



Republic of the Philippines
Department of Finance
PRIVATIZATION AND MANAGEMENT OFFICE
MEMORANDUM CIRCULAR NO. 2020-02
26 June 2020

SUBJECT: PRIVATIZATION AND MANAGEMENT OFFICE'S (PMO) GUIDELINES ON GENDER AND DEVELOPMENT (GAD) MAINSTREAMING

I. Rationale

Recognizing that the economic, political, and sociocultural realities affect women's current condition, it is the policy of the State to affirm the role of women in nation building and ensures the substantive equality of women and men. It shall promote empowerment of women; pursue equal opportunities for women and men; and ensure equal access to resources and to development results and outcome. Further, the State realizes that equality of men and women entails the abolition of the unequal structures and practices that perpetuate discrimination and inequality.

Accordingly, the Privatization and Management Office (PMO) aims to become a gender responsive organization by ensuring that its employees practice gender sensitivity in all of its transactions with various stakeholders, marginalized sectors, and other groups or individuals that do business with PMO. Its policies, programs and activities shall be designed to promote gender mainstreaming among its employees and other personnel in charge of dealing with various clients of PMO.

II. Legal Bases

- a. Convention on the Elimination of All Forms of Discrimination Against Women (**CEDAW**), the Beijing Platform for Action (BPA), and the Sustainable Development Goals (SDGs);
- b. Republic Act 9710 ("Magna Carta of Women"), a comprehensive women's human rights' law that seeks to eliminate discrimination against women by recognizing, respecting, protecting, fulfilling and promoting the rights of Filipino women;
- c. Executive Order (E.O.) No. 273 ("Approving and Adopting the Philippine Plan for Gender-Responsive Development, 1995-2025"), which mandates agencies to institutionalize Gender and Development (GAD) in government by incorporating the GAD concerns in their planning, programming and budgeting processes.
- d. Philippine Commission on Women (PCW) Memorandum Circular No. 2011-01 ("Guidelines for the Creation, Strengthening and Institutionalization of the Gender and Development (GAD)"); and
- e. PCW, National Economic Development Authority (NEDA), and Department of Budget and Management (DBM) Joint Memorandum Circular (JMC) 2004-1 ("Guidelines for the Preparation of Annual Gender and Development (GAD) Plan and Budget and Accomplishment Report to Implement the Section on Programs/Projects Related to GAD of the General Appropriations Act").

III. Coverage

This Memorandum Circular shall cover all Offices and Divisions of the PMO.

IV. Objective

1. To institutionalize and mainstream GAD in the disposition and management of government assets and other properties transferred and/or assigned to PMO;
2. To prescribe guidelines in mainstreaming gender equality in the disposition and management of assets assigned to PMO;



3. To integrate the Harmonized Gender and Development Guidelines (HGDG) for Project Development, Implementation, Monitoring, and Evaluation into PMO's plans, programs and activities;
4. To provide the mechanics for the development of programs, activities and projects that promote gender-responsive governance, protect and fulfill women's human rights, and promote women empowerment within PMO; and
5. To guide PMO in monitoring and evaluating its GAD mainstreaming efforts.

V. Definition of Terms

- a) **Gender and Development (GAD)** - development perspective and process that is participatory, empowering, equitable, sustainable, free from violence, respectful of human rights, supportive of self-determination and actualization of human potentials.¹
- b) **Gender Analysis** - a framework to compare the relative advantages and disadvantages faced by women and men in various spheres of life, including the family, workplace, school, community and political system.²
- c) **Gender Equality** - the principle asserting the equality of men and women, their right to enjoy equal conditions realizing their full human potentials to contribute to and benefit from the results of development, and with the State recognizing that all human beings are free and equal in dignity and rights.³
- d) **Gender Mainstreaming** - 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.⁴
- e) **Marginalized** - the basic, disadvantaged, or vulnerable persons or groups who are mostly living in poverty and have little or no access to land and other resources, basic social and economic services such as health care, education, water and sanitation, employment and livelihood opportunities, housing, social security, physical infrastructure, and the justice system.⁵
- f) **Women Empowerment** - the provision, availability, and accessibility of opportunities, services, and observance of human rights through life-cycle and rights-based approach which enable women to actively participate and contribute to the political, economic, social, and cultural development of the nation as well as those which shall provide them equal access to ownership, management, and control of production, and of material and informational resources and benefits in the family, community, and society.⁶

VI. General Guidelines

1. In principle, the privatization process shall be gender responsive and shall be consistent with this policy. Gender equality actions shall be included in the predisposition activities, disposition and management of assets assigned to PMO;

¹ *Implementing Rules and Regulations of Republic Act No. 9710 otherwise known as "Magna Carta of Women".*

² *Joint Circular No. 2004-1 of the Department of Budget and Management, National Economic and Development Authority and National Commission on the Role of Filipino Women.*

