

# GREAT Women Project



## Building Women-led Enterprises Through Gender-Responsive Interventions

Results of Partnership  
between PCW-GREAT Women  
Project and DTI



Philippine  
Commission  
on Women

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*Summary* This case study shares the results of GREAT Women Project interventions in the Department of Trade and Industry (DTI). Through the project, DTI, its bureaus and attached agencies, harmonized their programs and services in support of women microentrepreneurs in the local project sites and developed the Gender-Responsive Value Chain Analysis (GR-VCA) to determine women and men's roles, profits, opportunities and constraints in the value chain of sub-sector enterprises. DTI likewise mainstreamed gender in its organization through influencing the National Micro, Small and Medium Enterprises Development Plan 2010-2016, strengthening its GAD Focal Point System and GAD Plan, among other initiatives.

*DTI: Main Implementing Agency Partner for the GREAT Women Project*

The Department of Trade and Industry (DTI) is the main agency responsible for providing services such as international trade policy negotiation, facilitation and promotion; investment facilitation, generation and promotion; micro-, small and medium enterprise development and promotion; and consumer welfare and promotion.

*Harmonized Plans of DTI Bureaus and Attached Agencies*

In 2006, Philippine Commission on Women (PCW) entered into partnership with DTI and its bureaus and attached agencies to implement the GREAT Women Project. Given its mandate, DTI is considered as the main implementing national agency project partner, together with its 25 small and medium enterprise centers across the country, serving as focal points for information and assistance on enterprise development and investment. DTI then pursued two-fold project objectives: (1) crafting a harmonized plan of its attached agencies in support of microenterprises in the food and marine sub-sector, and (2) building capacities of and developing tools for DTI, other national agency partners and local government partner sites to integrate gender concerns in the value chain analysis (VCA) of women-led sub-sector enterprises.

In March 2009, PCW and DTI jointly conducted a National Level Planning Workshop to craft a plan that harmonizes the sub-projects of DTI bureaus and attached agencies namely the Cottage Industry Technology Center (CITC), Bureau of Micro-, Small- and Medium-Enterprise Development (BMSMED), Philippine Trade and Training Center (PTTC), Bureau of Export Trade Promotion (BETP) and the Office of Special Concerns (OSC). Other relevant DTI units such as the Bureau of Domestic Trade (BDT), the Regional Operations Group (ROG) and select DTI Provincial Directors also joined in discussions, particularly to input on efforts of local government project sites which could be synergized with the work being done by DTI bureaus and agencies. The workshop resulted to the development of the Harmonized Plan or HarP.

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With the Harmonized Plan, DTI bureaus and attached agencies developed their respective action plans to harness women microentrepreneur priority products per province in line with DTI's priority industries. Below are the highlights of the action plans:

- Cottage Industry Technology Center (CITC) aims to encourage and promote the establishment of cottage and small-scale industries that generate employment and livelihood opportunities. It provides production-related training and technical assistance to furniture, gifts and housewares, fine jewelry and leather footwear industries throughout the country. Under the GREAT Women Project, CITC assisted Hardin ng Kalikasan, a women's cooperative in Real, Quezon engaged in high-quality paper product development. It provided skills-building for the cooperative's members on handmade paper production, fiber preparation, entrepreneurial management, paper conversion, herbal soap-making, entrepreneurship and values formation. It was also instrumental in enabling Hardin to operate a raw materials farm for their handpaper-making.
- Philippine Trade Training Center (PTTC) assists exporters, manufacturers and entrepreneurs to become more competitive in the international market through training and advisory services on entrepreneurship development, export management, quality and productivity improvement, e-business and e-commerce, as well as exhibition facilities for trade fairs and events. With the GREAT Women Project, PTTC strengthens the technical and management skills of women entrepreneurs through basic education in the areas of intellectual property, compliance to international standards, e-business to include maximizing the use of computer applications such as word processing, spreadsheets and the internet in business operations.
- Bureau of Micro-, Small, Medium Enterprise Development (BMSMED) gathered inputs to the amendment of the Barangay Micro Business Enterprise (BMBE) Law which were derived from the results of the gender analysis. It likewise ensured the integration of gender in the National Micro, Small and Medium Enterprise Development Plan (NMSMED Plan) for 2010-2016.

