientization** – There is a need to transform the mind set of people, both women and men. Both should be convinced that equal gender relations will work better for them. There are many activities that will promote conscientization. Gender orientation and awareness raising could be among them. The challenge is to work for the conscientization of as many people as possible.

4. **Participation** – The participation of women in the processes of development planning is a non-negotiable requirement of gender mainstreaming. Women should be physically present and able to articulate their views in the various processes. They should also be provided with information, training and tools that will enable them to get into the stream of public debates. Effective participation of women may require training in assertiveness, leadership and negotiation. Participation of gender aware men in processes that transform gender relations is also essential to gender equality.
5. **Control** – Control of women over circumstances that affect them springs from the combined outcomes of interventions in the level of welfare, access, conscientization and participation. It concerns equality of control over the factors of production and distribution of benefits, which means that neither women nor men are put in a position of dominance or subordination.

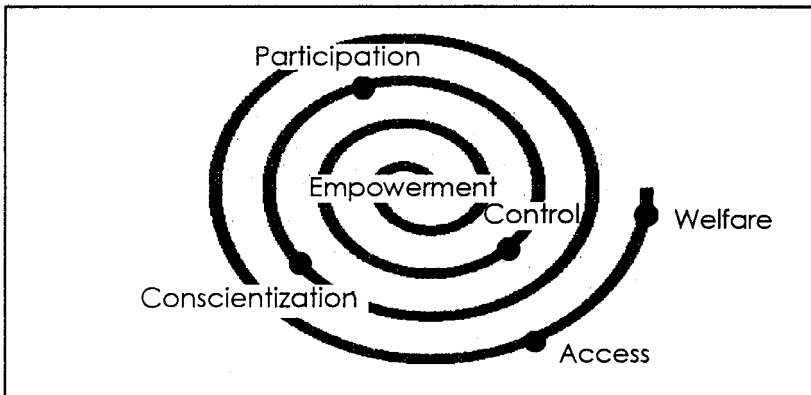


Figure 4: Gender Equality and Women's Empowerment Framework

HOW CAN GENDER BE MAINSTREAMED IN THE LOCAL PLANS?

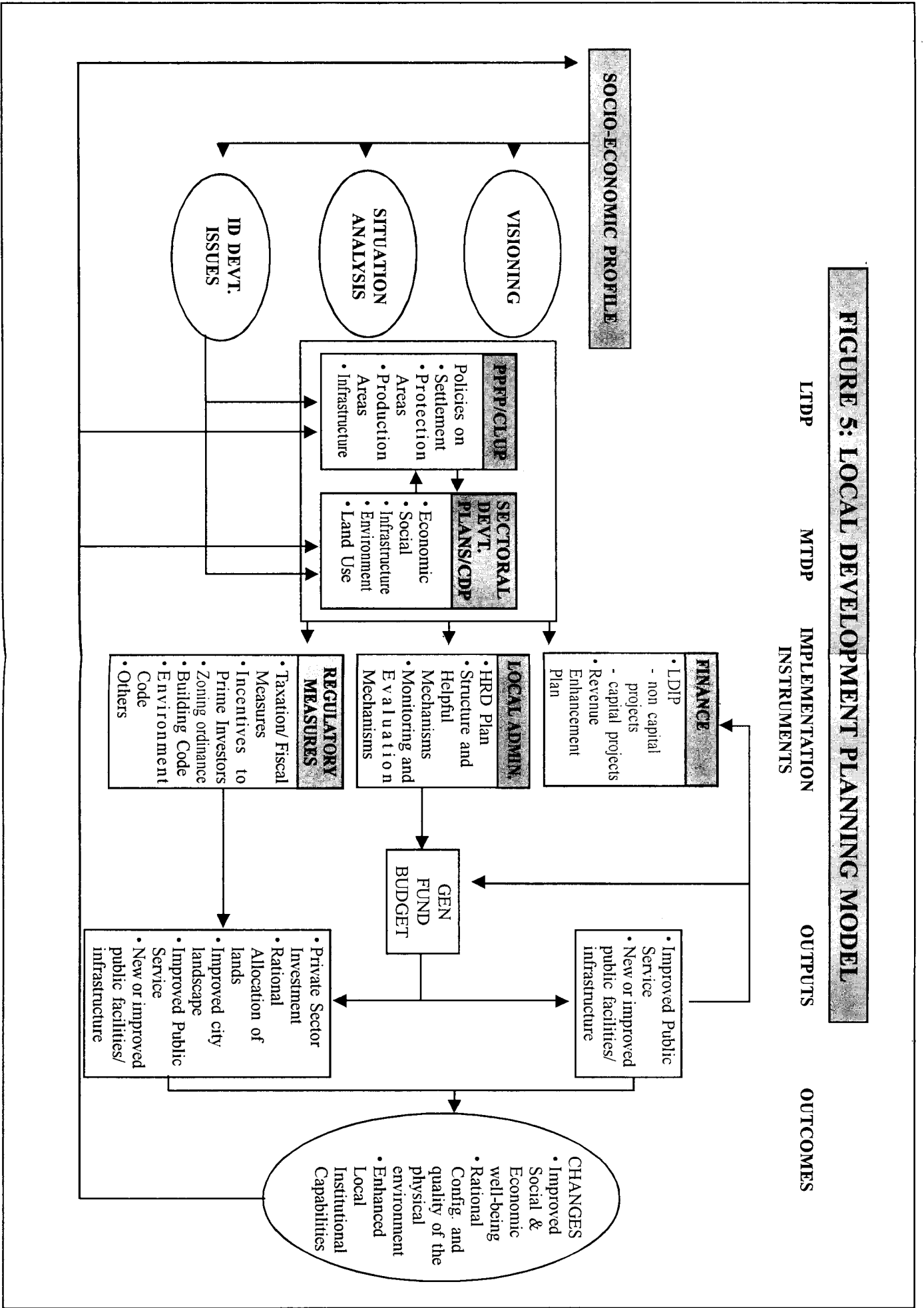
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As mentioned earlier, the content and process of local development planning provide strategic avenues for gender mainstreaming.

Content may be made gender-responsive by articulating specific women's concerns in each of the plan elements such as the vision, framework, issues, thrusts, objectives, and projects. Check the content as to their responsiveness to the areas of concern under GEWEF or check whether they are responding to women's practical and strategic gender needs (see box 4).

Process may be made gender responsive by promoting active and sustained participation of women in the articulation of their concerns and ensuring that these concerns are duly addressed in the plans.

FIGURE 5: LOCAL DEVELOPMENT PLANNING MODEL



There are three plans that LGUs are mandated to develop under the Local Government Code (RA 7160).

To realize the goal of development planning in the context of LGUs, it is helpful to know the types of local development plans and their potentials for gender mainstreaming.

1. GENDER MAINSTREAMING IN THE MEDIUM TERM PLAN OR COMPREHENSIVE DEVELOPMENT PLAN (CDP)

The Local Government Code of the Philippines, or RA 7160, refers to this plan as the "integrated economic, social and physical plan". It sets the development goals and priorities of the LGU based on current socio-economic situation in the locality. It is supposed to be initiated by the Local Development Council (LDC) and approved by the Sanggunian.

It is important to know the planning calendar, the targeted outputs of critical activities and their participants. This will guide you in preparing inputs and plotting your advocacy strategy.

Here are examples of how the various chapters of the CDP may be made gender responsive:

a) SUMMARY OF THE MAJOR DEVELOPMENT CONCERNS AND PRIORITIES OF THE LOCALITY –

Development concerns should be analyzed as to how they affect women and men differently. For example, if the priority of the province is to reduce poverty, a question may be raised on how women and men are affected differently. Focused group discussions with women may be done to check their views on the impacts of poverty on their lives

and how they could be helped. This section should contain a statement that "*gender, as a cross-cutting concern, is a priority*".

Another option is to examine the prevalent gender issues and find an identified priority with which it could be tied up. For example, Violence Against Women (VAW) may be integrated into peace and order, health or social service priorities.

b) STATEMENT OF THE DEVELOPMENT VISION AND GOAL

– The development vision and goal are often stated in a very general way. However, it is important to reflect gender in the vision and goal statements because the other parts of the plan are developed in accordance with the vision. Without gender in the vision and goal, it would be difficult to press for its inclusion in other parts of the plan.

Box 10: Example of a Gender Responsive Vision

"A peaceful and orderly livable city with modern trading center where there are equal opportunities for the citizens to develop and prosper in a clean and healthy environment." (Cagayan de Oro City)

c) ARTICULATION OF DEVELOPMENT STRATEGY – The development strategy must carry a clear approach for promoting women's participation, access to services, resources and opportunities, capacity development, and information.

d) SPECIFICATION OF SECTOR AND SPATIAL PRIORITIES

– Every sector should recognize that women/gender cuts across all sectors. It will be helpful to have a situationer on women that will show the gender issues and concerns as part of every sector.

Spatial priorities have implications on the economic and social activities of women and care should be taken to ensure that spatial prioritization will not displace or affect women's social and economic activities negatively.

- e) **PROJECTION OF REVENUES AND EXPENDITURES** – From this section, gender advocates may get an idea of how much revenues will be generated by the LGU and how much may be potentially tapped for the implementation of gender initiatives.
- f) **IDENTIFICATION OF PUBLIC INVESTMENT PRIORITIES** –Public investments, particularly those that necessitate Official Development Assistance (ODA) can also be receptive to gender mainstreaming. Republic Act 7192 (Women in Development and Nation Building Act) provides that a specific percentage of ODA shall be allocated to women related projects and activities. This provision should be optimized to mainstream gender in ODA proposals. Those who develop proposals for ODA funding may be asked to provide a statement on how the project will improve women's lives. The ones who screen the proposals must also be trained to look into the potential negative and positive impacts of such proposals on women.
- g) **MAPS AND OTHER VISUALS** – Ensure that women and girl children are equally projected and no gender biases or stereotypes are shown.

2. GENDER MAINSTREAMING IN THE LAND USE PLAN (PPFP OR CLUP)

The Land Use Plan has two categories: (a) the general land use, that covers built-up areas, agriculture, forest, and special use; and (b) urban land use, which includes

residential, commercial, industrial, institutional, parks/playgrounds, infrastructure, and others.

For the province, the Land Use Plan is called Provincial Physical Framework Plan (PPFP). For the cities and municipalities, this is called Comprehensive Land Use Plan (CLUP).

The PPFP generally embodies policies on settlement, protected areas, production areas and infrastructure. They correspond to the generalized areas within any administrative unit such as:

- ◆ areas for living (settlements);
- ◆ areas for producing (production); and
- ◆ areas taken up by infrastructures to conduct and support the two areas and life support systems (protected areas).

The CLUP, on the other hand, contains proposals for guiding and regulating the growth and development of a city or municipality. It is comprised of sector studies and the spatial development of the locality. It is comprehensive because it includes all geographical areas within the boundaries of the LGU and it addresses the improvement of all sectors, i.e. physical, environment, social, economic, administrative and fiscal matters.

How can we make the PPFP/CLUP gender-responsive?

A land use planning approach that is gender-responsive is called the mixed-use zone(s), which could be used to underpin the preparation of the CLUP. In contemporary planning, the mixed-zone is seen as a powerful tool in achieving Ecologically Sustainable Development (ESD) while ensuring residential amenity. It is intended as a mechanism of bringing invasive employment opportunities

into higher density residential areas to minimize travel times and costs. Such a zone will typically provide a mix of residential, commercial, non-invasive service businesses, and clean light industrial uses.

Mainstreaming gender in the PFP/CLUP is a relatively new area. This is because it is a field that is traditionally dominated by men. In fact, until recently, many thought that anything that concerns infrastructure or physical plans may not have any gender dimension. The following are some of the things that may be tried in introducing a gender perspective in land use planning.

a) *Recognize the differences in the need for time and space of women and men*

The physical environment in which people live affect women and men differently. The differences in their need and use of space are often invisible, and therefore, not anticipated by planners.

To make PFP/CLUP gender responsive, it is important that the development option of LGUs (whether to be agriculture, industry, commercial/trading, tourism-based, or a combination of these) takes into consideration the particular needs for space of women and men. It will entail careful consideration of the social and economic activities of women and men and making sure that physical structure, patterns of land use, infrastructure, and physical development policies and standards will not displace or impede women's activities and development.

b) *Consider the views of women in making decisions concerning land allocation and use*

To ensure that the PFP/CLUP will be gender-responsive, women's views should be directly

solicited before decisions are made on land allocation and use. This is because women, whose activities and need for space are dictated by social roles, will have a specific sense of what will be beneficial or disadvantageous to them. Men and women's space may be expressed in the same number of square meters, but may have different meanings for each group as a result of their social roles. For example, their concepts of what is safe and unsafe, large or small will differ considerably.

c) *Watch out for specific gender concerns that may be worsened by lack of gender perspective in land use planning*

There are examples of how the lack of gender sensitivity in land use planning contributes to women's disadvantage. For instance, new housing or suburban developments are usually located far away from currently serviced areas. Such developments aggravate women's isolation and exclusion from the centers of power and productive activity. Also, the amount of time taken up by travel takes its toll on the health, security and well-being of the women who are employed in the formal sector of central business districts.

