

Communication Guide for Women's Economic Empowerment

GREAT Women Project
Knowledge Product



Philippine
Commission
on Women



About The GREAT Women Project

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

The Philippine Commission on Women (PCW), the national machinery for gender equality and women's empowerment, is the lead executing agency for the Project. The PCW forged partnership with key national government agencies involved in micro-, small- and medium-scale enterprise (MSME) development and select local government units to create a gender-responsive enabling environment for women's economic empowerment. This project (spanning from 2006-2013) is provided with technical and financial support by the Canadian International Development Agency (CIDA).

Women's economic empowerment (WEE) refers to women having access to and control over high-value productive resources, such as information, credit, loans or financial assistance, services training, markets and technology. With women's economic empowerment, women have decent jobs and humane working conditions, while enjoying benefits from wealth-creating opportunities equal with men.

Foreword

As the oversight body on women's empowerment and gender equality, the Philippine Commission on Women (PCW) is the clearinghouse of information on gender and development (GAD) in the country.

In 2012, the PCW realized the importance of directing communication and social marketing support to enable the LGU's enterprise development desks, economic units, local enterprise investment promotion officers (LEIPOs), Provincial/Municipal GAD Office and the GAD Focal Point/Persons, to reach out to local women microentrepreneurs.

Consequently, through the Project Management Office of GREAT Women Project, the PCW developed this **Communication Guide for Women's Economic Empowerment (WEE)** as an information tool to assist enterprise desks and other similar enabling mechanisms for women microentrepreneurs to promote women's economic empowerment (WEE) at the local level.

The Communication Guide for WEE consolidates processes and lessons from the implementation of the Project with partner agencies at the local and national level since 2007. It aims to help Enterprise Desk Officers and relevant offices of LGUs to become more effective in their function to provide more holistic assistance to women microentrepreneurs at the provincial, municipal and barangay levels.

We therefore recommend to our partners to make use of the Communication Guide for WEE to enhance the delivery of services of enterprise desks and other mechanisms to achieve women's economic empowerment. We also thank the Canadian International Development Agency (CIDA), which provided technical and financial support to PCW. CIDA remained a staunch advocate and PCW's partner for gender equality programs.

REMEDIOS I. RIKKEN

Chairperson

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COMMUNICATION GUIDE FOR WEE

CHAPTER 1: About the Communication Guide

About the Communication Guide for WEE

- 1. Communication Guide for WEE***
- 2. Overall Communication Goal***
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Chapter 1

About The Communication Guide for WEE

Communication Guide for WEE

The Philippine Commission on Women-GREAT Women Project developed this Communication Guide for WEE as a communication and social marketing support to guide enterprise development desks (and enterprise development officers) in performing their WEE-related communication functions, such as communicating with and assisting women's groups, microentrepreneurs, LGUs replicating the model, and other stakeholders on WEE.

The Communication Guide for WEE intends to guide Enterprise Desks and other mechanisms in LGUs on the communication-related activities to promote women's economic empowerment. The Communication Guide for WEE explains the various ways and methods of effectively assisting women microentrepreneurs.

With the Communication Guide, the Enterprise Desk can attend more effectively to business-related services and can facilitate dissemination of business-related information to its target clientele (i.e. women microentrepreneurs or WMEs, WME groups and others). Enterprise desks are encouraged to use the communication plan in enhancing their activities and services, herein presented.

Enterprise Desks: An Operational Definition

Enterprise Desks are local government mechanisms or units that directly coordinate with entrepreneurs on business development services. Other mechanisms which take on the functions of an Enterprise Desk may be present in an LGU.

These may be the assignment of an enterprise or livelihood officer like the Local Enterprise and Investment Promotions Officer, the establishment of a Provincial Gender and Development (PGAD) Office, the formalization of an Economic Unit/Enterprise Development Unit within the LGU, the set-up of a Technology Incubation Center or the delegation of WEE functions to the Public Information Officer, among others. GREAT Women Project recommended that its local government partners establish enterprise desks, which will link women entrepreneurs to services and help sustain good WEE practices within the LGU.

Recommended Major Activities of the Enterprise Desk

- Explain WEE and the local enabling environment
- Walk-through business registration system: licensing and renewal
- Present NGA and LGU Policies/Programs/Services on WEE and means of access
- Present information resources/tools on business services, facilities and other WEE support
- Provide business matching services (i.e. inform WMEs on suppliers/ sources of raw materials, markets, buyers)
- Conduct consultations/promotional activities among WMEs
- Refer expert/consultant network on capacity building for WEE and enterprise development
- Contribute in building GAD and WEE resources of partners

Note: It is assumed that enterprise desks in various LGUs will take on different forms, sets of functions and activities to promote women's economic empowerment in their respective areas. Enterprise Desks or enterprise officers, however, are expected to take on a number of recommended major activities and integrate use of the Communication Guide for WEE in performing or improving their desk functions. The Enterprise Desk's main role is to inform WMEs and other women where they can acquire technical assistance, business development services and resources for their microenterprises. It also has the secondary role of informing WMEs and other women of economic empowerment rights prescribed under the Magna Carta of Women.

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Overall Communication Goal

- For the Enterprise Desk to assist women microentrepreneurs (WMEs) to access the information and services (i.e. credit, loans or financial assistance, skills training, markets and technology information) to facilitate women's economic empowerment or sustain and improve businesses.

Communication Objectives

- To provide women microentrepreneurs or micro business owners with appropriate information and "leads" to facilitate business development
- To provide LGU with appropriate information and identify, support strategies to develop and implement policies, PPS (programs, projects and services) on WEE

Users/Implementers of the Communication Guide for WEE

- Primary users/implementers of this Communication Guide are officers/ offices within local mechanisms that advocate women's economic empowerment. These are shown below:

Proposed Primary Users/Implementers of the Communication Guide for WEE

Proposed User/Implementer of the Local Communication Plan	Description of Mechanism and Major Functions
Enterprise Desk	The Enterprise Desk is an entrepreneur help desk in the LGU that has three major functions: (1) assists the LGU in local policymaking, planning and programming for GAD, WEE and livelihood/enterprise development, (2) matches women microentrepreneurs (and WME groups) to access NGA and other LGU programs, services and resources on livelihood/enterprise development, and with other service providers, and (3) facilitates referrals, linkages, partnerships, and replication for entrepreneurs. <i>Recommendation: The Enterprise Desk may utilize the entire Communication Guide.</i>
Gender and Development Office	A GAD Office is a mechanism usually created by a local law through which an LGU implements the general objectives of the GAD Code or actualizes its local vision for gender and development. It has policy/program formulation functions, planning and budgeting, advocacy, coordinative and monitoring functions on GAD and WEE. The GAD Office mainly: (1) Implements policies, projects, programs and activities on GAD and WEE (e.g. Conducts gender sensitivity education and GAD and WEE communication campaigns in municipalities and barangays; GAD advocacy programs and trainings) (2) Recommends policies, projects, programs and activities on GAD and WEE (3) Prepares and submits GAD plans and budget (4) Coordinates with different NGAs, LGUs, private sector and gender focal points to deliberately integrate and mainstream gender dimensions in various development processes and programs. (5) Mobilize various sectors for gender projects and GAD initiatives (6) Builds technical capability of various service providers to be able to integrate and mainstream gender perspectives in various development undertakings; <i>Recommendation: The Gender and Development Office may utilize the entire Communication Guide.</i>

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Proposed Primary Users/Implementers of the Communication Guide for WEE

<i>Proposed User/Implementer of the Local Communication Plan</i>	<i>Description of Mechanism and Major Functions</i>
Local Economic and Investment Promotions Officer (LEIPO)	The Local Economic and Investment Promotions Officer is a LGU-designated officer who helps in the preparation, coordination and execution of local economic investment promotion policies, projects and activities and the sustained promotion and marketing of the LGU as an investment haven. Among others, the duties, responsibilities and functions of a LEIPO relative to WEE and investment promotion are the following: (1) Facilitates the preparation, coordination, and execution of local economic and investment promotion policies, projects and activities of the provincial/city government, (2) Maintains a local economic database and provide basic information about businesses and business potentials of the LGU including LGU services to prospective investors to attract more investments to flow in the community, and (3) Coordinates with other offices in the promotion of economic activities such as the Planning and Development, Treasury and Budget Offices and the local Sanggunian. <i>Recommendation: The LEIPO may utilize the entire Communication Guide.</i>
GAD Focal Point System (GFPS)	The GAD Focal Point System is 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, review and updating of their GAD plans and GAD-related programs, activities and projects. <i>Recommendation: The GFPS may utilize the entire Communication Guide.</i>
Livelihood or Technology Incubation Center	The incubation center is a facility available to the private sector, especially the small and medium scale enterprises, to engage in product development and to benefit from available technical expertise and/or business. <i>Recommendation: The Technology Incubation Center may specifically utilize the Core Messages on Technology and the Concept Guide for Organizing Women's Economic Interventions.</i>
Public Information Officer	The Public Information Officer takes charge of public information within either a provincial, city or municipal government. Functions relative to WEE include the following: (1) Develops plans and strategies related to public information and research data to support programs and projects, (2) Maintains effective liaison with the various sectors of the community on matters and issues that affect livelihood and quality of life, and (3) Recommends to the sanggunian and advise the governor or mayor, on public information and research data as it relates to the total socioeconomic development of the LGU. <i>Recommendation: The Public Information Officer may find the Core Messages and several Concept Guides useful (i.e. Conducting A Women's Economic Empowerment Forum, Organizing Women's Economic Empowerment Interventions, Tapping Into GAD-WEE Network, Communication Planning for Women's Economic Empowerment, Sharing of Women's Economic Empowerment (WEE) Initiatives, and Managing GAD-WEE Resources).</i>

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About The Communication Guide for WEE

The table below presents the communication activities that may be undertaken in the performance of enterprise desk functions.

The appropriate messages and information resources to use during WEE-related communication activities may be found on Chapter 2 (Core Messages). Meanwhile, communication activities in this menu are discussed in greater detail on Chapter 3 (Communication Activities).

Best Use of The Communication Guide

The Communication Guide for WEE is best used following this process. Determine the enterprise desk function (on Chapter 1) the user will perform. Select the communication activity/ies (on Chapter 3) that correspond/s to the Enterprise Desk Function. Choose appropriate core messages (on Chapter 2) that correspond to the the communication activity/ies. Look up additional information resources (on Concept B-6) that support both communication activities and core messages. A Sample Menu is presented on *pages 8 and 9*.

There are LGU activities where the Enterprise Desk could advocate the undertaking of communication activities or explain/ convey certain core messages on GAD-WEE, shown in the table below.

Activities Where Core Messages Can Be Applied

- GAD-WEE Policy Formulation/ LGU Planning Processes
- GAD Planning and Budgeting
- LGU Programming Processes/ Project Development
- WEE Forum
- Women's Month and Other GAD Advocacy Activities
- IEC Materials Development/ Development of GAD-WEE Resources
- Speaking Engagements/ Public Addresses/ Meeting Updates
- Caravans/ Orientations for WMEs
- Information Services to Clients
- Development of Website Resources/ Capacity Development Programs
- Advocating GAD-WEE among Local Officials, Technical Officers, Resource Pools
- Trainings/ Technical Assistance/ Coaching/ Mentoring on Gender and WEE
- Facilitating Convergence or Partnerships/ Networking/ Linkaging with NGAs and other partners/ stakeholders

Chapter 1

About The Communication Guide for WEE

Enterprise Desk Functions Vis-a-vis Communication Activities, Core Messages and Information Resources

Enterprise Desk Function (Refer to Chapter 1)	Communication Activities (Refer to Chapter 3)	Core Messages (Refer to Chapter 2 and Chapter 3)	Information Resources
Walk-through business registration system: licensing and renewal	<i>Concept A-3: Guiding WMEs in Business Registration</i> • Orientation on the business registration process • Distribution of IEC materials (print, audio, and video resources)	Core Message A-1: Enabling Environment for WEE Concept A-3: Guiding WMEs in Business Registration	WEE Tools and Knowledge Products in Concept A-5 and Concept B-6
Present NGA and LGU Policies/Programs/ Services on WEE and means of access	<i>For the LGU and/or WMEs:</i> <i>Concept A-1 Profiling and Mapping Women Microentrepreneurs</i> <i>Concept A-2 Conducting A Women's Economic Empowerment Forum</i> <i>Concept A-3 Guiding Women Microentrepreneurs in Business Registration</i> <i>Concept A-4 Assessing Needs of Women Microentrepreneurs</i> <i>Concept A-5 Organizing Women's Economic Empowerment Interventions</i> <i>Concept B-1 Infusing Gender & Development and Women's Economic Empowerment (GAD and WEE) in LGU Policies, Plans and Programs</i> <i>Concept B-2 Integrating WEE in Local GAD Plans and Budgets</i> <i>Concept B-3 Tapping Into GAD-WEE Network</i> • Facilitation of local champions' endorsement of WEE through speeches, testimonials and tri-media appearances • Conduct of WEE Orientations for women microentrepreneurs and women's organizations • Distribution of IEC materials (print, audio, and video resources)	Core Messages on Business Development (A1-A8) Core Messages on Business-Related Themes (B1-B6)	WEE Tools and Knowledge Products in Concept A-5 and Concept B-6

Chapter 1

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Enterprise Desk Functions Vis-a-vis Communication Activities, Core Messages and Information Resources

Enterprise Desk Function (Refer to Chapter 1)	Communication Activities (Refer to Chapter 3)	Core Messages (Refer to Chapter 2 and Chapter 3)	Information Resources
Provide information resources/tools on business services, facilities and other WEE support to WMEs	<i>Concept B-4 Communication Planning for WEE</i> <i>Concept B-5 Sharing of WEE Initiatives</i> <i>Concept B-6 Managing GAD-WEE Resources</i> • Development and distribution of IEC materials (print, audio, video, web and outdoor media) and enterprise development tools • Creation of WEE resources/databases/directories/web linking and web resources <i>Concept B-3 Tapping Into GAD-WEE Network</i> • Refer/tap expert/consultant network on capacity building for WEE and enterprise development and other WEE opportunities for WMEs (e.g. market, possible linkages and partnerships)	Core Messages on Business Development (A1-A8) Core Messages on Business-Related Themes (B1-B6)	WEE Tools and Knowledge Products in Concept A-5 and Concept B-6
Conduct consultations/promotional activities among WMEs	<i>Concept A-2 Conducting A Women's Economic Empowerment Forum</i> <i>Concept A-4 Assessing Needs of Women Microentrepreneurs</i> <i>Concept A-5 Organizing Women's Economic Empowerment Interventions</i> <i>Concept B-4 Communication Planning for Women's Economic Empowerment</i> <i>Concept B-5 Sharing of Women's Economic Empowerment (WEE) Initiatives</i> • Conduct of WEE Fora/Briefings/WME Assemblies and WEE Partner's Forum • Hosting of WEE or MSME-related events such as trade fairs/Promotional caravans (for specific WEE themes) • Study tour facilitation	Core Messages on Business Development (A1-A8) Core Messages on Business-Related Themes (B1-B6)	WEE Tools and Knowledge Products in Concept A-5 and Concept B-6

Chapter 1

About The Communication Guide for WEE

What is a Microenterprise?

