



Office of the President

**PHILIPPINE COMMISSION ON WOMEN**

1145 J.P. Laurel St., San Miguel Manila, 1005 Philippines  
Telephone: +632.7365249 / +632.7367712 / 632.7351654

Fax Number: +632.7364449

<http://www.pcw.gov.ph/>

# A HANDBOOK ON THE APPLICATION OF THE **ENHANCED GENDER MAINSTREAMING EVALUATION FRAMEWORK**

A  
**Handbook on the  
Application of the  
Enhanced Gender  
Mainstreaming  
Evaluation  
Framework**

A Handbook on the Application of the Enhanced Gender Mainstreaming Evaluation Framework  
© Copyright 2016 - Philippine Commission on Women

Published by:  
Philippine Commission on Women  
1145 J.P. Laurel St., San Miguel Manila 1005 Philippines  
Telephone: +632.7365249 or +632.7367712  
Fax Number: +632.7364449

ISBN: 978-971-8701-15-7

# Foreword



In 2001, the then National Commission on the Role of Filipino Women (NCRFW) came up with a tool called the Gender Mainstreaming Evaluation Framework (GMEF) to guide agencies in assessing the levels of Gender and Development (GAD) mainstreaming and identify areas of strengths and pointers for improvement. The experiences of selected agencies such as the Department of Labor and Employment (DOLE), Department of Environment and Natural Resources (DENR) and Philippine National Police (PNP) in applying the tool were documented, showing its utilization in helping organizations to improve their GAD mainstreaming efforts.

With the passage of the Republic Act 9710 or the Magna Carta of Women (MCW) of 2009, the NCRFW was renamed the Philippine Commission on Women (PCW) with an expanded mandate to “lead in ensuring that government agencies and local government units are capacitated on GAD”. This led to the updating of policies and guidelines in GAD Mainstreaming that necessitated an increase in the number of government agencies and local government units requesting for capacity development on GAD.

The enhancement of the GMEF started in 2014 not only as a response to the call of the times, but most importantly, as an opportunity to apply the valuable experiences of PCW and its partners in GAD mainstreaming. The enhanced version was a product of a thorough study of existing gender audit tools as well as numerous consultations with partners. These resulted into a homegrown version of the GMEF that is applicable in assessing the GAD mainstreaming efforts of government agencies and local government units. It also took into account the relevant provisions of the MCW and noteworthy GAD efforts that are now being recognized as standard GAD mainstreaming practices.

The ultimate goal of the regular application of the tool is to make GAD an integral part of the mainstream processes and systems of government agencies and local government units. This is to ensure that the impacts of government programs are equally enjoyed by Juanas and Juans alike. It is in this context that I present with pride the enhanced version of the GMEF tool.

We at PCW recognize that the enhancement of the GMEF is not cast in stone. Instead, it is a living tool that continues to evolve to better capture the experiences of GAD mainstreaming efforts of government agencies and local government units. Hence, I would like to enjoin users of the tool to continually dialogue with PCW to share their experiences with its application to ensure that it continues to be relevant and up-to-date with the emerging issues and trends in GAD mainstreaming.

  
Emmeline L. Verzosa  
Executive Director

# *Table of Contents*

<b>Acronyms</b>	<b>v</b>
<b>Chapter 1: Introduction</b>	<b>1</b>
<b>Chapter 2: Gender Mainstreaming in the Context of Implementing the Magna Carta of Women</b>	<b>2</b>
The WID, WAD & GAD Approach	3
GAD Mainstreaming as a National Strategy	6
<b>Chapter 3: Enhancing the Gender Mainstreaming Evaluation Framework</b>	<b>8</b>
Historical Background	8
Enhanced GMEF	10
Entry Points of Gender Mainstreaming	10
Levels of Gender Mainstreaming	13
GMEF Descriptor Matrix	16
Policy Descriptor Matrix	16
People Descriptor Matrix	18
Enabling Mechanisms Matrix	20
Programs/Activities/Projects Matrix	22
<b>Chapter 4: Guide for Administering the Enhanced Gender Mainstreaming Evaluation Framework</b>	<b>27</b>
Accomplishing the Individual Organizational Assessment Questionnaires	29
Analyzing the Results of Administering the Enhanced GMEF	32
Possible Means of Verification per Descriptor	33
Policy Descriptors	33
People Descriptors	38
Enabling Mechanisms Descriptors	46
Programs/Activities/Projects Descriptors	52
<b>Glossary of Terms</b>	<b>58</b>
<b>References</b>	<b>67</b>

# Acronyms

The following acronyms were used throughout the Handbook and are meant as a reference for the users of the tool:

<b>AARs</b>	Annual Audit Reports
<b>AFRs</b>	Audit Financial Reports
<b>AOM</b>	Audit Observation Memo
<b>BPFA</b>	Beijing Platform for Action
<b>BUB</b>	Bottoms Up Budgeting
<b>CEDAW</b>	Committee on the Elimination of Discrimination Against Women
<b>CESPES</b>	Career Executive Service Performance Evaluation System
<b>CHED</b>	Commission on Higher Education
<b>CHR</b>	Commission on Human Rights
<b>CIDA</b>	Canadian International Development Agency
<b>COA</b>	Commission on Audit
<b>CODI</b>	Committee on Decorum and Investigation
<b>CSC</b>	Civil Service Commission
<b>DBM</b>	Department of Budget and Management
<b>DILG</b>	Department of the Interior and Local Government
<b>DND</b>	Department of National Defense
<b>DOH</b>	Department of Health
<b>DOJ</b>	Department of Justice
<b>DRRM</b>	Disaster Risk Reduction and Management
<b>DSWD</b>	Department of Social Welfare and Development
<b>EDGE</b>	Empowerment, Development and Gender Equality
<b>EO</b>	Executive Order
<b>ERPAT</b>	Empowerment and Reaffirmation of Paternal Abilities
<b>GA</b>	Gender Analysis
<b>GAD</b>	Gender and Development
<b>GAD AR</b>	GAD Accomplishment Report
<b>GFPS</b>	GAD Focal Point System
<b>GIA</b>	Gender Impact Assessment
<b>GM</b>	Gender Mainstreaming
<b>GMEF</b>	Gender Mainstreaming Evaluation Framework
<b>GMMS</b>	Gender Mainstreaming Monitoring System
<b>GOCCs</b>	Government Owned and Controlled Corporations
<b>GPB</b>	GAD Plan and Budget
<b>GST</b>	Gender Sensitivity Training
<b>HGDG</b>	Harmonized Gender and Development Guidelines
<b>HR</b>	Human Resources
<b>IACAT</b>	Inter-Agency Council Against Trafficking
<b>IEC</b>	Information, Education, and Communication
<b>IPCR</b>	Individual Performance Commitment and Review
<b>JC</b>	Joint Circular

<b>JMC</b>	Joint Memorandum Circular
<b>KM</b>	Knowledge Management
<b>KPs</b>	Knowledge Products
<b>LCAT</b>	Local Committee on Anti-Trafficking
<b>LGUs</b>	Local Government Units
<b>MCW</b>	Magna Carta of Women
<b>MOV</b>	Means of Verification
<b>MOVE</b>	Men Opposed to Violence Against Women Everywhere
<b>MR GAD</b>	Men's Responsibilities in Gender and Development
<b>NAP WPS</b>	National Action Plan on Women, Peace and Security
<b>NCRFW</b>	National Commission on the Role of Filipino Women
<b>NDs</b>	Notice of Disallowances
<b>NEDA</b>	National Economic Development Authority
<b>NGAs</b>	National Government Agencies
<b>NGRP</b>	National GAD Resource Program
<b>ODA</b>	Official Development Assistance
<b>PAPS</b>	Programs, Activities, and Projects
<b>PCW</b>	Philippine Commission on Women
<b>PDP</b>	Philippine Development Plan
<b>PGA</b>	Participatory Gender Audit
<b>PSA</b>	Philippine Statistics Authority
<b>RA</b>	Republic Act
<b>RH</b>	Reproductive Health
<b>RP</b>	Resource Person
<b>RPMES</b>	Regional Project Monitoring and Evaluation System
<b>SARs</b>	Special Audit Reports
<b>SB</b>	Sangguniang Bayan
<b>SDD</b>	Sex-Disaggregated Data
<b>SDGs</b>	Sustainable Development Goals
<b>SERs</b>	Socio-Economic Reports
<b>SOMA</b>	State of the Municipal Address
<b>SOPA</b>	State of the Province Address
<b>SP</b>	Sangguniang Panlalawigan
<b>SUCs</b>	State Universities and Colleges
<b>TNA</b>	Training Needs Assessment/Analysis
<b>TOR</b>	Terms of Reference
<b>TWG</b>	Technical Working Group
<b>VAW</b>	Violence against Women
<b>VAWC</b>	Violence Against Women and their Children
<b>WAD</b>	Women and Development
<b>WCPUs</b>	Women and Children Protection Unit
<b>WEE</b>	Women's Economic Empowerment
<b>WFP</b>	Work and Financial Plans
<b>WID</b>	Women in Development

# **Introduction**

**T**he Philippine Commission on Women (PCW) introduces the Enhanced Gender Mainstreaming Evaluation Framework (GMEF).

**The GMEF is a tool to measure the extent of the gender mainstreaming efforts of organizations, both national government agencies (NGAs) and local government units (LGUs). It is also meant to assist the Gender and Development Focal Point System (GFPS) members in measuring gains and successes, as well as pinpoint areas for improvement in the way they mainstream the gender and development (GAD) perspective in their respective organizations.**

The process of updating the GMEF Tool started in 2014 to address comments from users to take into account new and emerging gender issues, new policy issuances (especially the Magna Carta of Women) and the need to revise outdated indicators in the old tool. A series of internal and external validation sessions were conducted involving PCW officers, GAD Resource Pool members and selected agency GFPS members to ensure the relevance and applicability of the updated tool.

The Enhanced GMEF also used as reference indicators from the Participatory Gender Audit (PGA) and Gender Impact Assessment as well as the relevant descriptors of the GMEF Version 2001. It has also adopted the scoring system of the Harmonized Gender and Development Guidelines (HGDG) of “No”, “Partly Yes” and “Yes” instead of denoting only the absence or presence of a GAD element. This new scoring system takes into consideration the GAD efforts of the organizations that are still underway, such as draft policies and plans to establish GAD mechanisms.

The stages of gender mainstreaming have also been renamed as “levels” of gender mainstreaming and now consists of five (5) levels. A fifth level, Replication and Innovation, was added to recognize the noteworthy GAD accomplishments of organizations that are now being used as models or standards by others.

The Enhanced GMEF has also been used to obtain the baseline data of 31 government agencies to enable the PCW to provide timely and effective technical assistance on GAD, as well as monitor its effectiveness.

This Handbook was developed to provide the context of the process of updating the GMEF and assist users on the application and interpretation of the results of the use of the tool.

## *Gender Mainstreaming in the Context of Implementing the Magna Carta of Women*

With the milestone passage of Republic Act 9710 or the Magna Carta of Women (MCW), gender mainstreaming as a strategy became an integral part of the design, implementation, monitoring and evaluation of policies and programs of government agencies and local government units alike. The Philippine Commission on Women (PCW), as the national machinery on Women's Empowerment and Gender Equality is mandated by the MCW to: 1) "lead in ensuring that government agencies are capacitated on the effective implementation of the Act"; and 2) "influence the systems, processes, and procedures of the executive, legislative, and judicial branches of government vis-à-vis GAD".

Section 37 of the Implementing Rules and Regulations (IRR) of the law mandates all government agencies, offices, bureaus, instrumentalities, State Universities and Colleges (SUCs), Government-Owned and Controlled Corporations (GOCCs) and LGUs to "pursue the adoption of gender mainstreaming as a strategy to promote and fulfill women's human rights and eliminate gender discrimination in their systems, structures, policies, programs, processes, and procedures".

In order to effectively pursue gender mainstreaming, agencies and LGUs are required to ensure that the following essential elements are available:

- a. GAD Planning and Budgeting;
- b. GAD Focal Point System;
- c. Sex-Disaggregated Database; and
- d. Conduct of Gender Audit.

These essential elements have resulted to the issuance of specific policies such as the:

- Women's Empowerment, Development and Gender Equality (Women's EDGE) Plan 2013-2016;
- Memorandum Circular 2011-01 or "Guidelines for the Creation, Strengthening and Institutionalization of the Gender and Development (GAD) Focal Point System";
- Joint Circular 2012-01 or "Guidelines for the Preparation of Annual Gender and Development (GAD) Plans and Budgets and Accomplishment Reports to Implement the Magna Carta of Women"; and
- Joint Memorandum Circular 2016-01 or "Amended Guidelines on the Localization of the Magna Carta of Women", that has clarified the process of mainstreaming GAD in the bureaucracy, especially on the GAD Planning and Budgeting process.

The PCW also intensified its capacity-building efforts on GAD for National Government Agencies (NGAs) and Local Government Units (LGUs). In 2013, it adopted the National GAD Resource Program (NGRP) as its over-all technical assistance blueprint to provide strategic, timely and appropriate technical assistance on GAD to government agencies and LGUs. The establishment of the program has led to partnerships with key government agencies, regional GAD mechanisms and LGUs with notable GAD programs.

---

### ***The WID, WAD & GAD Approach***

The last four decades have witnessed three specific approaches in the manner that women and men access and benefit from development efforts. These models or approaches sought to explain why women do not experience development the same way men do.

**Women in Development (WID)** is an approach or paradigm of development that emerged during the 1970s. The WID program responded to the universal 'male bias' in development programs by demanding for women's inclusion through targeted and segregated women-only projects. This move was in response to studies revealing how gender-blind government programs/projects can intensify gender inequality. Similarly, "male blindness" or lack of male involvement in women empowerment programs contributed to reinforcing marginalization and further isolated women from the mainstream of development.



WID examined the sexual division of labor and the differential impacts of gender in development but ultimately did not challenge gender relations in the assumption that these will change as women become economic partners of men in development (NCRFW and CIDA, 2003, p. 39-40).



The **Women and Development (WAD) Approach** veered away from the sole focus on women and began to examine the relationship between men and women and the role of both in the development process. WAD recognized that women have always been part of development and that their position will improve "once the need for structural and institutional reforms are installed at the local and international levels" (NCRFW and CIDA, 2003, p. 39-40).

WAD focused on productive and income generating projects to involve women in development. However, some of its interventions failed to take into consideration women's reproductive roles. Aside from this, critiques also noted that the WAD approach tended to lump women's concerns together without consideration of class, race or ethnicity. Hence, this approach failed to address the gendered nature of the mainstream structures and power dynamics (NCRFW and CIDA, 2003, p. 39-40).

Both WID and WAD were less successful in improving the overall situation of women. While both approaches promoted the visibility of women in development, both also failed to adequately consider the inequalities between men and women.

The **Gender and Development (GAD) Approach** originated in the early 1980s as a strategic response to the limitations of the WID & WAD approaches to improve the status of women. It is a development perspective anchored on rights-based and people-centered development. It recognizes the legitimacy of gender equality as a fundamental value that should be reflected in developmental choices. This approach focuses on social, economic, political and cultural factors that determine how differently women and men participate in, benefit from, and control resources and activities. GAD shifts the focus from the need to include women in development to the examination of socially determined relations between women and men (NCRFW and CIDA, 2003, p. 28-29).



In the Philippine experience, the WID approach has gained considerable headway in governance through the enactment of the Women in Nation Building Act (RA 7192). However, a gradual

shift has been made from WID to GAD with the introduction of gender mainstreaming in 1995, through the adoption of the Beijing Platform for Action (BPFA).