... as cities are becoming more violent, access and mobility get more and more limited, particularly for women. Violence and fear of violence prevent women from full and equal participation in the social and economic affairs of their community.

- d) **Consider some guide questions in assessing the gender responsiveness of the various components of the PFP/CLUP**

Settlement Plan.

- ◆ What are the socio-demographic characteristics of the area(s) and the socio-demographic characteristics of the increased population to be housed in the area(s) such as population growth projection by sex and age, labor force by sex and age, education by sex and age, etc.?
- ◆ Are childcare facilities or day care centers planned adequately in the settlement and housing? (There is a law that requires the setting up of a day care center in every barangay. However, this is not enough. In rural areas, houses are far from the location of the day care center).
- ◆ Are the locations of settlements far from the work centers? Are the reproductive and productive roles of women considered in the development of settlements?
- ◆ Does settlement and housing assume that women belong to stereotype nuclear family?
- ◆ What is the composition of the rural poor? Take note of their uncontrolled migration to urban centers in search of employment.
- ◆ What are the existing employment opportunities in the area? Is it capable of providing equal employment opportunities to women and men?

- ◆ What planning model is used? Are there obstacles to women's access to resources and services?

Infrastructure Plan

One serious gender issue involving the infrastructure plan is distance. To planners who are used to going around in private or public transport in urban areas, a distance of 10 kilometers may not be too much. But for women who have to walk carrying a week's supply of food over rugged terrain, or to get health services through unfavorable weather condition, those 10 kilometers may mean the difference between life and death. The following questions may be asked:

- ◆ Are the needs of women as users of facilities considered in the planning and designing of road networks (especially farm-to-market roads)?
- ◆ Does the infrastructure plan consider the reproductive roles of women and the access to facilities to alleviate their multiple burdens?
- ◆ Do the post-agricultural facilities such as rice mills, slaughterhouses, and markets consider women's social and economic needs and roles?

... for women who have to walk with a week's supply of food over rugged terrain, or to access health services through unfavorable weather condition, those 10 kilometers may mean the difference between life and death.

Commercial and industrial land users must be properly located, not only to afford convenience and economy to local residents but also to provide employment. The most extensive production area is devoted to agricultural areas, mainly crop cultivation.

The production area ensures the food security of the population. Activities which the household do, such as vegetable gardening, livestock raising and food processing are excluded in the definition of production and economic activities. This being so, they are regarded as insignificant and women who provide physical labor in these activities are traditionally classified as housewives or homemakers. The following questions may be raised:

- ◆ Do the use of cash crops, particularly high value crops, hinder women's access to land for subsistence activities?
- ◆ Have the roles and tasks of women in the agriculture sector been researched? Is there stereotyping of the male as the head of the household, farmer, decision maker, user of technology, and source of information?
- ◆ Is there indiscriminate conversion of agricultural lands to residential lands? How does it affect the landless women and men who use the land for the subsistence or survival of their families?
- ◆ What are the effects of male migration to women who are often left to do the farming activities?

- ◆ What are the constraints to women's participation in agricultural productions, such as the burden of competing responsibilities at home, lack of capital and management know-how and poor access to agricultural support services?
- ◆ Do the industrial activities cause daily traffic and pollution?
- ◆ Does the entry of shopping malls affect the small sari-sari stores that are mostly owned and managed by women?
- ◆ Are the commercial centers safe for women and children?

Protection Area

Women in rural subsistence, particularly in the uplands, are generally the main providers of food, fuel, and water, and the primary caretakers of their families. Because of this, they depend heavily on the natural resources surrounding them. Forests provide a multiple of products to households (e.g. fuel for those consumption). Women also depend on the availability of non-wood products. They collect plant fibers, medicinal plants and herbs to produce goods or income for their families. Ask the following questions:

- ◆ Have women's role in the protection and conservation of natural resources been studied and recognized?
- ◆ Were women involved in planning and managing the protected areas and buffer zones?

- ◆ Have the ecological knowledge of women on the conservation of the environment been considered?
- ◆ How will the poor (mostly women) living in the uplands be affected by the environmental activities? Were they involved in the protection of the watershed?

3. GENDER MAINSTREAMING IN THE LOCAL DEVELOPMENT INVESTMENT PLAN (LDIP)

The LDIP is the investment program of the province, city or municipality. It has two main components:

- a) **PRIORITY SUB-SECTOR ACTIVITIES (PSA)** – This is a list of projects to achieve priority objectives together with indicative costs for a given strategy and target in the CDP. They indicate the targeted source of financing, either from local funds, loans, or other financing schemes. The PSA is integrated into the Comprehensive Development Plan, which local planners usually refer to as the LDIP. The list of projects should consider the gender concerns raised during the situational analysis that articulates the concerns and issues of women. The identification of projects should consider that women and men have different roles and needs.
- b) **ANNUAL INVESTMENT PLAN (AIP)** – This is an annual list of investments, which serves as the basis for the annual budget. The AIPs are actually PSAs translated into actual programs and projects. Prepared on an annual basis, they indicate the priority projects to be undertaken for the budget year and is the basis for fiscal planning or annual budget of the LGU.

How do we mainstream gender in the LDIP process?

The process of preparing the LDIP has 3 streams, each of which may be influenced toward gender responsiveness.

1. STREAM 1: Project Identification

The output of this stream is a short list and cost estimate of projects considered for implementation within the three-year period covered by the CDP/CLUP. There are instances when an LGU does not have an updated CDP or CLUP. In such case, there are 3 possible sources of project ideas that may also be made gender responsive:

a) Initial list of projects derived from the CDP/CLUP

This plan should serve as the main source of project ideas. CDP/CLUP projects that have not yet been implemented or funded should be included in the initial list. In the discussion of the CLUP and gender mainstreaming, the entry point for gender mainstreaming is in the identification of issues and concerns in the situational analysis. If the LGU has no CDP/CLUP or if its CDP/CLUP is not updated, the next option should be taken.

b) Preliminary list of projects screened on the basis of technical and socio-political criteria

The PPDO/CPDO/MPDO develops a supplementary list of projects based on its own planning activities. These are projects that were not anticipated because of new developments in the social, economic and physical environments of the local community and because of the shifts in local policies of the LGU. This is an important step to generate project ideas for LGUs with no CDP/CLUP or where the plans are outdated.

Reference should be made to the Philippine government's development plan for women. For the current administration, President Gloria Macapagal-Arroyo endorses the Framework Plan for Women. The FPW focuses on three priority areas, namely (a) Promoting Economic Empowerment of Women, (b) Protecting and Advancing Women's Human Rights and (c) Promoting Gender-Responsive Good Governance. The Plan envisions development as equitable, sustainable, free from violence, respectful of human rights, supportive of self-determination and the actualization of human potentials, participatory and empowering. The regional agenda of the Plan were drawn from a series of consultations with women at the local level. A copy of the publication should be obtained as a handy reference. See NCRFW's contact numbers in Section VI.

c) Compilation of projects from other sources

Since it is impossible to anticipate all development concerns, other sources of project ideas need to be tapped, such as other government offices, barangay development councils, local community organizations, civil society, etc. It is important to know that women's organizations usually have project ideas and they, too, must be consulted. It will be helpful to have a directory of women's organizations that contains the contact persons, the specific sector of involvement, and the critical projects that they undertake. Better still, maintain a close working relationship with these organizations by being involved in their activities.

The PPDO/CPDO/MPDO should create a Project Idea Proposal File Form that contains the following:

- ◆ Proponent's name and address;
- ◆ Date project was compiled;

- ◆ Description and location of project (provide map if available);
- ◆ Objective of the project;
- ◆ Intended beneficiaries of the project;
- ◆ Estimated cost and other required resources (if available);
- ◆ Proposed funding (if available);
- ◆ Period of implementation (if available)

The project idea file will serve as a record of all projects considered and initial basis for subsequent project screening activities. To ensure that gender is mainstreamed in these project ideas, take note of the following during the screening:

- ◆ What problems are being addressed? How do they affect women?
- ◆ Were women consulted in the development of the proposal?
- ◆ How will the project address the problems of women?
- ◆ What will be the positive results on women's lives?

Remember to disseminate the above form to women and to brief them on how to use it. Otherwise, you will deprive them of the opportunity to be a participant to this process. You will also deprive the process of the chance to benefit from women's ideas.

2. STREAM 2: Financial Policy Development

Plans and projects are only as good as their implementation. Without resources, they will just be unrealized intentions. The number of projects that LGUs can finance depends on the following:

- ◆ the revenue level of the LGU;
- ◆ the level of recurring government expenditures;
- ◆ the current LGU debt level;
- ◆ the statutory debt ceiling; and

- ◆ the potential sources of additional revenue available for capital project financing.

Under the Local Government Code, the setting up of the "level of the annual expenditures and the ceilings of spending for economic, social and general services based on the approved local development plans" is the responsibility of the Local Finance Committee (LFC). This is composed of the concerned PPDP/CPDO/MPDO, the budget officer, and the treasurer.

The members of this Committee are important targets of gender awareness-raising and advocacy. Ensure that they are sent to GAD budgeting seminars. Contact also the DBM for a copy of "*A Primer on Gender Mainstreaming and Institutionalization in the Budgeting Process*".

Likewise, ask the DBM if there is any forthcoming training on gender budgeting and volunteer to enlist your LFC members as participants. Remember that gender-responsive budgeting is a new skill that the global financial community recognizes as important to financing development. Everyone should take pride in being one of the few people with this skill.

LGUs will benefit much from having a Goal-Achievement Payoff Matrix or GAPM. You may want to review your existing GAPM or initiate its formulation in case you don't have one. The following "elements of general welfare" provided in the LGC may be a good reference:

GOAL ACHIEVEMENT PAYOFF MATRIX

Element of General Welfare	Example of gender concerns
Preservation and enrichment of culture	♦ Promotion of indigenous women's arts and crafts
Promotion of health and safety	♦ Promoting the enjoyment of women's reproductive health and rights ♦ Protection of women from sexual abuse and gender-based violence
Enhancement of people's right to balanced ecology	♦ Infrastructure support for forest conservation and reforestation to regenerate and prevent the depletion of forest resources ♦ Recognition of women's roles in the protection and conservation of ecology
Development of self-reliant scientific and technological capabilities	♦ Ensuring the equal participation of women in scientific and technological activities ♦ Monitoring the impact of technologies on the lives of women
Improvement of public morals	♦ Campaign against sexual abuse, pornography, wife battering and other forms of violence against women, press for the prosecution of offenders
Enhancement of economic prosperity and social justice	♦ Establishment of women-friendly credit schemes ♦ Organize women into producers and traders unions to improve their production and marketing capabilities
Promotion of full employment	♦ Non-discrimination in hiring, pay, promotion

- | | |
|--|---|
| Maintenance of Peace and Order | <ul style="list-style-type: none"> ◆ Prevention of sexual harassment and exploitation in the workplace |
| Preservation of the comfort and convenience of residents | <ul style="list-style-type: none"> ◆ Capacity building of police and hospital based women's desks, local officials, etc. in handling cases of violence against women ◆ Training of families in non-violent means of managing family conflicts ◆ Adequate lighting in public places as possible deterrent to the commission of crimes against women |

2. STREAM 3: Project Identification: Matching with Funds

The ranked list of fully-costed projects should be completed along with the projection of funds for capital outlays. Then, the matching may proceed. The 3-year planning horizon shall be adopted to coincide with the tenure of local officials. The following planning approaches may be used in this process:

- ◆ Option 1: Conservative approach – only the projects that can be funded from regular sources will be implemented;
- ◆ Option 2: Developmental approach – the shortlist of projects is taken as final and irreducible. The LGU will tap all sources possible to raise the needed funds to implement the project package; and
- ◆ Option 3: Pragmatic approach – this is a combination of the two options above.

The LDC deliberates and decides on which planning

approach to take. Again, check whether gender concerns have not been missed by asking this question: "What will be the impacts of these expenditures on the lives of women?"

How do we mainstream gender in the Annual Investment Plan?

The AIP is a very important document because it is the link between the comprehensive development plan and the local development investment program, on one hand, and the budget process, on the other.

It is the annual programming of programs and projects and the means by which planned LGU activities are updated in accordance with assessed and reassessed local needs, progress of past projects, and reassessed financial capability and obligations. As such, determining whether AIPs are gender responsive or not, can be done at two levels, namely: (a) the programming process; and (b) the programming content.