By law, a microenterprise is a business with capitalization within PhP150,000 to PhP3 million, and may have one to ten workers. A woman microentrepreneur (WME) is a woman who leads, manages or is mainly involved in the operations of a microenterprise. On women's enterprises, a microenterprise is considered a women-led enterprise when women predominate decision-making over the enterprise. Whereas, a woman-owned enterprise is a business which has a woman as registered business owner.

What is a Woman Microentrepreneur (WME)?

A woman microentrepreneur is a woman who leads, manages or is mainly involved in the operation of a microenterprise.

Major Philippine Laws Governing Microenterprises

There are four main Philippine laws governing microenterprises (Barangay Micro Business and Enterprise Laws (RA 9178) of 2002, Social Reform and Poverty Alleviation Act (SRA Law), Magna Carta of Small Enterprises or RA 6977 of 1991, or Assistance to Women Engaging in Micro and Cottage Business Enterprises) whose implementation, requires translation into local policies and programs by partner national government agencies and local government units, would help transform the enabling environment for women's economic empowerment to be more gender-responsive, especially to women microentrepreneurs. Aside from these laws, the Magna Carta of Women is a national law specifying the economic empowerment rights of women.

- The **Barangay Micro Business and Enterprise Laws of (RA 9178) of 2002** promotes development of microenterprises in the informal sector and encourages them to operate formally in the mainstream through incentives and support.
- The **Social Reform and Poverty Alleviation Act (SRA Law)** specifies workers in the informal sector as one of the basic sectors in the social reform agenda.
- The **Magna Carta of Small Enterprises (RA 6977) of 1991** outlines the policies for the promotion of small and medium enterprises (SMEs), and defines SMEs according to asset size and number of workers.
- The **Assistance to Women Engaging in Micro and Cottage Business Enterprises (R.A. 7882)** mandates local banks to set up special credit windows for women who own small businesses and have a good track record, as well as to certified business learners who have completed and obtained certificates of training from the Technical Education and Skills Development Authority (TESDA) or any other accredited institution.

TIPS

These national laws governing microenterprises are often translated into local policies and ordinances that provide business incentives to women microentrepreneurs. Several LGUs in the GREAT Women Project, for example, infused WEE provisions in their own Revenue, Incentives or Investments Codes to legislate incentives conducive to start-up and growth of microenterprises. These incentives may range from discounts to business registration and other business service fees, waived fees for taxes/permits/other charges and tax exemptions for start-up businesses. The Enterprise Desk is encouraged to hold a multi-stakeholder consultation (including the local treasurer) to arrive at recommendable incentives for WMEs for inclusion in these Codes.

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What should the Local Government Unit (LGU) do for WMEs?

Basically, the LGU can craft or enhance local policies (i.e. Executive Orders, Ordinances, Codes and Plans) with GAD-WEE perspectives. It can also create or enhance gender and WEE-responsive programs, projects and services that are supported by the LGU's strategic and operational plans, with corresponding budget allocations. The LGU can form partnerships, steer convergence and participate in joint efforts for the creation of business development services for WMEs. It can form working groups and/or pools of resource experts and advisers for microenterprise development. The LGU is expected to build enabling mechanisms--like the Enterprise Desk and common service facilities--to respond to needs of microentrepreneurs.

What will the LGU gain in helping WMEs?

As capacities for economic governance and women empowerment are built and LGUs respond to needs of WMEs, local government units will significantly improve local governance that will redound to securing these results and gains:

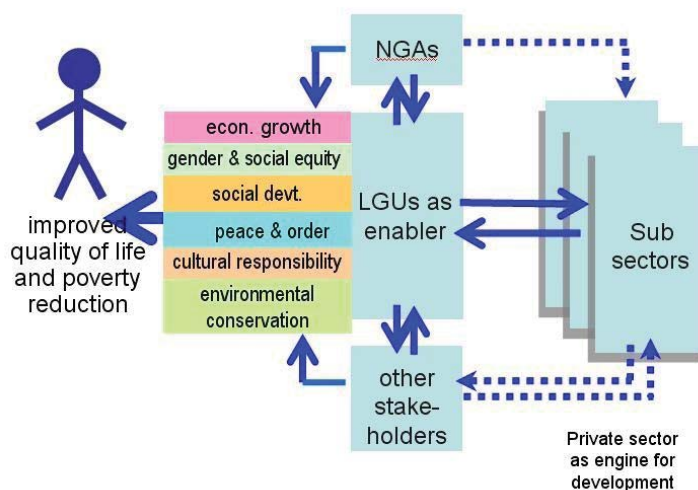
- Contribute to sustainable local economic development, with the creation of more, better, and decent jobs for women and men
- Improve local revenues
- Encourage greater in-flow of capital inputs, investments and revenues for local enterprises, especially women's enterprises
- Increase gender-responsiveness of policies, programs and services
- Facilitate the sharing of expertise, good practices, lessons learned, tools, and linkages among project partners and stakeholders
- Improve citizen confidence and support to the LGU
- Create stronger partnerships between the LGU, private sector, NGOs and CSOs

Role of LGU and Other Stakeholders in Growing Women-Led Enterprises

The diagram illustrates the role of the LGU as the main "enabler" for growing women-led microenterprises.

Here, national government agencies (NGAs) and other stakeholders support and partner with the LGU to continue enabling and sustaining microenterprises.

Growth and development of microenterprises inevitably improve the economy, promote gender and social equity, spur social development and advance environmental conservation. This ultimately leads to improved quality of life and poverty reduction.



COMMUNICATION GUIDE FOR ENTERPRISE DESKS

CHAPTER 2: Core Messages/Statements on Women's Economic Empowerment

Core Messages for Business Development

Core Message A-1 *Enabling Environment for WEE*

Core Message A-2 *Gender-Responsive Sustainable Local
Economic Development*

Core Message A-3 *Gender-Responsive Value Chain Analysis*

Core Message A-4 *Microcredit/Financial Literacy*

Core Message A-5 *Technology/Training*

Core Message A-6 *Product Development*

Core Message A-7 *Market Development*

Core Message A-8 *Business Counseling to Individual WMEs*

Core Messages for Business-Related Themes

Core Message B-1 *Social Protection*

Core Message B-2 *Occupational Safety and Health*

Core Message B-3 *Environment (including Climate Change)*

Core Message B-4 *Magna Carta of Women*

Core Message A-1

Enabling Environment for Women's Economic Empowerment

Enterprise Desk Messages for Local Government

Issue/s	• The Global Entrepreneurship Monitor (GEM), the largest single study of entrepreneurial activity in the world, profiled entrepreneurship in the Philippines in 2006-2007. Results of the study showed that four out of 10 adult Filipinos, aged 18 to 64 are engaged in business, which approximates around 19 million (39.2%) of the national population. Globally, the Philippines ranks second among 42 countries with most individuals owning a business. One out of five Filipinos (20.44%) or about 10 million adult Filipinos is engaged in early stage entrepreneurial activity. • Globally, the Philippines has the least gender gap among business owners (55% male against 45% female) and has women more active in starting a business than men. Women also comprise 51% of new business owners. Data suggests that women start a business, until the business has stabilized for the husband to take on direct involvement. Supporting women entrepreneurs therefore makes good economic sense, with more Filipino women more active than men in starting a business. • Women's economic empowerment becomes possible only when actual conditions in microenterprises are improved. With the growing informal work, women dominate the informal sector which account for unregistered, low-capital livelihood activities and microenterprises. Women microentrepreneurs suffer from lack of capital, increasing dependence on informal lenders, overwork, limited supply of raw materials due to their inability to purchase in bulk and limited access to markets, among others. Women workers in the informal sector also suffer from low productivity, low pay, poor working conditions and long working hours. Women workers and microentrepreneurs have to deal with unpaid work, such as home-care activities that contribute to work overload. <i>Footnote: Madarang, I. and Habito, C. (2007): Global Entrepreneurship Monitor: 2006-2007. Philippine Report. Babson College and London Business School.</i>
Communication Objective	• To support women's economic empowerment, by introducing sustainable measures to address gender and enterprise development issues, and to guarantee the fulfillment of women's economic rights.
Message/s	• Women's economic empowerment refers to women having access to and control over productive resources, such as information, credit, loans or financial assistance, services, training, markets and technology. With women's economic empowerment, women have decent jobs and humane working conditions, while enjoying benefits from wealth-creating opportunities equal with men. • Key stakeholders in government and other sectors must work for the promotion and fulfillment of women's human rights to enable women and men to equally contribute to and benefit from development through gender mainstreaming in plans, policies, programs and services.

Core Message A-2

Gender-Responsive Sustainable Local Economic Development (GR-SLED)

Enterprise Desk Messages for Local Government

Issue/s	Sustainable local economic development is a widely-accepted approach and process that collectively engages the public, business and non-governmental sector partners to create better conditions for sustainable economic growth and employment generation. Gender-responsive LGUs need to have more consciousness in integrating GAD-WEE and thematic perspectives in their SLED practice, with the goal of harnessing the participation and contribution of women to the local economy.
Communication Objective	To advise the LGU to support integration of GAD-WEE and environmental resource management in sustainable LED (SLED) initiatives.
Message/s	- Integrate GAD and WEE in local economic development plans (for Local chief executives, local policymakers and Provincial and Municipal Technical Working Groups). Be among the LGUs that practice gender-responsive sustainable local economic development (GR-SLED). Practice of gender-responsive SLED creates better conditions stimulating economic growth, generate employment and higher quality of life for women and men. This is also in consonance with the “inclusive growth” policy of national government. - Initiate and sustain policies, programs, services and mechanisms (esp. access to services) that will enable women microentrepreneurs to start and grow microenterprises. Make women’s economic empowerment thrust a priority item in allocating the GAD budget of the LGU, which is at least 5% of the total LGU budget. - The LGU can use gender and development (GAD) as a paradigm and apply the gender equality and women’s empowerment framework in creating opportunities for growth and development for micro-, small and medium enterprises. The LGU can also introduce gender-responsive interventions throughout the value chain of industries or subsectors. - The LGU can explore initiatives to support existing women-led businesses and new businesses to grow: - Establish partnerships with business and industry (LGU leaders are informed of the needs, issues and developments of WMEs in the business community). - Broker the provision of accredited technical assistance for a fee-for-service basis. - Influence public procurement policies and “buy local” campaigns for WEE (Policies may ensure fair practice, transparency and accountability in the procurement process. Initiatives can include adjusting the size of contracts to enable smaller companies to bid, encouraging and accepting bids from groups of local companies, holding procurement events for local businesses, and publishing local business competency directories). - Provide sites and premises (LGUs can use their industrial/commercial land and buildings to support business growth for WMEs. They can explore partnerships/private sector interventions for hard infrastructure investments for WEE). - Facilitate linkages of larger firms with women-led microenterprises (by encouraging linkages of producers with suppliers and contractors with subcontractors). - Conduct business mentoring programs (The LGU can create and maintain informal networks of mentors/pool of experts for WEE and GR-SLED. They can also make use of gender equality checklists for SLED and other related WEE tools or guides.)

Core Message A-3

Gender-Responsive Value Chain Analysis

Enterprise Desk Messages for Local Government

Issue/s	- Women microentrepreneurs may miss value-adding opportunities (or interventions that give more economic value to their product or enterprise) or new market opportunities, when they are not familiar with the basic value chain analysis. Moreover, a lack of understanding of gender roles may have an effect on the well-being of producers and workers, productivity, product quality and the entire production system. - Gender-responsive value chain analysis (GR-VCA) is a process of analyzing an industry or sub-industry value chain using a gender lens. GR-VCA examines the roles, contributions and profit and challenges of women and men within each step/ stage of the value chain and introduces interventions that address these challenges within the value chain.
Communication Objective	To advise LGUs to undertake GR-VCA of women-led enterprises to identify interventions for sustainability and growth of enterprises.
Message/s	- GR-VCA is useful in maturing and sustaining women-led enterprises, which in turn contributes to local economic development. GR-VCA is a tool to map the sequence of business-related processes and stages from the provision of inputs, to primary production, transformation, marketing up to final consumption of products and services. It helps in the analysis of opportunities and constraints that exist along the value chain including identification and analysis of gender issues in enterprise operation; facilitate the development of women's enterprises' competitive advantage and improve their functional position in the value chain; and coordinate the support of various enablers and service providers. With GR-VCA, targeted LGU interventions should improve complementation of gender roles, which can translate to improved quality of enterprise management development of new and better quality products/services. LGUs can facilitate convergence of NGA-LGU services in support of GR-VCA. - LGUs can benefit by applying GR-VCA to priority products and small industries in the area. Often industries or sectors that predominantly employ or involve women that are subjected to gender-responsive value chain analysis. Taking it further, LGUs can include GR-VCA as a major approach in their enterprise development plans. By this, the LGU can tap the assistance of NGAs in conducting a GR-VCA and responding to issues raised within a GR-VCA. - LGUs can capacitate enterprise development officers on GR-VCA. LGUs can create support mechanisms and implement programs for enterprises that have undergone GR-value chain analysis.

