

Strategic Theme 8:
Good governance through transparency, service competencies and good fiscal position

Programs/ Projects:

- Strategic Performance Management System
- Results-Based Management System
- Awards, Incentives and Accreditation
- Internal Reform Initiatives
- Iloilo Comprehensive Agrarian Reform and Taxation (I-CART) Program
- Tax Reform Enhancement Program



good governance
through transparency, service competencies and good fiscal position

Zero-Commission and No-SOP policy at the Bids and Awards Committee

Results-based management to attain gender-responsive "good governance"



Iloilo Province

Local government units (LGUs) doing gender mainstreaming need strong leadership and commitment, organized women's groups, adequate resources — and lots of inspiration — to see things through. In fact, when gender mainstreaming is not explicitly defined in the LGUs' development plans, Gender and Development

(GAD) efforts may not be realized at all. As a form of assistance and in keeping up with the unique contexts and specific needs of LGUs, the Philippine Commission on Women (PCW) then "localized" its Technical Assistance Blueprint in accordance with gender-related mandates and as provided for by the Magna Carta of Women (RA 9710).

In 2014, PCW added the **GAD Local Learning Hubs (GAD LLHs)** to its LGU-centered technical assistance portfolio, the aim of which is to showcase innovative GAD structures, processes, and programs that have been sustained, if not improved by LGUs through the years. GAD LLHs are meant for sharing and replicating good practices, ultimately giving other LGUs the opportunity to think outside the box when implementing GAD initiatives. LGUs seeking to imbibe GAD innovations can learn from the GAD LLHs and get inspiration on how to infuse GAD in local governance and public service.

One of the five PCW-certified GAD LLHs is Iloilo Province. Using the Results-based Monitoring and Evaluation (RBME) Framework and System, the Provincial Government has innovated its gender mainstreaming strategy by first mapping out Iloilo's short- to long-term GAD targets and then aligning these with the vision of the province. The Provincial Government has also “converged” with like-minded institutions and organizations to bring to the forefront women's economic empowerment (WEE) in local development.

The Results-based Monitoring (RBM) framework and the convergence-for-WEE strategy was introduced to the Provincial Government in 2009 when Iloilo became a partner of PCW under the Gender Responsive Economic Actions for the Transformation of Women (GREAT Women) Project.

A Framework and System for Gender-responsive Governance

Goal-setting, social transformation, and results. These are but a few concepts often associated with local governance. Incidentally, Philippine politics is replete with stories of top and mid-level LGU planners who find it difficult to align short-term objectives with long-term goals. Challenging the old ways is tricky, but definitely a noteworthy endeavor, most especially for LGUs.

GAD LOCAL LEARNING HUBS



LGU officials and personnel train on the Results-based Monitoring and Evaluation Framework and System

In 2010, as part of its institutional reforms, the Provincial Government embarked on a new mission by focusing on “Eight Strategic Thrusts” (health, environment, agriculture, education and social welfare, entrepreneurship, infrastructure, public service, and good governance). Consequently, Executive Order No. 6 was issued to institutionalize GAD in all of the province's programs, projects, and activities. This makes the “Eight Strategic Thrusts” innovative, such that GAD principles like women's access to resources and opportunities, as well as the shared benefits for women and men in local development, have become crosscutting themes in politics and public service.

In 2012, Executive Order No. 181 called on all machineries of the Provincial Government to use the **Results-based Monitoring and Evaluation (RBME) Framework and System**. The RBME is one of the approaches identified by the Provincial Government in attaining gender-responsive governance.

Iloilo's effort to institutionalize the RBME tells a story of how an LGU acquired technical knowledge from an externally funded project (PCW's GREAT Women Project) and later transformed these as institutional competencies.

From the perspective of introducing reforms in local governance, the RBME helped the Provincial Government improve its decision-making and

reporting duties. It also opened avenues for greater transparency and accountability not only as implementers of GAD projects, but also as a political institution whose vision is to integrate gender in public service.