The local government and the citizenry are always engaged in planning, re-planning, reviewing, implementing and monitoring & evaluating its local development plans and the AIP is seen as an on-going non-stop process. In this context, the AIP is seen as an annual opportunity to review the adequacy of existing medium term plans (CDP/LDIP), make appropriate adjustments, and recast the input through modification of the annual budget where appropriate. This is the same opportunity that should be optimized to:

- Utilize monitoring and evaluation data on how identified PPAs of the past year have addressed the strategic and practical needs of women;
- Assess whether prioritized PPAs are aligned with identified gender-responsive strategies and objectives;

- Elicit the participation of civil society, especially women NGOs and POs, in prioritizing development PPAs;
- Determine whether priority gender-responsive PPAs are getting enough financial support from the LGU, line agencies, donor community, and other fund sources; and
- Review whether the actual budget allocated for gender-responsive PPAs matches with the planned budget allocation for said PPAs.

Guide questions:

- How are existing PPAs affecting/ addressing the gender issues?
- How are the data being utilized in coming up with the enhanced PPAs?
- What existing program can be modified to address the gender issues?
- Who are the target clients of each PPA?
- Who are the main beneficiaries of existing PPAs?
- How are the women and men affected in the design of the PPAs?

Why should strategic planning process be used?

"Strategic planning is about looking at creating the future rather than reacting to change. It is about being clear on what we want our future to look like and being strategic in how we get there".

The strategic planning approach can be equally applied to sector specific or thematic issues in addition to land use. Integration enables genuine prioritization of issues and/ or projects and the most efficient disbursement of budgets.

Most CLUPs do not apply the strategic planning process as can be seen from some of the CLUPs. They are sector-focused and the strategic direction of the city or municipality is not clear. Using a strategic planning process would enable the LGUs to easily update their strategic direction rather than update the contents of its voluminous document.

Why should local planning be participatory?

What needs to be added in the existing planning process is the consultation process. The Local Government Code requires that the LGUs should conduct public hearings before the plan is approved. Consultation should be regarded as an integral part of the planning process. Newly-elected local officials sometimes ignore the development plans of previous administrations with impunity and without public protest because the limited consultation (if there is any at all) provides neither group with ownership, obligation or accountability.

Development affects women and men differently and they will have different impacts on plans and projects. As key "stakeholders", both must be involved in identifying problems and solutions if the interest of the community as a whole is to be furthered. The "people" in the community are not a homogenous group. People equals women and men. The poor are poor men and poor women. Without women's equal inclusion in development – both as agents and beneficiaries- genuine development is impossible. When women sit on decision making bodies and participate in planning for their communities or cities, these plans will be more effective because they will incorporate women's perspectives, needs and capacities

Involvement in the consultation process enables people to influence the decision-making process. Consultation that has genuine and pro-active participation of both key stakeholders (women and men alike) ensures ownership of the plan.

What is the purpose of consultation?

The specific purpose of the consultation will vary with each stage of the planning process:

Stages of a planning process	Purpose of consultation
1. Data collection	Identify issues and ideas
2. Analysis, generation of	Explore pros and cons of options various options
3. Development of draft plan	Feedback on draft
4. Finalization of plan	Inform them on the final decision

People are likely to get frustrated if they are consulted at the beginning of a process and do not receive any feedback about the outcomes of further stages. Likewise, consulting people near the end of the plan (e.g. draft plan) is likely to appear to be more token and may possibly result in these plans being challenged and undermining the earlier achievements and outcomes of the planning process.

When should consultation be done?

The why (rationale) and the expected outcome of the consultation process should be clear at the start. Foremost consideration is to ensure ownership of the plans. However in any consultation process, it is important to identify:

Decisions that have already been made that are non-negotiable and therefore cannot be influenced by the consultation process. Decisions that are still to be made and that can be influenced by the community through the consultation process.

The community can become frustrated if they are asked for their views when decision, in fact, had already been made. It is therefore important that any non-negotiable matters are a) identified before the consultation process commences; and b) are communicated accurately and honestly early in the consultation process together with the reasons why these decisions were made.

The figure 6 shows where major consultations should take place. However, consultation should not be limited to these major consultation activities since various stakeholders should be involved at different levels of the planning process. The outcome or purpose should be clear for appropriate consultation process to be undertaken. The vision and goals of the locality should involve the input of the different sectors of the locality. Involving the community facilitates the creation of shared purpose and values, agreement on the strategies and maximizing their contributions to the attainment of the goals.

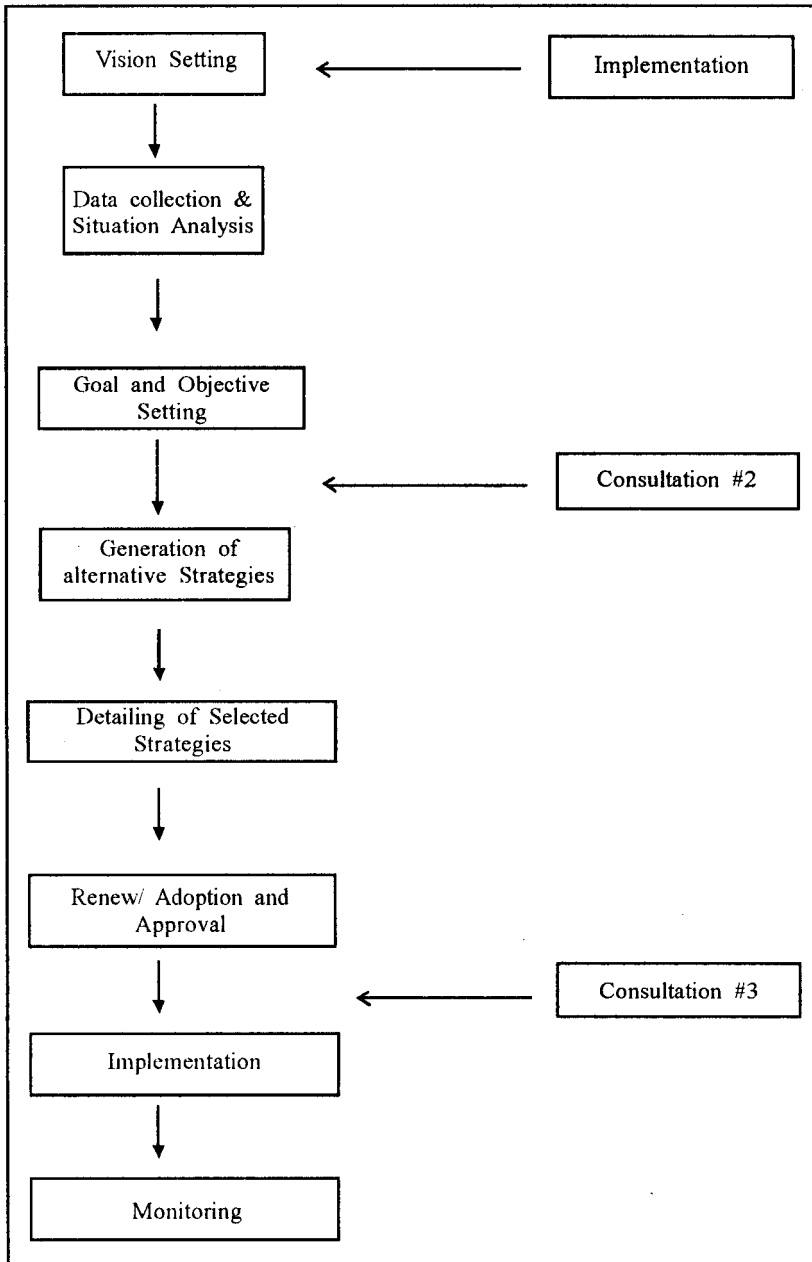


Figure 6. Consultation Entry Points

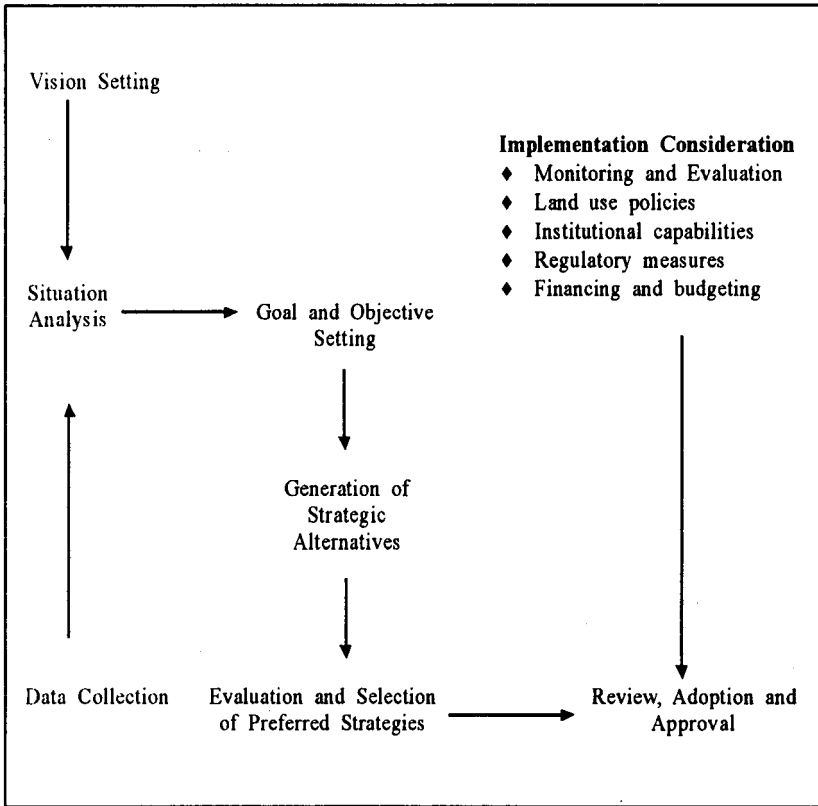
SECTION IV INFLUENCING THE PLANNING ACTIVITIES AND THEIR OUTPUTS

This Section provides a closer look at how gender may be mainstreamed in the numerous outputs of the local development planning processes. It aims to enable readers to understand the relevance of gender in each planning output and offers more guide questions that will be helpful in their advocacy.

THE LOCAL DEVELOPMENT PLANNING PROCESS

Development planning, whether at the national, local or agency level, is a people based process. The following diagram illustrates the numerous activities that make up the planning process.

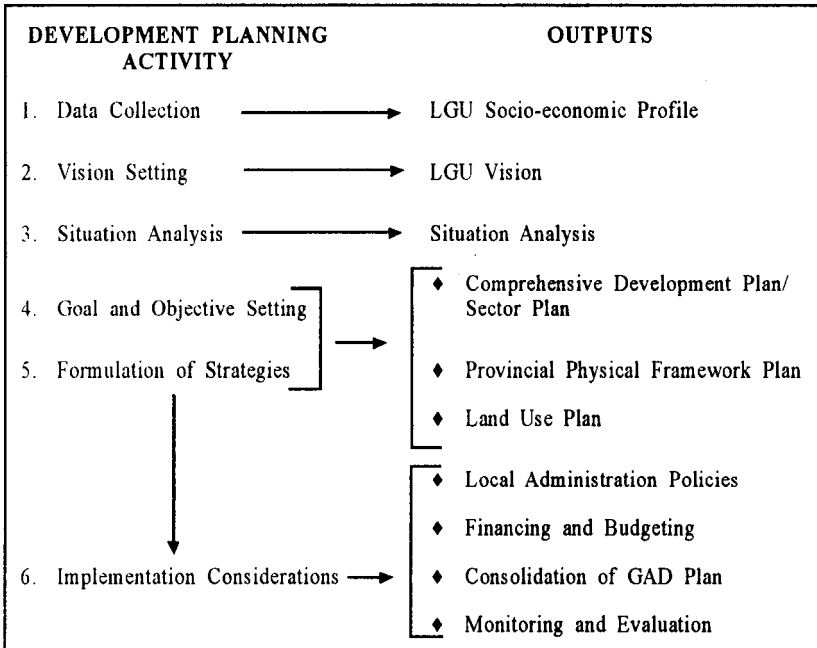
Figure 7: The Local Planning Process



Within this process are specific activities through which the various components of the plans are formulated. This Section focuses on these detailed activities and explores how you may wage your advocacy as a gender practitioner.

Examine the illustration in Figure 8 and get a sense of how the numerous activities and their outputs interrelate toward developing a gender-responsive local development plan.

Figure 8: Development Planning Activities and their Outputs



A. GENDER MAINSTREAMING IN OUTPUT 1: The LGU Vision

Visioning is the process by which the LGU defines the future it wants to pursue and how it should be realized. The result of this process is the **vision**.

When can we say that a vision is gender-responsive?

A vision is gender-responsive if it reflects gender aspirations and supports the national vision of attaining gender equality. The visioning process recognizes the present gender issues and looks into a future where "women and men equally contribute to and benefit from development". Please refer to Box 10 for an example of a gender-responsive LGU vision.

How can a vision be made gender sensitive?