Criteria	WID Women in Development	WAD Women and Development	GAD Gender and Development
<b>Contention</b>	Women lack participation in development.	Women have always been a part of economic development regardless of public or private spheres.	There is a need to transform unequal relations between men and women toward the kind of development that is more equitable and sustainable.
<b>Focus</b>	The inclusion of women in development.	The relationship between women and the process of capitalist development.	The relationship between women and men and their role in development.
<b>The Problem</b>	The exclusion of women (half of the productive resource) from the development process.	Both women and men are disadvantaged by the global economic structures including class issues and the distribution of wealth.	Unequal relations (between women and men, rich and poor) that prevent equitable development and women's full participation.
<b>The Goal</b>	To facilitate more efficient, effective development	To improve the position of women through more equitable global economic structures	To facilitate equitable, sustainable development, with men and women sharing decision-making and power
<b>The Solution</b>	Women must be integrated into existing structures.	Both women and men must be lifted from poverty and both must contribute to, and benefit from, development efforts.	Empower the disadvantaged and women, and transform unequal relations and structures.
<b>The Strategies</b>	Women-only projects <ul style="list-style-type: none"> <li>• Women's component integrated projects</li> <li>• Increase women's productivity</li> <li>• Increase women's income</li> </ul>	Women & men working together <ul style="list-style-type: none"> <li>• Address worker's exploitation through union work</li> <li>• Provide enabling conditions for equitable global economic structures</li> </ul>	Identify/Address practical needs determined by women and men to improve their condition <ul style="list-style-type: none"> <li>• Interventions and affirmative action programs that integrate women into ongoing development efforts</li> </ul>

\* modified and derived from [http://www.unrisd.org/unrisd/website/document.nsf/0/d9c3fca78d3db32e80256b-67005b6ab5/\\$FILE/opb1.pdf](http://www.unrisd.org/unrisd/website/document.nsf/0/d9c3fca78d3db32e80256b-67005b6ab5/$FILE/opb1.pdf) and NCRFW and CIDA: *Transforming Government to Think and Act GAD: A Handbook on Gender and Development Training* (2003)

It should be noted that applying the GAD approach does not mean abandoning stand-alone women's projects or projects with special components for women. Several initiatives aimed at women's empowerment have been implemented which influences development of more inclusive gender policies into laws, legislation and quotas. Such projects are important in addressing women's practical and strategic gender needs (e.g. women's reproductive health, advancing women in politics through affirmative action and closing gender gaps in education and the labor force, among others).

---

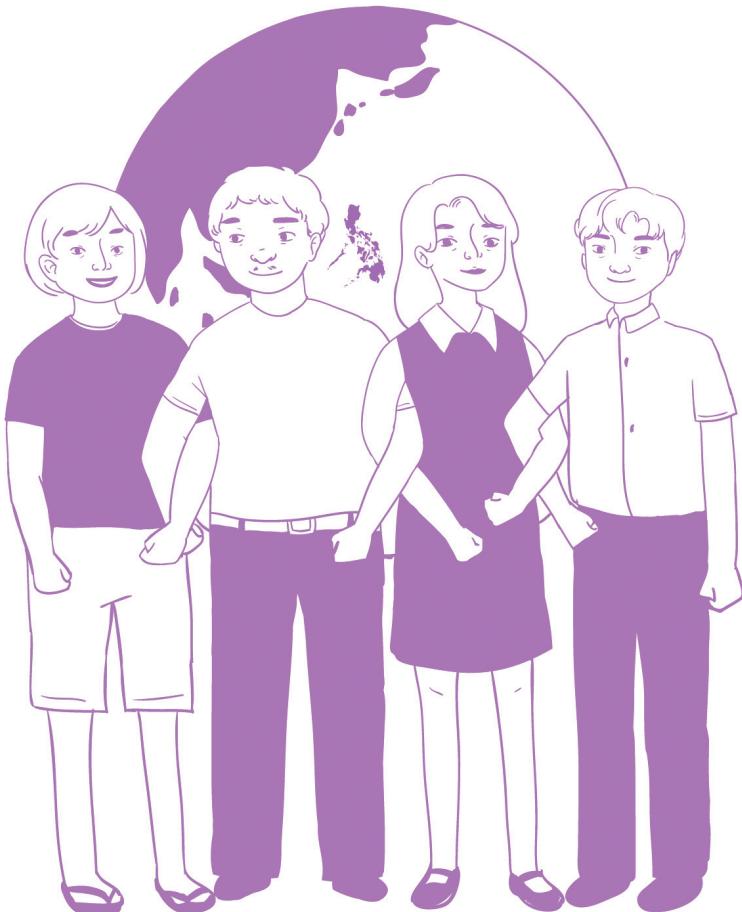
**GAD  
Mainstreaming  
as a National  
Strategy**

Integral to the GAD approach is Gender Mainstreaming (GM), identified as a strategy to integrate gender perspectives in institutional policy, programs and activities. It is operationalized through building GAD capacities and sharing accountability in all areas, and at all levels, of program and project implementation.

Gender mainstreaming recognizes that development activities may ignore gender biases that lead to unequal impacts among men and women beneficiaries. It also moved from inclusion of women per se in the development agenda to changing or transforming the agenda in order to respond adequately to the realities and needs of both women and men.

*Essentially, the process of gender mainstreaming entails the transformation of institutional structures, culture and practices wherein gender concerns become central instead of remaining as peripheral issues and concerns.*

GAD Mainstreaming begins with an analysis of the existing situation and locating gender specific barriers while examining the social, political, economic and environmental factors which influence women and men's roles and decision-making capacities. This process entails a more holistic approach to governance in which the interests and needs of beneficiaries are taken into account. It recognizes and appropriately values the contribution of both women and men. Moreover, it also develops appropriate policies and programs towards greater sustainability of gender equality development outcomes (NCRFW and CIDA, 2003, p. 28-29).



### **What Gender Mainstreaming IS... and what it ISN'T...**

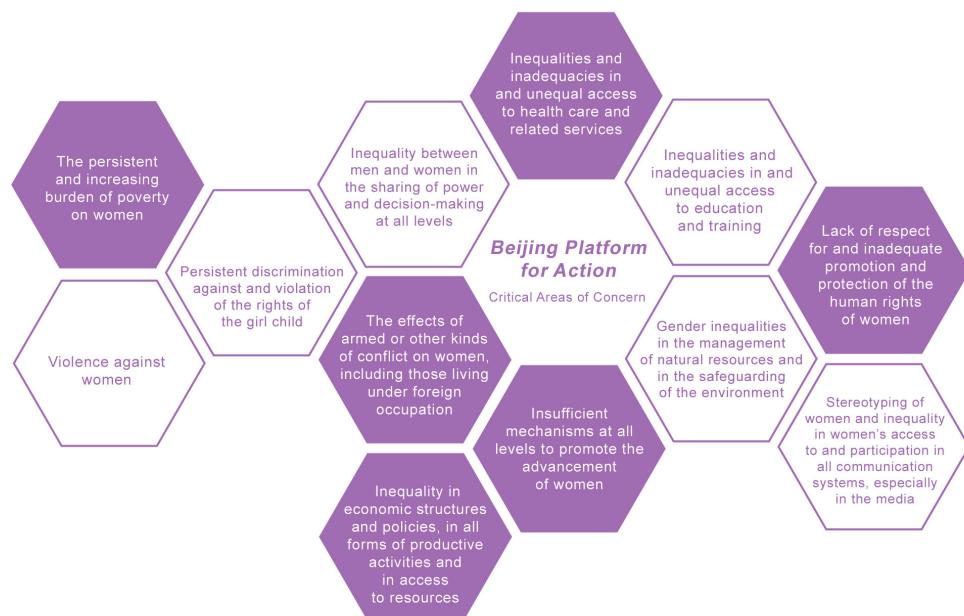
- GM is focused on the substantive work of organizations – **it is not just about achieving a gender balance in those organizations**
- GM is about identifying concrete actions to promote gender equality – **it is not just about doing gender analysis**
- GM makes gender perspectives and the goal of gender equality explicit in all processes and documents – **it does not and cannot make these invisible**
- GM is a complementary strategy to women's empowerment – **it does not eliminate the need for targeted activities for women and activities targeted to promote gender equality**
- GM requires specialist/catalyst resources to support management in the fulfillment of their responsibilities – **it does not eliminate the need for gender units and gender focal points**

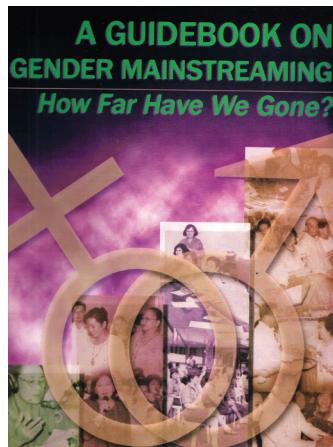
(Adapted from Concept to Action: Gender Mainstreaming in Operational Activities, Carolyn Hannan, OSAGI, 2000.)

## *Enhancing the Gender Mainstreaming Evaluation Framework*

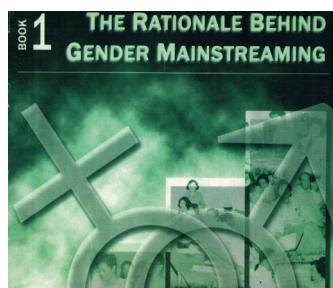
### *Historical Background*

The then National Commission on the Role of Filipino Women (NCRFW) together with a team of consultants began the development of the Gender Mainstreaming Evaluation Framework (GMEF) in 1996. Their aim was to address the need for a tool to measure the extent of gender mainstreaming efforts of organizations. The rationale for the development of the tool was the adoption of the Beijing Platform for Action (BPFA) in 1995. The BPFA provides for gender mainstreaming as a strategy to address the following 12 areas of concerns of women and girls: Poverty, Education and Training, Health, Violence against Women (VAW), Armed Conflict, Economy, Power and Decision-Making, Institutional Mechanism for the Advancement of Women, Human Rights, Media, Environment and the Girl-Child.





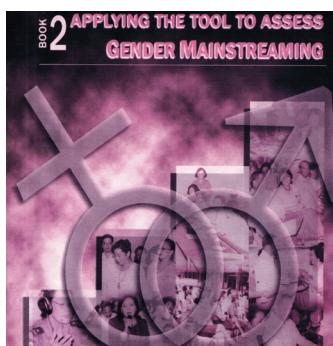
The *Gender Mainstreaming Evaluation Framework (GMEF)* was developed to guide users to acquire a holistic view of the gender mainstreaming process. It is a framework that showed how far agencies have moved forward, stepped backward, or remained basically in the same stage as they went about their mainstreaming work (NCRFW and CIDA, 2001).



#### **Book 1:**

##### *The Rationale behind Gender Mainstreaming*

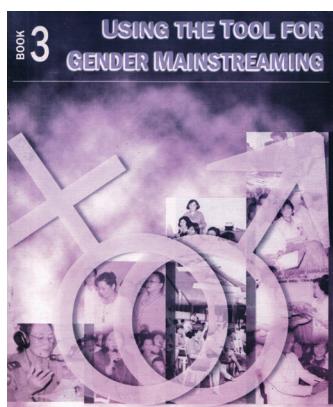
- discusses the concepts behind GAD and Gender Mainstreaming that the GAD Focal Point System (GFPS) members and users of the tool must keep in mind as they mainstream the GAD perspective in their organizational context.



#### **Book 2:**

##### *Applying the Tool to Assess Gender Mainstreaming*

- as the core of the Handbook, it describes the gender mainstreaming evaluation framework and identifies the stages of gender mainstreaming and its four entry points. Book 2 also provides the self-assessment questionnaire consisting of 38 questions that, when accomplished, will indicate the level of compliance of an organization to gender mainstreaming. The results of administering the tool provides a diagnosis on the areas of strength and areas for improvement. These results can be used by the organization as inputs to planning, monitoring and assessing its programs and services.



#### **Book 3:**

##### *Using the Tool for Gender Mainstreaming*

- relates actual experiences of selected agencies as they address the challenge of gender mainstreaming. It presents issues that were encountered and how these agencies were able to manage and address these issues. It also narrates the steps taken by agencies to adapt the GMEF into their own organizational systems, and facilitate mainstreaming in the process.

### **Enhanced GMEF**

In 2014, the PCW embarked on the process of updating the GMEF as a response to the following issues:

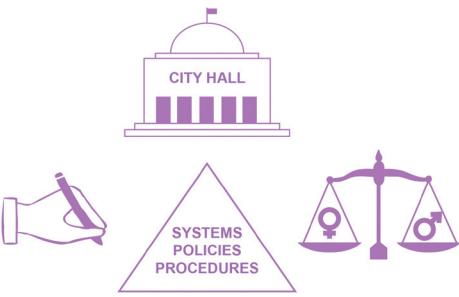
- ❖ Outdated and overlapping descriptors that confuses the user in interpreting the results of the application of the tool;
- ❖ Limited applicability of the GMEF to local government units (LGUs);
- ❖ The need to improve the scoring system to give credit to the gender mainstreaming efforts of organizations that are still underway (e.g. draft GAD policies vs. GAD policies issued); and
- ❖ The need to identify means of verification (MOVs) to support the ratings of the organizations.

The PCW Technical Services Division led the updating and revision of the GMEF. The Enhanced GMEF went through a series of internal and external validation sessions for further revisions and enhancements involving GAD Resource Pool members, PCW technical offices and 31 selected government agencies.

### ***The Entry Points of Gender Mainstreaming***

The Enhanced GMEF retained the four entry points of gender mainstreaming, namely **Policies, People, Enabling Mechanisms and Programs/Activities/Projects (PAPs)**:

**1. POLICIES** - refer to the official statements and pronouncements of support for gender mainstreaming issued by the organization. These may be in the form of department orders, special orders, administrative orders, memoranda and executive orders that spell out the commitment of an organization to pursue gender mainstreaming. This category also includes national and sectoral plans, specific guidelines, manual of implementation and the GAD Framework/Strategic Plan. The organization, through these issuances, shows its recognition and acceptance of gender mainstreaming as a critical and legitimate concern, even if in broad or general terms. Policy enhancement and improvements, including the use of gender-fair language and images, are also expected towards the development of a model GAD policy for potential replication and innovation.



### **ENHANCED GMEF**

- ♦ Has updated descriptors and scoring system based on the features of the Participatory Gender Audit (PGA) tool, Gender Impact Assessment (GIA) and Harmonized Gender and Development Guidelines (HGDG)
- ♦ Features five levels of gender mainstreaming instead of four
- ♦ Generates results that will assist organizations in locating and responding to gender gaps and needs towards women empowerment and gender equality

**2. PEOPLE** - refers to the relevant stakeholders who assume the task of gender mainstreaming. Critical to the success of gender mainstreaming are the following: (1) GAD champions among top management who actively support the GM program; (2) recognition of GFPS and staff members as GAD experts; and (3) clients (internal and external) able to participate in the planning, implementation and monitoring & evaluation of programs, activities and projects.

As an entry point, PEOPLE shares four complementary and distinct roles (Conner, 1992):



- ❖ **The Sponsor** - “the individual or group who has the power to sanction or legitimize change.” Sponsors consider the potential changes facing an organization and assess the dangers and opportunities these transitions reflect. They decide which changes will happen, communicate the new priorities to the organization, and provide the proper reinforcement to assure success.

GAD Sponsors are “responsible for creating an environment that enables these changes to be made on time and within budget.” In gender mainstreaming, the sponsors are the heads of organizations. They express support for it by issuing policies or installing the necessary enabling mechanisms, such as approving the organization’s GAD Plan and Budget. They also set the direction of the overall gender mainstreaming efforts of the organization, among other tasks.

- ❖ **The Change Agent** - “the individual or group who is responsible for actually making the change. The agent’s success depends on the ability to diagnose potential problems, develop a plan to deal with these issues, and execute the change effectively.” The primary change agents are usually the GAD Focal Point System Members (GFPS) because they facilitate the implementation of gender mainstreaming in the organization.

- ❖ **The Target** - “the individual or group who must actually change or those that will benefit from development.” The term target is used because these people are the focus of the change effort and play a crucial role in the short- and long-term success of an organization’s gender mainstreaming

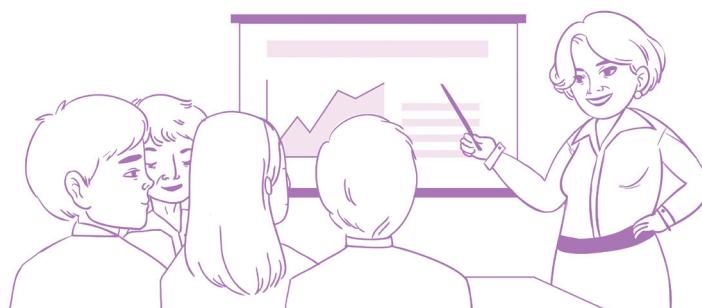
efforts. To increase the likelihood of success, they must be educated to understand the changes that they are expected to accommodate. They must also be involved in the implementation process. People in the bureaucracy, the field workers and the clients of the different organizations serve as the targets of gender mainstreaming. Officials and members of the bureaucracy are given GAD capability-building programs to engage them in the GM effort.