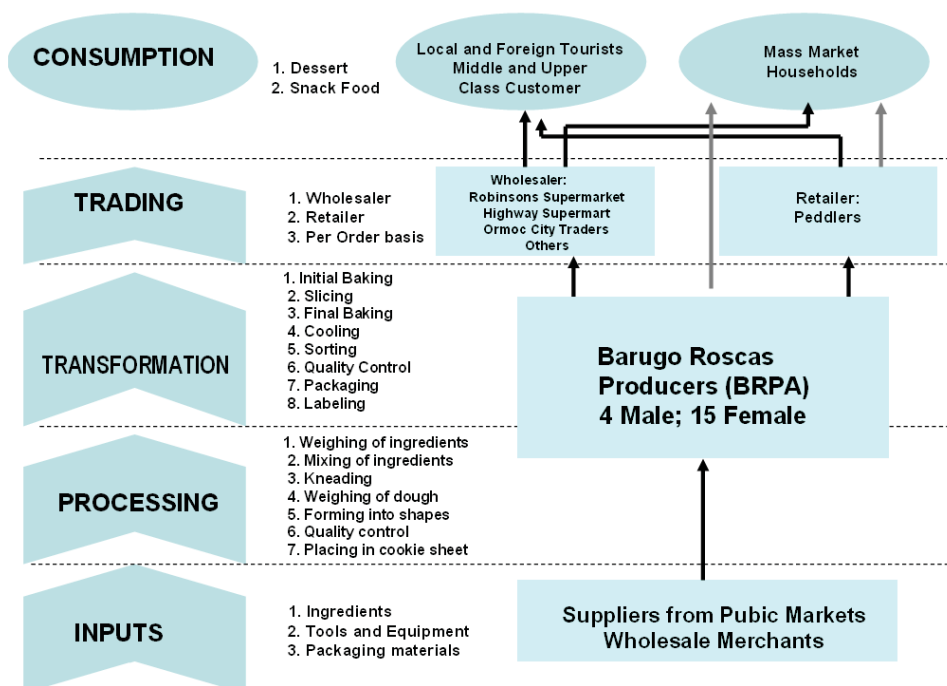
Core Message A-3

Gender-Responsive Value Chain Analysis

Enterprise Desk Messages for Women Microentrepreneurs

Issue/s	- WMEs are not fully aware of the importance of understanding the supply or value chain where their enterprises operate. WMEs may also not be aware of sources of support for their microenterprises. - WMEs have reservations to present full process of production when undertaking value-chain analysis, or tend to look at difficulties rather than opportunities in moving up the value chain.
Communication Objective	To make WMEs understand the need for GR-VCA to enable them to identify opportunities leading to enterprise growth and sustainability (e.g. new or improved products, new markets.)
Message/s	Through the GR-VCA, women's roles in a production system and gender-differentiated needs are identified and analyzed. Enterprise-related constraints are addressed. Contributions of women producers and workers gain more economic value, and their well-being, is improved. Women-led enterprises that undergo GR-VCA gain more opportunities to access technical assistance to address business concerns and grow or upscale their enterprise. <i>Available Information Resources: Gender-Responsive Value Chain Analysis of DTI and other sources of tools. Browse www.pcw.gov.ph/resources.</i>

GR-VCA of Leyte Roscas (in figure)



Example of a Simplified Gender-Responsive Value Chain Analysis of Ginger Brew (Tahu)

Value Chain Stage	Gender and Enterprise Issues	Interventions
Supply	Women dominate the downstream or supply sections in the value chain as ginger farmers, small suppliers, enablers and workers are mostly female while operation and upstream sections composed of microentrepreneurs and traders are predominantly male. While traditional ginger farming depended on water irrigation and use of heavy farm chemicals, the supply of ginger rhizomes can still be unpredictable.	Women ginger farmers should then develop capabilities for agro-enterprise development to support off-season productive activities.
Production	There is a need to improve the equipment and safety gears used in the production process, specifically in the cutting of rhizomes and the drying, mixing, and cooking of ginger brew to meet industry standards for quality beverages. Ways to improve ginger brew shelf life should likewise be adopted and more ginger brew should be produced when ginger rhizomes are in large supply. Business development services are needed to develop the ginger brew industry.	Women microentrepreneurs are to participate in local governance processes and established mechanisms dedicated to tahu enterprise development. This may include training on ginger production and tahu product development to comply with the requirements of the Food and Drug Administration (FDA), and development of partnership with the Department of Science and Technology (DOST) to provide assistance to women's groups to enhance ginger making technology. This should include development of new mixes (flavors); use of healthier ingredients (e.g. coco sugar and others).
Packaging and Distribution	Ginger brew also needs to compete with other herbal teas and beverages in the market. Its producers and suppliers should tap into increasing demand for organic food and beverages through market research, product innovation and more aggressive marketing.	The Cooperative producing tahu also has to obtain Good Manufacturing Practice (GMP) certification to enable them to market ginger brew to large hotels and restaurants, hospitals, resorts and clubs that require government-approved quality certifications.

Gender-responsive value chain analysis tries to outline and analyze the gender roles, gender and enterprise issues and possible interventions at each stage of the value chain. GR-VCA should lead to interventions that will add economic value to stages of the value chain and will allow women and men to more equitably participate and benefit from value chain activities.

Core Message A-4

Microcredit and Financial Literacy

Enterprise Desk Messages for Local Government

Issue/s	- Basic financial literacy inputs are essential to would-be or start-up entrepreneurs. Not all microfinance institutions (MFIs) provide these inputs. - Microcredit provided by MFIs or informal lenders is a leading source of working capital for microentrepreneurs. Women borrowers acquire small loans, which they pay back through installments that include interest. However, MFI policies and requirements are not women microentrepreneur-friendly: - Many MFIs provide purely financial credit products, and very little business development services which are critical for business sustainability. - Unregulated MFIs may pose risks of forced savings, high lending rates, high interest rates and high service charges, which may negatively impact women clients and their businesses. “Credit pollution” or borrowing from multiple MFIs affects many women borrowers because of declining repayment capacity. - Certain market segments made up of farmers and agri-workers, microenterprise start-ups, entrepreneurial poor in rural areas have not been adequately reached by MFIs. Consultation may be lacking in the design of MFI credit products. - MFIs have to “customize” requirements for WME borrowers. - Some LGUs allocate funds for their own credit program to assist constituents. However, most LGUs are not prepared to manage such credit program or credit fund, resulting to program failure. Creating an LGU credit program in support of WEE may be implemented in partnership with a local MFI, cooperative, rural bank or SME bank which can provide such service more efficiently.
Communication Objective	To discuss with the LGU on gender, social and finance perspectives in MFIs and encourage the LGU to dialogue with MFIs and other credit providers on provision of gender-responsive MFI credit facilities and products to WMEs.
Message/s	- Microfinance institutions, rural banks, development cooperatives and other credit facilities can bring further growth to microenterprises when they expand and enhance delivery of financial services with business development services to entrepreneurs. MFIs and other credit facilities are also encouraged to make policies and requirements that are responsive to women borrowers’ needs. Credit programs of MFIs can include basic client teaching on basic gender-responsive financial literacy. - LGUs should have a directory of MFIs and know the range of microcredit products available to WMEs and informal economy workers. LGUs should inform constituents of existing MFIs operating in the area and their available products/services. - LGUs can create barangay-level interventions (e.g. training) that will inform and educate women borrowers on financial literacy to help women manage funds, capital and income for their intended use, and dissuade WMEs from multiple borrowing.

Core Message A-4

Microcredit and Financial Literacy

Enterprise Desk Messages for Women Microentrepreneurs

Issue/s	• High operating expenses of Philippine microfinance institutions (MFIs) have raised costs of MFI services for clients, including women microentrepreneurs. Often, women resort to borrowing at high interest rates from lending institutions and informal lenders. • Women microentrepreneurs are also affected by “credit pollution” or the practice of borrowing from multiple MFIs. Meanwhile, rural-urban differences in types of loans affect women borrowers. Rural women borrowers often have a higher rate of default on loans and interest, and have delayed loan repayments.
Communication Objective	• To advise women of the range of financing and credit services available with corresponding interest rates and requirements.
Message/s	• WMEs can approach the LGU to link them with national government agencies or NGOs that can provide productive resources, financial and technical assistance to sustain and grow the enterprise. • WMEs should avoid compounding debt by borrowing from multiple lenders and by applying financial literacy and basic business management skills. They should make loan repayments on time to avoid compounding interest.

Core Message A-5

Technology and Training

Enterprise Desk Messages for Women Microentrepreneurs

Issue/s	Technology transfers and dissemination services especially for women's enterprises require the infusion of gender perspectives. Enterprise technologies and equipment are normally designed for men, as such women have difficulties in using them.
Communication Objective	To advise the LGU to promote the design and use of gender-responsive enterprise technologies for WMEs. Such assistance or service can be accessed through relevant programs of the DOST.
Message/s	- DOST offers services and LGU assistance in initiating assessment of gender-responsiveness of enterprise technologies. Assessment can be made in such areas as: human resource; machineries, equipment, tools and accessories; raw materials used in production; production methods/process; layout, design and infrastructures; environment; and health and safety. - The LGU should promote gender-responsive enterprise technologies through supportive policies, programs and incentives, following these principles: - Technology needs, production design and layout efficiency consider the special needs of women. They should also observe occupational safety and health standards to prevent incidence of accidents, injury and disease among women technology users. - Workers in sections with production processes hazardous to health are equipped with personal protective equipment (such as masks, gloves, aprons, goggles among others). - Workers in hazard-prone industries (like wood working and natural fiber dyeing) are provided equipment to prevent accidents in the workplace. - LGUs should also provide incentives to industries and enterprises that use environment-friendly and gender-sensitive technologies. - Enterprises can allot space for women's comfort security (e.g., provisions for safety of pregnant women, provision of separate comfort or changing rooms). - Designers should have gender-based considerations other than cost and availability of materials, affordability and durability when designing the equipment or enterprise technologies. - LGUs should encourage WMEs to participate and share indigenous knowledge during design of enterprise technologies.

Enterprise Desk Messages for Women Microentrepreneurs

Issue/s	Enterprise technologies and equipment are normally designed for men, as such women have difficulties in using them. Other enterprise technologies pose risks and hazards to women users. Business operators can make technologies and equipment gender-responsive to ensure the health and safety of women and increase enterprise productivity alongside environment sustainability.
Communication Objectives	- To inform WMEs of advantages of making enterprise technologies gender-responsive and be able to access available services. - To encourage WMEs to clamor for gender-responsive technologies from NGAs and LGUs.
Message/s	Women microentrepreneurs should avail of national and local government assistance for gender-responsive technologies. Gender-responsive technologies can hasten production, minimize health hazards on women workers, reduce costs and wastage, and improve product quality.

Core Message A-6

Product Development

Enterprise Desk Messages for Local Government

Issue/s	Sustainability and growth of the enterprise has to do with the entrepreneurs' understanding of the market that her/his product/s intend to supply and the required quality standards for the market. For example, processed food products that would be marketed to large buyers (malls, grocery chains and hotels) have to comply with Food and Drug Administration (FDA) requirements. WMEs have difficulty complying with food product standards because of their inability to comply with good manufacturing practices (GMP) and other FDA requirements.
Communication Objective	To inform LGU and other agencies of their roles in WME product development, and assisting WMEs to comply with food product standards.
Message/s	- LGUs should inculcate the message of 'creating products on demand' in training and other technical assistance to WMEs. WMEs must be taught to research and understand market needs or demands and develop products to suit these markets. Quality and packaging of products must be raised to be at par with market standards. - LGUs can tap assistance from NGAs and the private sector to develop both food and non-food products. Technical assistance may be in the area of product development or diversification (DOST and DTI), product design improvement (DOST and DTI), improving shelf-life (DOST), better packaging (DOST and DTI), proper labeling (DOST and DTI), mechanization through gender-responsive technology and equipment (DOST), and marketing (DTI). - LGUs can broker support for WMEs with regard to meeting product quality standards. LGU should collaborate in starting a DOST-FDA-WME convergence, that will enable WMEs to meet compliance requirements for food products of the FDA.

Guide to Partners for Business Service Delivery

Acquiring FDA Certification	Tap the regional DOST for the following services: - Orientation on the requirements for FDA application - Conduct of orientation on (GMP) Good Manufacturing Practices and Hazard Analysis Critical Control Points (HACCP)
Producing quality products	With fry-free products in trend today, prioritize the sourcing of important equipment such as dehydrator and food processor, among others. State Universities and Colleges (SUCs) may offer a variety of food technology services for food products, especially if they offer programs on food and nutrition and food technology or operate a pilot food plant. For non-food products particularly the woven textiles, focus on locating sources for cotton and other natural fiber yarns/threads.
Short shelf-life	Tap the assistance of the local DOST to conduct shelf-life tests and R&D on various methods to lengthen product life.
Packaging	Tap the local enterprise desk to assist in finding sources for good quality, food grade packaging. DOST provides packaging and labelling services, and can direct WMEs to tolling facilities for producing and packaging certain products.
Acquiring certification	Engage the local DTI for orientations on the requirements and processes for acquiring product and business registration.
Securing capital	Explore MSME-friendly loan windows with the assistance of local economic and enterprise offices, rural and cooperative banks, and other financial institutions such as commercial banks.

Core Message A-7

Market Development

Enterprise Desk Messages for Local Government

Issue/s	• Women microentrepreneurs, whether individual or group, often look to their local community as their main market. With proper direction from the Enterprise Desk or local business counselors, WMEs can access a range of other markets to sell their products. The Enterprise Desk should create more awareness for the LGU and WMEs on various markets and institutional buyers that WMEs can potentially supply.
Communication Objective	• To inform LGUs of practices to develop market opportunities for WMEs.
Message/s	• LGUs could assist WMEs to enter more traditional markets, such as retailing in big store chains, enabling to participate in national/ regional/ provincial trade fairs or creating display centers in high-traffic areas (including business hubs, transportation terminals and markets). • LGUs may assist WMEs by creating display centers and product depots for their WMEs, or by facilitating selling missions for WME products. Aside from this, LGUs should make entrepreneurs develop the mindset to year-round production and selling through various markets and channels. • A variety of other markets, including urban, niche/specialty, online, retail/consignment markets, may be existing within the LGU or nearby areas. These are other markets that often open to market-ready quality products. LGUs need to equip WMEs in making their products market-ready. A market-ready product usually has quality craftsmanship and can be improved with introduction of variants. LGUs can collaborate with social enterprises, and established firms with corporate social responsibility projects to help WMEs open new markets. • LGUs must contribute to developing WME readiness to produce quality products consistently, by advocating the use of readily available and sustainable raw materials, competitively pricing products and making production capacity sufficient for possibly large orders. LGUs could also develop its own product quality certification to encourage local producers to meet the quality and standards the certification represents. LGUs can also assist in the establishment of mechanized processing facilities with equipment to improve production efficiency of WMEs or WME groups.