Through public consultation, the LGU identifies its purpose, core values and vision of the future. This is then transformed into manageable and feasible set of goals and objectives, including a time frame. The questions that are normally asked to facilitate the visioning process are:

- ◆ What is your dream for the province/city/municipality in ten to twenty years?
- ◆ What do you like about the province/city/municipality as it is now?
- ◆ What is it that you don't like (issues and problems to be resolved) about your province/city/municipality?
- ◆ What do you think should be done to improve your province/city/municipality and attain the dream in the next ten to twenty years?

As previously articulated, women's participation is an imperative in gender mainstreaming. Thus, the first task is to ensure that women comprise no less than 30 percent of the participants. It will be helpful if the women could have a preparatory consultation among themselves to answer the same questions. Then, their common position will be articulated in the process involving other sectors. Please note that the second question may be accompanied by this question: **“What is it that you don't like about your situation as women (including their relations with men) and what may be done to address them?”**

Women may have inhibitions and difficulty in expressing their ideas during public consultations. Gender advocates should therefore ensure that the consultation methods would encourage women to actively participate. Use simple language, avoid formalities, observe body language and facilitate the expression of ideas by using creative methodologies such as songs or dramatization.

Box 11: A Gender-Responsive Process

A gender-responsive process takes women's ideas seriously, discourages sexist jokes and trivialization of women's concerns, and provides moral and other forms of support to ensure that women are able to join and effectively influence the discussions and decision-making.

B. GENDER MAINSTREAMING IN OUTPUT 2: The Situation Analysis

Situation analysis is the process where existing conditions are assessed, problems and issues are identified, and development potentials are evaluated. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is done to determine the LGU's condition, both current and future.

How can we make the situation analysis gender-responsive?

Surfacing gender issues in the situation analysis is a powerful convincing medium, particularly if they are empirically substantiated.

In preparing the situation analysis, two levels of analysis should be considered: (a) the general situation analysis; and (b) the sector-specific situation analysis. Both of them utilize the SWOT analysis tool.

This analysis should examine both internal and external spheres and identify elements that would hinder or facilitate the attainment of the gender responsive vision. The analysis of internal sphere should include the policies, ordinances, and practices that affect women. The review of the external sphere should cover the culture and practices that may facilitate or hinder gender equality.

Box 12: The SWOT Analysis

SWOT consists of two parts. The analysis of external environment (opportunities and threats) and the analysis of the internal situation (strengths and weaknesses).

The external environment should be described in a dynamic sense by taking into account the actual situation (existing threats and untapped opportunities) as well as possible trends.

The internal situation, on the other hand, should only be discussed on the basis of what exists now. It should not contain speculative future weaknesses or strengths.

How about a sector-specific situation analysis?

Doing a sector-specific situation analysis requires a deep understanding of the sector's unique development requirements. A SWOT analysis may also be used. Below are possible questions that may be asked:

Health

- ◆ What is the mortality rate? How is it different for women and men? Why?
- ◆ What is the maternal mortality rate?
- ◆ What is the prevalence of moderately and severely underweight children? What are the reasons?
- ◆ How many are afflicted with Sexually Transmitted Diseases (STDs) and Acquired Immune Deficiency Syndrome (AIDS)? How many are women? How many are men? Are health services made available to them?
- ◆ To what extent do women and men participate in family planning activities?
- ◆ Do pregnant and lactating women have access to nutrition programs? If not, why?

- ◆ What is the incidence of malnutrition among women? Among children? What programs are implemented to address this problem?
- ◆ What are the existing health services? Are they accessible to both women and men?

Social Welfare

- ◆ What is the poverty level of the locality? Who are affected most?
- ◆ Are the existing social services accessible to women?
- ◆ What difficulties do women encounter in the performance of their reproductive and productive roles?
- ◆ Is there a perceived lack of concern in addressing the needs of elderly and disabled women? What are their needs?
- ◆ Have support systems (i.e. daycare, nurseries, crisis centers) been established in the locality that can assist women workers and spouses?
- ◆ What is the prevalence of children and youth problems in the community?
- ◆ Which part of the locality is often affected by disasters and calamities? Who are mostly affected?
- ◆ What are the livelihood opportunities for women?

Education and Training

- ◆ What percentage of women and men has dropped out of the different levels of education? If there are more women drop outs, what were the reasons?
- ◆ What alternative opportunities are provided to them, such as non-formal education?
- ◆ What is the ratio of classrooms and students at the different levels of education?
- ◆ What are the services for early childhood and development and where are they located?

- ◆ What is the rate of educated but unemployed/ underemployed and the mismatch between education and employment?

Protective Services

- ◆ Are there measures in the LGU to ensure the safety of women? What is the prevalence rate of violence against women and children?
- ◆ How will peace and order be maintained in the area?
- ◆ How can women and men be involved in maintaining peace and order?
- ◆ Where are the police stations located? Are they accessible to women? Do they have women's desks? Are police officers gender sensitive?

Housing Services

- ◆ What is the migration rate? Who migrates and where? Are there more women migrating?
- ◆ What is the rate of female-headed households in the area? What are their needs?
- ◆ How do the housing units look like? Are they habitable and safe?
- ◆ Are there more extension than nuclear families?
- ◆ What is the percentage of displaced households and who are mostly affected?
- ◆ What is the percentage of homeless persons? How many are men and how many are women?
- ◆ Are financing for housing gender-responsive? What are the barriers and how may they be eliminated?
- ◆ Is land tenure accessible to women?

Sports, Recreation, Culture and Arts

- ◆ What types of recreational facilities are available within localities? Where are they located? Are they accessible to women and children, considering their reproductive roles?
- ◆ Are there playgrounds and parks for children? Are they safe and gender-responsive?

Agriculture

- ◆ Are women recognized as farmers in their own right?
- ◆ Are there efforts to develop women-friendly agricultural technologies?
- ◆ Do women have access to and control over land and its maximum utilization?
- ◆ Is credit assistance extended to women?
- ◆ Are post-harvest facilities accessible to women?
- ◆ Are women's work in the sector considered unpaid family labor? If not, are the women receiving payment commensurate to those received by their male counterparts?
- ◆ Are women bringing goods to the markets? How long does it take them to travel? Are there sufficient and safe farm-to-market roads?
- ◆ What are the cultural and gender barriers to women's access to new technologies?
- ◆ What women's organizations were consulted before land conversion?
- ◆ How did land conversion affect women and men?
- ◆ How are women and men affected by the intended and unintended efforts on land conversion?

Tourism

- ◆ What are the tourism programs of the locality? Do they affect women negatively, such as sexual exploitation?
- ◆ What is the percentage of prostituted women in the locality? What are their conditions? What services cater to their needs? How are they secured from harassment and abuse? Are there alternative livelihood opportunities available to them?
- ◆ Are the recreational areas for tourists safe?

Trade Commerce and Industry

- ◆ Is equal employment opportunity being practiced?

- ◆ What is the percentage of women in the underground economy or informal sector? What are their needs?
- ◆ What is the percentage of labor and employment rates of women?
- ◆ Are the trade and commercial services accessible to women? If not, what are the barriers and how can they be checked?
- ◆ What are the investment plans and promotions of the locality? How will these affect women's conditions?
- ◆ In what way has the globalization affected women?
- ◆ What is the labor force participation rate of women per industry? If low, why?
- ◆ How do the economic thrusts of the LGU affect women and men's employment opportunities?
- ◆ Does the LGU consider its demographic profile in identifying key industries?

Environmental Factors

- ◆ What are the adverse effects of environmental degradation? Do women suffer more from the adverse effects of degradation?
- ◆ What is the participation of women in resource management planning (e.g. resource inventory, community mapping, sustainable utilization, conservation and protection)?
- ◆ Do women participate in formulating and implementing environmental plans?
- ◆ Are women involved in the planning and implementation of the solid waste management of the locality?
- ◆ How do the existing environmental-related laws and ordinances affect women?
- ◆ What is the composition of the household settlement in the forest areas?

Infrastructure

- ◆ How are transport systems made available to both women and men (farm to market roads, etc.)?
- ◆ What is the current focus of transport planning, mobility and accessibility?
- ◆ How are women and men consulted in the establishment of the C/R/A/I Centers? How often?
- ◆ What is the water system? Are they safe? Are they accessible to women?

Box 13: Quantitative and Qualitative Analysis

- ◆ Quantitative analysis enables us to identify relevant gender issues. It tells us "what is happening" and "to whom".
- ◆ Qualitative analysis explains "how things are happening" and "why".

C. GENDER MAINSTREAMING IN OUTPUT 3: The Socio-Economic Profile

Data collection is a crucial preliminary step in the planning process. Data are collected to analyze the situation or context for development planning.

The output of this process is the socio-economic profile of the locality. It covers the demographic levels and trends, various status indicators about the economy, social and environmental conditions, presence of infrastructure facilities, on-going and proposed development efforts and information on institutional achievements.

What data do we collect?

At least three types of data are collected for purposes of development planning. These are the demographic data, information on trends, and the existing resources.

- 66 Demographic data include population, sex, religion, age, mortality, fertility, labor force, marital status and density ratio. Trends include morbidity ratio, literacy rate, migration rate and population projection.

How can we make the planning data gender responsive?

Making data gender responsive begins with disaggregation by sex. This means that data are collected, computed and compared on the basis of sex. Concepts and methods in data collection allow comparison between women and men and facilitate the identification of issues that are characteristics of, or peculiar to either sex. They also reflect the roles and position which women and men occupy in the socio-economic life of the population. This information provides a basis for determining interventions that most appropriately satisfy their needs.

Box 14: Sex-Disaggregated Data

Sex-disaggregated data are statistical information which differentiate between women and men and allows one to see the gaps in their position and condition.

Remember to collect data in disaggregated form, generate, process and analyze them, and more importantly, examine their implications to development planning. Refer to NCRFW's ***“Guidebook on Statistics and Indicators for Gender- Responsive Local Development Planning”*** for more information.

Box 15: Points to Remember

The process of disaggregating data by sex does not in itself reveal the whole picture of women's lives and work. It shows only the tip of the iceberg. This is largely because of two assumptions:

- ◆ The first assumption is that all techniques for data collection and measurement are equally valid and applicable for women and men. For example, techniques for eliciting information for men are also presumed to work for women. But evidence shows that women and men experience their economic and social environment differently, and this affects the way they respond to the questions about their situation.
- ◆ The second assumption is that conceptual categories hold the same meaning for all people. The concept of work, for instance, is often taken to mean the same thing for women and men — and so their experiences in work are assumed to be adequately represented in unisex categories. But work for women may be largely subsumed within household or unpaid family labor; while for men, it is socially visible and often economically rewarded.

D. GENDER MAINSTREAMING IN OUTPUT 4: Priority Development Concerns

Gender mainstreaming in priority development concerns should never be missed because it has direct implications on the allocation of resources. The priority development concerns will be the basis for ranking the projects to be funded and implemented.

The LGU needs to keep in mind that the problems or challenges have gender dimension and these should be addressed through its key strategies. This principle holds

68 true for both general and sector-based development issues and challenges. The key question to ask is: "What are the gender dimensions of these issues and challenges?"

Box 16: Examples of how to make a Development Concern Gender-Responsive

General Development Concern

The primary factors that affect population size are fertility, mortality, morbidity and migration. These in turn, determine the rate of population growth. The planner should look at the values of these indicators to target a manageable size at some future time.

In designing interventions, the LGU should pay attention to the factors that directly and indirectly affect fertility, such as the education of women, their employment, contraceptive practices and access to health services.

Sector Specific: Health

Concerns about gender differences in health are based on the premise that men and women may face different kinds and degrees of mortality risks. These differences may be due to the division of labor in which women and men's work pose different mortality risks.

Differences in mortality risks may also result from women and men having different levels of access to resources needed for sustaining health. Problems affecting women are often closely related to the social relationships between women and men. For example, many women's health problems are embedded in gender-based distribution of workloads, responsibilities for family welfare, and access to resources and decision making. Dealing effectively with women's health requires approaches that involve men and transform the assignment of roles and responsibilities.

E. GENDER MAINSTREAMING IN OUTPUTS 5: Goals, Objectives and Strategies of the Comprehensive Development Plan/Sector Plan

69

Since women's lives are not confined to a single sector, the sectoral planning approach pose certain difficulties to gender mainstreaming. Generally, it sidesteps the problem of considering inter-sectoral implications. Piecemeal and compartmentalized planning has allowed different groups of planners to focus narrowly on single aspects of people's lives and to plan their projects with respect to that aspect alone.

The seamless web of women's lives encompassing a variety of reproductive and productive activities, is easily discounted within piecemeal and sectoral planning processes. This lack of fit between the sectoral thinking of planners and the inter-sectoral spread of women's activities is partly responsible for the failures of many projects which claim to address women's needs.