- ❖ **The Advocate** - “the individual or group who wants to achieve change but lacks the power to sanction it.” The presence and absence of GAD advocates determines the success rate of sustaining GAD mainstreaming initiatives. The presence of GAD advocates help lay a solid foundation built on the appreciation of GAD as a rights-based approach to development.

**3. ENABLING MECHANISMS** – refer to the systems and mechanisms installed in the organization and the funds allocated for GAD activities such as the GAD Focal Point System (GFPS) and Knowledge Management (KM) System. The success of any gender mainstreaming effort depends, to a large extent, on the resources allocated and the mechanisms that are institutionalized to implement it. Another example of an enabling mechanism for GAD is the GAD Funds Audit of the Commission on Audit (COA) that greatly helped to ensure institutional compliance to the minimum 5% utilization of the GAD budgets of agencies and local government units.



**4. PROGRAMS, ACTIVITIES, & PROJECTS (PAPs)** – refer to flagship programs or activities and projects that serve as a strategic entry point to mainstream GAD in an organization. PAPs is the most practical entry point since it involves the actual implementation of the mandate of an organization. Examples of PAPs are the review and issuance of revised GAD policies, application of gender analysis tools, and conduct of GAD advocacy and regular updating of GAD mechanisms such as the GAD database.



### *Levels of Gender Mainstreaming*

The Enhanced GMEF introduces another level of gender mainstreaming: Level 5 (Replication and Innovation) in recognition of noteworthy GAD accomplishments of some organizations that are already being used as standards by others.



In the course of implementing gender mainstreaming, an organization may progress through the following levels:

**Level 1: Foundation Formation** - During this initial level, the organization's level of gender awareness is heightened through raising people's awareness and generating support for gender mainstreaming.

In this level, it is important to establish adherence to the following GAD essential elements which include four critical activities:

1. Creation and/or Strengthening of the GAD Focal Point System (GFPS) according to guidelines issued by appropriate oversight agencies like PCW, Commission on Higher Education (CHED) and the Department of the Interior and the Local Government (DILG) (e.g. PCW Memorandum Circular 2011-01: Guidelines for the Creation, Strengthening and Institutionalization of the Gender and Development (GAD) Focal Point System);

2. Building the organization's capabilities on understanding GAD (GAD Orientation, GST), identification and analysis of gender issues (Introduction to Gender Analysis and Gender Analysis Tools, etc.), applying programmatic response to remove specific GAD-related barriers (GAD Planning and Budgeting, GAD Strategic Planning), and identifying other relevant issue-specific training sessions necessary for effective gender mainstreaming;
3. Levelling Session/s or Orientation Session/s on the application of gender analysis tools such as the International Labor Organization (ILO) Participatory Gender Audit Tool/Process, Gender Mainstreaming Evaluation Framework (GMEF) and the Gender Responsive LGU Ka Ba? (GeRL Tool) for LGUs, among others, to help organizations identify areas for improvement and track the progress of their gender mainstreaming efforts.
4. Collection of the existing data of the organization and/or of its external clients for sex-disaggregation.

**Level 2: Installation of Strategic Mechanisms** - This level marks the transition of the organization toward gender mainstreaming by creating enabling conditions supportive of GAD, such as:

- a. Putting key people, necessary policies, support structures, systems and mechanisms in place to facilitate and sustain gender mainstreaming; and
- b. Initial application of GAD concepts and tools.

Some examples of establishing GAD mechanisms include having a functional Committee on Decorum and Investigation (CODI), Violence against Women and their Children (VAWC) referral system, barangay Violence against Women (VAW) desks, Women's Economic Empowerment (WEE) desk and other mechanisms responding to the gender needs of its internal and external clients. In this level, GAD activities move beyond compliance and commitment to women's empowerment and gender equality to actually starting to address the gender issues of the organization's clients (internal and external).

**Level 3: GAD Application** – In this level, GAD-related activities are already institutionalized within the organization. Interventions are usually based on a strategic GAD agenda that guides GAD

planning and budgeting implementation. Efforts to institutionalize gender mainstreaming cease to be sporadic and uncoordinated. The GPB has become more strategic in terms of applying gender analysis in regular programs which results in either increased attribution of the GAD budget and/or more gender responsive programs. Some of these interventions are:

- a. Gender efforts to produce intended or desired impact on women empowerment, and gender equality have been integrated and consolidated; and
- b. GAD integration in the MFOs, mandates and performance indicators of the organization to ensure that GAD will be mainstreamed into the organization's operations (e.g. Issuance of CHED Memorandum Order 2015-01: Establishing the Policies and Guidelines on GAD in the Commission on Higher Education Institutions to "introduce and institutionalize gender equality and gender-responsiveness and sensitivity in the various aspects of Philippine higher education").

#### **Level 4: Commitment Enhancement and Institutionalization –**

At this level, the organization has already institutionalized gender mainstreaming and is focused on sustaining its efforts. At the same time, it also challenges organizations to continuously evaluate and improve their efforts. After all, the long-term goal is to improve the government's ability to respond to gender issues and concerns on a sustained basis. By this time:

- a. Gender mainstreaming efforts of the organization are continuously monitored and evaluated; and
- b. GAD is integrated in all aspects of an organization's operations, programs and projects.

In producing the desired impacts, it is essential to examine the intended outcome of gender mainstreaming at this level, compared with the organization's status before the change was introduced.

**Level 5: Replication and Innovation –** This stage indicates that GAD has been fully mainstreamed into the mandate of the organization and is being recognized by others as a model in gender mainstreaming. The GFPS members of the organization do not only serve as internal experts but are also invited by other organizations as GAD technical assistance providers. GAD-related mechanisms established by the organization are also certified

as learning hubs by national and/or international organizations. Noteworthy accomplishments of the organization may also be cited or featured in the news or in GAD-related publications as examples of good or noteworthy practices in the implementation of gender mainstreaming.

From Level 1 to Level 5, a series of activities, tasks and decisions are implemented by organizations and LGUs. These are illustrated by the GMEF descriptors that identify the scaling-up of GAD activities from Levels 1 to 5 in terms of gender mainstreaming efforts in policies, people, enabling mechanisms and PAPs. In other stages, activities and tasks are a result of strategic and operational plans developed by the GFPS members in consultation with PCW, partner institutions and individual GAD experts.

---

### *The GMEF Descriptor Matrix*

The Enhanced GMEF still retained the Descriptor Matrix, also known as “banig” (Filipino translation for matrix). It shows the visual progression of the gender mainstreaming efforts of an organization from Level 1 to Level 5.

Compared to the old descriptor matrix, the Enhanced GMEF descriptor matrix has one descriptor corresponding to each of the questions in the four organizational assessment questionnaires instead of multiple descriptors per question. It also shows not only the over-all progression of the gender mainstreaming efforts of an organization, but also its progression per entry point (e.g. improvement of gender mainstreaming from Level 1 to Level 2 in the Policy entry point).

*The Enhanced GMEF descriptor matrix consists of 93 descriptors in total representing the four GMEF entry points: Policies, People, Enabling Mechanisms and PAPs.*

---

### *The Policy Descriptor Matrix*

This matrix consists of 13 descriptors that track the progress of an organization’s efforts in integrating GAD in its plans and policy issuances.

- ❖ At the **Foundation Formation level**, organizations issue policies supporting the elements of GAD Planning and Budgeting, review existing policies to ensure consistency with new GAD issuances, and issue documents to support attendance to PCW-led GAD-related events.

- ❖ At the **Installation of Strategic Mechanisms level**, organizations progress to the issuance of policies to address gender issues using gender-fair language and images among its internal and external clients.
- ❖ At the **GAD Application level**, a GAD agenda or strategic framework on GAD is already adopted and implemented to ensure that GAD is being integrated in the organization's major programs and projects.
- ❖ At the **Commitment Enhancement and Institutionalization level**, the plans and policies of the organization have already resulted in positive impacts.
- ❖ At the **Replication and Innovation level**, these plans and policies are continually enhanced and used as standards by other organizations in developing their own gender-sensitive policies and plans.

POLICIES (13 DESCRIPTORS)				
LEVEL 1 Foundation Formation	LEVEL 2 Installation of Strategic Mechanisms	LEVEL 3 GAD Application	LEVEL 4 Commitment Enhancement and Institutionalization	LEVEL 5 Replication and Innovation
1.1 Policies articulating support to GAD Mandates and establishing four essential elements of GAD Planning and Budgeting issued	2.1 Policies reflecting the organization's interest for gender mainstreaming issued		4.1 GAD policies of the organization resulted in bridging gender gaps of clients (internal and external)	5.1 Organization's GAD policy/ies used as model/standard by other organizations
1.2 Existing policies reviewed for consistency with emerging GAD issues and issued accordingly	2.2 Policies addressing the gender needs of the clients (internal and external) of the organization issued		4.2 Policies continually developed and/or enhanced based on the results of gender analysis	
1.3 Broad statements of intentions or aspirations reflecting the organization's support for GAD related activities issued	2.3 Policies issued by the organization use gender-fair language and images		4.3 Vision, mission and goals of the organization integrated with GAD perspective	

POLICIES (13 DESCRIPTORS)				
LEVEL 1 Foundation Formation	LEVEL 2 Installation of Strategic Mechanisms	LEVEL 3 GAD Application	LEVEL 4 Commitment Enhancement and Institutionalization	LEVEL 5 Replication and Innovation
		3.1 GAD Agenda/ Strategic Framework adopted by the organization  3.2 Organizational/ national and sectoral plans integrated with GAD perspective  3.3 National/ Sectoral GAD policies formulated by the organization		

#### *The People Descriptor Matrix*

This matrix consists of 27 descriptors that track the progress of an organization's efforts in ensuring that its people, whether top management, GFPS members or employees are gender-responsive and supportive of the organization's gender mainstreaming efforts.

- ❖ At the **Foundation Formation level**, the organization designates key people to be part of its GFPS and ensures that the appropriate capacity development sessions on GAD are provided to its top management, GFPS and staff members.
- ❖ At the **Installation of Strategic Mechanisms level**, the organization moves from the conduct of GAD Orientations towards ensuring that its program implementers are trained to do gender analysis, and clients are given opportunities to articulate their gender issues as per direction of its top management.
- ❖ During the **GAD Application level**, top management, GFPS members and program implementers are consciously integrating GAD in the organization's regular operations.
- ❖ At the **Commitment Enhancement and Institutionalization level**, the organization's GFPS

champions are already tapped as GAD resource persons within the organization and are able to develop GAD-related tools customized to the mandate of the organization.

- ❖ Lastly, during the **Replication and Innovation level**, the people of the organization are already recognized and tapped as GAD experts by other organizations, while its top management is able to raise GAD concerns during high level meetings/discussions.

PEOPLE (27 DESCRIPTORS)				
LEVEL 1 Foundation Formation	LEVEL 2 Installation of Strategic Mechanisms	LEVEL 3 GAD Application	LEVEL 4 Commitment Enhancement and Institutionalization	LEVEL 5 Replication and Innovation
1.1 People in strategic positions designated to be members of the GFPS  1.2 GFPS members attended appropriate and relevant trainings on GAD			4.1 GFPS members able to serve as GAD resource persons within the organization, including in regional offices and attached agencies	
1.3 Top management attended Basic GAD Orientation or GST  1.4 Staff members attended Basic GAD Orientation or GST	2.1 Top management directs the implementation of the GPB  2.2 Program implementers trained on GA and use of GA tools	3.1 Top management directs integration of GAD in the organization's PAPs and performance indicators  3.2 GFPS and program implementers integrate GAD in the development of the organization's GAD PAPs	4.2 Top management directs the monitoring of the organization's GAD PAPs  4.3 Concerned staff members calibrate GAD PAPs to address emerging gender issues  4.4 Top management and concerned staff members reflect GAD functions in their performance contracts or TORs	5.1 Top management raise GAD concerns during high level meetings/discussions

PEOPLE (27 DESCRIPTORS)				
LEVEL 1 Foundation Formation	LEVEL 2 Installation of Strategic Mechanisms	LEVEL 3 GAD Application	LEVEL 4 Commitment Enhancement and Institutionalization	LEVEL 5 Replication and Innovation
1.5 Top management and GFPS members aware and conscious of GAD-related policies and mandates	2.3 Concerned staff members trained on the importance of collecting SDD and gender statistics	3.3 Concerned staff members utilize SDD and/or gender statistics to enhance the organization's GAD PAPs	4.5 Concerned staff members develop tools and/or KPs on GAD	5.2 Organization's staff members recognized as GAD experts and tapped by other organizations
1.6 Top management allow staff members to participate in GAD-related activities	2.4 Male employees involved and appreciative of the organization's GAD PAPs  2.5 Clients (internal and external) oriented on the GAD PAPs of the organization	3.4 Top management support the appointment of qualified women staff members to leadership positions  3.5 Women assume critical roles and authority in the organization		
	2.6 Clients (internal and external) articulate gender needs/issues in the development of the organization's GAD PAPs	3.6 Clients (internal and external) participate in the planning and implementation of the organization's GAD PAPs	4.6 Clients (internal and external) participate in the planning and implementation of the organization's GAD PAPs	5.3 External clients recognized as GAD champions by reputable local, national and international organizations

**Enabling  
Mechanisms  
Matrix**

This matrix consists of 23 descriptors that track the progress of an organization's efforts in ensuring that mechanisms to mainstream the GAD perspective are established and fully functional.

- ❖ At the **Foundation Formation level**, the organization has established or reconstituted its GAD Focal Point System as a catalyst for gender mainstreaming. It is also at this level where the organization has conducted exploratory engagements with PCW and other GAD-related institutions and experts.

- ❖ At the **Installation of Strategic Mechanisms level**, other GAD mechanisms that will address the needs of the organization's internal and external clients are established, and there is a marked increase in the utilization of the GAD Budget.
- ❖ At the **GAD Application level**, the organization judiciously utilizes more than the minimum 5% GAD Budget allocation while boasting of a fully functioning M&E System and has set-up a Knowledge Management System.
- ❖ At the **Commitment Enhancement and Institutionalization level**, the organization's enabling mechanisms can now track desired gender-related impacts and are able to produce GAD-related knowledge products.
- ❖ At the **Replication and Innovation level**, the enabling mechanisms are recognized as models by other organizations and the whole budget of the organization is fully gender-responsive.

ENABLING MECHANISMS (23 DESCRIPTORS)				
LEVEL 1 Foundation Formation	LEVEL 2 Installation of Strategic Mechanisms	LEVEL 3 GAD Application	LEVEL 4 Commitment Enhancement and Institutionalization	LEVEL 5 Replication and Innovation
1.1 GFPS or similar GAD mechanism created/reconstituted in accordance with MCW and pertinent policies issued by oversight agencies	2.1 Functional GFPS established based on guidelines issued by relevant oversight agencies			5.1 GFPS recognized and awarded as a model GAD mechanism by reputable local, national and international organizations on gender mainstreaming
	2.2 Other GAD mechanisms established	3.1 Other GAD mechanisms established coordinate, monitor and report progress of implementation of its functions	4.1 Other GAD mechanisms contributes towards the attainment of its desired impact/s	5.2 Other GAD mechanisms recognized as models by other organizations
	2.3 At least 5% of the total organization budget utilized to implement GAD PAPs	3.2 At least 30% of the total organization budget utilized to implement GAD PAPs  3.3 GAD budget utilized judiciously	4.2 At least 70% of the total organization budget utilized to implement GAD PAPs	5.3 100% of the total organization budget utilized to implement GAD PAPs

ENABLING MECHANISMS (23 DESCRIPTORS)				
LEVEL 1 Foundation Formation	LEVEL 2 Installation of Strategic Mechanisms	LEVEL 3 GAD Application	LEVEL 4 Commitment Enhancement and Institutionalization	LEVEL 5 Replication and Innovation
1.2 Exploratory activities initiated with PCW or other agencies, institutions and/or individuals to facilitate gender mainstreaming	2.4 Engagement established with agencies/LGUs institutions and/or individuals towards strategic implementation of GAD PAPs	3.4 Partnership with agencies/LGUs, institutions and/or individuals towards the strategic implementation of GAD PAPs		
1.3 Information collected towards the establishment of database with SDD and enhancement of M&E system	2.5 Organization able to collect or generate SDD and/or gender statistics	3.5 SDD/gender statistics utilized by the organization in all levels of the development planning cycle	4.3 Database with SDD and/or gender statistics collects or generates sector-specific KPs on GAD  4.4 M&E system of the organization tracked the desired gender-related impacts of the organization's GAD PAPs	5.4 Centralized GAD database established and accessible to regional and attached offices, clients and partner organizations
			4.5 KM system of the organization has GAD-related knowledge products	5.5 KM system integrated with GAD and replicated by other organizations

### *Programs/ Activities/Projects Matrix*

This matrix consists of 30 descriptors that track the organization's progress in mainstreaming GAD in all of its programs, activities and projects, whether through policy and/or plan formulation and issuances, capacitating the GFPS and generating top-level management support on GAD, or the establishment of enabling GAD mechanisms.