³ *Ibid.*

⁴ *Implementing Rules and Regulations of Republic Act No. 9710 ("Magna Carta of Women").*

⁵ *Ibid.*

⁶ *Ibid*

2. PMO shall institutionalize its gender mainstreaming through a Framework consistent with its mandate and anchored on the balanced scorecard;
3. PMO's GAD Focal Point System (GFPS) shall be strengthened to ensure and advocate, guide, coordinate and monitor the development, implementation, review and updating of the PMO's GAD plans and GAD—related programs, services, activities and projects;
4. The cost of implementing GAD plan shall be included in the agency's annual Work and Financial Plan. GAD planning and budgeting shall be conducted annually as part of its programming and budgeting exercises; and
5. The PMO shall adopt a mechanism to monitor the progress and evaluate the impact, at various levels of the implementation of its GAD plan, and other GAD-related programs, services, and projects.

VII. Specific Guidelines

A. GAD Mainstreaming Framework

As part of PMO's commitment to uphold and foster gender equality and sensitivity among officers, staff and outsourced personnel, the PMO-GFPS was reconstituted with a task to lead in mainstreaming gender perspective in PMO's policies, plans and programs, and ensure that implemented programs address the needs and concerns of employees and clients. The GAD Mainstreaming Framework projects shall be aligned with the achievement of the end goal of Gender Equality. The Framework shall track PMO's performance against a set of gender perspectives and strategic objectives anchored on its mandate, vision, mission and core values.

1. Project Identification Stage

The initial phase of the project cycle shall involve generating information that reflects high priority in the use of resources to achieve important development objective. It is the process of searching for viable development initiatives aimed at responding to specific issues and problems⁷.

The GFPS Team shall identify programs and activities compliant with GAD requirements, such as:

- a. Collection of sex-disaggregated data and gender-related information, and gender analysis of the development problem and the target population or organization;
- b. Identification of gender issues and women's special needs that must be addressed and use of gender analysis tools to determine how proposed projects can address gender-related problems; and
- c. Participation of men and women in the analysis of the identified gender-related issues⁸.

2. Project Design and Formulation Stage

The GFPS Team shall ensure that the following factors are considered in the design and formulation of GAD activities:

- a. Articulation of a woman's human right or gender equality goal, purpose, or objective and its inclusion in women's rights outputs and outcomes;
- b. Commitment of resources to activities and interventions that will enable the project to promote gender equality and women's empowerment;
- c. Identification of the possible constraints that might prevent women or other marginalized sectors from participating in the identified activities;

⁷ NEDA, PCW and Official Development Assistance Gender and Development Network (2010) *Harmonized Gender and Development Guidelines*. (www.pcw.gov.ph)

⁸ *Ibid*

- d. Proper monitoring of indicators and targets which includes increased participation of women and reduction of gender gaps;
- e. Conduct of gender analysis to evaluate the activity and anticipate possible gender related issues that might arise from the implementation of the design project;
- f. Congruence of the GAD agenda of the project with that of the Philippine government; and
- g. Application of the comments/suggestions of the PCW¹⁰.

3. Project Management and Implementation Stage

The GFPS Team shall look into and comply with the following GAD requirements:

- a. Support and commitment from the management and employees wherein the goals of gender responsive projects are viewed as top priority;
- b. Facilitate the release of resources for the implementation of gender responsive activities;
- c. Enforcement of procedures and processes that promote women's participation in GAD related activities; and
- d. Willingness to tap external GAD expertise to develop GAD internal policy¹².

4. Project Monitoring and Evaluation Stage

This stage focuses on the compliance to the following GAD requirements:

- a. Development of the ability of the officers and employees to commit to GAD initiatives;
- b. Institutionalization of GAD strategies to ensure accomplishment of the goals and objectives of GAD-related activities; and
- c. Involvement of the officers and personnel to the evaluation of the effectiveness of GAD-related activities.

Interpretation of GAD score:

Score	Interpretation
0 - 3.9	GAD is invisible in the project (proposal is returned).
4.0 - 7.9	Proposed project has promising GAD prospects (proposal earns a "conditional pass," pending identification of gender issues and the strategies and activities to address these, and inclusion of the collection of sex-disaggregated data in the monitoring and evaluation plan).
8.0-14.9	Proposed project is gender-sensitive (proposal passes the GAD test).
15.0 - 20.0	Proposed project is gender-responsive (proponent is commended).

Source: *Harmonized Gender and Development Guidelines (2010)*

B. GAD Focal Point System (GFPS)

1. Composition

The PMO GFPS shall be composed of the Executive Committee, which shall be headed by the Chairperson, the Technical Working Group, and the Secretariat.