Projects designed in one sector targeting women take little account of whom other sectors might be targeting. Primary health care projects, income generating activities, public works, poverty alleviation programs and environmental projects are all set up, implicitly or explicitly targeting the same category of population to participate in them. The results are conflicting demands on women's time, intensified work burdens, and in the longer run, project failure. When a project fails, planners blame it **not** on their own myopic assumptions, but on the hopelessness of planning for women.

Box 17: Gender as a Cross-Cutting Concern

Gender as a "cross-cutting concern" recognizes that women are present in all the sectors. They constitute half of nearly all sectors (youth, poor, elderly, indigenous people,

etc.). Therefore, within each sector, women form a subgroup that is more vulnerable and disadvantaged than other members of that sector. In poverty groups for example, a poor man is disadvantaged only once, by virtue of his social class. But a poor woman is disadvantaged twice: first, by her social class, and second, by her gender. As poor, she may be as materially deprived as the other members of the family. But as a woman who is poor, she faces the burden of doing reproductive work without the aid of domestic technologies and through very limited resources.

Moreover, within each sector (infrastructure, economy, education, agriculture, etc.), there are gender issues that weigh down upon a woman's well-being as a person. For example, in the workplace, they are tracked into low paying jobs, experience sexual harassment, and carry the burden of both productive and reproductive roles. Therefore, development practitioners in these sectors are challenged to become gender-responsive if they want their programs to be truly meaningful.

1. Mainstreaming Gender in Goals

The incorporation of gender into the plan's goals and objectives provides a basis for pursuing gender mainstreaming down to the level of strategies, programs and projects in a consistent manner.

Making a plan's goal gender-responsive does not mean only inserting women or gender in the goal statement. It is about a clear understanding of what is wrong about women's lives and what specific changes are desired with respect to these problems. The goal of development planning is to ensure that the effects will be positive. However, this goal will never materialize unless the intention (with respect to gender) is explicitly articulated.

Box 18: Example of a Gender-Responsive Goal

Since our municipality has a great asset and potential in agriculture, our vital concern, therefore, is agricultural development that leads to the total and equitable human development of every person in all sectors of our municipality.

Here are some questions that may be used in incorporating gender in the plan's goals:

- ◆ Did the LGU consider gender as a factor in coming up with the goals?
- ◆ Were women involved in the goal setting? In what capacity?
- ◆ Are the target groups clearly specified in the goals? Are both women and men equally considered as participants and beneficiaries?
- ◆ How were the issues situated in the goals?
- ◆ Do the goals relate to the equity, equality and empowerment goals of gender mainstreaming?

Box 19: Distinctions Between Equality and Equity

- ◆ Equality means both women and men enjoy the same status and have equal conditions and opportunities for realizing their full potentials to: (a) contribute to the political, economic, social and cultural development of their countries; and (b) equally benefit from the results.
- ◆ Equity moves beyond the mere focus on equal treatment. It means giving to those who have less on the basis of needs, and taking steps to compensate for historical and social disadvantages that prevent women and men from otherwise operating on a leveled- playing field. Equity can be understood as the means, and equality is the end. Equity leads to equality. (NCRFW GAD dictionary)

2. Mainstreaming Gender in Objectives

It is not enough that objectives are SMART (specific, measurable, attainable, realistic and time-bound). They also have to be gender responsive. As such, they should:

- ◆ Directly address the program thrust and the gender issues;
- ◆ Have a reliable and quantifiable set of indicators that are gender responsive;
- ◆ Address identified priority needs and targets as they relate to the different needs of women and men, particularly the practical and strategic gender needs; and
- ◆ Be attainable and measurable within the life of the project.

Consultations with various stakeholders, including the women, should be conducted in the formulation of the objectives to ensure responsiveness and ownership. The objectives of the different sectors and sub-sectors should also be evaluated to ensure that they are vertically and horizontally aligned and compatible. The possible questions are:

- ◆ Are the practical and strategic needs of women considered in the prioritization of objectives?
- ◆ Do the objectives incorporate gender concerns?
Will they address the needs of women?
- ◆ Are the objectives consistent with the issues?

If the objectives have the qualities aforementioned, they are not only SMART. They are also GREAT. This is an acronym for **G**ender **R**esponsive, **E**quality oriented, and **A**ware of social and economic differences in the lives of **T**arget stakeholders.

3. Mainstreaming Gender in Strategies

Strategies are the means to attain the vision, goals and objectives. The gender perspective of goals and objectives will be lost unless it is translated and followed through in the adoption of strategies. Among others, gender-responsive strategies have the following characteristics:

- ◆ They address the practical and strategic needs of women;
- ◆ They ensure the effective participation of women;
- ◆ They generate and process gender-responsive data;
- ◆ They raise women's economic, social, and political status; and
- ◆ They install processes and procedures that take into consideration the unique time allocation scheme, work load, knowledge, and skills of women.

Examples of gender-responsive strategies are:

- ◆ Incorporating gender sensitivity and awareness in regular education, training and service delivery programs
- ◆ Promoting equal access to resources, opportunities and benefits, particularly those extended by the LGU or agency
- ◆ Recognizing the multiple roles of women in formulating laws, social policies, programs and services
- ◆ Including the design, adaptation, and testing of technologies that increase women's production and income while reducing their work burden
- ◆ Creating or expanding gender networks within and outside of government, including NGOs and donor agencies toward advocacy, knowledge and information sharing, and resource generation

- ◆ Reviewing project proposal forms and guidelines, revising them accordingly and ensuring that sex-disaggregated data are adequately reflected in the program/project's situationer and used as basis for the identification of strategies and activities
- ◆ Conducting training programs on gender sensitivity and gender-responsive development planning

Box 20: Gender Sensitivity Defined

It is the ability to recognize and address gender issues and women's different perceptions and interests arising from their different social position and gender roles.

F. GENDER MAINSTREAMING IN OUTPUT 6: Investment Programming

Investment programming may be one of the most technically and politically challenging areas to influence. Here, gender advocates require technical support from program or project experts and the advocacy of women constituents.

The investment programming process, to large extent, is concerned with identification and allocation of funds for programs and projects. Gender advocates may use the Gender Equality and Women's Empowerment Framework of Sarah Longwe as a tool in examining the "value added to gender" of the various programs and projects that will be proposed in this stage. Remember that the idea is to incorporate gender in the proposed programs and projects, not to create separate programs and projects for women. Separate programs and projects for women should only be taken as a last resort, in the event that there are gaps which regular programs may be unable to address.

Gender may be mainstreamed in various stages of program and project development, implementation, monitoring and evaluation. Please refer to Section VI for the list of helpful materials in program and project assessment. Below are some guide questions:

- What level of needs (based on Longwe's framework) is the program/project able to address? What components are necessary to ensure that it will incorporate responses that address, not only welfare needs, but access, conscientization, participation and control as well?
- Will the program/project address both practical and strategic gender needs? How?
- What specific positive changes will be attained with respect to women's lives and gender relations?
- How will women participate? What measures are adopted to ensure that the implementers are gender-responsive?

Box 21: Uplifting Women's Status

Investing to uplift women's status, particularly in health, nutrition, fertility and education, has been strongly associated with the improvement of their children's levels of education, health and productivity.

Women do not only have equal right to education, but the right to be able to use such education in the enhancement of her person and uplifting of her socio-economic status. Sadly, existing educational tools continue to reinforce gender stereotypes and gender based discrimination.

76 What is a gender-responsive program/project or activity (PPA)?

There are certain guideposts to make PPAs gender-responsive. You will know that a program or project is gender-responsive if:

- it was designed in consultation with women and professionals who have a gender perspective;
- it deals with helping women enjoy their human rights;
- it directly contributes to the solution of a gender issue or the attainment of women's empowerment and gender equality;
- it is clear about how women's capacities to participate in the planning, implementation and monitoring will be developed, enhanced and maximized;
- it is clear about the targeted end-of-project benefits and have monitoring mechanism and indicators to measure the extent to which these benefits will be attained; and
- it contributes to sustained capacity among institutions to promote women's empowerment and gender equality as a way of life.

Box 22: What are Programs, Projects and Activities?

Program – a major operation composed of projects and activities designed to accomplish or implement the goals, objectives and strategies of the LGU.

Project – a special undertaking within a program, composed of activities, which are carried out within a

definite time frame and intended to result in the accomplishment of an identified output.

Activity – a work process that contributes to the implementation and accomplishment of a program or a project.

What specific aspects should be examined for gender responsiveness during the project planning process?

Technological Aspect

The kind of technology that will be developed or used in the project should not deprive women of their livelihood or create hardships that may impair their ability to use the technology for personal empowerment. Below are some questions to ask:

- Is the project introducing new technologies? Are these technologies primarily in fields that are traditionally dominated by either women or men? If so, what impacts will the introduction of technology have on both or either of them? How will the women benefit or lose in the process?
- Were women consulted before the technologies were developed and introduced?
- How will the project counteract the potential negative effects on either women and men, particularly the women?
- Will women be able to afford the cost of the new technology? Will they have access to credit opportunities to purchase the equipment? Is the credit opportunity women-friendly?

- Are the technologies appropriate to the current level of education and skills of women? If not, what training will be provided to ensure that they acquire the skills to use the technology effectively?

Training

Training is essential to women's empowerment. However, the processes and contents of training might not always be gender-responsive. The guide questions to use may include the following:

- Does the training build the capacities that enable women to assert their rights, implement and monitor the project, and make decisions that will strengthen the implementation of the project?
- Will the training be conducted at a time and location that are convenient to women to ensure their full participation?
- Will facilities such as childcare or other support systems be provided so that they could fully concentrate and learn from the training?
- Are the facilities safe? Will transportation be available?
- What measures are provided to ensure that husbands will support the women's participation in the training?
- Are the methodologies and exercises adapted to the level of capacities and interests of the women?

It is important to examine the financial aspect of the project because it serves as a strong motivation for participation. It is also important for ensuring that the specific gender components of the project are provided with the needed resources. The questions to ask are:

- Will the income of women and men increase or decrease as a result of the project?
- What percentage of the project's budgetary requirements is allocated for components/activities that address the specific needs of women?
- Do the project's operation and logistics allow for flexibility in adapting to the changing situations of women?
- Does the management information system provide information on project's operations to determine progress, benefit, and effects of the project on women and men and the resources allocated to them?

Box 23: Example of Questions to ask on Specific Projects

Economic project

- How much time is allocated by women/men in undertaking the project's activities? What are the costs/benefits to women/men of such allocation?
- Does the project respond to women's practical and strategic gender needs?

Credit extension

- Are credit facilities for women available through banks or cooperatives? Do women have access?
- Are women aware of sources of credit and will they receive training on how to apply for credit?

Marketing

- Are changes in marketing patterns or systems part of the project design? Is there a danger that these will reduce or eliminate women's role in marketing?
- Does the project ensure that the women will get a fair share of the benefits from improved marketing activities?
- Are women knowledgeable about appropriate marketing and bookkeeping techniques?
- Does the project directly address women's marketing needs (e.g. transportation, equipment, facilities, etc.)

What gender responsive programs, projects or activities can LGUs implement?

Pursuant to the LGC, the LGUs are mandated to provide basic services and facilities to its constituents. The Philippine Plan for Gender Responsive Development spelled out the services that should be provided to women in relation to the services stipulated in the LGC.