- ❖ At the **Foundation Formulation level**, an organization has expressed initial support to gender mainstreaming through the conduct of GAD capacity development sessions for its GFPS members, top management and the rest of its employees. It has also involved clients to ensure that their gender

issues are taken into account, while also consulting with PCW and relevant organizations and individual experts on GAD. It is also at this stage that the organization plans or sets-up a GAD corner containing GAD IEC materials or references for the use of its clients (internal and external).

- ❖ At the **Installation of Strategic Mechanisms level**, the organization already has a GAD agenda or strategic framework on GAD to guide its gender mainstreaming efforts through the implementation of its GAD Plan and Budget. Deepening sessions for GFPS members and concerned staff members are also conducted, especially on the application of gender analysis tools. These sessions are meant to further guide them on how to intensify gender mainstreaming efforts in the organization. Lastly, IEC materials are customized for the organization's use and a GAD section in the website is planned or set-up.
- ❖ At the **GAD Application level**, the organization ensures that the implementation of its GAD PAPs, especially those in the GAD Plan and Budget are monitored. External clients are also capacitated through relevant GAD sessions. Finally, a Knowledge Management (KM) system to ensure the transfer of knowledge on GAD is set-up.
- ❖ At the **Commitment Enhancement and Institutionalization level**, the organization ensures that monitoring of its GAD PAPs is sustained and its impacts evaluated. Sector-specific GAD capacity development sessions for both internal and external clients are also conducted, as well as periodic application and re-application of gender analysis tools to ensure integration of GAD in the organization's PAPs. A sustainability action plan for GAD is also developed.
- ❖ At the **Replication and Innovation level**, the organization is now recognized as a learning hub for its noteworthy GAD efforts with convergence models resulting from its partnerships. GAD knowledge products and IEC materials produced by the organization are also utilized by other organizations as references or models to develop their own GAD-related materials.

PROGRAMS/ACTIVITIES/PROJECTS (30 DESCRIPTORS)				
LEVEL 1 Foundation Formation	LEVEL 2 Installation of Strategic Mechanisms	LEVEL 3 GAD Application	LEVEL 4 Commitment Enhancement and Institutionalization	LEVEL 5 Replication and Innovation
1.1 International/national/local GAD-related events observed by the organization				
	2.1 GAD agenda, strategic framework on GAD or GAD Code formulated 2.2 GAD Plan and Budget (GPB) developed based on the GAD agenda/GAD Code, emerging gender issues, new international and national GAD mandates and results of gender analysis	3.1 Implementation of GAD PAPs monitored 3.2 Organization's and GAD PB and GAD AR prepared, timely submitted and endorsed	4.1 Implementation and monitoring of international, national and local GAD mandates sustained and institutionalized	
1.2 Basic GAD orientation or GST conducted for the organization's clients (internal and external)	2.3 GAD deepening sessions for GFPs and concerned staff members based on results of TNA or updated GAD policies and tools conducted	3.3 Capacity development on GAD conducted and sustained for clients (internal and external) 3.4 Capacity development on GAD to develop internal GAD experts conducted	4.2 Sector-specific GAD capacity development sessions conducted for clients (internal and external)	

PROGRAMS/ACTIVITIES/PROJECTS (30 DESCRIPTORS)				
LEVEL 1 Foundation Formation	LEVEL 2 Installation of Strategic Mechanisms	LEVEL 3 GAD Application	LEVEL 4 Commitment Enhancement and Institutionalization	LEVEL 5 Replication and Innovation
1.3 Consultations with clients (internal and external) to identify gender issues and corresponding strategies conducted	2.4 GA tools applied in the review, enhancement or development of PAPs	3.5 GA tools regularly applied in the development planning cycle to assess gender-responsiveness of PAPs	4.3 Regular application of GA tools to assess gender-responsiveness of PAPs conducted.	5.1 Organization is recognized as a GAD learning hub for its notable GAD PAPs
1.4 Consultations with PCW and relevant organizations/ individuals on GAD mainstreaming conducted	2.5 Facilities and services that address gender issues and concerns of clients (internal and external) established			5.2 Convergence model resulting from partnerships recognized and replicated by other organizations
1.5 Existing IEC materials and KPs reviewed and revised to ensure use of gender-fair language and images	2.6 Orientation module for employees with gender sensitivity as core competency developed	3.6 GAD section in website regularly updated		5.3 GAD KPs and GAD IEC materials used by other organizations
1.6 GAD corner set-up	2.7 IEC materials on GAD for clients (internal and external) developed and disseminated			
	2.8 GAD section in organization's website created			
		3.7 KM system as a mechanism to transfer of knowledge on GAD set-up	4.4 Sustainability action plan for GAD PAPs developed 4.5 Impact evaluation of GAD PAPs of the organization conducted	5.4 Existing award/incentive system of the organization integrated with GAD perspective

The GMEF descriptors have both vertical and horizontal correlations. Vertically, positive response manifesting application of the GMEF descriptor will indicate the agency's progress from the first level (Foundation Formation) to the last level (Replication and Innovation) of gender mainstreaming. Horizontally, positive response of descriptors also indicate how each entry point enhances or contributes to the attainment of the objectives reflected by each level of gender mainstreaming.

For example, the horizontal progression on the issuance of a policy reconstituting the GFPS has a similar indicator in the enabling mechanism entry point referring to the reconstitution of the GFPS in accordance to PCW MC 2011-01. In short, horizontal progression is not a duplication but a means to ensure that most descriptors have counterpart descriptors in the other entry points.

Vertical progression means that the organization's mainstreaming efforts have moved from Level 1 to Level 5 through compliance with the descriptors per entry point. An example of vertical progression would be the leveling-up of capacity development of the GFPS members of an organization, from attending the Basic GAD trainings to becoming internal GAD experts, and eventually being tapped by other organizations as GAD practitioners. It refers to the gradation of the descriptor from Foundation Formation to Replication and Innovation levels.

## *Guide for Administering the Enhanced Gender Mainstreaming Evaluation Framework*

This section of the Handbook provides the detailed guide for the application of the tool specifically: 1) the administration of the organization assessment questions, 2) the possible means of verification (MOVs) to validate the scores, and 3) interpretation of the results.

### **GENERAL GUIDELINES**

**Preparation for the GMEF Assessment:** The GAD Focal Point System (GFPS) members of the organization shall lead the conduct of the GMEF Assessment. The GFPS should also invite staff members from relevant offices who can facilitate accomplish the tool, such as program implementers or service providers.

In responding to the questions, the agency may group together relevant offices/units to accomplish a specific questionnaire most relevant to their functions, e.g. Policy Development Division with Office of the Secretary to accomplish the Policy Questionnaire, while Regional Offices may accomplish the PAPs Questionnaire.

After the accomplishment of all the questionnaires, each group may report its consolidated ratings in a plenary session for further discussion and enhancement. The GFPS may also set a deadline for the submission of incomplete/additional MOVs to complete the GMEF assessment.

## GENERAL GUIDELINES

In case the GFPS members need capacity-building on administering the GMEF assessment (for first time users), assistance from PCW or a GAD consultant may be sought.

**Frequency of Assessment:** Ideally, the organization should be reassessed using the GMEF once every three years or depending on the need of the organization to monitor the progress of its gender mainstreaming efforts.

**Participants:** GFPS and key technical officers working on GAD mainstreaming must participate in the assessment. Ideally, GFPS members should be familiar with the institutional level of awareness and competencies in GAD capacity development. In case of a newly reconstituted GFPS, the former members of the GFPS may be invited to participate in the workshop to administer the GMEF tool. It is advantageous if the GFPS members are familiar with GAD-related laws, policies and programs.

## TIPS DURING GMEF ASSESSMENT:

1. The organization should establish the timeline of the assessment to include technical preparation of MOVs and identification of relevant personnel for the GMEF assessment.
2. The GFPS members and relevant personnel should be gathered in one venue to focus on the assessment. This activity may also be part of a GAD-related training of the organization to maximize resources. The cost of the assessment/training may be charged to the GAD Budget of the organization following government accounting rules and regulations.
3. Regional offices may be invited during the GMEF assessment of the Central Office/Department while attached agencies, especially those with mandates that are different from that of the Central Office, may conduct a separate GMEF assessment.
4. Once the GMEF assessment is done, the GFPS members should ensure that all MOVs are properly secured as reference for the next assessment.
5. Please note that some documents may be used as MOV for more than one item (e.g. GAD Plan and Budget).
6. The results of the GMEF can be used as a guide in developing the necessary interventions and steps to further pursue gender mainstreaming.

### ***Accomplishing the individual Organizational Assessment Questionnaires***

There are four sets of GMEF Organizational questionnaires representing each of the following entry points: Policy, People, Enabling Mechanisms and Programs/Activities/Projects (PAPs). It contains the following four columns:

1. **Descriptor** - refers to the series of questions asked to assess whether an organization has complied with the gender mainstreaming element in the GMEF tool. It also includes the options for scoring (e.g. possible scores are: 0, 0.41 and 0.83). Questions in the organizational assessment questionnaires vary in number per entry point.
2. **Score** (with 3 sub columns representing No, Partly Yes, Yes) - adopted from the Harmonized GAD Guidelines. This column shows all possible scoring options (No, Partly Yes and Yes) of an organization to the questions asked (descriptors). It also includes the criteria for the proper assessment/rating of the compliance of an organization per question.
3. **Score per Item** - indicates the column where the organization should write the score/rating per question. At the end of every sub-level, a sub-total GMEF score is also indicated for easier computation of the total score.
4. **Means of Verification (MOV)/ Remarks** - this last column lists the required MOVs to validate the score/rating received by an organization. It also has additional questions that an organization should answer to substantiate or justify the score/rating received.

Each organizational assessment questionnaire per entry point has a maximum score of 25 points in total divided by the number of questions per sub-level. The four organizational assessment questionnaires will yield a maximum score of 100 points.

*Below is the guide for accomplishing the Enhanced GMEF Tool:*

1. Each question (descriptor) is marked with three possible scoring options representing **(1) YES; (2) PARTLY YES; and (3) NO** with the criteria for scoring included per question. The organization should choose the best score/rating based on the criteria and indicate a score in the **Score per item column** (column 3).

2. Under the **MOV/Remarks Column**, an organization should take note of the MOVs required and attach said documents to validate the score/rating of the organization for said question. The organization should also provide an additional explanation or justification as may be required in the column.

DESCRIPTORS	SCORE			Score per item	Means of Verification/ Remarks
	NO	PARTLY	YES		
<b>1. On Establishing GFPS &amp; GAD Champions/Advocates (max score: 5; for each item, .083)</b>					
1.1 Has the organization designated people in strategic positions who can be members of the GFPS? <i>(possible scores are 0, 0.41, and 0.83)</i>	The organization has yet to identify key people to be members of the GFPS	Some members of the GFPS occupy strategic positions in the organization	Majority of the members of the GFPS occupy strategic positions in the organization		If yes, provide details of the SO or MC that formalized the creation of the GAD focal point system and attach a copy for validation.  If no, explain why the organization has not identified people in strategic positions who can be members of the GFPS?  _____

3. All scores for each level should be added at the **Sub-Total GMEF Score** rows. All organizational assessment questionnaires have four Sub-Total GMEF Score rows.
4. Add all the scores in the **Sub-Total GMEF Score** rows to come up with the **Total GMEF Score** per entry point.
5. Transfer all the scores (both Sub-Total Scores and Total Score per entry point) to the **GMEF Score Sheet** and add the four Total Scores to come up with the **Over-all GMEF Score**.

## GMEF SCORESHEET

**Name of Organization Assessed:** \_\_\_\_\_

**Date Administered:** \_\_\_\_\_

**Inclusive Period of Assessment:** \_\_\_\_\_

Key Areas	Score
<b>Policy</b>	
1. Issuance of initial policies on GAD	
2. Issuance of policies to mainstream GAD in the organization	
3. Integration of GAD in the Organization's Policies	
4. Updating and Continuous Enhancement of GAD Policies	
5. Model GAD Policy	
	<i>Sub-Total:</i>
<i>Level for Policy:</i>	
<b>People</b>	
1. For Establishing GFPS & GAD Champions/Advocates	
2. For GAD Initiatives & Capacity Development Activities	
3. For GAD Sponsorship & Related Programs	
4. GAD Champions as Program Implementers	
5. GAD Experts	
	<i>Sub-Total:</i>
<i>Level for People:</i>	
<b>Enabling Mechanisms</b>	
1. Setting-up of Essential GAD Mechanisms	
2. Functional GAD Mechanisms	
3. Integration of GAD in the Organization's Mechanisms	
4. Advanced GAD Structures and Systems	
5. Model GAD Structures and Systems	
	<i>Sub-Total:</i>
<i>Level for Enabling Mechanisms:</i>	
<b>Programs, Activities and Projects (PAPs)</b>	
1. Initial Activities to Facilitate GAD Mainstreaming	
2. Establishing Commitment towards GAD Mainstreaming	
3. GAD Application	
4. GAD Commitment and Institutionalization	
5. Model PAPs	
	<i>Sub-Total:</i>
<i>Level for PAPs:</i>	
<b>TOTAL SCORE</b>	
<b>Over-all Level:</b>	

6. To get the Total Score per entry point, add the Sub-Total Scores per questionnaire and refer to the following Legend of Scores to determine level of GAD mainstreaming efforts:

<b>Over-all Level</b>	<b>RANGES</b>	<b>LEVEL DESCRIPTION</b>
	0-30.99 points	1: Foundation Formation
	31-60.99 points	2: Installation of Strategic Mechanisms
	61-80.99 points	3: GAD Application
	81-95.99 points	4: Commitment Enhancement and Institutionalization
	96-100 points	5: Replication and Innovation

7. To get the level of gender mainstreaming per entry point, add the Sub-Total Scores per questionnaire and refer to the following Legend of Scores:

<b>Level Per Entry Point</b>	<b>RANGES</b>	<b>LEVEL DESCRIPTION</b>
	0-7.99 points	1: Foundation Formation
	8-14.99 points	2: Installation of Strategic Mechanisms
	15-19.99 points	3: GAD Application
	20-23.99 points	4: Commitment Enhancement and Institutionalization
	24-25 points	5: Replication and Innovation

8. Agencies should take note of questions/descriptors with “NO” and “PARTLY YES” responses and design programs or undertake activities to address these gaps.
9. The organization may re-administer the GMEF Organizational Assessment Questionnaires after a specified period of time (e.g. every 3 years) to keep track of the progress of its GAD mainstreaming efforts.

### *Analyzing the Results of Administering the Enhanced GMEF*

The results of administering the Enhanced GMEF will serve as a means of diagnosis for the organization on where it should focus its gender mainstreaming efforts. For example, a low score in the entry point Enabling Mechanisms indicates that the organization needs to create GAD mechanisms or ensure the functionality of the existing one. On the other hand, a high score in the People entry point indicates that the organization’s people, even the top management, are generally supportive of the

organization's GAD efforts and are fully capacitated to mainstream GAD in all of the organization's programs and projects.