Core Message A-8

Business Counseling for Individual WMEs

Enterprise Desk Messages for Local Government

Issue/s	Many LGUs are more focused in providing business development assistance to WME groups than to individual women microentrepreneurs. Often, the reason is that their WEE programs and services are mostly designed to help out WME groups.
Communication Objective	To customize enterprise development assistance to individual WMEs.
Message/s	- LGUs may ask WMEs to join a WME group to avail of WEE services for groups. - In instances when the individual WME does not want to join a WME group, the LGU (through the Enterprise Desk) may conduct an interview of the WME to know enterprise needs and where LGU/NGA assistance may be necessary. The basic questionnaire may be: - What is your enterprise? How many years is it in operation? - Are the business and products DTI registered or FDA certified? - What is the group's production capacity? - What are existing markets for the product? - What are the raw materials/ equipment involved in production? - What are current production costs and product prices? - What are current financial resources and capacities of the business? - What government services have been/ are being provided to the entrepreneur or the business? - The LGU may enjoin the individual WME to join design clinics, whenever they are available on-site. Design clinic sessions maybe NGA- or LGU-organized product enhancement workshops wherein WMEs consult with designers, entrepreneurs and buyers. Nevertheless, the LGU (through the enterprise desk) should be able to provide WMEs on-the-spot recommendations on product development. For food products, recommendations may be made on ingredients, variants, taste, procedures, variants and certification. For non-food products, recommendations may be made on design and form, color, quality, procedures, and finishes. Some recommendations may be: Ingredients: Use natural ingredients such as rock salt and raw sugar. Minimize use of less-healthy ingredients such as lard, processed milk and sugar. Avoid artificial ingredients. Taste: Avoid 'too salty' and 'sweet' formulations. Packaging: Use food-grade resealable stand-up pouches, glass bottles; package in small/ sampler packs for easy consumption. Use clear and plain packaging. Maximize use of paper. Avail of equipment for equipment for vacuum sealed / frozen products. Procedure: Review the basics of Good Manufacturing Practices (GMP). Recommend taste test among a diverse market. Document results of taste tests, standardize procedures and measurements. Certification: Submit for shelf life and other tests. Apply for FDA certification. Design and form: Use neutral / natural colors. Replace synthetic materials with natural ones. Research and develop new designs using varying materials for different components. Blend functionality with design. Quality: Clean and natural finish is preferred. Reinforce product edges. Procedures: Conduct time and motion to measure production speed at each step or process. Standardize procedures and quality control.

Core Message B-1

Social Protection

Enterprise Desk Messages for Local Government

Issue/s	• Women microentrepreneurs generally appreciate social health insurance that will give them coverage for hospitalization and guarantee for quality healthcare for low-income earners. Despite recognizing importance of having health insurance, WMEs find this as a secondary spending priority. • From consultations with WMEs, they expressed they only afford to pay a small percentage of annual premium contributions in a staggered monthly or quarterly bases. Sustaining payments, need for documentary requirements, and excess fees in confinement, were other reasons hindering WMEs to get health insurance. In addition, WMEs are not adequately informed on how to use health cards and benefits of enrolment in health insurance systems.
Communication Objective	• To introduce the Partial Subsidy Scheme of PhilHealth.
Message/s	• To ensure protection of the enterprise and the WMEs from risks, there is a need to develop or access social protection schemes to meet the effective demand of WMEs and protect their enterprise against risks. Two widely-known forms of social protection in the Philippines to social health insurance provided under Philhealth and microcredit through networks of microcredit facilities, one of which is that of People's Credit and Finance Corporation (PCFC). • With PhilHealth's Partial Subsidy Scheme, deserving women microentrepreneurs and informal economy workers can have social health insurance coverage at lower cost. With the scheme, local government units or premium donors can assist low-income WMEs and microenterprise workers by shouldering part of annual contributions. • National laws (e.g. National Health Insurance Act) mandate local chief executives to enroll their LGUs in PhilHealth. LGUs' contribution to premiums may vary depending on income classification. LGUs belonging to first to third class income classification pay higher premium shares. LGUs belonging to 4th class and below would pay lower premium shares. PhilHealth provides regular orientation visits with LGUs. The LGU can call on WMEs and microenterprise workers to attend scheduled PhilHealth orientations. • LGUs are entitled to a capitation fund (a fraction of philhealth payments to the LGU) as an incentive for enrolment of WMEs in their area. The capitation fund can be used to improve local health facilities. Alternately, LGUs can develop their own social protection collection systems (e.g. a peso-a-day fee collecting system for social protection). • LGU should have a comprehensive list/profile of poor and non-poor WMEs and informal economy workers that need social protection coverage, and budget will be allocated for their social health insurance enrolment.

Core Message B-2

Social Protection

Enterprise Desk Messages for Women Microentrepreneurs

Issue/s	Women microentrepreneurs need social protection mechanisms to protect their businesses, income and welfare in case of risks and hazards associated with displacement, ill health, poverty, disability, work-related injury, calamity, disasters and old age. Two widely-known forms of social protection in the Philippines are access to health insurance provided under Philhealth, microcredit and other microinsurance programs through networks of microcredit or microfinance facilities.
Communication Objective	To convince WMEs and informal economy workers to avail social protection coverage and inform them of the benefits.
Message/s	- Social protection in the form of health insurance protect women from becoming vulnerable to spending capital or income for health during illness within their families. Through access to microcredit facilities, women microentrepreneurs have a source of available credit that can serve as a means for social protection against risks and hazards. - An enrolled PhilHealth member gets social health insurance for him/herself and his/her immediate family. - Women microentrepreneurs (WMEs) should ask about social protection mechanisms available in the LGU. - Women should be encouraged to set aside an amount for social protection coverage (i.e. health insurance and social security). WMEs can include this amount in the overhead expenses of the enterprise. Ideally, social protection expenses of WMEs should be included in costs of sales/ production. - WMEs should participate in orientations on social protection and/or occupational safety and health within the LGU. <i>Available Information Resources: PhilHealth brochures and IEC materials; MFI materials or credit and microinsurance services.</i>

Core Message B-2

Occupational Safety and Health

Enterprise Desk Messages for Local Government

Issue/s	- Occupational Safety and Health (OSH) services were mainly available to workers in the formal employment sector. The bulk of workers, however, are in the informal sector or microenterprises that are home-based. OSH services should be expanded to include informal sector workers. - The LGU and WMEs need to increase their awareness on the importance of OSH to productivity and health.
Communication Objective	To encourage the LGU to participate in capacity development on OSH, and later spearhead the promotion of OSH for the informal sector (including WMEs) within their locality.
Message/s	- LGU should promote occupational safety and health standards among enterprises in the area by sponsoring OSH appreciation activities and health and safety audits.* - LGU may use the OSH Appreciation Course Module in training WMEs to improve working conditions. The module includes OSH topics such as good housekeeping, ergonomics, fire safety, waste handling, and safe handling of materials and handtools. - LGU should address the differential impact on women and men of OSH risks and hazards, by adopting control measures recommended in the OSH module. This includes adoption of low-cost improvements in work areas, production processes, equipment and tools, among others, to reduce risks and hazards.

Enterprise Desk Messages for Women Microentrepreneurs

Issue/s	Women microentrepreneurs (WMEs) have shown low appreciation on occupational safety and health. Their working conditions expose them to hazards in all work types. They become prone to work-related health complaints.
Communication Objective	To share and increase appreciation for occupational safety and health standards in the workplace among WMEs and women workers to lessen occurrence of disease and injury.
Message/s	- Inquire from DOLE or LGU where WMEs can avail of orientation on OSH. - Observance of occupational safety and health standards reduces accidents, injury and disease occurrence. WMEs may adopt OSH improvements in their enterprises. <i>Available Information Resources: DOLE-OSHC IEC materials</i>

*Note: * A health and safety audit is an auditing of occupational health and safety management systems within an enterprise. It ensures the development of occupational health and safety policies and procedures, checks on employer responsibilities to ensure a safe working environment, and conducts risk assessments for hazardous products or situations.*

Core Message B-3

Environment and Enterprise

Enterprise Desk Messages for Local Government

Issue/s	Several factors that pose risks to micro and small enterprises. These are environmental problems by establishment of new and bigger enterprises, business upscaling, implementation of land-use zoning, environmental laws and climate change. Making microenterprises resilient will require them to be both environmentally sound.
Communication Objective	To facilitate the LGU's introduction interventions to ensure resiliency of the enterprises and minimize negative impact on the environment and on the immediate community and society.
Message/s	- LGU should employ strategies and interventions to prevent depletion of natural resources while ensuring the sustainability of resource-based enterprises. - The LGU and local NGA offices concerned should ensure that the enterprises are not located in disaster-prone areas. Hazard/ risk mapping should be conducted to locate where the enterprises are, and that the LGU/ agencies concerned could develop management strategies to be done in cases of emergency/ disaster situations. - The LGU must assist enterprises to be more gender and environmentally sound, while recognizing and providing incentives to microenterprises that are both environmentally sound and sustainable. - The LGU must commit to disaster-risk reduction through systematic efforts to analyze and manage the causal factors of disasters by reducing exposure to hazards, managing land and environment, and improving preparedness for adverse events. - The LGU must adopt and utilize tools (ex. Environment and Social Management Guidelines or ESMG) that assess environmental compliance of enterprises. ESMG is a tool developed by the Philippine Commission on Women that can be used to guide the LGU in evaluating the impacts of local enterprises. Available Information Resources: DENR Fact Sheets on the Environment; Environment and Social Management Guidelines.

Core Message B-3

Environment and Enterprise

Enterprise Desk Messages for Women Microentrepreneurs

Issue/s	• Women are often more prone to environmental hazards than men. As they perform household chores and source raw materials, they become more exposed to a changing and unsafe environment. • Gender-responsive implementation of Philippine environmental laws can mitigate environmental hazards on women and men, and their enterprises. National laws on solid waste management, clean air, clean water and hazardous wastes clearly articulate the role of business and business operators in preserving the environment and ensuring sustainability of natural resources for the enterprise. National laws need to be translated in local policies and programs.
Communication Objective	• To promote the role of women microentrepreneurs and enterprises in preserving the environment and sustainability of natural resources.
Message/s	• Women microentrepreneurs and their workers must know and apply proper environmental safeguards for solid waste management, maintenance of clean air and water, and safe management of hazardous wastes in operating their enterprise. • Women should also be “managers” and not just “users” of natural resources. Women in business must conserve and replenish resources they extract for their businesses and protect the environment by using cleaner technologies to produce environment-friendly products. • Women are responsible to reduce, reuse and recycle wastes in their households and businesses. They can introduce or adopt effective and innovative practices for proper solid waste management, maintenance of clean air and water and prevention of solid waste. • Business establishments should secure necessary environmental permits and clearances. Enterprises that generate waste and pollution are accountable for the proper storage, treatment, and disposal of such wastes.

Core Message B-4

Magna Carta of Women

Enterprise Desk Messages for Local Government

Issue/s	The Magna Carta of Women (MCW) and its relation and/or provisions on WEE should be clarified with LGUs and women constituents.
Communication Objective	- To inform the LGU on the Magna Carta of Women and its provisions on women's economic empowerment. - To clarify the LGU's role in implementing the MCW, specifically in guaranteeing economic rights of women.
Message/s	- The Magna Carta of Women, which was signed into law in August 2009, is a comprehensive women's human rights law that seeks to eliminate discrimination against women. The law recognizes the rights and empowerment of women, especially those in the marginalized sectors. - Provisions on women's economic empowerment in the Magna Carta of Women are the following: - The LGU is mandated to undertake programs and projects on food security and productive resources. (Section 23). - The LGU shall assure the right to decent work, through creation of jobs, investment-friendly programs, projects and services, and assistance to returning migrant workers. The LGU shall also provide for technical assistance and support facilitate access to financial assistance for returning women migrant workers. (Section 25) - The LGU shall guarantee right to livelihood, credit, capital and technology by providing trainings on packaging, marketing, product development, upscaling enterprises and venturing into exports, and by ensuring availability and access of women to business guides/information. (Section 26) - The LGU shall establish a health insurance program for senior citizens and indigents, and mainstream all programs and services on poverty reduction and include OSH, disaster risk reduction and management. (Section 30) <i>Available Information Resources: Magna Carta of Women Brochures from PCW at www.pcw.gov.ph</i>

COMMUNICATION GUIDE FOR ENTERPRISE DESKS

CHAPTER 3: Communication Activities for Women's Economic Empowerment at the Local Government Level

Communication Activities for Business Development

Concept A-1 Profiling and Mapping Women Microentrepreneurs/Enterprises

Concept A-2 Conducting A Women's Economic Forum

Concept A-3 Guiding Women Microentrepreneurs in Business Registration

Concept A-4 Assessing Needs of Women Microentrepreneurs

Concept A-5 Organizing Women's Economic Empowerment Interventions

Communication Activities for Influencing the LGU with GAD and WEE

**Concept B-1 Infusing Gender & Development and Women's Economic
Empowerment (GAD and WEE) in LGU Policies, Plans
and Programs**

Concept B-2 Integrating WEE in Local GAD Plans and Budgets

Concept B-3 Tapping Into GAD-WEE Network

**Concept B-4 Communication Planning for Women's
Economic Empowerment**

Concept B-5 Sharing of Women's Economic Empowerment (WEE) Initiatives

Concept B-6 Managing GAD-WEE Resources

Concept A-1

Profiling and Mapping Women Microentrepreneurs

Profiling and Mapping Women Microentrepreneurs

- Profiling and mapping, conduct of baseline studies and/or development of GAD-WEE databases, provide information on where women microentrepreneurs are and what their needs are. Profiles and baselines should generate information on:
 - Existing economic/enterprise/livelihood policies, programs, and services, and its implementation gaps and potential risks
 - Women entrepreneurs and women workers in enterprises; product types
 - Existing levels of capacities and capacity gaps of local partners in terms of WEE-GAD
- Information generated from profiles and baselines are utilized for gender analysis, planning and monitoring. Profiling and mapping on GAD and WEE provides information on where 'women entrepreneurs are' and 'what their needs are.' A WME Profile is ideally conducted within a three-year term, where actual profile is prepared on the 1st year (preferably within the first six months of the local chief executive's term), while updating may be conducted on the second or third year.