The items below are covered by the Joint Memorandum Circular issued by the DILG, DBM, NCRFW on Gender Responsive Planning and Budgeting for LGUs:

At the Barangay Level:

1. Maintenance of Katarungang Pambarangay

- Campaign against sexual abuse, incest, pornography, wife battering and other forms of violence against women; press for the prosecution of offenders
- Legal awareness campaign with focus on the rights of women (legal rights of victims)
- Reporting system on domestic and family relation cases filed with the *Katarungang Pambarangay*
- Strengthening the capacity of *Katarungang Pambarangay* to act on family cases and

complaints, handle mediation and conciliation of such cases with reason and dispense such cases within a reasonable period

2. Maintenance of barangay roads and bridges and water supply systems

- Adequate lighting in public places as possible deterrent to the commission of crimes against women

3. Infrastructure facilities such as multi-purpose hall, multi purpose pavement, plaza, sports center, and other similar facilities; information and reading center

- Place where female victims, especially of sexual abuse, may have privacy and comfort during medical examinations, interviews and investigations

At the Municipal Level:

- Alternative livelihood opportunities within the barangay or municipality
- Establishment of women-friendly credit schemes
- Barangay-based enterprises to replace individual home based work
- Organize women into producers and traders' unions to improve their production and marketing capabilities
- Establish farmers' and fishers' cooperatives to facilitate credit and the acquisition of information and farming/ fishing inputs, as well as marketing of products
- Infrastructure support for forest conservation and reforestation to regenerate and prevent depletion of forest resources
- Accessible and acceptable preventive and curative health services/facilities for women's health needs throughout the various stages of the life cycle
- Health education to include women's health and nutritional needs
- Advocacy information and communication efforts to promote good health practices, especially those related to reproductive health

- Appropriate and effective family planning materials for women and men and involving both spouses in family planning discussions

1. **Social Welfare Services**

- Special temporary shelters for women in difficult circumstances
- Training for women volunteers to assist in specific areas of concern as primary health care projects, disaster preparedness and management, functional literacy program
- Legal representation for indigent women
- Rehabilitation program for victims of sexual abuse who became pregnant as a result of the crime
- Facilities such as schools, health centers and other physical structures that support economic activities
- Crisis intervention centers and shelters for victims of VAW
- Accredited crisis centers to undertake medico-legal examinations of women victims
- Hospital based crisis centers, incorporating them into the public health care delivery system
- Legal, social and health programs responsive to the needs of victims of VAW
- Support structures for women in ethnic communities and far-flung areas, militarized zones and disaster stricken areas
- Private rooms, women police officers and women doctors to handle cases and examinations of victims of VAW
- Rehabilitation and treatment centers for violent and abusive men
- Trauma counseling/therapy for victims of human rights violations and their relatives
- People-initiated development programs that support peace-building efforts of women

2. **Information Services**

- Functional literacy program for those who had no formal schooling, especially for those in the cultural communities and in remote areas

3. Infrastructure facilities primarily intended to service the needs of the residents of the municipality and which are funded out of municipal funds

- Transport facilities to bring agricultural produce from farm to market
- Level 1 (point source) water system to be upgraded to level II (communal faucet system) to increase women's access to water
- Flood control and drainage system in consideration of women's needs
- Rural electrification
- Adequate lighting of public places as possible deterrent to the commission of crimes against women

4. Public markets, slaughterhouses and other municipal enterprises

- Social tourism programs and projects
- Monitoring of tourism establishments especially those operating or acting as fronts for prostitution
- Regular inspection of tourism establishments
- Promotion of indigenous women's arts and crafts

5. Sites for police and fire stations and substations and municipal jails

- Police operation campaigns against VAW
- Place for female victims, especially of sexual abuse, so that they may have privacy and comfort during medical examinations, interviews or investigations
- Mechanisms to handle cases/problems of victims of violence; additional women's desks and crisis centers in strategic areas

At the Provincial Level:

1. Industrial research and development services, as well as the transfer of appropriate technology

- Financial and technical resources for women
- Skills training and employment opportunities such as livelihood and income generating programs and projects for victims of violence

- Livelihood assistance programs (skills/managerial training, credit, cooperatives, etc.) for those who have been economically dislocated
 - Skills training for women in non-traditional fields such as welding, car spray painting and computer engineering
2. **Enforcement of forestry laws limited to community-based forestry projects**
- Infrastructure support for forest conservation and reforestation
3. **Health Services**
- Facilities such as schools, health centers and other physical structures that support economic activities
4. **Social Welfare Services**
- Special temporary shelters for women in difficult circumstances
 - Training for women and men volunteers to assist in specific areas of concern as primary health care projects, disaster preparedness and management, functional literacy program, clean and green initiatives, environmental protection
 - Legal representation for indigent women
 - Rehabilitation program for victims of sexual abuse who became pregnant as a result of the crime
 - Crisis intervention centers, incorporating them into the public health care delivery system
 - Legal, social and health programs responsive to the needs of women victims of VAW
 - Support structures for women in ethnic communities and far-flung areas, militarized zones and disaster stricken areas
 - Private rooms, women police officers and women doctors to handle cases and examinations of victims of VAW
 - Rehabilitation and treatment centers for violent and abusive men
 - Accredited crisis centers to undertake medico-legal examinations of women victims

- Trauma counseling/therapy for victims of human rights violations and their relatives
- Rehabilitation centers, facilities and programs for street, delinquent, and abandoned children and adolescents, youth groups and organizations engaged in developing leadership and life education programs, sports and recreation and other wholesome activities
- Programs for adoption and foster parenting, and scholarship for children and youth

G. GENDER MAINSTREAMING IN OUTPUT 7: Local Administration Policies

Local administration policies are essential because they serve as the framework around which plans, programs, projects and resources converge. They should also be gender-responsive.

What are the national legislative policy mandates that can be used in developing gender-responsive local administration policies?

The Women in Development and Nation Building Act (RA 7192), enacted in 1992, stipulates the need to address gender inequalities and mandates national and local governments to utilize external and internal resources to support projects for women. Its implementing rules and regulations mandates the allocation of a minimum of five percent, gradually increasing to 30 percent, of all official development assistance (ODA) to fund gender/women-related programs and projects.

The Philippine Plan for Gender Responsive Development (1995-2025), which was adopted through Executive Order 273, directs government offices, both national and local, to mainstream gender in their policies, plans, programs and budget.

86 The Philippines also has an obligation to implement the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) as well as the commitments under the Beijing Platform for Action. Both of these can serve as instruments for gender advocacy in LGUs.

What administrative policies can we adopt to make the implementation of local plans gender-responsive?

1. Mobilize local agencies through periodic consultations and issue memorandum circulars to review their pipeline programs and projects in various sector concerns;
2. Consult NGOs and POs in matters dealing with the official development assistance or foreign aid to determine gender biases and implications on women;
3. Ensure that all qualified women are given opportunity to assume key positions in law enforcement;
4. Assist agencies in identifying experts, resource persons and consultants who can provide more sector-specific interventions;
5. Conduct skills training programs on gender-responsive development planning with select key planners, program implementors and extension workers of priority sectors as participants; and
6. Conduct gender sensitivity and consciousness raising for policy makers at various levels, including local government executives.

Box 24: Examples of Local Policies on Gender**Angeles City Ordinance**

The City passed Ordinance No. 82, entitled, "An Ordinance Creating the City and Barangay GAD Council of Angeles City" in March 25, 1998. It has the responsibility for ensuring the promotion of welfare of women in the city. Among its duties are: the formulation of GAD plans, identification of women's issues, monitoring and evaluation of national and local GAD projects, establishment of consultative mechanisms between government and women, and maintenance of data bank.

Davao City Women Development Code

City Ordinance No. 5004 is a set of legislative measures approximating a comprehensive and integrated approach to the issues and concerns of women. The Code serves a dual function of (a) advocacy and consciousness raising; and (2) setting of penal provisions.

What structures should be put in place to ensure gender mainstreaming in the LGU?

You may set up a GAD Focal Point.

At the national level, GAD Focal Points are established under Executive Order 348, which mandates the designation of officials and units to serve as gender focal points. Its responsibilities include overseeing and coordinating agency actions on gender, providing direction and leadership, recommending policies, advising the agency head and monitoring the progress of the agency's gender related programs and projects.

An important task of the GAD Focal Point is to facilitate the formulation, implementation, monitoring and review of GAD plans. Its composition, structure, and tenure of office may vary depending on the needs of the LGU.

There are a number of agencies that have existing GAD Focal Points. It may be helpful to examine their experience and model. The following may guide you in the setting up of your GAD Focal Point:

1. **POLICY MANDATE** – An administrative order or any other similar instrument may be issued by the local chief executive, mandating the creation of the GAD Focal Point, defining its powers, functions and responsibilities, allocating funds, appointing members, and enjoining all units, departments and individuals to support and cooperate in carrying out its functions.
2. **FUNCTIONS** – The main functions of the GAD Focal Point are: (a) set the general directions in GAD assessment and planning; (2) validate and prioritize gender issues for action by specific departments of the LGU; (3) serve as resource pool in the formulation of the department's GAD plans; (4) serve as advocate for the adoption and funding of the GAD plan by the local Sanggunian; and (5) monitor and report on the status of the implementation of the GAD plan to the local chief executive.
3. **COMPOSITION** – The composition of the GAD Focal Point should include: (a) the highest possible official who will be capable of giving orders and influencing decision makers on GAD; (b) members of a technical working group who will be the think tank of the Focal Point, usually coming from planning, representatives of various units, local agencies, women's organizations, and the budget and finance officers; (c) a secretariat, which may be a unit that is closest to the head of the GAD Focal Point or the Head of the Technical Working

Group; and (d) other members who may be of help through their network, clout, technical capacity, and resources. The members of the Sanggunian, particularly the head of the Committee on Women, are encouraged to be part of the GAD Focal Point.

4. **STRATEGY** – The GAD Focal Point is not advised to do direct implementation of programs and projects on women. This is the work of the various line units. Its task is to manage the local strategy on gender and ensure that progress is attained toward women's empowerment and gender equality.

Are there other structures that should be set up?

The LGU, as in the case of Bulacan and Misamis Occidental, are encouraged to establish a gender and development office (may also be called Local Commission on Women) that could serve as the nerve center of all local actions on GAD.

Box 25: What is a Local Commission on Women

The Local Commission on Women is a government entity that will act as a policy advisory, coordinating and monitoring body for gender and development and women empowerment at the local level. Specifically, it advises the Local Chief Executives on gender and development mainstreaming and the implementation of the national plan for women. It spearheads advocacy interventions for the passage of local policies addressing gender issues and women's concerns, oversees the implementation and spearheads monitoring and evaluation of national and local plans.

90 H. GENDER MAINSTREAMING IN OUTPUT 8: The GAD Plan

Ideally, the GAD Plan should be one of the outputs that local planning and budgeting processes and activities will produce. The GAD Plan is a companion to the local development plans. The challenge to the gender practitioners, therefore, is to think of what sub-processes or activities will be introduced to ensure that a GAD Plan will be developed alongside the development of the local plans discussed in Section III.

What is a GAD Plan?

In its most holistic and strategic sense, the GAD plan should be formulated on the basis of all the outputs discussed earlier. It should consider the vision, the analysis of the situation, goals and objectives, and development strategies. LGU programs, projects and activities that address equality and equity are also included, together with their corresponding time frame, success indicators, intended beneficiaries, and costs. The GAD Plan must take its direction from the Philippine Plan for Gender Responsive Development (PPGD) 1995-2025, as adopted through Executive Order 273.

Is there a particular format to use in developing the GAD Plan?

Yes. Box 26 contains the form prescribed by the DBM, DILG and NCRFW under Joint Memorandum Circular No. 01 series of 2001, (August 15, 2001).

The form contains the Programs, Projects and Activities (PPAs) designed to address gender issues in your locality. These PPAs are already contained in the various CDP/CLUP/LDIP. Thus, the Plan is developed by culling out the gender responsive goals and objectives from the local plans and organizing them according to the prescribed format. In addition, the GAD Plan states, in very specific

terms, the target beneficiaries and the budget allocated to each PPA.

**Box 26:
GAD Implementation Plan Form**

LGU:
Department/Office:
Calendar Year:

GAD/PPA	Gender Related Issue Addressed	Expected Output/Target Beneficiaries	Implementation Period	Performance Indicators	Office of Primary Responsibility	Budget Allocation
Grand Total						

Prepared by: _____ Approved by _____ Date _____

Recommending Approval Local Chief Executive Mo/Day/Yr

Please refer to Section VI - Part IV for Sample Accomplished GAD Plan.

What are our references in developing the GAD Plan?

The LDP/CLUP/LDIP is the major source of information. Accomplishing the GAD Plan Form will be eased if efforts were already exerted in preparing the said plans. In such a case, the only remaining step is to cull out and transpose the data from the gender-responsive LDP/CLUP/LDIP to the GAD Plan Form. However, if the said plans were not yet gender-responsive, steps should be taken in order

that the recommendations from the sections on Gender Mainstreaming in Outputs 1-7 may be considered. Here are specific suggestions on the data source of each GAD Plan element:

- **GAD PPAs** (first column) – LGUs output for Investment Programming (Output 6) and the Annual Investment Plan.
- **Gender Related Issue Addressed** (second column) – Situation analysis (Output 2), especially when specific weaknesses and threats contribute to gender inequality; Priority Development Concerns (Output 4); the gender responsive goals and objectives of the Comprehensive Development Plans/Sector Plans (Output 5); and specific gender responsive Local Administration Policies (Output 7).
- **Expected Output/Target Beneficiaries** (third column), **Implementation Period** (fourth column), **Performance Indicators** (fifth column), **Office of Primary Responsibility** (sixth column) and **Budget Allocation** (last column) – Investment Planning Output (Output 6) and the Annual Investment Plan.

Always bear in mind that identifying a PPA for the GAD Plan should be based on some concrete development goal, objective, strategy or policy that could be found in the Philippine Plan for Gender Responsive Development or some other instruments discussed in Gender Mainstreaming in Output 7.

GENDER MAINSTREAMING IN OUTPUT 9: The Annual Budget

The primary responsibility of gender advocates in these outputs is to ensure that the Annual Budget of the LGU has specific provisions for the implementation of the GAD Plan. **The so-called GAD budget is the cost of implementing the GAD Plan.**

What are the major considerations of gender-responsive budgeting?

93

Gender responsive programs, projects and activities should strongly be pursued at all times. This standpoint ensures the expedient participation in development of women as half of the country's population.

To realize the goals of gender responsive planning, external and local resources should be increasingly mobilized for utilization by the local government unit and its agencies to support programs and projects for women.