The ratings pertain to the stages of the framework. A rating of 1 may mean that the organization's gender mainstreaming efforts are still limited in joining GAD-related activities led by the PCW or other organizations or issuing policies in support of gender mainstreaming, while a rating of 4 implies that gender mainstreaming has already been institutionalized in the organization.

The challenge lies in maximizing the strong points of the organization to hasten the institutionalization of GAD within its policies, systems and procedures. GMEF descriptors with zero scores or low scores represent the areas where actions are needed to enhance implementation.

After the assessment, enough information would have already been generated to aid the organization in improving its gender mainstreaming efforts. The organization should sustain efforts on entry points with high scores and target interventions for the entry points with lower scores to further improve the overall level of gender mainstreaming of the organization. The said interventions can be included in the GAD Plan and Budget of the organization to ensure that these will be implemented and monitored.

**Possible Means of Verification (MOVs) Per Descriptor**

This section of the Handbook provides for the list of possible Means of Verification (MOVs) per item that the organization may refer to, when validating the results of the administration of the GMEF tool.

### Policy Descriptors

Level 1: Issuance of initial policies on GAD	
Descriptor	Possible Means of Verification
1.1 Policies articulating support to GAD Mandates and establishing four essential elements of GPB issued	<ul style="list-style-type: none"> <li>1. A policy articulating support to GAD mandates and establishing all the following four elements of GPB namely: (1) Setting up of GFPS or GAD Office; (2) Collection and maintenance of sex-disaggregated database; (3) Conduct of organization-wide Gender Audit and (4) Capacity-building of GFPS;</li> <li>2. Separate policies issued establishing at least one GPB element;</li> <li>3. Reissued/updated policy reflecting compliance to new GAD issuances such as the reconstitution of GFPS system of the organization; or</li> <li>4. LGU policies incorporating elements of GPB such as GAD Code and Gender-Responsive Comprehensive Development Plan (CDP)</li> </ul>
1.2 Existing policies reviewed for consistency with emerging GAD issues and issued accordingly	<ul style="list-style-type: none"> <li>1. Revised or reissued policy/plan as cited in 1.1;</li> <li>2. Documentation of the review conducted if the policy/plan reviewed does not need updating; and</li> <li>3. New GAD policies/plans issued after the review.</li> </ul>
1.3 Broad statements of intentions or aspirations reflecting the organization's support for GAD-related activities issued	<ul style="list-style-type: none"> <li>1. The organization issued three or more separate policies supporting GAD-related activities such as Women's Month activities, 18-day Campaign on VAW, Rural Women's Day, etc.; or</li> <li>2. Internal policies supporting other GAD-related activities such as office orders/travel order for attendance of GAD trainings/conference and seminars.</li> </ul>
2.1 Policies reflecting the organization's interest for gender mainstreaming issued	<ul style="list-style-type: none"> <li>1. All MOVs cited in 1.1 and 1.2;</li> <li>2. Document issued stating support for GAD such as directive from the top management or LCE to mainstream GAD, implement GAD programs, relevant policies/plans and create/reconstitute mechanisms such as the GFPS;</li> </ul>

<b>Level 2: Issuance of policies to mainstream GAD in the organization</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
2.1 Policies reflecting the organization's interest for gender mainstreaming issued	<p>3. A copy of policy/guideline approving the GAD agenda/GAD Framework/GAD Strategic Plan; and</p> <p>4. Issuance of an order or policy indicating enhancement or updating of items 1 or 2.</p> <p><i>*If said document is issued annually then three successive issuances will be required to merit a full score for this item</i></p>
2.2 Policies addressing the gender needs of the clients (internal and external) of the organization issued.	<p>1. Approved GAD Plan and Budget with client-focused and organization-focused PAPs;</p> <p>2. Sectoral or organization plans identifying programs to address gender issues of employees and external clients;</p> <p>3. Administrative orders or policies on flexi-time or support for women qualified to be promoted to management positions; and</p> <p>4. Policies creating facilities and mechanisms for the use of employees and/or external clients such as breastfeeding rooms/daycare centers and establishment of CODI or VAW referral desk as applicable.</p>
2.3 Policies issued by the organization to use gender-fair language and images	<p>1. Administrative Order or Executive Order enjoining the organization to adopt the use of gender-fair language and images in policy issuances;</p> <p>2. Policy enjoining the organization personnel to adopt existing guidelines on the use of gender-fair language and images in policy issuances (e.g. CSC circular on gender fair language); or</p> <p>3. Policy adopting the use of gender-fair language and images based on policy issuances issued by the mother agency (e.g. Armed Forces of the Philippines issuing a policy to adopt DND Guidelines on the Use of Gender-Fair Language); or</p> <p>4. Policy adopting the directive of the line agency/LGU to use gender-fair language and images in policy issuances (for attached agencies/bureaus).</p>
<b>Level 3: Integration of GAD in the Organization's Policies</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
3.1 GAD Agenda/ Strategic Framework on GAD adopted by the organization	<p>1. Copy of the draft or approved three-year/annual GAD mandate/GAD Strategic Framework of the organization; or</p> <p>2. Copy of the draft or approved GAD Code or three-year GAD agenda of the LGU or document adopting GAD agenda/ GAD Code of municipality or city (for barangays).</p>

<b>Level 3: Integration of GAD in the Organization's Policies</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
3.2 Organizational and national/sectoral plans integrated with GAD perspective	<ol style="list-style-type: none"> <li>1. National policies or national plans issued by oversight organizations such as the Bottoms Up Budgeting (BUB) or DBM or Philippine Development Plan (PDP) of NEDA highlighting where GAD has been mainstreamed;</li> <li>2. Approved sectoral or Annual Work and Financial Plan denoting presence of GAD PAPs (NGA or LGU WFP, Youth Plan, DRRM Plan, etc.);</li> <li>3. Copy of the approved Comprehensive Development Plan (CDP), Executive-Legislative Agency (ELA), Annual Investment Plan (AIP) or other relevant LGU plan integrated with GAD;</li> <li>4. NGA or LGU Capacity Development Plan for GAD where topics on GAD were integrated (e.g. HR Plan or Capacity Development Plan for Project Implementers); or</li> <li>5. Project Implementation Plan of Major or Flagship Programs, whether GAA or ODA-funded integrated with GAD that have scored at least 4 when subjected to the Harmonized Gender and Development Guidelines (HGDG).</li> </ol>
3.3 National/sector-specific GAD policies formulated by the organization	<ol style="list-style-type: none"> <li>1. Policies issued to implement specific mandates under laws on women such as Special Gynecological Leave for Women, DFA-establishment of Gender Focal Point Officer in Philippine Embassies and Consulates, Gender-Responsive DRRM Plan, GAD Code, RH Code and National Action Plan on Women, Peace and Security (NAP WPS); or</li> <li>2. Approved GAD Code and/or GAD Code IRR for LGUs.</li> </ol>
<b>Level 4: Updating and Continuous Enhancement of GAD Policies</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
4.1 GAD policies of the organization resulted in bridging gender gaps of clients (internal and external)	<ol style="list-style-type: none"> <li>1. Copy of GAD Accomplishment Reports, Gender Impact Assessment, Policy Assessment Reports and/or program/project documentation integrated with GAD with the following data: <ol style="list-style-type: none"> <li>a. Statistical data/qualitative data showing impacts or results from the issuance of policies (e.g. decline in the number of VAWC cases and rise in the number of males participating in family planning program);</li> <li>b. Anecdotal/interview data from beneficiaries on how the policy creating the program/mechanisms has benefitted them (whether written or video testimonies); and</li> <li>c. Citations, awards or recognition received by the organization due to the positive impacts of GAD policies implemented.</li> </ol> </li> </ol>

<b>Level 4: Updating and Continuous Enhancement of GAD Policies</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
4.2 Policies continually developed and/or enhanced based on the results of gender analysis	<ol style="list-style-type: none"> <li>1. MOVs cited in 1.2 and 3.2;</li> <li>2. Policies issued to implement GAD-related mandates of the organization to align with current laws relating to women's empowerment and gender equality (e.g. <i>Issuance of CHED Memorandum on GAD for Higher Educational Institutions</i>);</li> <li>3. Policies issued indicating revision of documents such as other policies, plans, reports, etc. to mainstream gender perspective or use of gender-fair language and images;</li> <li>4. Policy issued resulting from review of existing GAD policies (e.g. reconstitution of GFPS to comply with Guidelines on the Creation of GFPS); and</li> <li>5. Policies issued based on the results of the administration of GA tools such as GMEF, HGDG, GERL Ka Ba? etc. (e.g. <i>policy on including indicators to monitor gender related impact of PAMANA project</i>).</li> </ol>
4.3 Vision, mission and goals of the organization integrated with GAD perspective	<p>Words and phrases indicating gender equality are reflected in the VMG of the organization as related to its mandates, such as:</p> <ul style="list-style-type: none"> <li>a. Inclusive growth;</li> <li>b. Equal development/Equal/Equitable;</li> <li>c. Affirmative Action;</li> <li>d. Men and Women;</li> <li>e. Women's Empowerment/Empowerment of All/For All/ Equal Empowerment;</li> <li>f. Universal Access;</li> <li>g. Gender-Sensitive/Gender-Responsive/Gender Transformative;</li> <li>h. Gender-Fair;</li> <li>i. Needs-Based;</li> <li>j. Rights-Based;</li> <li>k. Prioritization of vulnerable/marginalized groups; or</li> <li>l. Other terms that connotes emphasis on equal enjoyment of men and women on the services and programs provided by the organization as well as giving emphasis on those who are more vulnerable.</li> </ul>
<b>Level 5: Model GAD Policy</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
5.1 Organization's GAD policy/ies used as model/standard by other organizations	<p>GAD policies and plans of the organizations have been used as a model or standard by other organizations (other NGAs/LGUs, attached agencies or bureaus) such as:</p> <ul style="list-style-type: none"> <li>a. GAD Mandate/GAD Agenda/Framework on GAD;</li> <li>b. GAD Manuals and Guidelines;</li> <li>c. GAD Code (LGUs);</li> </ul>

<b>Level 5: Model GAD Policy</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
5.1 Organization's GAD policy/ies used as model/standard by other organizations	<p>d. Vision, Mission and Goals;  e. LGU Plan/s integrated with GAD; and  f. Other relevant issuances.</p> <p><i>*The organization may include the contact details of the agency/LGU that used their policies and plans as reference for validation of PCW or DILG or provide copies of citation/s or article/s. Written articles with citations may also be submitted.</i></p>

### *People Descriptors*

<b>Level 1: Establishing GFPS &amp; GAD Champions/Advocates</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
1.1 People in strategic positions designated to be members of the GFPS	<ol style="list-style-type: none"> <li>1. Copy of Office Order on the Creation/Reconstitution of the GFPS of the organization with positions/designations; or</li> <li>2. Profile of GFPS members with strategic positions in the top-level and middle management following the prescribed GFPS structure or a similar mechanism applicable to the organization as prescribed under JMC 2012-01 for NGAs and JMC 2013-01 for LGUs.</li> </ol>
1.2 GFPS members attended appropriate and relevant trainings on GAD	<ol style="list-style-type: none"> <li>1. Profile of current GFPS members that have attended the following: <ol style="list-style-type: none"> <li>a. Basic GAD Orientation or Gender Sensitivity Training (GST);</li> <li>b. Basic Gender Analysis (GA) and/or deepening sessions on GA especially with PCW developed GA Tools such as HGDG &amp; GMEF;</li> <li>c. GAD Planning and Budgeting;</li> <li>d. GST++ which include Basic GAD Orientation, discussion of Basic GA and use of GA tools and GAD Planning and Budgeting; and</li> <li>e. Other relevant GAD training/conferences and seminars; and</li> </ol> </li> <li>2. Documentation report with attendance sheets and/or pictures of a majority of current GFPS members therein.</li> </ol>
1.3 Top management attended Basic GAD Orientation or GST	<ol style="list-style-type: none"> <li>1. Profile of top management officials who have attended any of the following: <ol style="list-style-type: none"> <li>a. Basic GAD Orientation or Gender Sensitivity Training (GST);</li> </ol> </li> </ol>

<b>Level 1: Establishing GFPS &amp; GAD Champions/Advocates</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
1.3 Top management attended Basic GAD Orientation or GST	<p>b. Basic Gender Analysis (GA) and/or deepening sessions on GA especially with PCW developed GA Tools such as HGDG &amp; GMEF;</p> <p>c. GST++ which include Basic GAD Orientation, discussion of Basic GA and use of GA tools and GAD Planning and Budgeting; and</p> <p>d. Other relevant GAD training/conferences and seminars; and</p> <p>2. Documentation report of GAD sessions attended by top management with attendance sheets and/or pictures with top management officials in attendance.</p>
1.4 Staff members attended Basic GAD Orientation or GST	<p>1. Profiles of organization staff members who have attended any of the following:</p> <p>a. Basic GAD Orientation;</p> <p>b. Gender Sensitivity Training;</p> <p>c. GST++ which include Basic GAD Orientation, discussion of Basic GA and use of GA tools and GAD Planning and Budgeting; and</p> <p>d. Other relevant GAD training/conferences and seminars; and</p> <p>2. Documentation report with attendance sheets and/or pictures of staff members in attendance.</p>
1.5 Top management and GFPS members aware and conscious of GAD-related policies and mandates	<p><i>For GFPS members</i></p> <p>1. MOVs cited in 1.2; or</p> <p>2. Office order/letter of invite to GFPS to serve as RP on GAD Mandates.</p> <p><i>For Top Management</i></p> <p>1. MOVs cited in 1.3;</p> <p>2. Office order/letter of invitation to top management official to serve as RP on GAD Mandates;</p> <p>3. Copies of GAD policies of the organization endorsed or approved by top level officials within the period of the assessment; and</p> <p>4. For SB/SP members (For LGU GFPS) copy of the draft GAD-related ordinance sponsored in the SB/SP.</p>

<b>Level 1: Establishing GFPS &amp; GAD Champions/Advocates</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
1.6 Top management allow staff members to participate in GAD-related activities	<ol style="list-style-type: none"> <li>1. Office order, travel order and/or directive to staff to participate in GAD-related activities; and</li> <li>2. Endorsement letter for the participation of a GFPS member to participate in regional/international GAD related trainings.</li> </ol>
<b>Level 2: GAD Initiatives &amp; Capacity Development Activities</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
2.1 Top management directs the implementation of the GPB	<ol style="list-style-type: none"> <li>1. GAD Plan and Budget of the agency/LGU signed for approval by the top management;</li> <li>2. GAD Agenda, GAD Strategic Framework or GAD Code signed by the top management; and</li> <li>3. Minutes of Mancom/Execom meetings where top management articulated direction for GPB implementation.</li> </ol>
2.2 Program implementers trained on GA and use of GA tools	<ol style="list-style-type: none"> <li>1. Documentation report with photos and/or attendance sheets indicating the attendance of project implementers to the following trainings:             <ol style="list-style-type: none"> <li>a. Gender Analysis Training involving use of tools such GMEF, HGDG, GeRL Ka Ba? Tool and other GA tools; or</li> <li>b. GST++ which includes a discussion of gender analysis and use of GA tools such as HGDG;</li> </ol> </li> <li>2. Documentation report of trainings conducted where program implementers served as resource persons in the administration of gender analysis tools; and</li> <li>3. Copy of program documents where GAD has been integrated.</li> </ol>
2.3 Concerned staff members trained on the importance of collecting SDD and gender statistics	<ol style="list-style-type: none"> <li>1. Attendance sheets and/or certificate of participation/appearance to trainings regarding the use of sex-disaggregated data (SDD) and/or gender statistics; and</li> <li>2. Sample of actual collected SDD or gender statistics by concerned staff (e.g. sex disaggregated profile of staff/clients).</li> </ol>
2.4 Male employees involved and appreciative of the organization's GAD PAPs	<ol style="list-style-type: none"> <li>1. Attendance sheets and/or certificate of participation/appearance to GAD-related events attended by male employees of the organization;</li> <li>2. Certificate of membership or IDs to advocacy groups such as Men Opposed to Violence against Women Everywhere (MOVE), MR GAD, ERPAT, etc.;</li> </ol>