Conducting Baseline Studies for Women's Economic Empowerment

- Baseline studies provide information on the situations of the local enabling environment and women entrepreneurs/ women workers in microenterprises relative to the achievement of women's economic empowerment. They also serve as bases for strengthening LGU capacity to plan, implement, and monitor gender-responsive economic policies, programs and services. Ultimately, baseline studies enhance existing LGU databases, which in turn, are utilized for gender analysis, planning and monitoring. Conduct of baselines studies are best undertaken in partnership with a local research institution. Most often, academic institutions have experience in such types of research. A baseline study on women microentrepreneurs typically:
 - (1) gets the profile of women engaged in microenterprise in terms of background characteristics, characteristics of their spouses, household structure and composition, place of origin of parents, migration, housing facilities, household possession and properties, organizational involvement and family planning practice.
 - (2) determines the characteristics of enterprises in terms of type of enterprise products (a range of products), ownership of enterprise, sources of household income//savings/capital, enterprise-related environmental issues (e.g. raw materials used, sources, production processes, equipment used) and employment conditions of workers (if any).
 - (3) describes their working conditions including needs and concerns as entrepreneurs in terms of workload, sex-differentiated work roles, decision-making on the enterprise, access to loans, support of household members, social protection, constraints in business, future plans and expected support from the government.
 - (4) presents their level of awareness of government business development programs, projects and services and their availment of such programs, projects and services
 - (5) presents the conditions of women workers of microenterprises in terms of background characteristics, household structure and composition, migration, and working conditions

Concept A-1

Profiling and Mapping Women Microentrepreneurs

- The baseline studies may be contracted to a Local Resource Institution (LRI) which the LGU can engage through a Contract of Service or Memorandum of Agreement (MOA). The LRI should preferably be a reputable academic/research/non-government institution which has considerable experience on researches on women or gender issues and/or livelihood or enterprise development, among other criteria for selection. Conduct of baseline studies are recommended for provincial LGUs, which need comprehensive information on women enterprises.

At best, information on economic activities and local enterprises can also be generated by processing data forms from the LGU business permits, barangay level economic profiles and information from other relevant units, and making these information part of the regular comprehensive development planning (CDP) process of the LGU.

Preparing Profiles on Women Microentrepreneurs

- Profiles using secondary data are a municipal LGU alternative to baseline study conduct. The Enterprise Desk can actually spearhead profile preparation, where profiles are based on data gathered from the Socioeconomic Profile of the LGU and secondary sources (cited above).
- There are two kinds of profiles that can be prepared: a WEE enabling environment profile (consisting of plans, programs and services on WEE) and a women microentrepreneurs' profile (a situationer on WMEs within an LGU). Both profiles should be available to the Enterprise Desk.
- Data on local businesses (e.g., business registration) can be sourced from the municipal treasurer's office, barangay treasurers, microfinance institution partners, municipal statistics and civil registration offices, to build a WME profile. Profiles can be further validated through an FGD with LGU (composed by selected WMEs, people's organizations, barangay captains/officials) or meetings with local treasurers. Some LGUs maintain certain business or industry databases that can be used for profiling.
- Profiles are data generated on women's enterprises and business owners/operators, availment of WEE services, decisionmaking within the enterprise, size of business, number of workers, capital, products and price range, weekly/monthly production, earnings, facilities, equipment, supply and sustainability of resources, and reasons for business growth or closure. In addition to the profile, the Enterprise Desk can also maintain a database of WME groups within the LGU, and keep track of services rendered to them.

TIP

Results of baselines and profiles can be discussed with LGU and community (especially WME groups and other POs/CSOs, private sector, service providers and other stakeholders) with the end-view of recommending policies, programs and services for WEE.

Concept A-2

Conducting A Women's Economic Empowerment Forum

- The Women's Economic Empowerment (WEE) Forum is an LGU-sponsored multi-stakeholder consultation among national government agencies, local government, women microentrepreneur groups, individual WMEs and other business service providers. The WEE Forum aims to orient the women entrepreneur participants on the available government programs supporting women's economic empowerment. The WEE Forum is ideally held once a year, for different sets of WME groups.
- Supporting objectives are to generate a preliminary profile of existing micro-enterprises owned and managed by women, identify gender and entrepreneurial issues in small- and microenterprises, and generate recommendations to policy and programs for WEE.

Participants in the WEE Forum

- **An able facilitator with a good grasp of WEE Forum objectives.** He/she should have capacity development and working knowledge on GAD, WEE and LED. He/she can consult with participants in pre-work meetings. He/she must have experience in facilitating a large group and can handle socio-cultural and political dynamics that may arise during discussions. He/she must be a clear speaker/explainer and conversant in English and the local language. He/she must assist in reviewing all WEE Forum presentations prior to the event, and consult with the Enterprise Desk.
- **National government agencies** must have ready presentations explaining their agency programs and services for women microentrepreneurs. NGA representatives should have decision-making authority to provide required WME assistance within agreed timeframes. NGA representatives must readily explain the types of assistance/services available to WMEs. NGA representatives must preferably have some orientation on gender sensitivity and entrepreneurship (having undergone GST++/ orientations on GAD and WEE) and can apply "gender and economics lens" in their technical assistance.
- **Women microentrepreneur groups** must be represented by assigned leaders and representatives. These WME groups must be ready to speak about their enterprises and the priority assistance they need. They must also have with them sample products. They must agree to attend consultation meetings. Women leaders are expected to echo WEE Forum learnings to other WMEs in their communities. WME groups should ideally undergo GST++ before the provision of any enterprise development intervention.
- **Local government** must be actively represented in the WEE Forum. The local chief executive must be present to meet his/her WME constituents. The WEE Forum requires the participation of the GFPS, members of the local council, the Department Heads including the PESO, LEIPO, social welfare and agriculture officer. The concerned local government unit may finance the WEE Forum through use of the GAD Budget. The LGU should make provisions for transportation of WMEs and the venue for the forum.

Concept A-2

Conducting A Women's Economic Empowerment Forum

Other service providers may be invited to join the WEE Forum. These may be microcredit/banking facilities, cooperatives, and other trade associations, which can input into discussion and commit resources/assistance to WMEs.

Preparing the WEE Forum

While the LGU sponsors the WEE Forum, it is the Enterprise Desk that acts as lead organizer of the WEE Forum. The Enterprise Desk shall spearhead pre-work for the WEE Forum, undertaking activities as follows:

- - (1) Gather representatives of women microentrepreneur groups in a meeting and brief them on the WEE Forum. (Within the meeting, the Enterprise Desk shall consult needs and concerns on WEE. Have WMEs prioritize the programs or the assistance to be requested from each agency.)
 - (2) Identify the NGAs with economic/livelihood and related programs, and microfinance institutions.
 - (3) Call for an NGA-stakeholder meeting (within 2-3 months before the WEE Forum). NGAs and other stakeholders will be briefed on the WME profile, and their roles in the WEE Forum.
 - (4) Finalize invitations with WMEs. Identify and prepare NGAs and WMEs who will be presenters.
 - (5) Invite NGAs to present their WME-related programs in the WEE Forum.

The WEE Forum should include the following: a) national government agencies to deliver focused presentations in the WEE Forum such as BFAD, DA, DAR, DOST, DTI, DOT, DSWD, DOLE, DOLE-OSHC, DENR, PCFC, NAPC, TESDA, TRC, BIR, PhilHealth, SSS), b) LGU (i.e., the Local Chief Executive, Members of Local Council, Department Heads, GFPS/GAD Council, Department Heads including the MPDC, PESO, LEIPO, Agriculture officers and Social Welfare officials), and c) other stakeholders from microfinance institutions/banking groups, trade/industry groups, and cooperatives/people's organizations.

● The WEE Forum is ideally a two-day event, which includes activities such as discussion of NGA programs and services, critiquing of WME products, and consultation/networking sessions with NGAs, LGUs and WMEs, and a summary of agreements. Time frame for WEE Forum preparations is at least 2 months. The ideal size of a WEE Forum has 100 participants. The WEE Forum can invite 30 participant women leaders from a participating municipality. The WEE Forum can vary into a Partners' Forum (where partners discuss good practices on WEE) or an Investment Forum (where partners or potential investors can meet with WMEs for business matching).

REMINDER

During the WEE Forum, the Enterprise Desk should ensure that Forum Agreements are formalized and officially approved by stakeholders. After the WEE Forum, the enterprise desk should review all agreements, calendar activities and perform periodic follow-up of individuals/agencies under the agreement. Check whether agreements were delivered and problems were addressed.

Concept A-3

Guiding Women Microentrepreneurs in Business Registration

- LGUs can encourage Women Microentrepreneurs (WMEs) to register their businesses through the following:
 - (a) reducing the steps and number of days to obtain a business name or permit
 - (b) reducing fees and charges for securing a business permit/renewal
 - (c) holding promotional caravans for business registration (e.g., barangay visits)/seasonal business registration desks while strengthening the advantages of business registration with core messages
 - (d) creating incentives for business registration as provisions within local revenue and investment codes
 - (e) assisting WMEs fulfill documentary requirements
- As a whole, business registration at the LGU enables women to access LGU services (capital/credit, social protection, training, linkaging for WMEs and access to common service facilities), pay lower fees and be included in enterprise databases. To the extent possible, LGUs need to have their business permitting congruent with requirements in the national law.

Acquiring A Business Name and A Business Permit

- Obtaining a business name (through registration with the Department of Trade and Industry) and a business permit from the local mayor's office are requirements for businesses to register with BIR to allow them to issue official receipts. As such, any registered enterprise can operate nationally, and can transact with other entities legally. Businesses registered with the DTI also benefit from being included in the Agency's enterprise databases, which serve as potential client bases for business development services. An online facility for registering a business name with DTI can be found at www.bnrs.dti.gov.ph.
- Informal or unregistered microenterprises operating without permits can only market products and conduct business at the micro-market or barangay level. As a whole, business registration at the LGU enables women to access LGU services (capital/credit, social protection, training, linkaging for WMEs and access to common service facilities), pay lower fees and be included in enterprise databases. LGUs only procure from registered WMEs who can issue receipts. At the minimum, WMEs are encouraged to register their businesses at the municipality.

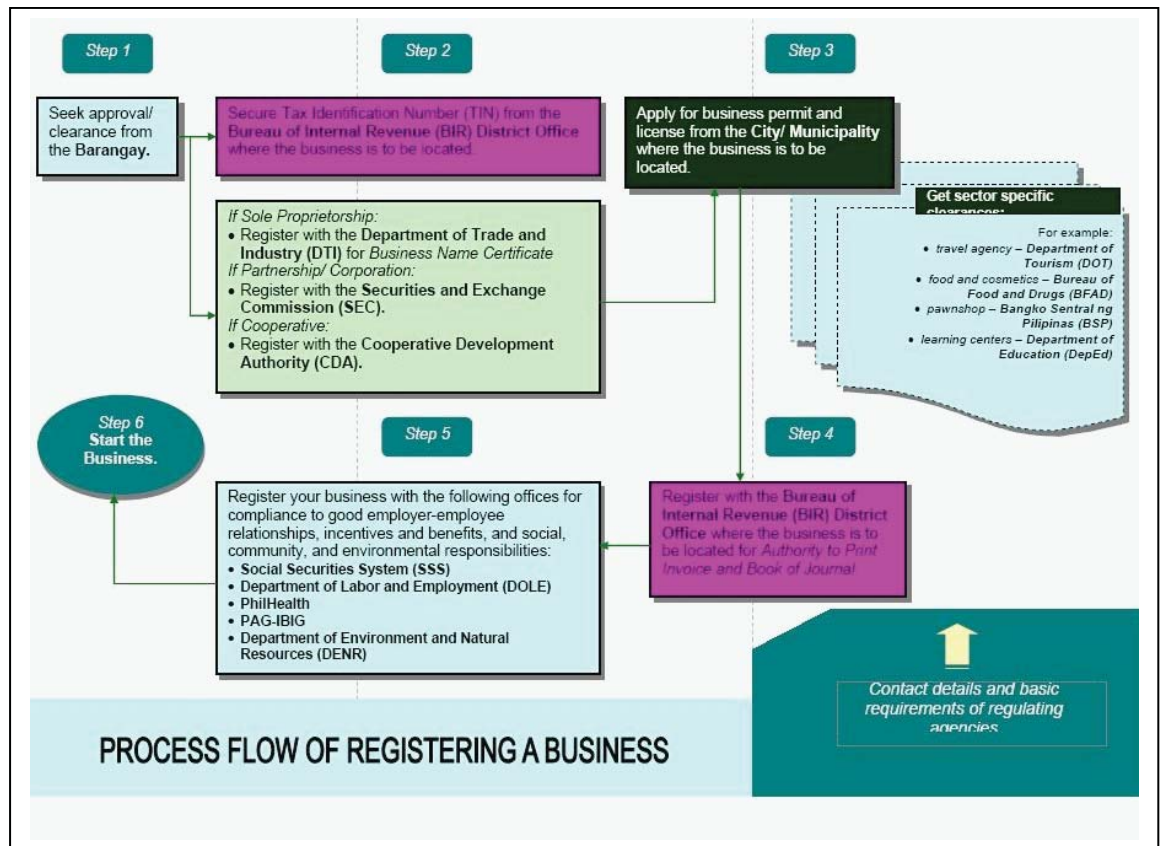
FACT Many WMEs are operating without legal personality because of the lengthy process in securing a business name from DTI and obtaining a business permit from the LGU. Starting a business in the 21 cities takes an average of 18 procedures, 11 of which are required nationally and seven by local governments. But among LGUs, there are wide differences in the number of procedures, time, and cost to start a business. LGUs need to improve against global benchmarks in terms of the number of procedures to start a business. **(Doing Business Report)**

Concept A-3

Guiding WMEs in Business Registration

Obtaining A DTI Business Name or an LGU Business Permit

- An LGU may observe its specific set of guidelines to obtain a business permit from the LGU. Meanwhile, DTI has a process flow for registering a business, as shown below:



Source: Department of Trade and Industry brochure.