The LGU should endeavor to sustain, if not increase, the budgetary allocation to enable itself and department/agencies of government to promptly and adequately meet the needs of women.

How can we make our budgeting procedure gender responsive?

Addressing gender issues in an orderly and systematic way, with accompanying linkage to the budget content and implementation, demands annual adjustments of the AIP, the CDP/CLUP and the LDIP to fund.

There are a number of processes associated with these adjustments, particularly the AIP. All of these take place in a five-stage budgeting flow, namely: budget preparation, budget authorization, budget review, budget execution, and budget accountability.

LGU BUDGET CYCLE

Budget Process	Gender Considerations
<p>1. Budget preparation (on or before June 15)</p>	<ul style="list-style-type: none"> ▪ Utilize various participatory processes to review the level of gender responsiveness of the CDP/CLUP/LDIP and AIP ▪ Make sure that the budget call include gender responsive policies on budget thrusts and priorities ▪ Compute for total budget allocation for these gender responsive PPAs and concurrently identify possible sources of funding of these PPAs for the coming budget year ▪ Ensure that budget preparation and organization of the various departments include concrete PPAs that respond to the formulated gender-responsive strategies and objectives
<p>2. Budget authorization (on or before the end of the current fiscal year)</p>	<ul style="list-style-type: none"> ▪ Enlighten the Sanggunian, especially the committees concerned, to consider gender as an integral variable in its review, alteration, endorsement and approval of the budget. The Committee on Women and Family Relations should be able to influence the Sanggunian toward approving the gender proposal within the proposed Annual Budget.

3. Budget Review (within ten days after approval)	<ul style="list-style-type: none"> ▪ Ensure that the proposed budget is in compliance with budgetary requirements and other policies and thrusts including GAD
4. Budget Execution (beginning of the budget year)	<ul style="list-style-type: none"> ▪ Ensure the inclusion of identified and approved gender responsive PPAs in the preparation of program/ project work and financial plan
5. Budget Account- ability (as required by DBM/COA)	<ul style="list-style-type: none"> ▪ To include a section on gender responsive PPAs in the budget accountability reporting

What are the sources of the GAD Budget?

- Local government departments/agencies should allocate no less than five percent of their total appropriations under the General Appropriations Act. In addition, they may utilize a certain percentage of the 20 percent Development Fund, in accordance with the DILG Memorandum Circular entitled, "***Policies and Guidelines of the Twenty Percent Development Fund and Related Matters***".
- Appropriation for Personal Services, Maintenance and Other Operating Expenditures and Capital Outlay can be sourced from the regular budget of government departments/agencies.

- In the implementation of the amount appropriated from ODA, the LGU may coordinate with NEDA on further translating into more operational terms the provision on Resource Mobilization under Rule II of the Implementing Rules and Regulations of RA 7192, otherwise known as the Women in Development and Nation Building Act.
- In case some critical activities cannot be funded from the regular budgets and the 20 percent Development Fund, government departments/agencies may source these from supplemental budgetary requests and/or foreign governments and multi-lateral agencies/organizations.
- There should be an effort to actively advocate with the donor community to sustain priorities towards assisting and funding innovative gender responsive programs and projects.
- All expenses shall be in accordance with standard government accounting rules and procedures and other regulations and guidelines set forth by the Commission on Audit and the Department of Budget and Management.

Is the GAD Budget separate from other budgets of the LGU?

The GAD Budget should not be treated as a separate fund that has its own system of disbursement and accounting. Its main purpose is to ensure that the LGU is implementing the national gender equality policy through a GAD Plan that is supported by adequate resources through the GAD Budget.

Box 27 : Example of GAD Budget Allocation

The GAD Budget may be used for personal services (PS), maintenance and other operating expenses (MOOE), and capital outlay (CO) for the PPAs identified in the GAD Plan, such as:

Personal services – salaries of workers directly engaged in GAD PPAs, salaries of staff managing special programs for women; etc.

Maintenance and other operating expenses – cost of managing women's shelter, a women's health project, training of women in non-traditional occupation, gender sensitivity and planning seminars, legal and financial assistance to sexually abused women

Capital Outlay – for building or/and providing equipment for women's shelter, construction of separate detention for female offenders

SECTION V 99

MONITORING THE PROGRESS AND RESULTS OF GENDER MAINSTREAMING

Many initiatives on gender lack a system of monitoring which makes it difficult to know whether the desired results are attained or whether problems in the course of implementation are hindering the attainment of these desired results. Monitoring, therefore, has a critical role in advancing gender mainstreaming.

This Section is about influencing and enhancing existing monitoring systems to ensure that gender actions are properly monitored and findings are considered in the iterative cycle of development planning and budgeting.

MAKING MONITORING GENDER RESPONSIVE

The key principle in making monitoring gender responsive is to bear in mind the specific gender goals and objectives that were adopted at the beginning of the planning process. The usefulness of a gender responsive monitoring system is circumscribed by its ability to generate the information needed to make decisions and actions at the proper time.

How do we make our monitoring system gender responsive?

The involvement of women, gender practitioners, planners and implementors of PPAs are crucial in making

monitoring systems gender responsive. Among the questions to ask are:

- What changes do we want to see happening in the lives of women and among government agencies?
- How will these changes be measured? When? By whom?
- Who is responsible for monitoring the progress and results? To whom will s/he be accountable?
- Who will use the outputs of the monitoring? How? When?

Monitoring and evaluation should generate sex-disaggregated data that will capture, among others, the following:

- **WELFARE** – The extent to which the material conditions of women improved;
- **ACCESS** – The extent to which women's access and control over resources have changed; The extent to which the positive changes in their access and control over resources contribute to gender equality and women's empowerment;
- **CONSCIENTIZATION** – The extent to which the PPAs contributed to the raising of awareness about the dynamics of gender relations and how these changed the relationship of women with men and other significant persons in their social, economic and political milieu;
- **PARTICIPATION** – The extent by which women contributed to the attainment of the PPAs' objectives and how these helped empower them; and

- **CONTROL** – The extent to which women generate the power to make decisions affecting their life. **101**

Monitoring should also be able to diagnose why the desired results in the aforementioned areas are not happening and to make timely recommendations to address the obstacles.

Box 28: Gender Responsive Indicators Defined

Gender responsive indicators is a set of statistical measurements for monitoring the situation of women relative to men in various sectors, and for determining whether development programs respond to their problems and needs.

Example of Making a Monitoring System Gender Responsive:

The Philippine Regional Municipal Development Project (PRMDP) of DILG (funded by AusAID) that involves 6 urban LGUs has developed a computerized monitoring system to determine citizen's satisfaction on the delivery of basic services by their respective LGUs. The data are sex disaggregated and household surveys mobilized the people from the locality for the conduct of the survey.

What monitoring indicators may we use?

WELFARE

- *greater food security*
- *improved health*
- *decrease in incidence of sexual and other forms of abuse*
- *decrease in maternal mortality and incidence of common and fatal ailments*
- *increase in average life span*
- *improved sharing of workloads with other household members and levels of happiness and greater satisfaction*

102 ACCESS

- *improved access to new and highly valued skills and knowledge*
- *credit, income, information, training, technology and social services accessed*
- *access to technology that reduces time and labor spent for domestic and economic drudgeries*

PARTICIPATION

- *increased decision making opportunities and roles*
- *more women organized to take common positions*
- *increase in the number of women in leadership positions*
- *greater support and recognition by others of women's leadership and participation*

CONTROL AND OVERALL EMPOWERMENT

- *improved self concept*
- *ability to take control of own life*
- *assertiveness and skills in self-expression*
- *support systems*
- *reduced sexism, stereotypes and biases against them*
- *greater appreciation of the economic value of women's domestic contributions*
- *increase in the number of hours for rest and leisure*
- *increased public awareness of women's issues*

Box 29: Input and Output Monitoring Indicators

- Input indicators are those that measure the resources available for the PPAs.
Example: Number of trainings to be conducted for women.

- Output indicators refer to the quality and magnitude of results that can be expected from good management of inputs, including activities

Example:

- *Number of women actually trained*
- *Number of women who actively participated in the project*

What do we do if a monitoring system that is not gender responsive is already in place?

If there is already an existing monitoring system, this could be made gender responsive by conducting gender sensitivity training focused on monitoring, developing and adopting indicators, and designing forms and instruments that will capture the information needed for monitoring.

The Local Productivity Performance Measure (LPPM) of DILG is one of the monitoring systems that should be influenced. It can be made gender responsive by:

- Focusing not only on the presence of mechanisms but also in the assessment of these mechanisms as to how they facilitate the attainment of gender equality;
- Mandating the presence of gender responsive monitoring and evaluation system for all programs and projects;
- Setting the minimum LGU performance indicators on GAD;
- Requiring the disaggregation of data by sex;
- Establishing mechanisms for the participation of women in development planning, budgeting, and other areas of decision making;

- Requiring the formulation of GAD plans developed in consultation with women and provided with adequate funds;
- Increasing percentage of women's representation in high appointive and elective positions;
- Requiring the presence of functional mechanisms on GAD in the executive and legislative councils; and
- Requiring the adoption of a GAD Code, an ordinance that lays down the implementation of gender equality measures in the locality, the source of resources, and the penalties for non-implementation.

What are examples of sector specific monitoring indicators?

LABOR

- Labor force participation rate by age group and sex
- Employment rates by sex, age group and highest grade completed, major occupation and industry groups, and class of worker
- Share of women to total employment size by major occupation and industry groups by class of worker
- Average income of employed persons by sex and major occupation and industry groups
- Average income of households by sex of household head
- Average number of hours spent for household chores by employment and marital status by sex
- Percentage of women in the informal sector
- Women's membership in trade unions, cooperatives, peasant or rural based organizations, public sector unions, etc.

- Incidence rate of work-related fatalities injuries and illnesses of workers by sex
- Coverage of social security by sex
- Termination rate by sex

EDUCATION AND HUMAN RESOURCE DEVELOPMENT

- Literacy rate by sex
- Elementary, High School, and College enrollment/ completion rates by sex
- Vocational completion rate by field of specialization and sex
- Post graduate enrolment and completion rate by field of study by sex

HEALTH, NUTRITION AND FAMILY PLANNING

- Incidence of malnutrition among children (underweight, stunted, wasting, etc.) by sex
- Life expectancy by sex
- Percentage of family planning/contraceptive users by sex and type of method used
- Maternal mortality rate
- Infant/child mortality rate by sex
- Mortality rate by leading causes by sex
- Incidence of teenage pregnancy
- Incidence of STD, HIV/AIDS by age group, mode of transmission and sex
- Incidence of Reproductive Tract Infection (RTI) among women of age group
- Percentage of anemic pregnant and lactating women
- Percentage of mothers immunized against tetanus toxoid
- Number of public health centers
- Number of health care service providers by sex
- Percentage of live births delivered with medical assistance by type of personnel attending
- Percentage of drug/substance users by age group, sex and type of substance used

106 HOUSING

- Percentage of women who have availed of a housing program from government by marital status
- Proportion of female-headed households (solo parents) by income bracket
- Proportion of beneficiaries of low cost housing by sex and household head
- Percentage of households which don't own a house by sex of household and head

Is there a format prescribed for a GAD Implementation Report?

Yes. Joint Memorandum Circular No. 01. S 2001 of the DILG, DBM and NCRFW dated August 15, 2001 also contains a format for the GAD Implementation Report. Please see Box 30.

**Box 30:
GAD Implementation Report
(Annual Accomplishment)**

**LGU:
Department/Office:
Calendar Year:**

Basic Standard Services for	Major Accomplishments	Cost of Activities Women	Status of Project Period	Constraints Encountered/ Major Concerns
Grand Total				

Prepared by: _____ Approved by _____ Date _____

Recommending Approval Local Chief Executive Mo/Day/Yr

Please refer to Section VI - Part IV for the sample of accomplished GAD Implementation Report.

SECTION VI

TOOLS AND RESOURCES FOR GENDER MAINSTREAMING

You are not alone and you don't have to re-invent the wheel.

This Section of the Guidebook provides you with an overview of the resources you can access. The materials in this Section are classified into three, namely:

- a) **Relevant Policies** – This part contains an annotated list of laws and executive measures that support gender mainstreaming. For a complete list, obtain a copy of *Laws on Women, a Compilation*, which was published in two volumes by the NCRFW;
- b) **Reference Documents and Publications** – This is a list of publications that will be helpful, both in your advocacy and in the technical aspect of planning and budgeting. Most of these could be accessed through the NCRFW; and
- c) **GAD Resource Pool** – This part contains the names of people who could provide technical assistance in gender planning and budgeting. The list may not be exhaustive but these people could refer you to the appropriate resource persons, both at the national and local levels, because they maintain a directory of resource persons on GAD and have extensive network of gender practitioners.