<b>Level 2: GAD Initiatives &amp; Capacity Development Activities</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
2.4 Male employees involved and appreciative of the organization's GAD PAPs	<p>3. Documentation of meetings highlighting the contribution of male GFPS members; and</p> <p>4. Office order/letter of invitation to male employees of the organizations to serve as RP on GAD Mandates.</p>
2.5 Clients (internal and external) oriented on the GAD PAPs of the organization	<p><i>For internal clients (employees)</i></p> <p>1. Attendance sheets and/or documentation reports with photos of IEC campaigns conducted for the employees of the organization (internal and external) on the GAD PAPs of the organization;</p> <p>2. Copies of GAD-related issuances posted in the GAD corner, GAD website or disseminated to social networking sites such as GAD-related articles, information on GAD-related events or a copy of approved GAD Plan and Budget (for LGUs); and</p> <p>3. Results of assessment or surveys conducted to measure awareness of employees of its GAD-related programs.</p> <p><i>For external clients</i></p> <p>1. Attendance sheets and/or documentation reports with photos of IEC campaigns conducted for the external clients of the organization on the GAD PAPs of the organization;</p> <p>2. No. of hits/likes generated by a GAD-related post in GAD website or social network site for GAD;</p> <p>3. Testimonies from clients regarding the GAD-related programs of the organization;</p> <p>4. Copies of GAD-related knowledge products and list of clients provided with said knowledge products;</p> <p>5. List of clients/beneficiaries of GAD-related services and or trainings provided by the organization; and</p> <p>6. Results of assessment or surveys conducted to measure awareness of external clients' awareness on the organization's GAD-related programs.</p>
2.6 Clients (internal and external) articulate gender needs/issues in the development of the organization's GAD PAPs	<p>1. Documentation of gender issues raised by clients during consultations, meetings or assessments of effectiveness/ level of satisfaction regarding a GAD program or service;</p> <p>2. Attendance sheets and/or documentation reports with photos for consultations or meetings conducted (see no. 1);</p>

<b>Level 2: GAD Initiatives &amp; Capacity Development Activities</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
2.6 Clients (internal and external) articulate gender needs/issues in the development of the organization's GAD PAPs	<p>3. Copies of written communication, video testimonies, field visit notes, etc. regarding comments, recommendations or assessment of the organization's GAD programs; and</p> <p>4. Feedback gathered from GAD website/social network sites regarding GAD programs of the organization from clients.</p>
<b>Level 3: GAD Sponsorship &amp; Related Programs</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
3.1 Top management directs integration of GAD in the organization's PAPs and performance indicators	<p>1. Minutes of meetings or speeches of top management directing the integration of GAD in the organization's PAPs;</p> <p>2. Administrative order, executive order, department order, special order, office memorandum on the integration of GAD in the organization's PAPs and performance indicators signed by top level GAD champion/s;</p> <p>3. Work plan, strategic plan, sectoral plan or national plan integrated with GAD endorsed or approved by top level GAD/champion/s; or</p> <p>4. For LGUs, copies of draft or approved ordinances sponsored by SB members supportive of GAD regarding integration of GAD in LGU PAPs and performance indicators.</p>
3.2 GFPS and program implementers integrate GAD in the development of the organization's PAPs	<p>1. GAD Plan and Budget and corresponding GAD AR indicating activities such as conduct of gender analysis training for program implementers and/or enhancement of program documents to integrate GAD;</p> <p>2. Documentation of workshops or writeshops conducted to integrate GAD into the organization's programs and projects; and</p> <p>3. Copy of adjusted project documents integrated with GAD perspective (especially those that will be attributed to the GAD Budget through HGDG).</p>
3.3 Concerned staff members utilize SDD and/or gender statistics for GAD to enhance the organization's GAD PAPs	<p>1. Intake forms used to collect data such as attendance sheets, client/beneficiary forms, etc.;</p> <p>2. Copies of reports utilizing collected SDD with analysis; or</p> <p>3. Approved GAD Plan or LGU plan utilizing SDD collected to contextualize gender issues and cause of the gender issues.</p>

<b>Level 3: GAD Sponsorship &amp; Related Programs</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
3.4 Top management support the appointment of qualified women staff members to leadership positions	<ol style="list-style-type: none"> <li>1. Department order, administrative order, special order or executive order issued by top management endorsing qualified women employee/s to a higher position/promotion;</li> <li>2. Department order, administrative order, special order or executive order issued by top management to support qualified women staff members for promotion such as attendance to needed trainings or scholarships or creation of enabling environment such as flexi-time schedule at work, availability of facilities such as daycare centers, etc.; and</li> <li>3. Activity proposal or documentation of mentoring session/s conducted for staff members, including qualified women candidates.</li> </ol>
3.5 Women assume critical roles and authority in the organization	<ol style="list-style-type: none"> <li>1. Statistical data showing that women occupy at least 50% of third level positions, middle management and technical positions in the organization vis-a-vis the men in the organization; and</li> <li>2. Records of awards received and/or positive testimonies from clients received by women employees in the organization.</li> </ol>
3.6 Clients (internal and external) participate in the planning and implementation of the organization's GAD PAPs	<ol style="list-style-type: none"> <li>1. MOVs cited in 2.6;</li> <li>2. Administrative order, executive orders indicating membership of clients in program or project management teams; and</li> <li>3. Reports of project implementation with contribution by clients (e.g. article or pictures).</li> </ol>
<b>Level 4: GAD Champions as Program Implementers</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
4.1 GFPS members able to serve as GAD resource person within the organization, including in regional offices and attached agencies	<ol style="list-style-type: none"> <li>1. Profile of GFPS members with updated list of GAD trainings conducted within and outside their organizations;</li> <li>2. Letter of invitation to GFPS member/s of the organization to serve as RP/s on GAD for other organizations;</li> <li>3. Documentation of the trainings where GFPS members served as resource persons, preferably with processed evaluation results from participants; and</li> <li>4. Copy of Certificate of appreciation as GAD resource person.</li> </ol> <p><i>*Contact details of organization where GFPS members have served as GAD resource persons may also be provided for verification purposes</i></p>

<b>Level 4: GAD Champions as Program Implementers</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
4.2 Top management directs the monitoring of the organization's GAD PAPs	<ol style="list-style-type: none"> <li>Minutes of meetings or speeches of top management directing the monitoring of the organization's GAD PAPs;</li> <li>Policy issuances such as administrative order, executive order, department order, special order, office memorandum regarding the implementation of the organization's GAD programs; and</li> <li>Reports of the organization highlighting status of its GAD programs approved by concerned top management (relevant sections only).</li> </ol>
4.3 Concerned staff members calibrate GAD efforts to address emerging gender issues	<ol style="list-style-type: none"> <li>MOVs cited in 3.2 except for #1; and</li> <li>Administrative orders or executive orders directing concerned staff members to address emerging gender issues in the organization's programs and projects (e.g. policy requiring offices to establish a breastfeeding corner for lactating mothers).</li> </ol>
4.4 Top management and concerned staff members reflect GAD functions in their performance contracts or TORs	<ol style="list-style-type: none"> <li>Copy of Terms of Reference (TORs), Performance Contract, Individual Performance Commitment and Review (IPCR) forms of staff members that reflect GAD functions;</li> <li>Copy of Career Executive Service Performance Evaluation System (CESPES) of top management integrated with GAD; and</li> <li>For LGUs, copy of relevant portion of Executive-Legislative Agenda integrated with GAD.</li> </ol>
4.5 Concerned staff members develop tools and/or KPs on GAD	<ol style="list-style-type: none"> <li>Draft or final copies of tools such as customized HGDG checklists, gender-sensitive manual on handling VAW victim-survivors, etc. developed by the organization;</li> <li>Situationers or reports on the status of men and women utilizing sex-disaggregated data;</li> <li>Briefers on GAD-related programs, laws, etc. for the use of internal and external clients; and</li> <li>Videos or audio visual presentations for GAD programs/projects of the organization.</li> </ol>
4.6 Clients (internal and external) participate in planning and implementation of the organization's GAD PAPs	MOVs cited in 2.5, 2.6 and 3.6

<b>Level 5: GAD Experts</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
5.1 Top management raise GAD concerns during high-level meetings/discussions	<ol style="list-style-type: none"> <li>1. Copy of meeting agenda with GAD included in the agenda sponsored by a top-level official of the organization;</li> <li>2. Copy of speech or report delivered by a top level official regarding a GAD concern/s raised during high level meetings or discussions;</li> <li>3. Press release regarding the high-level meeting or discussion detailing the participation of a top-level official (e.g. chairpersonship of a country delegation to United Nations Commission on the Status of Women, etc.); and</li> <li>4. Documentation report with photos of top-level meetings with GAD as part of the agenda attended where top management official/s of the organizations participated.</li> </ol>
5.2 Organization's staff members recognized as GAD experts and tapped by other organizations	<ol style="list-style-type: none"> <li>1. Profile of organization's GFPS members tapped as GAD resource persons by other organizations;</li> <li>2. Documentation reports, preferably with evaluation results of GAD trainings conducted for other organizations;</li> <li>3. Video coverage, news article, copy of certificate, awards or citations received by GFPS members, among others; and</li> <li>4. Copy of certification to the PCW GAD Resource Pool, if applicable.</li> </ol>
5.3 External clients recognized as GAD champions by reputable local, national and international organizations	<ol style="list-style-type: none"> <li>1. Copies of news articles, other write-ups or documentation (e.g. TV interviews) regarding awards or citations received by the external clients regarding their gender mainstreaming efforts;</li> <li>2. Pictures of plaque of appreciation or certificate received regarding the GAD programs of the agency or LGU recognized within the agency or LGU; and</li> <li>3. Copies of partnership agreement resulting from the recognition, if applicable.</li> </ol>

### *Enabling Mechanisms Descriptors*

<b>Level 1: Setting-up of Essential GAD Mechanisms</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
1.1 GFPS or similar GAD mechanism created/reconstituted in accordance with MCW and pertinent policies issued by concerned oversight agencies	<p>MOVs cited in People 1.1</p> <p><i>*Organizations with created/reconstituted GFPS or similar GAD mechanism in accordance with pertinent guidelines with no regional and attached offices will be awarded 1.67 points as equivalent to a “full yes” answer</i></p> <p><i>**For DFA, a policy designating (or directory of) Gender Focal Point Officers of embassies and consulates is an additional requirement to merit a full score for this item as per Section 37 of the Magna Carta of Women. Absence of this requirement will only merit a partial score for the agency.</i></p>
1.2 Exploratory activities initiated with PCW or other agencies, institutions and/or individuals to facilitate gender mainstreaming	<ol style="list-style-type: none"> <li>1. Documentation of meetings with photos regarding implementation of the organization's GAD PAPs such as meeting with PCW, GAD Consultants or benchmarking activities for GAD;</li> <li>2. Copies of exchanges of communication whether through hard copy or digital (official letters faxed or sent through electronic mail); and</li> <li>3. Office/travel order of concerned GFPS member/organization staff member for a meeting with PCW, other agency/institution or individual/s regarding implementation of GAD programs.</li> </ol>
1.3 Information collected towards sex-disaggregation of database and enhancement of M&E System	MOVs cited in People 2.3
<b>Level 2: Setting-up of Essential GAD Mechanisms</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
2.1 Functional GFPS established based on guidelines issued by relevant oversight agencies	<ol style="list-style-type: none"> <li>1. MOVs cited in People 1.1;</li> <li>2. Activity report, minutes of meeting and/or other forms of relevant documentation during meetings or trainings led by the GFPS members; and</li> <li>3. Exchanges of communication with PCW, DILG, partner institutions and GAD experts for the implementation of the organization's GAD program.</li> </ol>

<b>Level 2: Setting-up of Essential GAD Mechanisms</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
2.2 Other GAD mechanisms established	<p><i>For NGAs</i></p> <ul style="list-style-type: none"> <li>1. Policy/ies establishing other GAD mechanisms such as GAD Office, Committee on Decorum and Investigation (CODI), Regional GAD Committees (for NEDA), Women Friendly Spaces (for DSWD), Violence Against Women and their Children (VAWC) Referral system/desk, breastfeeding room and daycare center for employees and/or external clients; and/or</li> <li>2. Policy/ies establishing other GAD mechanisms such as GAD Office, Committee on Decorum and Investigation (CODI), Regional GAD Committees (for NEDA), Women Friendly Spaces (for DSWD), Violence Against Women and their Children (VAWC) Referral system/desk, breastfeeding room and daycare center for employees and/or external clients; and/or</li> <li>3. Policies creating offices to respond to special mandates as per VAW laws such as the establishment of the Inter-Agency Council against Trafficking (IACAT) Secretariat Office, Inter-Agency on VAWC Secretariat Office and Office of the GAD Ombudsperson of DOJ, PCW and CHR respectively;</li> <li>4. Policies issued such as administrative orders designating the staff members assigned to make the GAD mechanism functional;</li> <li>5. Manuals or Guidelines issued to implement nos. 2 and 3; and</li> <li>6. Pictures of actual mechanisms.</li> </ul> <p><i>For LGUs</i></p> <ul style="list-style-type: none"> <li>1. Policy/ies establishing other GAD mechanisms such as local GAD Office, Committee on Decorum and Investigation (CODI), Violence Against Women and their Children (VAWC) Referral system/desk, Barangay VAW desk, Women's Economic Empowerment Desk, breastfeeding room, daycare room, etc.; and/or</li> <li>2. Policies establishing local inter-agency councils such as LCAT-VAWCs, LCPCs, etc. (e.g. EO, GAD Code, separate on GAD, etc.);</li> </ul>

Level 2: Setting-up of Essential GAD Mechanisms	
Descriptor	Possible Means of Verification
2.2 Other GAD mechanisms established	<p><i>For LGUs</i></p> <p>3. Policies issued such as executive orders designating the staff members assigned to make the GAD mechanism functional;</p> <p>4. Manuals or Guidelines issued to implement nos. 2 and 3; and</p> <p>5. Pictures of actual mechanisms.</p> <p><i>*Other GAD mechanisms may also include Women and Children Protection Units (WCPUs) for hospitals or Rape Crisis Centers, GAD Research/Women's Studies Offices and GAD corner/libraries for SUCs, the Archives of the Philippines, National Library and other organizations with related mandates etc.</i></p>
2.3 At least 5% of the total organization budget utilized to implement GAD PAPs	<p>1. Copy of the GAD Plan and Budget and GAD Accomplishment Report of the same fiscal year denoting planned budget vs. utilized budget including relevant attachments (HGDG checklist for attribution, etc.); and/or</p> <p>2. Audit Observation Memo from the Commission on Audit and justification, if the organization failed to utilize at least 5% of its budget for GAD.</p>
2.4 Engagement established with agencies/LGUs, institutions and/or individuals towards the strategic implementation of GAD PAPs	<p>1. MOVs cited in 1.2; and</p> <p>2. Documentation of GAD-related activities conducted with PCW, GAD Consultants or partner organizations such as minutes of meeting, activity report, etc.</p>
2.5 Organization able to collect or generate SDD and/or gender statistics	<p>1. MOVs cited in People 2.3; and</p> <p>2. Reports citing SDD and/or gender statistics generated or collected by the organization.</p> <p><i>*Oversight agencies such as NEDA or DBM that does not generate data but use national data such as those produced by the Philippine Statistics Authority (PSA) will be able to have a score if sex-disaggregated data is collected for organization-focused GAD activities (e.g. human resource data)</i></p>