Concept A-4

Assessing Needs of Women Microentrepreneurs

Assessing Training and Other Needs of WME Groups and Individual WMEs

- Depending on an LGU, the Enterprise Desk may provide any number of assistance to WMEs:

Stage of Microenterprise	Types of Assistance
Startup Women-led Microenterprise	• Assistance for business registration • Provide basic business information • Basic enterprise/livelihood training • Linkaging to NGAs and their programs services/referrals
Growing Women-led Microenterprise/ Upscaling Women-led Microenterprise	• Link to NGAs and their programs and services • Referrals • Provide trainers for capacity development • Introduce available WEE facilities (e.g., CSF, display windows, livelihood and training centers) • Provide marketing assistance • Invite in WEE Forum; arrange consultation meetings with service providers/business counselors • Invite to trade fairs/WEE-related conventions, and coordinate learning visits

The Enterprise Desk should employ the LGU-prescribed method to assess training and other needs of women's groups. Among LGUs' common methods of assessment are:

Maintaining an Updated Profile/Database of Women's Groups. The Enterprise Desk may use a comprehensive profile/database of individual WMEs, women's groups and enterprise-related cooperatives to determine the needs and appropriate interventions for women's groups.

Use of a Classification System. The Enterprise Desk should follow a classification system for grouping/ clustering women microentrepreneurs prescribed by the LGU. The classification will determine the range of assistance/interventions that WMEs can access from the LGU. Classification may be based on the type of enterprise, the size of enterprise, the location of enterprise or enterprise capacities. Those groups not fitting a classification are assisted through referrals.

Interviews with women microentrepreneurs. The Enterprise Desk may conduct a questionnaire-guided interview with walk-in WME clients specifically requesting LGU assistance. Usual information they ask from WMEs are basic entrepreneurial skills, availability of raw materials, presence of market for their products, quality of product/s, production capacities, potential products that can be developed, capital requirements, and technical assistance they require.

Concept A-4

Assessing Needs of Women Microentrepreneurs

Specialized Training Curriculum for WMEs. LGUs can opt to develop their own training program for local enterprise development, which the Enterprise Desk can use to extend/provide to WMEs. After training needs are assessed, WMEs may be encouraged to enroll in a set of training programs determined by the LGU or partner with appropriate service providers for the conduct of such trainings.

REMINDER

The Enterprise Desk, within specific policy mandates, should closely coordinate with other key officers/key LGU units that can assist WME groups on training and other needs.

At the municipal level, key LGU officers are the GAD Focal Point System, which may include the Municipal Planning and Development Officer (MPDO), the Public Employment Service Officer (PESO), the Municipal Social Welfare and Development Officer, and the Municipal Agriculture Officer. The GAD Focal Point System can strengthen LGU-WME linkages with national government agencies. The MPDO can hasten the development and passage of plans and policies on WEE. The MSWDO is a key implementer of various programs for women. The PESO can provide/facilitate credit/capital to WMEs and other business services. The Agriculture Officer can assist agri-based livelihoods and enterprises.

Concept A-5

Organizing Women's Economic Empowerment Interventions

Preparing A Training/Capacity Development Plan for WMEs

- The LGU is encouraged to develop its own training/capacity development for WMEs, using findings from training needs assessment, WME profiles/baseline and NGA-LGU-WME consultative meetings. The LGU's enterprise program should ideally have a matching WME training plan.
- The Enterprise Desk needs to identify possible budget sources to implement the training plan (e.g. GAD Budget, LGU-private sector arrangements, NGA-NGO-SUC or other academic institution partnership assistance). The training plan can combine training offerings of NGAs and the LGU-initiated trainings for WMEs. The training plan can also include learning sessions on a variety of subjects, such as:
 - basic accounting and bookkeeping
 - basic gender sensitivity
 - basic business planning
 - business registration
 - costing and pricing
 - financial literacy
 - good housekeeping
 - good manufacturing processes
 - gender and entrepreneurship
 - gender-responsive technology
 - livelihood/enterprise development
 - market and trends analysis/marketing
 - occupational safety and health
 - exporting
 - environment and enterprise
 - pre-entrepreneurship for micro-enterprises
 - product design and development
 - product packaging design and development/packaging and labeling
 - social protection
 - work values
- Common Service Facilities, are accessed by individual WMEs who can also become members of the official WME group operating the facility. CSFs ideally should develop its manuals or operational procedures specifying how other WMEs can access services from them. The Enterprise Desk is encouraged to be familiar with standard operational procedures of such facilities (which may also include Souvenir Centers/Sales Outlets/Display counters). The Enterprise Desk should readily explain these procedures to WMEs in the LGU.

Depending on the nature of CSF, individual WMEs have the option to avail of CSF services, which usually charge reasonable fees for various assistance in stages of production, packaging, labeling and others.

Provincial and municipal LGUs usually arrange annual or semi-annual trade fairs/exhibits/caravans for enterprise development. WME groups can join these trade fairs/exhibits/caravans at minimal cost. The Enterprise Desk must refer/link WME groups to organizers to these trade fairs. In LGUs that do not sponsor regular trade fairs, the task of the Enterprise Desk would be to link WME groups in NGA-initiated/sponsored trade fairs, exhibits and caravans.

Advantages of Organizing WMEs

Many LGUs prefer assisting organized/federated WMEs because WEE interventions are more easily planned, implemented and monitored. Oftentimes, an LGU provides WME groups a wider range of assistance than individual microentrepreneurs, who receive only access to credit and referrals. WME groups more easily fit in priority industry/enterprise cluster programs. The Enterprise Desk must be ready to explain these advantages of organizing WMEs or being part of an organized group.

Concept A-5

Organizing Women's Economic Empowerment Interventions

Information Resources for WEE

- Because trade fairs and exhibits usually coincide with key national/local events or inter-agency events, the Enterprise Desk could prepare and promote a calendar of trade fairs/exhibits/caravans that WMEs could join.
- The Enterprise Desk should organize promote and distribute information resources for WEE (i.e. acquire, collect/catalog, collect hard/soft copies of relevant knowledge products).
- The Enterprise Desk is encouraged to develop info kit on WEE. The briefing kit could include an introduction on WEE, a listing of NGA and LGU programs and services on business or enterprise development services, calendar of relevant events and contact information. The Briefing Kit will be circulated to the public, especially WMEs.

WEE Tools and Knowledge Products for the LGU

Target Audience	Description	Applications
Gender Mainstreaming Evaluation Framework (GMEF) Matrix	An Assessment Tool that describes/illustrates the stage and progress at which a particular agency is in its gender mainstreaming efforts.	Assesses the magnitude of mainstreaming efforts pursued by the agency including its attached units and bureaus. GMEF Scoring Results can be used as a guide in developing the necessary interventions and steps to further pursue gender mainstreaming. These can input to the Agency's GAD plan and budgeting process.
GERL Ka Ba? Self-Assessment Tool	The Self-Assessment Tool determines current capacity levels of LGUs to make their respective localities gender-responsive.	Provides baseline data on the current capacities and practices of LGUs to mainstream GAD. Prioritizes LGU capacity aspects for further development based on the results of the assessment.
Harmonized GAD Guidelines	The HGG serves as common set of analytical concepts and tools to integrate gender concerns into development programs and projects.	Program identification/formulation Program implementation and management Project monitoring and evaluation

Concept A-5

Organizing Women's Economic Empowerment Interventions

WEE Tools and Knowledge Products for the LGU (Continued)

WEE Tool/Knowledge Product	Description	Applications
Environmental and Social Management Guidelines	Provides a set of guidelines in assessing the gender-responsiveness and environmental soundness of micro-small enterprises. Aims to ensure resiliency of micro-enterprises against risks and shocks brought about by disasters.	Serves as a tool to identify and address environmental problems and social issues that may be caused by establishing new enterprises, business upscaling, and related implementation of environmental law. Can be used as a pattern for national policy or local ordinances.
Case studies from GREAT Women Project	Shows good practices/models for WEE developed under GWP.	Can serve as case materials for training and replication of good practices.
GREAT Women Project Magazine	Features stories on partner success, lessons and good practices in GWP.	Updates stakeholders on project progress. Helps stakeholders understand the importance of gender equality issues in microenterprise development.

Note: The Gender Mainstreaming Resource Kit (GMRK) produced by the Philippine Commission on Women contains GAD and WEE Resources ideal for Enterprise Desks. The GMRK compiles major knowledge products and tools of the Philippine Commission on Women.

WEE Tools and Knowledge Products for Women Microentrepreneurs

WEE Tool/Knowledge Product	Description	Applications
DOLE-OSHC Information materials for LGUs and basic training modules on Occupational Safety and Health for microenterprises (including poster set, fan/flyer, documentation video, radio program, flipcharts)	A set of information materials (posters, documentary film, radio program in CD, flipcharts, comics and fan) to build/improve knowledge on OSH for working women in the informal sector.	Strengthens messaging on promoting occupational safety and health as a low-cost, sensible plan to reduce accidents for individuals, groups and communities. Teaches principles and techniques in good housekeeping and promotion of orderly and safe work environment, especially in women-led microenterprises, especially those with production areas within houses and neighborhoods of houses.

Concept A-5

Organizing Women's Economic Empowerment Interventions

WEE Tools and Knowledge Products for WMEs (Continued)

DENR Primer/ DENR Fact Sheets* Note: Related DENR Information Materials are also available.	These fact sheets inform LGUs and women micro-entrepreneurs of gender aspects of various environmental laws. These are the Ecological Solid Waste Management Act, Philippine Clean Water Act, Philippine Clean Air Act, Philippine Environmental Impact Assessment System, and the Toxic Substances and Hazardous and Nuclear Wastes Control Act.	Serves as information materials for LGUs and WMEs on selected environmental laws, their features and implications for local governments, women and small business establishments. May be used as inputs to local policymaking (e.g. Ordinances at provincial to barangay levels) and programming.
WEE Tool/Knowledge Product	Description	Applications
Gender Responsive Environment and Natural Resources Enterprises in the Philippines - GREEN Kit for Upland Ecosystems - GREEN Kit for Lowland, Urban and Coastal Systems	A two-volume technology Kit providing environment and natural resources based livelihood options for men/women entrepreneurs/ producers and workers	Provides brief information on the enterprise, methods of production (including materials and equipment, cost and expected returns, economic benefits, ecological implications, laws and restrictions, and tips for consideration), supporting agencies/organizations, marketing considerations, legal bases and technical measures to sustain supply of raw materials and location of enterprises.
GREAT Women Project Videos	Videos explaining women's economic empowerment and featuring GWP results at national and local levels as of 2011.	Briefs on WEE, GREAT Women Project and its results for wider buy-in within NGAs and LGUs, their attached agencies and regional offices. Introduces potential (individual and organizational) partners to WEE and GWP.
GREAT Women Project Magazine 'Convergence'	Magazines featuring WEE models and practices and stories of selected women results of government assistance.	Serves as materials/inputs for LGU replication of WEE initiatives.

Concept B-1

Infusing GAD and WEE in LGU Policies, Plans and Programs

Integrating Gender and WEE Perspectives in Policies, Plans and Programs

- Ideally, all LGU policies, plans and programs should be developed and have GAD perspective. Whereas, all LGU economic policies, plans and programs should have GAD and WEE perspectives.

Gender and development (GAD) is a development perspective that recognizes that there are barriers to development such as gender biases and issues which need to be addressed. GAD believes in 'DEVELOPMENT IS FOR ALL'. Men and women have the right to the same opportunities to achieve a full and satisfying life.

Women's Economic Empowerment (WEE) refers to women having access to and control over high-value productive resources, such as information, credit, loans or financial assistance, services training, markets and improved production technology. With women's economic empowerment, women have decent jobs and humane working conditions, while enjoying benefits from wealth-creating opportunities equal with men.

In the LGU, the major plans and policies that should be infused with women's economic empowerment perspective are the Comprehensive Development Plan, the Executive and Legislative Agenda, Gender and Development Code, GAD Code Implementing Rules and Regulations, Comprehensive Land-Use Plan, the Annual Investment Plan, Investment and Revenue Codes.

- GAD and WEE are infused into these plans through gender analysis and gender mainstreaming.

Gender Analysis is a systematic way of analyzing and comparing (a) the differential perspectives, roles, needs and interests of women and men in a project area or institution; (b) the relations between women and men pertaining to their access to, and control over resources, benefits and decision-making processes; (c) the potential differential impact of program or project interventions on women and men, girls and boys; and (d) social and cultural constraints, opportunities, and entry points for reducing gender inequalities and promoting more equal relations between women and men; among others.

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 political, economic, and societal 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.

Concept B-1

Infusing GAD and WEE in LGU Policies, Plans and Programs

Below is a description of major plans at the local level, which primarily infused with GAD and WEE:

LGU Plan	Description
Comprehensive Development Plan (CDP)	The CDP multi-sectoral plan for 6 years formulated at the city/municipal level, which embodies the vision, sectoral goals, objectives, development strategies and policies within the term of LGU officials and the medium-term. It contains corresponding PPAs which serve as primary inputs to investment programming, subsequent budgeting and implementation of projects for the growth and development of local government territories. The CDP defines the “vision” as a desired state or scenario of the LGU and its people, where the LGU wants to become or where it wants to go. It answers the question: How do you see your LGU in the future? (e.g. CDP of Jagna, Bohol)
Executive and Legislative Agenda (ELA)	The ELA is a 3-year program of action crafted based on the priorities and thrusts of newly or re-elected LCEs and Sanggunian members in the context of the vision, goals and objectives of the LGU. It is considered as an implementing instrument of the CDP should also consider existing local policies such as the GAD Code. Under the Magna Carta of Women, the GAD Code is a comprehensive piece of local legislation or ordinance supporting the LGU's efforts in the promotion, protection and fulfillment of women's human rights towards the attainment of gender equality and women's empowerment. It also serves as a guide in the identification, implementation, monitoring and evaluation of GAD-related programs, projects and services of the LGU.
Annual Investment Plan (AIP)	The AIP constitutes the annual slice of the Local Development Investment Program, referring to the indicative yearly expenditure requirements of the LGUs' programs, projects and activities (PPAs) to be integrated into the annual budget.

