

# GREAT Women Project



## GREAT Women Capacity Development

Key Outcomes At The Individual, Organizational  
And Enabling Environment Levels



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### Summary

The GREAT Women Project is a governance and capacity development project to create or enhance an enabling environment for women's economic empowerment. It adheres to the definition of the Canadian International Development Agency (CIDA) on capacity development, i.e., "approaches, strategies and methodologies used by the developing country and/or external stakeholders to improve performance at the individual, organizational, network or broader system level."

This case study summarizes the project's capacity development experiences, lessons, and results at the individual, organizational and enabling environment levels, from selected partner interviews. It shall also surface the facilitating factors and challenges encountered in the course of capacity development.

### Key Outcomes of GWP Capacity Development Interventions

**Individual learning.** Under the project, individual capacities were acquired or enhanced through the following:

- interactive learning sessions with practical exercises by experts or resource persons
- learning-by-doing or application of learned concepts and procedures
- observations of procedures and processes of experts
- mentoring by experts, and,
- sharing or interactions among PCW and partner-organizations.

New learners began their appreciation and understanding of gender and women's economic empowerment through gender sensitivity trainings (GST). GSTs provided core messages such as (1) principles of gender equality; (2) breaking of gender stereotypes and sharing of roles and responsibilities between women and men in the productive, domestic and community or public spheres; (3); awareness of practical gender needs (e.g., food, water, housing, livelihood, employment) and strategic gender interests (e.g., equal participation in planning and decision-making, equal pay for work of equal value), and (4) respect for women's human rights.

Those who have been previously exposed to gender and development (GAD) heightened their understanding through gender analysis – delving deeper into gender issues especially in enterprise development. Such likewise provided them skills on developing and integrating measures to address gender issues in enterprise development into their respective agency or local plans and programs as well as developing gender-sensitive curriculum and competency-based learning materials.

Additional learnings were likewise generated with the introduction of results-based management approach in development planning processes and the use of gender-responsive value chain analysis.

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In the case of PCW, skills on self-mastery and presentation enabled staff to become effective and confident resource persons or trainers. Knowledge on local policy-making and dynamics enabled staff to advocate and provide technical assistance on how to integrate women's economic empowerment perspective in local policies, processes and programs. Information Technology officers, on the other hand, learned and utilized special training on open source technology to develop the GAD Portal.

Women microentrepreneurs learned business development and management from PCW and its partners, encompassing product identification, designing, development, packaging and marketing.

**Organizational learning.** Organizational learning was geared towards establishing an enabling environment for women's economic empowerment. At the level of PCW, staff prepared work and financial plans and reports, and provided inputs and comments to activities and outputs of project partners to achieve desired project outcomes.

Among NGAs and LGUs, organizational learnings were manifested in the following:

- Development and adoption of frameworks, organizational approaches and tools for WEEs such as the WEE scorecard, gender-sensitive technical-vocational education and training (TVET) curriculum of TESDA, tool for the gender-impact assessment of technology transfer programs of DOST, manual on gender-responsive value chain analysis of DTI, and gender responsive comprehensive development plans and local economic development programs of MNDC and PPALMA. (Also included are the RBM-based performance monitoring framework of PCW, DOST GAD Manual, Trainer/Facilitator's Guide on GST of TESDA, and participatory development of GAD Plan and gender review of policies by PhilHealth.)
- Transformation of people into champions of gender equality advocacy

The GREAT Women Project defines enabling environment as "a combination of policies, programs, institutional mechanisms, and similar measures that promote and facilitate the growth of women MSMEs."

In the project's capacity development framework, individual and organizational learnings of PCW and its partner agencies and local governments are envisioned to support the establishment or enhancement of the enabling environment for women's economic empowerment.



*Establishment  
of the Enabling  
Environment  
for Women's  
Economic  
Empowerment*

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### *Emerging Results With Application of Project Learnings*

Among the emerging results of such learnings are as follows:

**GAD and WEE perspectives in local training modules.** Local government partners are encouraged to infuse gender equality perspectives in their programs and services. One such example is the Municipality of Milaor which integrated gender sensitivity topics in the modules of their Responsible Parenting Movement (RPM), one of their programs with the Population Commission. Because the RPM modules are provided in all barangays, the concepts of gender sensitivity and principles of gender equality spread to the various barangays. Another example are gender-responsive local training modules of the Barangay Negosyo Program of the MNDC, where WMEs access pre-entrepreneurship for microenterprises, advanced business management, market and trends analysis, occupational safety and health, good manufacturing processes, skills training and upgrading, product design/development/packaging, and other related technologies.

**Development of WEE Programs, Tools and Frameworks by National Government Agencies.** With the GREAT Women Project, the Technical Education and Skills Development Authority (TESDA) reviewed and enhanced their TVET Curriculum to become gender-responsive. Gender sensitivity training, then, will be embedded in the basic TVET courses of the agency for all male and female trainees, instead of a separate 16-hour empowerment course.

DTI, on the other hand, developed the Gender-Responsive Value Chain Analysis (GRVCA) tool. It is aimed at assessing women's participation in and benefit from every phase of the enterprise chain and crafting appropriate WEE interventions within the value chains. The institutionalization of the tool not only in DTI but also in all other government organizations helps ensure women's economic empowerment.

PhilHealth has approved the Partial Subsidy Scheme of PhilHealth for WMEs. Once implemented, the scheme will ensure accessibility of health services to WMEs. Health insurance subsidies help WMEs not to use their business resources in spending for health needs.

**Infusion of GAD-WEE Perspectives in Local Policies.** Local partners developed their Provincial/Municipal Gender and Development (GAD) Codes, which ensure the provision of human, financial and social resources for GAD programs, projects and activities. Aside from developing such local legislation for gender and development, the GAD Codes are integrated with provisions to promote women's economic empowerment

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especially among women in microenterprises. Of 38 policies that have been adopted at the local level by 2011, 29 were partner GAD Codes with GAD and WEE perspectives.