<b>Level 3: Integration of GAD in the Organization's Mechanisms</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
3.1 Other GAD mechanisms established coordinate, monitor and report progress of implementation of its functions	<p>1. Status reports, accomplishment reports and/or work and financial plans (if applicable) of other GAD mechanisms established such as GAD Office, Committee on Decorum and Investigation (CODI), Regional GAD Committees (for NEDA), Women Friendly Spaces (for DSWD), Violence Against Women and their Children (VAWC) Referral system/desk, breastfeeding room and daycare center for employees and/or external clients; and/or</p> <p>2. Work and financial plans and/or accomplishment reports of special offices established as per VAW laws such as:</p> <ul style="list-style-type: none"> <li>❖ The Inter-Agency Council Against Trafficking (IACAT) Secretariat Office, Inter-Agency on VAWC Secretariat Office and Office of the GAD Ombudsperson of the DOJ, PCW and CHR respectively; or</li> <li>❖ LCAT-VAWCs, LCPCs, etc. (e.g. EO, GAD Code, separate ordinance, etc.) for LGUs.</li> </ul>
3.2 At least 30% of the total organization budget utilized to implement GAD PAPs	Copy of the GAD Plan and Budget and GAD Accomplishment Report of the same fiscal year denoting planned budget vs. utilized budget including relevant attachments (HGDG checklist for attribution, etc.).
3.3 GAD budget utilized judiciously*	<p>1. MOVs cited in 2.3 and 3.2; and</p> <p>2. AOM from COA denoting that the organization has fully utilized at least 5% of its budget for GAD, if applicable, or justifications for AOMs received.</p> <p><i>*The organization should not have a Notice of Disallowance from COA during the time of assessment to merit a score.</i></p>
3.4 Partnership with agencies/LGU, institutions and/or individuals towards the strategic implementation of the GAD PAPs of the organization	<p>1. MOVs cited in 2.4; and</p> <p>2. Memoranda of Agreement (MOA), Memoranda of Understanding (MOU), Partnership Agreement, Work and Financial Plan, Accomplishment Reports, Terms of Reference, Consultancy Contracts or Conforme for GAD Consultants.</p>

<b>Level 3: Integration of GAD in the Organization's Mechanisms</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
3.5 SDD/gender statistics utilized by the organization in all levels of the development planning cycle	<ol style="list-style-type: none"> <li>1. Project implementation Plans, Work and Financial Plans, Budget Utilization Reports and Status reports of GAD programs or flagship/major programs integrated with GAD (relevant sections only) utilizing SDD or gender statistics;</li> <li>2. Copy of monitoring indicators for GAD-related PAPs;</li> <li>3. Copy of monitoring reports of the organization or LGU with data on the implementation of GAD programs or flagship/major programs implemented with GAD perspective integrated (relevant sections only);</li> <li>4. Copies of local plans integrated with GAD such as CDP, PDPFP, AIP, ELA, etc.; and</li> <li>5. Copies of knowledge products utilizing SGG and/or gender statistics.</li> </ol>
<b>Level 4: Advanced GAD Structures and Systems</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
4.1 Other GAD Mechanisms established contribute to the attainment of desired impact/s	<ol style="list-style-type: none"> <li>1. Copy of status/progress report, results of Gender Impact Assessment of other GAD mechanism/s of the organization;</li> <li>2. Copies of client satisfaction reports and/or documented testimonies of beneficiaries; or</li> <li>3. Copies of certificates, pictures of plaques, seals and/or news articles regarding citations received by the organization for gender-responsive mechanisms.</li> </ol>
4.2 At least 70% of the total organization budget utilized to implement GAD PAPs	<ol style="list-style-type: none"> <li>1. MOVs cited in 2.3 and 3.2; and</li> <li>2. AOM from COA denoting that the organization has fully utilized 70% of its budget for GAD, if applicable.</li> </ol>
4.3 Database with SDD and/or gender statistics collects or generates sector-specific KPs on GAD	<ol style="list-style-type: none"> <li>1. Briefers, case studies, situationers utilizing SDD and/or gender statistics produced by the organization;</li> <li>2. Socio Economic and Physical Plan (SEPP) of LGUs with situationers on women and men at the local level;</li> <li>3. Reports of the organization utilizing SDD and gender statistics (e.g. reports reflecting number of beneficiaries of GAD mechanisms such as VAW Desks); and</li> <li>4. Caselets or case studies with SDD or gender statistics utilized.</li> </ol>

<b>Level 4: Advanced GAD Structures and Systems</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
4.4 M&E system tracks the desired gender-related impacts of the organization's GAD PAPs	<ol style="list-style-type: none"> <li>1. <i>NGAs</i>: Gender Impact Assessment (GIA); Annual Audit Reports (AARs); Audit Financial Reports (AFRs); Special Audit Reports (SARs); Socio-Economic Reports (SERs), Philippine Development Plan (PDP) reports, program/project reports, accomplishment reports and other related knowledge products (KPs); or</li> <li>2. <i>LGUs</i>: end of term reports; Annual Audit Reports (AARs); administrative/accomplishment reports; State of the Municipal Address (SOMA); State of the Province Address (SOPA), Socio-Economic Reports (SERs), Regional Project Monitoring &amp; Evaluation System (RPMES) reports, program/project reports, and other related knowledge products.</li> </ol>
4.5 KM System of the organization has GAD-related knowledge products	<ol style="list-style-type: none"> <li>1. MOVs cited in 4.3;</li> <li>2. Customized gender analysis tools or checklists;</li> <li>3. Manuals or guidelines on integrating GAD in programs or projects;</li> <li>4. Training modules on GAD customized to the mandate of the organization; and</li> <li>5. Documentation of best practices on GAD of the organization or of its partners and/or clients.</li> </ol>
<b>Level 5: Model GAD Structures and Systems</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
5.1 GFPS recognized or awarded as a model GAD mechanism by reputable local, national and international organizations on gender mainstreaming	<ol style="list-style-type: none"> <li>1. Actual invitation or notice for the award/citation;</li> <li>2. Copies of certificates, pictures of plaques of recognition/seals for the award or citation received; and</li> <li>3. Pictures, press releases or videos of the awarding ceremony.</li> </ol>
5.2 Other GAD mechanisms established recognized as models by other organizations	<ol style="list-style-type: none"> <li>1. List of organizations that have used the GAD mechanism/s as a model to establish their own or written testimony from said organizations;</li> <li>2. Actual invitation or notice for the award/citation;</li> <li>3. Certificates, pictures of plaques of recognition for the award or citation; and</li> <li>4. Pictures, press releases or videos of the awarding ceremony.</li> </ol>

Level 5: Model GAD Structures and Systems	
Descriptor	Possible Means of Verification
5.3 100% of the total organization budget utilized to implement GAD PAPs	<ol style="list-style-type: none"> <li>1. MOVs cited in 2.3 and 3.2; and</li> <li>2. AOM from COA denoting that the organization has fully utilized 100% of its budget for GAD, if applicable.</li> </ol>
5.4 Centralized GAD database established and accessible to regional and attached offices, clients and partner organizations	<ol style="list-style-type: none"> <li>1. All MOVs cited in 4.3;</li> <li>2. Copy of policy creating centralized database with SDD; and</li> <li>3. Implementation report and data on the number of those who accessed the database with disaggregation for employees, partner organizations and clients.</li> </ol>
5.5 KM System integrated with GAD and replicated by other organizations	<ol style="list-style-type: none"> <li>1. MOVs cited 4.5;</li> <li>2. List of organizations that have used KM system; and</li> <li>3. Testimonies or anecdotes from clients or partners that have used the KM system of the organization as a model or standard.</li> </ol>

#### *Program/Activities/Projects Descriptors*

Level 1: Foundation Formation	
Descriptor	Possible Means of Verification
1.1 International/national/local GAD-related events observed by the organization	<ol style="list-style-type: none"> <li>1. MOVs cited in Policy 1.3; and</li> <li>2. Documentation such as activity reports with photos of events conducted by the organization to observe international/national/local GAD-related events.</li> </ol>
1.2 Basic GAD orientation or GST conducted for the organization's clients (internal and external)	MOVs cited in People 1.4
1.3 Consultations with clients (internal and external) to identify gender issues and corresponding strategies conducted	MOVs cited in People 2.5 and 2.6

<b>Level 1: Foundation Formation</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
1.4 Consultations with PCW and relevant organizations/ individuals on GAD mainstreaming conducted	MOVs cited in Enabling Mechanisms 2.2
1.5 Existing IEC materials and KPs reviewed and revised to ensure use of gender-fair language and images	<ol style="list-style-type: none"> <li>1. MOVs cited in Policy 2.3;</li> <li>2. List of IEC materials reviewed; and</li> <li>3. Documentation of the write shop or assessment conducted for review of IEC materials.</li> </ol>
1.6 GAD corner set-up	<ol style="list-style-type: none"> <li>1. List of materials/lay-out of the GAD corner;</li> <li>2. Picture of the GAD corner or actual link of the GAD corner, if digital; and</li> <li>3. Tracking matrix indicating schedule of updating to ensure that contents are updated and relevant.</li> </ol>
<b>Level 2: Installation of Strategic Mechanism</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
2.1 GAD agenda or strategic framework on GAD formulated	MOVs cited in Policy 3.1
2.2 GAD Plan and Budget (GPB) based on the GAD agenda/GAD Code, emerging gender issues, new international and national GAD mandates and result of gender analysis	<ol style="list-style-type: none"> <li>1. MOVs cited in Policy 3.1 as reference;</li> <li>2. Copy of GPBs and GAD ARs of the most recent fiscal year reflecting its development based on the following:</li> <li>3. GAD agenda*</li> <li>4. Emerging gender issues*</li> <li>5. Linking relevant international/ national GAD mandates*; and</li> <li>6. Results of the administration of GA tools such as GMEF, HGDG, GERL Ka Ba?, GEWE, GIA, GAD audit, etc.**</li> </ol>
2.3 GAD deepening sessions for GFPS members and concerned staff members based on results of TNA or updated GAD policies and tools conducted	<ol style="list-style-type: none"> <li>1. MOVs cited in 2.2;</li> <li>2. Copies of processed TNA results or accomplished TNA forms; and</li> <li>3. Copies of training designs for GAD deepening sessions for GFPS or concerned staff members.</li> </ol>

Level 2: Installation of Strategic Mechanism	
Descriptor	Possible Means of Verification
2.4 GA tools applied in the review, enhancement or development of PAPs	<ol style="list-style-type: none"> <li>MOVs cited in People 2.2 and 4.3; and</li> <li>Results of the administration of GA tools such as GMEF, HGDG, GERL Ka Ba?, GEWE, GIA, GAD audit, etc.**</li> </ol>
2.5 Facilities and services that address gender issues and concerns of clients (internal and external) established	MOVs cited in Enabling Mechanisms 2.1
2.6 Orientation module for employees with gender sensitivity as core competency developed	<ol style="list-style-type: none"> <li>Copy of orientation module developed for new employees integrated with GAD; and</li> <li>Attendance sheets, activity report, activity evaluation, etc. of the orientation using the developed module.</li> </ol>
2.7 IEC materials on GAD for clients (internal and external) developed and disseminated	<ol style="list-style-type: none"> <li>List of GAD IEC materials developed for specific target audience;</li> <li>Copies of GAD IEC materials;</li> <li>Received copy or acknowledgement receipts of disseminated materials; and</li> <li>Screenshot of IEC materials uploaded to the GAD website/corner.</li> </ol>
2.8 GAD section in organization's website created	<ol style="list-style-type: none"> <li>Web link or URL of the developed GAD section in the organization's website or GAD website of the organization; and</li> <li>Monitoring report/tracking matrix of updates on the GAD section/GAD website.</li> </ol>
Level 3: GAD Application	
Descriptor	Possible Means of Verification
3.1 Implementation of GAD PAPs monitored	<ol style="list-style-type: none"> <li>Copy of monitoring reports such as:             <ol style="list-style-type: none"> <li>GAD Accomplishment Report;</li> <li>Project implementation reports for those that will be attributed to the GAD Budget; and</li> <li>Assessment reports such as Gender Audit and Gender Impact Assessment of the organization's GAD programs; and</li> </ol> </li> <li>Documentation of GFPS meeting detailing status of implementation of the GAD Plan and Budget of the organization.</li> </ol>

<b>Level 3: GAD Application</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
3.2 Organization's GPB and GAD AR prepared, timely submitted and endorsed	1. Copy of endorsed GPB and GAD AR by PCW/DILG; or 2. Screen shot of GMMS exchanges for the submission, review and endorsement of GPBs and AR of the organization.
3.3 Capacity development on GAD conducted and sustained for clients (internal and external)	MOVs cited in People 1.2, 1.3, 1.4, 2.2 and 2.3
3.4 Capacity development on GAD to develop internal GAD experts conducted	MOVs cited in People 1.2, 1.3, 1.4, 2.2, and 2.3
3.5 GA tools regularly applied in the development planning cycle to assess gender-responsiveness of PAPs	MOVs cited in 2.4
3.6 GAD section in website regularly updated	1. Reports regarding updating of the content of the GAD section in the website/GAD website of the organization; and 2. Copies or screenshots of materials uploaded/modified.
3.7 KM system as a mechanism to transfer knowledge on GAD set-up	1. Documents on draft or approved Knowledge Management (KM) system plan, framework or web link such as: a. KM Framework; b. Implementation Report of KM; c. List of knowledge products developed within the system; and 2. Implementation report of the KM Plan.
<b>Level 4: Commitment, Enhancement and Institutionalization</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
4.1 Implementation and monitoring of international, national and local GAD mandates sustained and institutionalized	Monitoring reports indicating implementation of GAD mandates such as: a. GAD Accomplishment Report; b. Reports submitted to Interagency Committees such as the IAC-VAWC, IACAT, etc.;

<b>Level 4: Commitment, Enhancement and Institutionalization</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
4.1 Implementation and monitoring of international, national and local GAD mandates sustained and institutionalized	c. Reports submitted for international reporting (such as those submitted to DFA for status of implementation of international GAD-related conventions such as CEDAW); d. Reports of the GFPS regarding status of implementation of GAD Mandates; and e. Monitoring reports of programs/projects being implemented by the organization that contributes to the fulfillment of GAD mandates.
4.2 Sector-specific GAD capacity development sessions on GAD conducted for clients (internal and external)	MOVs cited in People 2.5, 2.6, 3.6, 4.6 and 5.3
4.3 Regular application of GA tools to assess gender-responsiveness of PAPs conducted	1. MOVs cited in 3.5; 2. Results of application of gender analysis tools in different periods of time (e.g. annual, every three years) to establish regularity of application; and 3. Documentation reports of application of Gender Analysis tools during trainings or writeshops where programs of the organization have been assessed.
4.4 Sustainability action plan for GAD PAPs developed	Copy of the draft or approved sustainability action plan on GAD efforts of the organization
4.5 Impact evaluation GAD PAPs of the organization conducted	Copy of the draft or approved impact evaluation of the GAD efforts of the organization (e.g. Gender Impact Assessment)
<b>Level 5: Replication and Innovation</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
5.1 Organization is recognized as a GAD learning hub for its notable GAD efforts	1. Actual invitation or notice for the award/citation; 2. Certificates, pictures of plaques of recognition for the award or citation; 3. Pictures, press releases or videos of the awarding ceremony; and 4. List of organizations that have used the organization as a GAD model or written/video testimony from said organizations.