- 110** Remember that these resources are there to facilitate, not to constrain. In case of difficulty, consult the NCRFW, DILG, or a trusted gender practitioner in your area. Otherwise, use your best judgement.

Finally, it is important that you build your own databank or library of materials as well as your local directory of resource persons on gender mainstreaming.

PART I – RELEVANT LAWS AND POLICIES

International Mandates

Convention on the Elimination of All Forms of Discrimination Against Women

Convention on the Political Rights of Women

Convention on the Nationality of Married Women

Beijing Platform for Action, Fourth World Conference on Women

Commitments under the:

- World Summit for Social Development
- International Convention on Population and Development
- HABITAT
- Jakarta Women's Declaration

Legislative Measures

RA 7160	-	The Local Government Code
RA 7192	-	The Women in Development in Nation-Building Act
RA 7610	-	The Special protection of Children Against Child Abuse, Exploitation and Discrimination Act
RA 7877	-	The Anti-Sexual Harassment Act of 1995
RA 7882	-	An Act Providing Assistance to

Women Engaging in Micro and Cottage Business Enterprises **111**

- RA 7941 – The Party List System Act, that provided for the election of party list representatives to Congress, with women as one of those groups who could form sectoral parties
- RA 8042 – The Migrant Workers and Overseas Filipinos Act of 1995, protecting the welfare of migrant workers and overseas Filipinos, a substantial number of whom are women
- RA 8250 – The Magna Carta for Small Enterprises, which involved mostly women entrepreneurs
- RA 8353 – The Anti Rape law, classifying rape as a crime against persons
- RA 8369 – The Family Courts Act, granting family courts jurisdiction over child and family cases
- RA 8371 – The Indigenous People's Rights Act
- RA 8505 – The Rape Victims Assistance and Protection Act of 1998
- RA 8972 – Solo Parents' Act
- RA 8187 – Paternity Leave Act
- RA 8171 – Providing for the Repatriation of Filipino Women who have lost their Philippine Citizenship by marriage to aliens or who are natural-born Filipinos

Proclamation No. 1105 issued 10 October 1997: Declaration of the 15th of October every year as the National Rural Women's Day

Presidential Directive dated 05 February 1997: Call to Action and Launching of a Campaign against Domestic Violence in Government

Proclamation No. 731 issued 5 February 1996: Declaration of the Second Week of February as the National Awareness Week for the Prevention of Child Sexual Abuse and Exploitation

Proclamation No. 759 issued 06 March 1996: Declaration of the Fourth Week of March as the Week for the Protection and Gender-Fair Treatment of the Girl-Child

PART II – REFERENCE DOCUMENTS AND PUBLICATIONS

1. Breaking New Ground for Women's Empowerment and Gender Equality: Experiences and Insights in Implementing the GAD Budget Policy

This is a compilation of case studies on GAD budget mobilization which contains the processes and benefits derived from implementing the GAD budget policy. This is a good advocacy material for gender advocates/ champions in National Government Agencies and Local Government Units in pushing for/ negotiating for access to the GAD Budget.

2. GAD Codes

This is NCRFW's initial documentation of pioneering local legislation. It includes the Women's Code of Davao City, GAD Code of Province of Misamis Occidental and GAD Code of Cotabato. This compilation showcased examples of GAD Codes to inspire other LGUs to follow suit.

3. Making LGUs Gender Responsive: A primer for Local Chief Executives (LCEs)

This primer serves as an advocacy material for LCEs in understanding and appreciating Gender and Development. It also provides basic information on how the LCEs can initiate the process to respond to the gender issues of their women constituents.

4. Guidebook on Statistics for Gender-Responsive Local Development Planning

This guidebook discusses the importance of gender statistics in local development planning. It contains how to's in identifying, interpreting and applying data in aid of planning. Local development workers, planners, researchers, statisticians, academicians will find this guidebook helpful in understanding and appreciating gender statistics.

5. Mainstreaming GAD in the Regional and Local Development Planning

This guidebook captures the process of mainstreaming gender in regional and local development planning. It contains information and actual experiences, learnings, and insights on gender mainstreaming at the sub-national level. Its intended users are planners and development workers at the regional and local level

6. Making Financing Work for Women

This is a reference for practitioners, planners and implementors and advocates for identifying and addressing gender concerns in cooperatives and other self-help institutions. This is a tool for people behind financial institutions to make their financial assistance projects instrumental in empowering women in all aspects

7. Barangay Protocol in Handling Cases of Domestic Violence

This handbook provides the basic procedural guide for barangay officials in preventing and responding to Domestic Violence (DV) cases and protecting survivors. It discusses the responsibilities and roles that barangay officials, specifically members of the Lupong Tagapamayapa, should fulfill to stop domestic violence.

Part III - GAD Resource Pool

GAD Resource Center

Region	Name	Position	Agency	Address	Tel/Fax/E-Mail
1	FE A. ANDICO	Coordinator, Urduja GAD Resource Center	Pangasinan State University	Lingayen, Pangasinan	(075) 542-6467/ 542-6466 / 0916- 3284921 / Fax 5428694 / psucc@Mozcom .com /landafe@ Mozcom.com
1	MA. ELENA P. BENZON	Coordinator, Pamulinawen GAD Resource Center	University of Northern Philippines	Vigan, Ilocos Sur	(077)722-7345/ 722-7341/ Cell# 0912-3080798/ 0919-7873043/ plano@vigan. amanet.net/ www. hotyellow 98.com/unp/
6	ROSARIO ASONG	Coordinator University of the Philippines UGSAD, Reg. VI GAD Resource Center	U.P. Iloilo	U.P. Visayas Iloilo City	(033)509-0980

Region	Name	Position	Agency	Address	Tel/Fax/E-Mail
8	JOCELYN CAÑAS	Coordinator University of the Philippines KADAYAO, Reg. VIII GAD Resource Center	U.P. Tacloban	U.P. in the Visayas Tacloban, College Tacloban City	(053) 321-4481 321-1406
10	AMELIA C. BOJO	Coordinator, KAROMAHAN GAD Resource Center	Central Mindanao University	Musuan, Bukidnon	(088)222-2324/ 0912-8936-6257/ Fax 088-3561910/ pacb99@yahoo.com
11	DR. ANTONIO MORAN	Kalumonon GAD Resource Center	U.P. Mindanao	Corner Anda and Rizal Sts. Davao City	221-0343
Government Training Institute (GTI)	HELEN F. DAYO	Chair, Advocacy & External Linkages	UPLB-GPRD Farming & Soil System & Soil Resource Insti- tute-College of Agriculture	Int'l. House, UPLB, Laguna	(049)536-3229/ hfd@midspring. uplb.edu.ph
GTI	DR. CAROLYN I. SOBRITCHEA	Director	University of the Philippines Center for Women's Studies	U.P. Diliman Q.C.	920-6880/ 920-6950

Contact Persons at the National level

- **Department of the Interior & Local Government**
 AUSTERE PANADERO
 Assistant Secretary
 A. Francisco Gold Condominium II
 EDSA cor. Mapagmahal Sts.
 Diliman, Quezon City
 925-0361/Fax 925-0347

- **Bureau of Local Government Development (BLGD)**
 TERESITA MISTAL
 Director
 A. Francisco Gold Condominium II
 EDSA cor. Mapagmahal Sts.
 Diliman, Quezon City
 929-9235/929-9215/Fax 927-7852

- **Department of Budget and Management**
 CYNTHIA G. CASTEL
 Undersecretary
 DBM Bldg., Gen. Solano St.
 San Miguel, Manila
 735-1606
 ccastel@dbm.gov.ph

- **National Commission on the Role of Filipino Women (NCRFW)**
 EMMELINE L. VERZOSA
 Executive Director
 1145 J.P. Laurel St.,
 San Miguel, Manila
 (02) 735-4955; 736-4449 (fax)
 e-mail: edo@ncrfw.gov.ph
 website - www.ncrfw.gov.ph

Program Development Division

Division Chief
 (02) 735-8917
 pdd@ncrfw.gov.ph

- Asian and Pacific Development Center. Asia-Pacific Post-Beijing Implementation Monitor (Kuala Lumpur: Vin Press) 1998
- Budlender, Debbie et al (eds.) Gender Budget Trail-the Philippine Experience. 2001
- Canadian Council for International Cooperation. Two Halves Make a Whole. Balancing Gender Relations in Development (Ottawa: Bonanza Press) 1991
- Department of Budget and Management. Local Government Budgeting Manual.
- Department of Interior and Local Government et al. What Barangay Officials Can Do to Set up a Child-Friendly Locality. 2002
- Development of Peoples Foundation. Women Development Code of Davao City. A Primer
- Guidelines for Developing and Implementing Gender-Responsive Programs and Projects
- Guidelines for the Formulation of the Provincial Physical Framework Plan, NEDA-AusAID Technical Assistance to Physical Planning Project. September 1991
- Guidebook on Statistics and Indicators for Gender-Responsive Local Development Planning (unpublished)
- Guidelines for Integrating Gender Concerns in the Development Processes. A Manual for the Philippine Development Plan for Women Implementation in Northern Mindanao. 1998

- Guidelines for the Formulation of the Provincial Physical Framework Plan, Inter-agency Committee on Local Planning Program. September 1991
- HLURB. Guidelines for the Formulation/Revision of Comprehensive Land Use Plan (10 volumes). 1997
- HLURB-AusAID-PAGF, Planning Strategically-Guideline for the Application of the Strategic Planning Process to the Preparation of the CLUP and to Important Urban Area Issues and Problems. 2001
- ILO-Cooperative Project. Gender Awareness Manual for Training and Trainers, Project Planners and Implementers in the Cooperative Sector (Bandung: Studio Driya Media) 1993
- Javellana, Milalin. Gender Issues for Consideration in the National Physical Framework Plan. AusAID-NEDA TAPP Project. 1993
- Kabeer, Kabeer. Gender Development and Training: Raising Awareness in the Planning Process. Development in Practice, Volume 1, 1991.
- Little, Jo. Gender Planning and Policy Process
- Manual for Capital Investment Programming for Local Governments (USAID-assisted Decentralized Shelter and Urban Development Project)
- Moser, Carline. Gender Planning and Development, Theory, Practice and Training (London: Routledge). 1993
- National Commission on the Role of Filipino Women, Gender Mainstreaming. A Handbook for Local Development Workers (Manila) 1997

_____. NCRFW Guidebook on Statistics and Indicators for Gender Responsive Local Development Planning

_____. Plan Framework of the Philippine Plan for Gender-Responsive Development 1995-2025

_____. Transforming Women's Lives. The Philippine Experience. Country Report 2002

Oxfam Gender Training Manual. 1994

Progress of South Asian Women 2000. Accountability to the World's Women. A Series for the Five-Year Review of the Beijing Platform for Action

Serote, Ernesto. An Ideal Model of Local Planning and Development. 2001

_____. Review and Prospects for Land Use Planning in the Philippines under the 1991 Local Government Code, LDAP Project

Sample Accomplished GAD Plan

GENDER AND DEVELOPMENT PLAN						
LGU: _____ Department/Office: _____ Calendar Year : _____						
GAD PPA	Gender-related Issue Addressed	Expected Output/ Target Beneficiaries	Imple- mentation period	Performance Indicator	Office of Primary Respon- sibility	Budget Allocation
Strengthening/ Enhancement of GAD Implementation Gender Sensitivity Training	Insufficient awareness on GAD (Conscien- tization)	175 Gender Sensitive LGU personnel	1st Quarter	Increased level of awareness on GAD	LGU- HRD Office	P500,000
Lying-in clinics	Limited access to medical health benefits/services (Access)	1 satellite lying- in clinic for men/women	2nd Quarter	No. of patients served, rate of mortality, rate of morbidity	LGU Fund/ DOH	P1,000,000
Construction of Multi-purpose Reha- bilitation Center	Rehabilitation Center for women/ livelihood training center for women (Welfare)	Women/senior citizens	1st Quarter	No. of women/ senior citizens, no. of women provided training	LGU/ DSWD	P1,500,000
Prepared by: _____ Approved by: _____ Date: _____ _____ Recommending Approval _____ Local Chief Executive _____ Mo/Day/Yr						

Sample Accomplished GAD Implementation Report

GAD IMPLEMENTATION REPORT				
LGU: Department/Office: Calendar Year : 2000				
GAD PPA	Major Accomplishment	Cost of Activities	Status of Project Period	Encountered/ Major Concerns
Strengthening/ Enhancement of GAD Implement- ation Gender Sensitivity Training	200 participants attended, sensitized LGU Personnel	₱450,000	completed	None
Lying-in clinics	construction on-going	₱1,000,000	75% complete	still lacks funds/ facilities
Construction of Multi-Purpose Rehabilitation Center	construction on-going	₱1,500,000	85% complete	still lack funds
Grand Total				
Prepared by: _____		Approved by: _____		Date: _____
_____ Recommending Approval		_____ Local Chief Executive		_____ Mo/Day/Yr