2. Functions

¹⁰ NEDA, PCW and Official Development Assistance Gender and Development Network (2010) *Harmonized Gender and Development Guidelines*. (www.pcw.gov.ph)

¹² *Ibid*

- a. Serve as a catalyst for mainstreaming gender perspective in policies, plans and programs of the agency;
- b. Formulate appropriate systems and mechanisms to ensure the generation, processing, review and updating of sex-disaggregated data or GAD database to serve as basis in performance-based gender responsive planning;
- c. Prepare the agency's annual performance-based GAD Plans, Programs and Budget and submit to PCW;
- d. Monitor the prompt and effective implementation of GAD-related policies and the annual GAD Plans, Programs and Budget;
- e. Prepare the annual GAD Accomplishment Report And other GAD Reports that maybe required under the Magna Carta for Women; and
- f. Ensure that all personnel of the agency, including the finance officers (e.g. accountant, budget officer, auditors) are capacitated on GAD.

3. Roles and Responsibilities

- a. The **GFPS Chairperson or Head of Agency** shall:
 - i. Issue policies and/or other directives to align GAD mainstreaming in policies, plans, programs, projects and activities, budget, systems, and procedures of the agency, including the creation, strengthening, modification or reconstitution of the GFPS; and
 - ii. Review and approve the GAD Plan, Program and Budget of the agency as duly endorsed by the Executive Committee, with the assistance of the Technical Working Group, and ensure that the same be effectively implemented.
- b. The **Executive Committee (ExeCom)** shall:
 - i. Provide assistance and furnish policy advice to the Chairperson to support and enhance the GAD mainstreaming activities of the PMO;
 - ii. Administer the identification of GAD strategies, programs, activities and projects based on the results of the gender audit, gender analysis and according to the identified priorities of the PMO in response to gender issues faced by its clients and employees;
 - iii. Monitor the prompt submission of the PMO's GAD Plan and Budget (GPB), Accomplishment Report and other GAD-related reports to PCW and other agencies;
 - iv. Enhance the partnership of the agency with PCW, GAD experts, advocates, women's groups and other stakeholders in pursuit of gender mainstreaming; and
 - v. Recommend approval of agency GPB, GAD ARs and awards or recognition to outstanding institutional GAD programs, activities and projects and/or GFPS members.
- c. The **Technical Working Group (TWG)** shall:
 - i. Administer the implementation of the gender mainstreaming efforts of the PMO through the GPB process;
 - ii. Devise the PMO's GAD Plans, Programs and Budget in response to the gender gaps and issues faced by women and men employees and clients, following the conduct of a gender audit, gender analysis, and/or review of sex-disaggregated data;
 - iii. Aid in the capacity development of and provide technical assistance as needed. The TWG shall work with the human resource management office on the development and implementation of an appropriate capacity development program on gender equality and women empowerment;

- iv. Monitor the implementation of GAD-related programs, activities and projects and suggest corrective measures to improve implementation of GAD PAPs and GFPS activities; and
- v. Endorse GAD Annual Accomplishment Report to the Executive Committee.

4. The **Secretariat** shall:

- i. Notify all GAD-TWG members of meeting and/or relevant information;
- ii. Record minutes of GAD ExeCom and TWG meetings; and
- iii. Act as repository of all official records and documents of the GAD TWG.

C. On Preparation of Annual GAD Plan, Budget and Accomplishment Report

- 1. In line with the implementation of the GAD programs, the GAD Plan shall be incorporated in the Work and Financial Plan of PMO which must be at least five percent (5%) of its total budget.
- 2. All activities such as capacity building programs that involve promotion of gender equality and sensitivity, poverty alleviation, financial literacy, women empowerment and protection, upholding human rights of the marginalized sector and implementation of gender responsive governance shall be included in PMO's GPB.
- 3. The GPB for at least two succeeding years shall be discussed thoroughly during the Annual GAD Planning and Budgeting of the current. The GPB for the succeeding year shall be submitted to the Budget Officer prior to the start of the GAD Plan year or in accordance with the schedule of the National Budget Call (NBC).
- 4. The GAD Accomplishment Report for the previous year shall be submitted to the GFPS Chairperson ten (10) calendar days prior to the deadline set by PCW for review and approval.

D. Capacity Building

- 1. Gender perspective shall be integrated in all PMO activities and/or transactions such as training, seminars, orientation, public bidding and other related disposition activities.
- 2. The PMO shall ensure that its officials and employees are sent to gender sensitivity related training as well as encourage their participation in GAD Planning and Budgeting.
- 3. The PMO shall conduct office-wide activities incorporating gender mainstreaming and ensure that all officials and employees will have a better understanding of the importance of implementing gender-related activities as well as inform them of the current status of the PMO's gender responsiveness efforts.

VIII. Effectivity

This Memorandum Circular shall take effect immediately.


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