Note: Plans such as Revenue Code, Incentives Code, Comprehensive Land-use Plan and Sectoral Plans are also enhanced with the integration of GAD and WEE perspectives.

Assessing Gender Issues Requiring A Policy Intervention

- Gender issues are problems and concerns that arise from the unequal status of women and men including the differential characteristics, roles and expectations attributed by society to women and men. These societal expectations and perceptions, which are reflected in and perpetuated by laws, policies, procedures, systems, programs, projects and activities of government, could impede women's full development and their participation in and equal enjoyment of their fruits of development. Common gender issues are political subordination, economic marginalization, disempowerment, discrimination, stereotyping, multiple burden, violence against women and personal dehumanization.

Gender issues are surfaced through **gender analysis**. Gender Analysis is the systematic gathering and examination of information on gender differences and social relations to identify, understand and redress inequities, inequalities between women and men, and constraints to women's empowerment. Gender analysis also assesses the differential impact of proposed and/or existing policies, programs and legislation on women and men.

Concept B-1

Infusing GAD and WEE in LGU Policies, Plans and Programs

- Baseline studies and gender analysis tools may surface gender issues requiring a WEE policy or program solution. Additionally, consultation with women microentrepreneurs, women's groups and other gender-based groups may also raise other gender issues that can be addressed by policy-making or development of new or enhancement of existing program/s.
- Consultations and workshops on microenterprise development, can also yield policy recommendations. National policies on economic and enterprise development can be translated or enhanced into local WEE policies. News reports and current women's businesses or livelihood researches serve as situationers on WEE.

Conceptualization, Development and Formulation of A WEE Policy

- Conceptualizing a WEE policy may originate from either a local chief executive, the local legislative council (or its members/the Committee on Women), local GAD champions (e.g. GAD Focal Person or GAD Council) in consultation with women's groups/women microentrepreneurs. Generally, the concept of a WEE policy may be presented to the Local Council's Committee on Women. Women should be involved in consultation while crafting the proposed policy for WEE. Public consultations on policy are usually conducted during the second reading.
- The Enterprise Desk may contribute in gathering data and raising awareness on a proposed WEE policy. It can ensure that women are represented in consultations during policy formulation and their inputs are considered. It should link to other offices/departments catering to women and business development while policies on WEE are formulated.
- Over a longer period, an "entrepreneurial mindset" among key decisionmakers and stakeholders can be a "push factor" for policy development on WEE. When introducing a gender issue that a WEE policy can address, the Enterprise Desk should schedule policy discussions with the Committee Chair on Women and the Local Council Secretary.

TIP An effective tool for awareness-raising is through a **policy brief** (preferably prepared by the policy proponent or lobby group). A **policy brief** is a document that outlines the rationale for choosing a particular policy alternative or course of action in a current policy debate. A policy brief should:

- (1) Convince the target audience why the issue is important and urgent
- (2) Give some assessment of the socio-political environment
- (3) Explain why a decision needs to be made and its potential impact to stakeholders
- (4) Provide essential facts/salient features of proposed policy and supporting evidence
- (5) Provide courses of action or policy options

Concept B-1

Infusing GAD and WEE in LGU Policies, Plans and Programs

Pointers for Influencing Policymaking for WEE

- The Enterprise Desk/Officer can take on the role of an “advocate” or “lobbyist” in pushing forward the passage of WEE policies. Lobbying for passage of WEE policy is at two levels: advocating with legislative bodies and with women’s groups.
- The enterprise desk/officer should help ensure that the Local Council members are actively involved in the formulation, deliberation and passage of WEE policy. He/she should ensure that women’s groups are represented and heard in the second reading of policy, and that they are well-informed on the proposed policy. During second reading in public consultation, women’s groups should have a copy of proposed policy and a policy brief.
- As advocate, the enterprise desk may consider taking any of these actions, when lobbying with the legislative council and women’s groups:

Group	Communication Advocacy
Legislative Council	• Conduct small-group and/or one-on-one lobbying. • Broaden lobbying to most, if not all, local policymakers. • Begin lobbying with those who are pro-policy for them to win others. • Have an advocate in local council who can effectively synthesize inputs during Council meetings. • Solicit inputs from national government agencies and other stakeholders.
Women’s Groups	• Ensure that WMEs are well-informed on proposed WEE policy, by encouraging them to study and discuss the policy before council deliberations. • Encourage women’s groups to lobby themselves.
- Social marketing is an effective communication approach to influence local chief executives, local council and policy champions. Presenting “How the proposed WEE policy could contribute in attaining key result areas?” can serve as bases for core messages.
- Passage of policy may depend on the interest of LGU or priorities of the local council. If a WEE policy may lag in passage, find out the reasons and address them. The Enterprise Desk is encouraged to follow-up the status of WEE policies being enacted.

Concept B-2

Integrating Women's Economic Empowerment In Local GAD Plans and Budgets

Engaging WMEs in Consultations and Local Planning

- With participatory governance, any local meeting/consultation must have representation from groups of women microentrepreneurs to generate clear needs and concerns. The Enterprise Desk must help ensure they are adequately represented in such meetings. Issues and concerns raised during consultations must be considered in the formulation of the GAD Plan.

Preparing A Local GAD Plan

- A PCW-NEDA-DBM Joint Circular was issued mandating LGUs to formulate a GAD Plan and prepare GAD Annual Accomplishment Report. LGUs are directed to set aside at least 5% of its total budget for GAD programs/projects/activities (PPAs). LGUs shall submit to DILG their GAD Annual Accomplishment Reports (including the utilization of the GAD Budget). GAD Budget in the LGU is 5% taken from the local internal revenue allotment (LIRA). WEE can be budgeted as a set percentage (0-40%) of the mandatory 5% percent allocation, as legislated in LGU GAD Codes.
- The Magna Carta of Women (MCW) or Republic Act 9710, the Philippine Plan for Gender-Responsive Development (PPGD), the Beijing Platform for Action (BPA), and the CEDAW, among others, shall serve as guides in the identification of gender issues and the formulation of GAD Plans, Programs and Budget.

Incorporating the GAD Plan into the Annual Investment Plan is a two-step process:

Preparing the GAD Plan. The GAD Focal Point System (GFPS) usually calls a meeting within two years before budget year. GAD Plans are collectively drafted by the GFPS, the local chief executive, the Municipal Technical Working Group, Committee on Appropriation, selected local council members, the Enterprise desk, Department Heads (including Budget Officer, Agriculture Officer, Treasurer, Municipal Planning and Development Coordinator, Social Welfare Officer), and women's groups per sector. Women's groups (including women microentrepreneurs) in five key sectors (economic, social, institutional, infrastructure, and environment) are consulted for the preparation of the GAD Plan. The GAD Plan is later submitted to the GAD Council, while the GAD Council reviews and submits it to the Local Council and the Mayor's Office.

Concept B-2

Integrating WEE In Local GAD Plans and Budgets

GAD Plan and Budget Preparation

Activity Lineup
PCW issues notification letters to the LGU on annual GPB and GAD ARs for submission to PCW.
LGU prepares GAD Plan/s and Budgets and reviews GAD ARs.
LGU submits reviewed GPBs and ARs to PCW
PCW reviews submitted GPBs vis-à-vis GAD ARs
LGU revises GPBs to PCW. PCW approves GPBs.

Integrating the GAD Plan in the Annual Investment Plan. The GAD Plan is integrated across the LGU's Annual Investment Plan (AIP). Heads of offices should include GAD and WEE in the AIP as they plan for their own sectors. Additionally, the Enterprise Desk/Officer, together with the GFPS, are encouraged to sit through AIP formulation/deliberation meetings, to ensure that the (1) WEE concerns are addressed in the GAD Plan, and that (2) the GAD Plan is integrated into the AIP. The AIP is prepared within July to November before the implementation year.

TIP The Enterprise Desk should influence the LGU to allocate budget for WEE. For this, the Enterprise Desk can prepare WME situationers and MCW/GAD Code/local policy provisions to support increase in budget allocation for WEE.

Concept B-3

Tapping Into

Gender and Development-Women's Economic Empowerment (GAD-WEE) Network

- An LGU, especially the Enterprise Desk, should be familiar with the various GAD resource networks, which can provide technical assistance and other expertise on GAD and WEE, as follows:

GAD Resource Pool. The Gender and Development (GAD) Resource Pool (GRP) is composed of individuals and organizations from the government, private sector, non-government organizations (NGOs) and academe that specializes in the provision of technical assistance on and for GAD and GAD mainstreaming. The Philippine Commission on Women refers recognized GAD and sectoral experts from the GAD Resource Pool to provide support to other government agencies and private entities that aim to improve their delivery of gender related services.

GAD Resource Centers. The Gender and Development (GAD) Resource Centers (GRCs) in the Philippines are academe-based facilities established in partnership with the PCW. The GRCs provide technical assistance to address needs of GAD related activities and mainstreaming at the local level.

NGOs Working on Women. The Philippine Commission on Women has a full listing of non-government organizations (NGOs) that implement programs and services for women in the Philippines. Women NGOs are organized by area, target group and their available services.

Note: Refer to <http://pcw.gov.ph/directories>.

Concept B-4

Communication Planning for Women's Economic Empowerment

Depending on the LGU's communication objectives, the LGU may decide whether to:

- (1) integrate WEE communication activities to the existing LGU communication plan
- (2) craft and implement a separate local communication plan to promote WEE
(in situations when there is no LGU communication plan or when there is increased involvement of WME groups in implementing the plan)
- (3) undertake selected communication activities to promote WEE

A Local Communication Plan for WEE serves as the LGU's main tool for awareness raising, advocacy, support generation, knowledge-sharing or mainstreaming communication strategies for women's economic empowerment. A local communication plan may employ a combination of communication approaches: social marketing, advocacy communication and social mobilization.

Social marketing is the systematic application of marketing concepts and techniques to achieve specific behavioral change goals for social good. The purpose of social marketing is to influence behavior change towards desired goals and outcomes.

Advocacy Communication is a series of planned actions (preferably with the involvement of policy champions and supported by a wide constituency), using strategies as education and capacity building, research, communication, networking and other strategies, for policy change.

Social Mobilization is a broad scale movement to engage people's participation in achieving a specific development goal through self-reliant efforts. As a strategy, social mobilization for partnership with all stakeholders in political, governmental, non-governmental, and community realms. The purpose of social mobilization is to generate resources and to lobby for policy change.

The Enterprise Desk should be able to explain the need for a communication plan for WEE. The communication plan will contain (1) communication goals and objectives for WEE promotion, (2) a communications and advocacy strategy, and (3) communication channels/media, activities, communicators, audiences and target outputs. **(See Annex 1 for an example of a local communication plan.)**

Concept B-4

Communication Planning for Women's Economic Empowerment

Strategies on Communicating WEE

- If an LGU decides to integrate WEE communication activities to the existing LGU communication plan, it is suggested to approach the Public Information Office/r for assistance. If an LGU decides to develop a full communication plan, it is suggested that the LGU engage a GAD/WEE and a Communications/Social Marketing expert for assistance in preparing the local communication plan. Should the LGU decide to undertake selected activities to communicate WEE, the LGU could utilize a communication menu and choose communication activities that best achieve communication goals.

Sample Menu of Communication Activities

<i>Communication Objective</i>	<i>Communication Activities</i>
1. To provide women microentrepreneurs with appropriate information and services on WEE or available livelihood and enterprise development programs	• Development and distribution of IEC materials (print, audio, video, web and outdoor media) • Creation of WEE resources/databases/directories/web linking and web resources • Local project champions endorsing WEE through speeches, testimonials and tri-media appearances • Updating during meetings and assemblies/ Project Orientations for women microentrepreneurs and women's organizations • Conduct of WEE Fora/Briefings/WME Assemblies and WEE Partner's Forum • Hosting of WEE or MSME-related events such as trade fairs/Promotional caravans (for specific WEE themes) • Study tour Facilitation • Partner-initiated sharing of WEE Learnings
2.To provide LGU with appropriate information support and assistance in preparing and implementing policies, plans, programs and projects on WEE.	• Capacity Development Plan on Communication Planning and Social Marketing • Development of WEE Resource Databases and Directories • GREAT Women Project Updating during LGU Meetings • Data presentations on WEE • Inclusion of WEE-Related Communication Activities in Local Workplans • Press Releases and GREAT Women • Project Citations in Speeches/Official Statements/Accomplishment • Production and Distribution of IEC materials (print, audio and video) • Development of press releases/distribution to local media/newswires/cable agencies or Philippine Information Agency • Appearances and interviews of WEE champions over tri-media • Invitations to media practitioners during WEE events

- The Enterprise Desk should ensure that the LGU shall have a mechanism to oversee the implementation of the communication plan/communication activities for WEE. One such mechanism is the formation of a core communication team that could be headed by the local chief executive and with membership composed of the Enterprise Desk/Officer, GFPS and selected stakeholders.

TIP

High-impact communication activities for WMEs are: the conduct of WME Forum, barangay assemblies/regular consultation with WME groups, interactive radio program, video presentations with WMEs on programs/services and WME success stories, and distribution of printed materials (such as posters, flyers and brochures). For each communication activity, list down the responsible party, timeframe, resources/budget required, outputs and indicators.

Concept B-5

Sharing of Women's Economic Empowerment (WEE) Initiatives

- An LGU can consider sharing WEE initiatives when the LGU has clearly met at least one of the four criteria: (1) built capacities in GAD and WEE, (2) made its policies, plans and programs gender- and WEE-responsive, (3) has implemented a project or a program for WEE with visible results (e.g. improved gender relations, improvement in income and employment, among others) and (4) forged partnerships and linkages for WEE.