<b>Level 5: Replication and Innovation</b>	
<b>Descriptor</b>	<b>Possible Means of Verification</b>
5.2 Convergence model resulting from partnerships with stakeholders recognized and replicated by other organizations	<ol style="list-style-type: none"> <li>Copies of partnership agreements, Memoranda of Understanding/Agreement resulting from the convergence;</li> <li>List of organizations that have replicated the convergence model; and</li> <li>Written or video testimonials from organizations that have replicated the convergence model.</li> </ol>
5.3 GAD KPs and GAD IEC materials used by other organizations	<ol style="list-style-type: none"> <li>List and type of existing GAD knowledge products (KPs) and GAD Information, Education, Communication (IEC) materials utilized by other organization (e.g. MCW mobile application, videos, brochures);</li> <li>List of organizations who accessed existing GAD KPs and GAD IEC materials; and</li> <li>Testimonials from users of GAD KPs and GAD IEC materials produced by the organization.</li> </ol>
5.4 Existing award/incentive system of the organization integrated with GAD perspective	<ol style="list-style-type: none"> <li>Copy of the criteria for the existing award/incentive system integrated with GAD perspective;</li> <li>List of personnel/program who were awarded; and</li> <li>Testimonies from awardees.</li> </ol>

# Glossary of Terms

The following terms have been used throughout the Handbook and the GMEF tool and have been defined for better understanding of the users:

- ❖ **Affirmative Action** – a policy or 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.  
Affirmative action should not result in unequal or separate standards and must be continued even when the objectives of equality of opportunities and treatments have been achieved. Example: allocating 50 percent of top positions in the bureaucracy to women as an acknowledgment that socio-political conditions exist which prevent women from ascending to those positions.
- ❖ **Community-Based Monitoring System<sup>1</sup>** – monitoring through involvement of local beneficiaries and relevant stakeholders to directly feedback on local programs and services. It seeks to integrate the use of data in aid of local legislation, local level planning and program implementation (e.g. as a tool for localizing the SDGs). It is also intended to promote evidence-based decision making and build the capacities of LGUs to develop policies and programs that meet the needs of the people.
- ❖ **Clients** – refer to the intended beneficiaries of GAD PAPs of the organization
  - ♦ **Internal Clients** - refer to the employees of the organization
  - ♦ **External Clients** - refer to the intended beneficiaries of the fulfillment of the organization's mandates (e.g. the PCW's clients are NGAs and LGUs while LGU's clients are its constituents)

---

<sup>1</sup> Reyes, Mandap, et. al, CBMS: A Tool to fight Poverty. Retrieved from [http://www.pep-net.org/sites/pep-net.org/files/typo3doc/pdf/CBMS-GRB/METHODOLOGY\\_WORKSHOPS/Tool\\_fight.pdf](http://www.pep-net.org/sites/pep-net.org/files/typo3doc/pdf/CBMS-GRB/METHODOLOGY_WORKSHOPS/Tool_fight.pdf) downloaded July 1, 2015

❖ **Client & Organizational focused GAD Activities**

- ◆ **Client-focused GAD Activities** - seek to address the gender issues of the agency's clients or contribute in responding to the gender issue of the sector
- ◆ **Organization-focused GAD Activities** - seek to: a) create the organizational environment for implementing gender-responsive policies, programs and projects; b) address the gap in knowledge, skills and attitudes of key personnel on gender mainstreaming; and c) address the gender issues of employees in the workplace, subject to the mandate of the organization.

❖ **COA Audit Observation Memo & Notice of Disallowance**

- ◆ **Audit Observation Memo (AOM)** – a written notification to the agency head and concerned officer/s informing them of deficiencies noted in the audit of accounts, operations or transactions and requiring comments thereto and/or submission of documentary and other information requirement within a reasonable period.
- ◆ **Notice of Disallowance (ND)** – the disapproval in audit of a transaction, either in whole or in part. It applies to the audit of disbursement as distinguished from “charge” which applies to the audit of revenues/receipts.

❖ **Gender & Development (GAD)** – refers to a development perspective and process that is participatory and empowering, equitable, sustainable, free from violence, respectful of human rights and supportive of self-determination and actualization of human potentials. It seeks to achieve gender equality as a fundamental value that should be reflected in development choices and contends that women are active agents of development, not just passive recipients of development.

❖ **GAD Corner** – refers to physical spaces such as bulletin boards, a corner in the library or similar public spaces where GAD information is posted for general consumption. The information in the GAD corner is regularly updated.

❖ **GAD Focal Point System (GFPS)** – an interacting and interdependent group of people in all government instrumentalities tasked to catalyze and accelerate gender mainstreaming. It is a mechanism established to ensure and advocate for, guide, coordinate and monitor the development, implementation, monitoring, review, and updating of their GAD plans and GAD-related programs, activities and projects.

- ❖ **GAD Perspective** – ability to analyze the socio-economic, political, cultural and psychological implications of an issue to understand how the difference between the sexes affects and is affected by policies, programs and projects. It assesses how these factors relate to discrimination based on sex and how they impose obstacles to a person's opportunities and self-development.
- ❖ **GAD Indicators** – specific measures and targets used to assess whether GAD goals are being met or not
- ❖ **GAD Plan & Budget and GAD Accomplishment Report** – submitted annually with prescribed template following JMC 2012-01
  - ◆ **GAD Plan & Budget** – a systematically designed set of programs, activities and projects with identified gender issues and/or GAD mandate, causes of gender issues and clear objectives for addressing gender issues with appropriate strategies and GAD activities within a prescribed period of time. It is an integral part of the organization's annual plan & budget.
- The GAD budget prescribes a minimum of 5% utilization of the organization's annual appropriations for implementing programs, projects and activities that address women empowerment and gender equality actions.
- ◆ **GAD Accomplishment Report** – submitted together with the GPB (one year in advance) following a prescribed template for GAD AR.
- ❖ **GADimpala Awards** – stands for as *GAD Transformation & Institutionalization through Mainstreaming of Programs, Agenda, Linkages & Advocacies Awards* or the search for the most outstanding gender-responsive organizations as a strategic response to promote Section 43 of the Magna Carta of Women (MCW), which states that "*There shall be established an incentives and awards system which shall be administered by a board under such rules and regulations as may be promulgated by the PCW to deserving entities, government agencies, and local government units for their outstanding performance in upholding the rights of women and effective implementation of gender-responsive programs.*"
- ❖ **GAD Orientation, GST & GST ++**
  - ◆ **GAD Orientation** – primary or basic GAD orientation on Gender and Development (GAD). This is mostly a half-day to a full-day seminar (mostly customized for employees who cannot attend GST but requires understanding of the GAD framework).

- ◆ **GST** - primary GAD competency building program on basic GAD concepts and GAD development framework. Depending on TNA results, it is generally conducted for two to three days.
- ◆ **GST++** - combination of basic GST with additional value added technical inputs as an introduction to gender analysis and GAD planning and budgeting. Depending on TNA results, it is generally conducted for a minimum of three days.
- ❖ **Gender Awareness** – the ability to identify problems arising from gender inequality and discrimination, even if these are not evident on the surface, are hidden or are not part of the general and commonly accepted explanation of what and where the problem lies. Being gender aware is also about being able to locate gender issues and concerns through the application of gender analysis tools towards gender transformation and development that indicates a high level of gender conscientization.
- ❖ **Gender Equality and Gender Equity**
  - ◆ **Gender Equality** – both women and men enjoy the same status and conditions with equal opportunity to access and control resources/benefits as a result of the absence of discrimination on the basis of a person's sex.
  - ◆ **Gender Equity** – moves beyond a focus on equal treatment which entails the provision of fairness and justice in the distribution of benefits and responsibilities between women and men. The concept recognizes that women and men have different needs and power, and that these differences should be identified and addressed in a manner that rectifies the imbalances between the sexes.
- ❖ **Gender Impacts** – specific and observed effects of plans, policies, programs and services such as increased income and improved skills.
- ❖ **Gender Impact Analysis/Assessment** – the study of how a policy or program affects women and men differently.
- ❖ **Gender Issues and Concerns** – arise from the distinct roles of women and men and the relationship between them. These include affairs and involvement arising from societal expectations and perceptions of the roles of women and men reflected and perpetuated by laws, policies, procedures, systems, programs, activities and projects of the government. These impede the opportunities for women to participate in the development process and enjoy its benefits.
- ❖ **Gender Analysis** – refers to a framework to compare the relative

advantages and disadvantages faced by women and men in various political systems. It also takes into account how class, age, race ethnicity, cultural, social and other factors interact with gender to produce discriminatory results.

- ❖ **Gender Analysis Tools** – tools which can be applied and customized by organizations depending on its applicability, such as:
  - ◆ **Gender Mainstreaming Evaluation Framework (GMEF)** – a gender analysis tool used to track and assess the progress of the gender mainstreaming efforts of organizations. The result of the assessment using this tool provides a holistic view of the gender mainstreaming process of an organization. It is useful for gender and development (GAD) Focal Points, members of GAD technical working groups (TWGs) and other GAD committees for planning, monitoring and assessment of an organization's GAD efforts.
  - ◆ **Harmonized Gender and Development Guidelines (HGDG)** – a gender analysis tool to ensure that the programs and projects undertaken by the government in their various stages are gender-responsive. It is also the only tool used to measure how much of the cost of a major program or project can be attributed to the GAD budget.
  - ❖ **Gender Audit and Audit of GAD Funds<sup>2</sup>** – these processes involve the examination of the agency's level of gender mainstreaming or the extent of gender responsiveness of its policies, programs and projects, level of gender awareness and competence of its personnel and the presence or absence of enabling mechanisms that support gender mainstreaming.
    - ◆ **Gender Audit** – refers to a form of "social audit" or "quality audit" which determines whether the organization's internal practices and related support systems for gender mainstreaming are effective, are reinforcing each other and are being followed. This tool or process assists organizations in establishing baselines, identifying critical gaps and challenges and recommending ways of addressing them (Section 7 G of Rule II of the IRR of RA No. 9710. Magna Carta of Women).

The result of the gender audit could be a basis for implementing capacity development programs that must be implemented and determining how the agency's policies, programs and projects could be made more gender responsive (JMC 2012-001 of the PCW, NEDA and DBM).

---

<sup>2</sup>Revised Guidelines in the Audit of Gender and Development Funds and Activities. COA Circular No. 2014-001 dated March 18, 2014

- ◆ **Audit of GAD Funds** – refer to a comprehensive audit of a government agency's policies, funds, programs, projects and activities focusing on the area of gender and development to determine economy, efficiency and effectiveness of interventions in addressing gender issues (Section 7B Rule II, IRR, Magna Carta of Women).
- ◆ **Gender Mainstreaming** – refers to the strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all social, political, civil and economic spheres so that women and men benefit equally, and inequality is not perpetuated. It is the process of assessing the implications for women and men of any planned action, including legislation, policies, or programs in all areas and at all levels (Section 7J Rule II, IRR, Magna Carta of Women).
- ❖ **Gender Mainstreaming Monitoring System (GMMS)** – a system for managing the GAD profiles, GAD plan and accomplishment report of the agencies, GOCCs and SUCs; and, generating GAD-related reports. It is also intended to be a tool for the technical officers of PCW in the provision of technical assistance to agencies, GOCCs and SUCs.
- ❖ **Gender Needs** – refer to the differential requirements of women and men brought about by the differences in their gender roles, the type of work that they do, access to resources and services, and experiences of unequal relations. There are two types of gender needs:
  - ◆ **Practical Gender Needs** – addressed through actions that assist women and men to perform existing gender roles more easily such as acquiring basic daily needs like food, safe water, health services and education, among others. It does not challenge or change gender roles and gender stereotypes.
  - ◆ **Strategic Gender Needs** – addressed through actions that challenge or change existing gender roles such those related to the gender division of labor, power and control, and respond to such issues like legal rights, domestic violence, equal wages, and women's control over their bodies. It seeks to transform gender relations through empowerment and social transformation.

❖ **Gender Sensitive & Gender Responsive**

- ❖ **Gender Sensitive** – refers to programs/projects that recognize and acknowledge the differences in roles, needs, and perspectives of women and men, possible asymmetries in their relationship, and the possibility that actions or interventions will have different effects on, and results for, women and men based on their gender, but do not actively seek to address these issues.
- ❖ **Gender Responsive** – refers to programs/projects that substantively address gender issues identified through the gender analysis of sex-disaggregated data and gender-related information.
- ❖ **Gender Stereotyping** – refers to perceptions and value systems that instill an image of women as weak, dependent, subordinate, indecisive, emotional and submissive. Men, on the other hand, are presented to be strong, independent, powerful, dominant, decisive and logical. Unexamined images, ideas or beliefs or beliefs associated with a particular group that have become fixed in person's mind and are not open to change. For example, women's roles, functions and abilities are seen to be primarily tied to the home.
- ❖ **Gender Subordination** – submission, sometimes due to force or violence, or being under the authority of one sex. It often results in women having no control over available resources and having no personal autonomy.
- ❖ **PCW NEDA DBM Joint Circular No. 2012-01:** Guidelines for the Preparation of Annual Gender and Development (GAD) Plans and Budgets and Accomplishment Reports to Implement the Magna Carta of Women, Guidelines issued by the Philippine Commission on Women (PCW), National Economic and Development Authority (NEDA) and Department of Budget and Management on the GAD Planning and Budgeting process of National Government Agencies (NGAs), Government Owned and Controlled Corporation (GOCCs) and State Universities and Colleges (SUCs).
- ❖ **PCW DILG DBM NEDA Joint Memorandum Circular 2013-01:** Guidelines on the Localization of the Magna Carta of Women, Guidelines issued by the Philippine Commission on Women (PCW), Department of the Interior and Local Government (DILG), National Economic and

Development Authority (NEDA) and Department of Budget and Management on the GAD Planning and Budgeting process of local government units (LGUs).

- ❖ **Knowledge Management** – combination of management processes, institutional arrangements, and technologies where knowledge is developed, shared, and applied for improving the efficiency and effectiveness of activities.<sup>3</sup>
- ❖ **Knowledge Products & Services** – tangible outputs (e.g. publications and other products) and activities/services (e.g. policy advice) on development, sharing, or application of information and knowledge contents<sup>4</sup>
- ❖ **Marginalization** – refers to a condition where a whole category of people is excluded from useful and meaningful participation in political, economic, social and cultural life.
- ❖ **Multiple Burden** – refers to the condition in which women perform several tasks and responsibilities despite their limited time and energy. This multiple burden refers to doing unpaid work in the home, paid work as a member of the workforce and volunteer work in the community.
- ❖ **Sex-disaggregated data (SDD) & Gender statistics**
  - ◆ **Sex-disaggregated data (SDD)** – statistical information that differentiates between women and men in order to allow differential impacts on men and women to be measured (Example: number of women in the labor force as compared with the labor force population).
  - ◆ **Gender Statistics** – statistics that adequately reflect differences, gender issues and questions related to women and men in society and in all areas of life. Producing gender statistics entails disaggregating data by sex and other characteristics to reveal those differences or inequalities and collecting data on specific issues that affect one sex more than the other or relate to gender relations between women and men.<sup>5</sup>

---

<sup>3</sup> Knowledge Products and Services: Building a Stronger Knowledge Institution. ADB Special Evaluation Study. November 2012. Retrieved from <http://www.adb.org/sites/default/files/evaluation-document/35981/files/ses-kps.pdf>

<sup>4</sup> Ibid

<sup>5</sup> The World's Women, 2005: Progress in Statistics. (United Nations Publications, 2006) The World's Women, 2005: Progress in Statistics. (United Nations Publications, 2006)

- ❖ **Violence Against Women (VAW)** – any act of gender based violence that results in physical, sexual or psychological harm or suffering to women, including threats of such actions, coercion or arbitrary deprivation of liberty, whether occurring in public or private life.
- ❖ **Women Empowerment** – is when a woman has both the ability to succeed and advance economically and the power to make and act on economic decisions. In addition, it is a condition where women have access to needed resources; can exercise control in decision-making; can exercise leadership in developing self; and have representation in decision-making bodies.

# References

\*Framework discussion modified and drawn largely from various sources mainly from: GMEF Book 1 2001; Gender Mainstreaming for Gender Equity -The Experience of International Development Agencies. March 2006.; Sylvia Chant, S. and Gutmann, M., Progress in Development Studies 2,4 (2002) pp. 269–282; PCW GAD presentation slides and GAD core messages; PCW Great Women Project Definition of Terms; and Women and Development studies notes

Accelerating Change Resources for Gender Mainstreaming (n.d). Retrieved from [http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/Policy/\\$file/Accchange-E.pdf](http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/Policy/$file/Accchange-E.pdf)

Boserup, E. (1970). Women's Role in Economic Development, St. Martin's Press, New York.

Gender and Development Trainers Manual (n.d.). Retrieved from <http://info.worldbank.org/etools/docs/library/192862/modules.html>

Moser, C.O.N (1993). Gender Planning and Development: Theory, Practice and Training, Routledge, London.

Naila Kabeer (1994). Reversed Realities: Gender Hierarchies in Development Thought, London: Verso.

Razavi S. and Miller C. From WID to GAD (1995). Conceptual Shifts in the Women and Development Discourse. Occasional Paper 1, United Nations Research Institute for Social Development, United Nations Development Programme.

Sylvia Chant and Matthew C. Gutmann (2002). 'Men-streaming' gender? Questions for gender and development policy the twenty-first century. Progress in Development Studies 2(4), 269–282