**Gender-Responsive Local Government Plans.** Local partners likewise developed their Comprehensive Development Plans (CDP), which ensure the realization of LGU's vision, policies and strategies for development, programs, projects and legislative measures. Because the CDP sets the direction of development efforts in the LGU, the CDP is a very important document to ensure that legislative measures, programs and resources for women's economic empowerment are in place.

**Convergence of NGAs and LGUs for WEE.** Partnerships between national government agencies and local governments now abound in many partner sites. For one, MNDC partnerships with DTI, DOST, and DA for their GROW Negosyo and 'One Barangay, One Product' programs. DOST and DTI assisted in the set-up of a common service facility for bamboo in the Municipality of Bula, also a member of the MNDC. In PPALMA, similar partnerships with DSWD, DTI, DA (through the MRDP) were forged between the Municipalities of Aleosan and Pikit. In Quezon Province, the Provincial GAD Council (PGAD) and their counterpart Municipal GAD Councils (MGADCs) created synergies with DTI, DOST and DENR to create a convergence mechanism, bringing together government organizations with differing mandates into partnership efforts for women's economic empowerment. In this synergy, the Provincial Government of Quezon provides training on gender concepts and approaches, while DOST, DTI, Provincial Agricultural Office train WMEs in business/product development, management and marketing.

The DENR ensures that the business/product development, management and marketing procedures are environment-friendly.

There are six main factors which facilitated the creation or enhancement of an enabling environment for women's economic empowerment, under the GREAT Women Project:

**Existing GAD Mainstreaming initiatives prior to the GREAT Women Project.** A number of NGA and LGUs had earlier GAD policies and mechanisms which became entry points for mainstreaming women's economic empowerment. Laws (e.g., local GAD Codes) and institutional policies mandating GAD mainstreaming in plans, programs, projects and activities through the GAD Plan, supported by the GAD budget, as well as the designation of a GAD Focal Point were concrete entry points used to advocate for participation in the project and WEE integration.



*Facilitating  
Factors  
of An Enabling  
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for WEE*

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**Presence of GAD Champions.** Existing GAD champions in NGAs and LGUs served as advocates for GAD and WEE. TESDA's Ma. Clara Ignacio and two other TESDA Women's Center staff served as GAD champions. PhilHealth's GAD Focal Person ensured measures to respond to possible obstacles to their GREAT Women Project entry. In DOST and DTI, the GAD Focal Persons belonged to the top management (DOST Assistant Secretary Ma. Lourdes P. Orijola and DTI Assistant Secretary Maria Lourdes Baua), serving as prime movers in getting GWP off the ground. In the Province of Quezon, the PGAD Council Head, Ofelia Palayan, is the GAD Champion. In many other sites, mayors and technical working group members served as GAD Champions for GWP and other gender-related advocacies.

**Effective Technical Assistance of PCW Staff.** PhilHealth, TESDA, DOST, MNDC and Quezon PGAD Council emphasized the importance of the assistance of the PCW technical officers and local area coordinators to deliver the expected outputs from the subprojects.

**Effective Resource Persons/Mentors and Modules of Capacity Development Activities.** Implementers of the project as well as participants of capacity development activities shifted from 'general knowledge of gender equality and women's empowerment' to 'concrete, more specific and substantial knowledge and skills to support women's economic empowerment'.

Partners also reviewed and revised their practices. For example, Quezon PGAD learned about the correct way of preparing a GAD Plan, based on sound gender analysis.

**Openness of NGAs and LGUs to Convergence of their GAD Programs, Projects and Activities.** Convergence of GAD initiatives was particularly observed in the Quezon PGAD Council and MNDC. In Quezon Province, WEE is being pursued collectively by the national and local government agencies and the LGUs. In Metro Naga, on the other hand, products of WMEs and their common service facilities were established through the concerted efforts of DOST, DTI, DA, DENR, and the LGUs.

**Financial Assistance from the PCW-CIDA GREAT Women Project.** Grant provided by CIDA through PCW served as a key facilitator to implement interventions for individual and organizational learning.

Some  
Challenges and  
Recommendations

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***Pursuit of more knowledge management measures translating individual learning into sustained organizational improvement.*** More sharing among individuals, management and staff, and more documentation of lessons and ideas may be undertaken based on a knowledge management plan. Knowledge management includes measures for adequate transfer of knowledge from present staff to future staff. Functionality and usefulness of PCW GAD Portal, along with other knowledge resources, have to be tracked and assessed.

***Clarification of Partner-NGAs and LGUs on Rules of Engagement and Partnership for WEE.*** Considering the institutionalization and expansion of the enabling environment developed under Project, partners can continue to build on rules of engagement and partnership before proceeding to the next phase. The rules of partnership must include, among others, consensus definition of capacity development, its components and requirements, delineation of roles/tasks, resources, decision-making process, national and local coordination mechanisms, and mediation among existing project partners, as well as with non-GWP replication partners.

## About The Project

The Gender Responsive Economic Actions for the Transformation of Women (GREAT Women) Project is a governance and capacity development project that aims to promote and support a gender-responsive enabling environment for women's economic empowerment, particularly those in microenterprises.

The Philippine Commission on Women (PCW), the national machinery for the advancement of women in the Philippines, is the lead executing agency for the Project.

The Commission forged partnership with key national government agencies involved in micro-, small- and medium-scale enterprise (MSME) development and select local government units to create a gender-responsive enabling environment for women's economic empowerment. This project receives technical and financial support from the Canadian International Development Agency (CIDA).

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