- Sharing of WEE initiatives can be done through various activities, as follows:

Advocacy with Local Officials. An LGU can regularly share its WEE accomplishments in inter-LGU/provincial meetings. WEE can be included as an agenda item during regular meetings of mayors and vice-mayors, to gain popular support for WEE among local chief executives.

Showcasing of WEE Models/Practices with the Public. An LGU may feature a successful WEE Program/Project, whenever participating in events or meetings. WEE accomplishments should also be shared in related events (e.g. , Women's Month celebration, SME Week and State of the LGU). LGU can also employ 'word-of-mouth' communication to promote WEE.

Hosting Study Tours on WEE. An LGU may host a study tour featuring their own model/initiative for women's economic empowerment. A WEE model is an LGU-operationalized project or program for WEE that has shown results, such as improvement in gender relations among men and women, increase in income of WMEs, generation of jobs, gender-sensitized enterprise, empowered women, and improved gender-responsive local governance, among others.

Concept B-6

Managing GAD and WEE Resources

Integrating GAD and WEE Resources in Partner Website

- All LGUs are requested to continuously develop and integrate GAD and WEE resources in their official websites, and create weblinks to WME information resources. For this, an LGU should build information technology and gender capacities of its web developers.
- The Enterprise Desk should assist the LGU in determining useful content towards entrepreneurship, enterprise development and WEE.
- Some website content will have to be developed and uploaded by the LGU. Among them are news/press releases, local legislation, local plans, directories, profile of local WMEs, checklist of services and FAQs on WEE. Other website content may be sourced from national government agencies and other partners.
- The LGU may consider uploading this initial set of resources, as follows:

GAD and WEE Web Resources for GWP Partner Websites

GAD and WEE Resources	Remark
1. News/Press Releases on Women, Gender and Development, Women's Economic Empowerment	To be developed and uploaded the by LGU partner
2. Local Legislation i. GAD Code and IRR ii. Local ordinances, resolutions and other policies on gender, women, WEE	To be compiled and uploaded by the LGU partner
3. Local plans: Gender responsive CDP, ELA, AIP, Revenue Codes, Investment Codes, GAD Plan	To be compiled and uploaded by the LGU partner
4. LGU Checklist of Services for WMEs/Brief on WME Programs & Services	To be compiled and uploaded by the LGU partner
5. Hotlines for Women: (Local Contact numbers for VAW/Anti-trafficking and WEE including DTI hotlines and government directories including PNP, DSWD, DRRMC, GOs and NGOs)	To be compiled and uploaded by the LGU partner
6. Statistical Profile on Women Microentrepreneurs and Women Workers' in the Enterprise (Results of Baseline Studies as available)	To be compiled and uploaded by the LGU partner
7. Relevant links: http://www.pcw.gov.ph , http://www.pcw.gov.ph/index.php/great-women-project and http://www.pcw.gov.ph/index.php/directory-women-ngos	Weblinks to be uploaded by partner
8. IEC Materials • Magna Carta of Women brochure • GWP IEC Materials • Partner-initiated GWP Materials (http://www.pcw.gov.ph/index.php/gwp-downloads)	Weblinks to be uploaded by partner
9. Frequently Asked Questions on WEE and Entrepreneurship	To be compiled and uploaded by the LGU partner

Concept B-6

Managing GAD and WEE Resources

Relevant Guides and Directories

Topic	Resource/s	Links (for Uploading)
Business Registration	• Guide to Business Registration	http://www.dti.gov.ph
Business Development Services	• Directory of DTI Business Assistance Centers/SME Centers • Directory of Common Service Facilities • Directory of Business Development Service providers (suppliers, packaging services, etc.) • Directory of Microfinance Institutions • Location of Technology and Livelihood Development Centers	http://www.dti.gov.ph/jumper.php?p=MSME_Publications
Technology	• DOST resources	http://setup.dost.gov.ph/index.php
Funding and Support Sources	• Directory of partner NGOs in women entrepreneurial development and their programs and services in municipalities • Links to existing MFIs • Banks with SME products • Academic Institutions with BDS programs	To be developed by the LGU
Training	• The LGU can request/link to local training calendars from DTI, DOST and TESDA regional offices.	Philippine Trade Training Center http://www.pttc.gov.ph Technical Education and Skills Development Authority http://www.tesda.gov.ph Technology Resource Center http://www.trc.dost.gov.ph Technology Resource Center's e-Technobank http://www.trc.dost.gov.ph/elib.jsp Department of Science and Technology http://www.dost.gov.ph

Integrating GAD and WEE in Local Libraries

Local libraries are encouraged to build information resources by requesting materials on GAD and WEE PCW, and other partner NGAs. Local libraries can maintain a collection of information resources (print, audio and video) as knowledge bases for GAD and WEE, and organize a separate GAD and WEE section.

Sharing GAD and WEE Resources to Media

The Enterprise Desk can provide the local Public Information Office/r with regular IEC materials on WEE, as materials for press releases to media and information agencies.

COMMUNICATION GUIDE FOR ENTERPRISE DESKS

Annexes

Annex-1 Example of A Local Communication Plan for WEE

***Annex-2 Example of A Social Marketing Plan and Communication
Campaign for Business Development Benefitting WMEs***

Annex-3 Menu of WEE-Focused Programs, Projects and Services

GREAT Women Project

Annex 1

Example of Local Communication Plan for WEE

Communication Plan of PALMA Alliance in 2008

STAKEHOLDER SEGMENT	CORE MESSAGES	OVERALL COMMUNICATION GOAL		
		For PALMA Stakeholders to adopt and utilize the core message of creating a gender-responsive enabling environment in order to achieve women's economic empowerment		
		SUB GOAL 1 Higher level of awareness and understanding of WEE in PALMA achieved	SUB GOAL 2 Skills in communicating GREAT Women Project in PALMA improved	SUB GOAL 3 Strengthening partnership among PALMA stakeholders for the GREAT Women Project defined and established
		IEC/Advocacy Activities and Support Tools	IEC/Advocacy Activities and Support Tools	IEC/Advocacy Activities and Support Tools
PALMA Development Board and PALMA PMO - Generally knowledgeable of the overall GWP package - All-out support for the project - Can provide human resources, equipment and materials - Have access to radio, newspaper, internet and barangay visits	"It is a PALMA –wide capacity development project aimed at enhancing economic empowerment of women through the creation of a gender responsive enabling environment for micro-enterprise development." "GWP uses an alliance-based approach." "Together making lives better."	All Stakeholders' Workshop: PALMA Goal-Setting (or Strategic Planning) on Achieving Women's Economic Empowerment, with knowledge products (documentation reports, project brief, status report) as support tools – by 3rd quarter of 2008. Regular conference/meeting of PADB using brochure, newsletter, powerpoint materials as support tools. Establishment of a system on Knowledge Management	Capability-building on communication skills and message design for GWP with lecture materials as support tools. E.g., Trainer's training for PMO Conduct of Lakbay Aral at places with successful women's projects for replication in PALMA, using project brochures, newsletters and powerpoint materials as support tools – by 4th quarter of 2008.	Conduct of information drive and advocacy activities for PALMA stakeholders using project brochure, powerpoint presentations and tri-media support as IEC tools – by 3rd quarter of 2008. Event Celebration, eg, Celebrate anniv of GREAT Women Proj in PALMA and make women beneficiaries as "bida" for the anniversary
Municipal TWG				
- Generally with sufficient knowledge about the Project - Supportive and cooperative but they give more preference and time to their regular work/ job than being a member of MTWG - Willing to provide skills, commitment and effort - Communication channels are interpersonal and group sources via discussions and meetings	"GREAT PALMA." "GWP is a project for the economic empowerment of women entrepreneurs." "GWP educates and enhances the knowledge of women entrepreneurs for the upliftment of their lives." "Kababaihan, Kabalikatan sa Kaunlaran."	Quarterly project progress reporting via "municipality-sponsorship" using status reports as support tool – by 3rd quarter of 2008. Regular MTWG meeting using Project status reports and minutes of meetings as support tools. Capability building on GWP using brochures, fact sheets and newsletters as support tools (PMO PALMA to give the capability building)	Preparation of docs required for meetings Exposure Lakbay Aral activities	MTWG to identify other partners/ stakeholders MTWG-led advocacy activities at barangay assemblies every week: PMO/LAC

Annex 1

Example of Local Communication Plan for WEE

Communication Plan of PALMA Alliance in 2008

STAKEHOLDER SEGMENT	CORE MESSAGES	OVERALL COMMUNICATION GOAL		
		For PALMA Stakeholders to adopt and utilize the core message of creating a gender-responsive enabling environment in order to achieve women's economic empowerment		
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		IEC/Advocacy Activities and Support Tools	IEC/Advocacy Activities and Support Tools	IEC/Advocacy Activities and Support Tools
Women's Sector (Civil Society and Women Entrepreneurs)				
- Most perceive the project as a capital or financing assistance project. - A few women's organizations are aware that GWP is a capability-building and technical assistance project. - High interest in the project. - Can provide time, mentoring skills, trainings, resource persons, and can contribute ideas for the project - Have access to the tri-media and interpersonal and group sources (pulong-pulong).	"It is the only foreign funded women's project in the whole province of Cotabato." It is a project that strengthens the family & brings about economic prosperity through empowered women." "The Greatest Project for Women."	Weekly radio program – beginning 3rd quarter of 2008, with PALMA-PMO is agency in-charge. Advocacy meetings / FGDs to promote the project using brochures, comics, posters and billboards as support materials – by 3rd quarter of 2008, led by PALMA PMO. Participatory research to gather more information about women beneficiaries and generate awareness of the project using knowledge products (specify) as support tools – by 3rd quarter of 2008, led by PALMA PMO.	Capacity-building (on communication skills and message design for GWP?) using knowledge products as support tools – by 3rd quarter of 2008, led by PALMA PMO. Include women's groups in trainer's training	Partners' forum using knowledge products as support tools – by 3rd quarter of 2008, led by PALMA PMO. Validation of existing women's orgs Conduct of regular meetings on GREAT Women Project as venue for project updating, planning, etc.

Annex 2

Example of A Social Marketing Plan and A Communication Campaign for Business Development Benefitting WMEs

<i>Audience Segment Profile</i>	<i>Intended Beneficiary Segment</i>	<i>Current Behavior</i>	<i>Specific Target Behavior</i>	<i>Perceived Benefits from Current Behavior</i>	<i>Offered Benefits from New Behavior</i>
Hotel/ restaurant owners and managers (who are partners in the delivery of services to women microenterprises by being institutional buyers of WME products)	Local WMEs	Do not display WME product catalog Offer own regular products and services	Display product catalogs conspicuously Use and encourage guests to avail of WME products and services	No additional work/ effort to maintain product catalogs or offer WME products and services	Enhanced image More guests/ customers More income Returning Guests/ Customers

<i>Audience Segment Profile</i>	<i>Level of Partner Involvement (High-Low/Think-Feel)</i>	<i>'What To Say'</i>	<i>'How To Say' / Communication Media/ Messengers</i>
Hotel/ restaurant owners and other institutional buyers (who are partners in the delivery of services to women microenterprises by being institutional buyers of WME products)	Low Involvement/ Think (Rational)	Helping women microenterprises is good business.	Letters/ LGU Endorsement Telephone calls/ visits/ meetings Consultation on products and services, and product development Product promotions

<i>Item</i>	<i>Communication Campaign</i>
Title	Promoting WME Products to Institutional Buyers
Rationale	By engaging more institutional buyers for WME products, product sales and enterprises of WMEs grow and both WMEs and the local economy benefit.
Objectives	Convince hotels/restaurants and other institutional buyers to patronize local WME products.
Output/s	Institutional buyers who are aware of WME products and are linking with WME product suppliers
Indicators	Increase in number of institutional buyers who are aware of WME products Number of linkages made with institutional buyers and WME product suppliers

Annex 3

Menu of WEE-Focused Programs, Projects and Services

Good Practice	Description
	Business Planning for Provincial Livelihood Centers for WMEs and Women-led Common Service Facilities
Common Service Facilities and Enterprise Desks	- Establishment of Common Service Facilities, Common Facilities (e.g. Livelihood Centers, Technology Incubation Centers), Pasalubong Centers/ Display Centers, Production Centers - Formulation of LGU Monitoring body for CSFs - Gender-responsive Infrastructure Projects (i.e. Pamilihing Bayan) - Improvement/Enhancement of Production Centers - Creation of Women's Desk - Establishment of Enterprise Desks (e.g. ISMED, JASMED, BAMED)
Creation of GAD Offices/Councils/ Pools	- Creation of Provincial GAD Office/Council - Creation of Municipal GAD Office/Council - Creation of experts' pools/ resource persons pools for business development
GR-VCA	- Gender-responsive Value Chain Analysis of Industry Sectors (WME-led enterprises) - Partnerships/Convergence efforts responding to value chain analysis findings
Business Registration	- Streamlined business registration/ Local adoption of Business Permit Licensing System - Mobile business registration centers - Business One-stop Shop - Maintenance of business registration databases - Designation of Enterprise Officers/ Units
Environment-related programs	- Sustainability programs for local raw materials resources - Bio-intensive gardening project - Recycling Programs/ Ecobanks
Business Development Services for WMEs	- Organization of women's groups - Strengthening of WME groups - Cooperative Development Programs - Support to business registration - Business development services - product development - product packaging and labeling - capital infusion - skills development - training/capdev - Technology/ Equipment inputs - Social protection services (i.e. Partial Subsidy Scheme, Enrolment in SSS/PhilHealth/Pag-ibig) - Occupational safety and health - Intensive Design Clinic Series - Training Programs for WMEs: GET Ahead Program - Barangay-based Enterprise Programs: GROW Negosyo; DOLE Starter Kit - Credit/loan program for WMEs
Linkaging and Marketing support	- Facilitating participation to National/ Regional/ Provincial Trade Fairs - Display centers/Pasalubong Centers in high-traffic areas - Selling missions and marketing support for WME products - Product certification programs/'product approval' logos - Creation of market linkages/ networking (i.e. Conduct of Partners' Fora/ Investment Fora)
M&E Systems for WEE	- Institutionalization of M&E systems for WEE - Creation of M&E Committees for WEE

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Philippine
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