The success of the RBME relied on people seeking meaningful change. Apart from the Provincial Governor, individuals from the Provincial Planning and Development Office pushed for the adoption of the RBME because of the monitoring and evaluation (M&E) component offered by the system. M&E tools allowed the Provincial Government to align GAD annual plans with Iloilo's vision towards a gender-responsive society. Enhancing the knowledge and skills of senior officials and technical personnel were critical in institutionalizing RBME. At the outset, planning and budgeting of GAD programs were done more confidently after the RBME training-workshops, as the Provincial Government could now track, analyze, and generate reports using evidence-based indicators.

Women as a Force in Local Economic Development

Many who have witnessed the good results of “collaboration” say it has a multiplier effect. Reportedly, organizations collaborate because “the triumph of one is far greater when combined with the triumphs of others.”

In 2009, when Iloilo became PCW's partner under the GREAT Women Project, the Provincial Government was introduced to the **two-pronged strategies of “convergence” and “WEE” [women's economic empowerment]**. The convergence-for-WEE strategy is about strengthening linkages between public and private sectors, as well as within and among government institutions. Convergence-for-WEE also allows for the sharing of business knowledge and technical expertise, and the pooling of finances and other resources in order to build community-managed enterprise facilities.

The Provincial Government banked on this convergence-for-WEE strategy to systematically reach out to LGUs, national and sub-national agencies, the academe, non-profit organizations, business support groups, and others with mandates and expertise on enterprise development. The common goal was to empower women microentrepreneurs and provide them extended assistance so they can start or sustain their local businesses.

Many women microentrepreneurs acquired practical knowledge and skills like basic accounting, product inventory, design, packaging, and marketing. These then provided impetus for women-led enterprises to develop new products and services, access microfinance, and tap more government institutions that offer enterprise-related services. Some women microentrepreneurs even ventured to new businesses. Comparatively, before the convergence, women entrepreneurs did not have enough access to information, programs, and services offered by LGUs and government agencies on enterprise development.

The pooling of finances and technical expertise also resulted to the setting up of municipal-led common service facilities (CSFs), such as those in Badiangan, Pavia, and Miag-ao. Currently, the three CSFs function as one-stop shops for



Common service facilities serve as production and marketing centers for women microentrepreneurs

commercial goods and as production–marketing centers for small and medium enterprises.

As for WEE being a collective women-led endeavor, women microentrepreneurs who gained new knowledge and skills took it upon themselves to support emerging women entrepreneurs. For the Provincial Government, these anecdotal stories on women helping each other depict sustained gains from its efforts in advancing local economic development by empowering women-led enterprises.

Indeed, when women microentrepreneurs are provided greater opportunities to improve their livelihood and business, they become a strong force in local economic development.



GENDER AND DEVELOPMENT LOCAL LEARNING HUBS

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Photos from the Provincial Government of Iloilo

GAD

Local Learning Hubs are about sharing and replicating good practices, ultimately giving LGUs the opportunity to think outside the box when implementing GAD.

When an LGU examines its legal mandate with gender lens, when it unleashes gender equality as part of its development goals, when it unites women and men constituents to work toward GAD — that is gender mainstreaming.

Iloilo Province offers two innovations that may be replicated by other LGUs when incorporating GAD in public service. The first is the institutionalization of the Results-based Monitoring and Evaluation Framework and System to align short-term deliverables with long-term goals on GAD. The second is the integration of the convergence and WEE [women's economic empowerment] strategies so more women microentrepreneurs can contribute to local economic development.

The Provincial Government of Iloilo has shown that institutionalizing gender-responsive management systems and strategies, building convergence among LGUs, government agencies, and people's organizations — coupled with the support of the Local Chief Executive and the strong involvement of community members — can lead to gender-responsive local governance.

The five PCW-certified GAD Local Learning Hubs are located in the Provinces of AKLAN, ILOILO, and QUEZON, and the Cities of DAVAO and NAGA

For more information on Iloilo Province's Certified GAD Local Learning Hubs, contact:

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