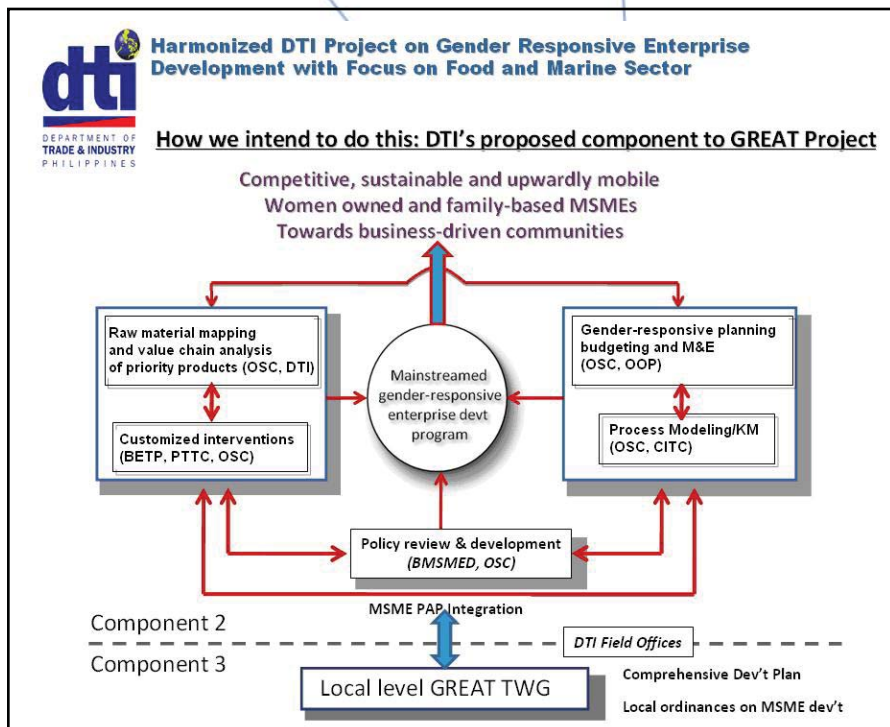
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### Building Capacities and Tools to Integrate Gender in Value Chain Analysis

Through the capacity development interventions of the project, DTI increased its knowledge and skills on gender analysis which was crucial in the development of the Gender-Responsive Value Chain Analysis (GR-VCA) Framework.

Value chain analysis maps the sequence of business-related services from provision of inputs, to primary production, to transformation, to marketing up to final consumption of products and services. With the GR-VCA, women and men's roles as well as their profits, opportunities and constraints in enterprise operation are identified and analyzed. Analysis will be used to facilitate the development of women enterprises' competitive advantage and improve their functional position in the value chain as well as coordinate the support of various enablers and service providers. It is both a tool and a process that can lead to interventions that will enhance the entire production system and the well-being of producers and workers, especially for high-value enterprises and priority products within a region.



*“Gender-responsive value chain analysis is an invaluable tool in analyzing and coming up with an entrepreneurial program that clearly defines the role of women and men in a business environment,” DTI Core Team said.*

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The framework was developed and integrated into the key training modules by the DTI Core Team from the OSC, BMSMED, PTTC, BETP, RODG, Bureau of Domestic Trade (BDT), and CITC and enhanced by DTI-Bohol and GTZ's Local and Regional Economic Development and Poverty Reduction (LRED). It was rolled-out in eleven (11) regions and eight (8) local government project sites.

In the roll-out of the GR-VCA, women microentrepreneurs were initially not aware of the importance of understanding the supply and value chain where their enterprises operate. They have reservations to present the full production process of their enterprise and tend to look at difficulties rather than opportunities in moving up the value chain.

After the roll-outs, participants finally valued gender equality and women's empowerment framework in developing micro-, small and medium enterprises. They gained knowledge and skills in sub-sector mapping and market analysis and selection by identifying process and stages, operators, service providers, and enablers as well as developing gender-responsive interventions throughout the value chain of sub-sectors. Several LGUs like Iloilo and Leyte developed their interventions for women's enterprises based on the GR-VCA findings and integrated such in their project workplans. Local government partners brokered support from national agency partners and other support providers.

*How the GREAT Women Project Influenced DTI's Gender Mainstreaming Efforts*

DTI conducted capacity development on knowledge management to document their experience in implementing the GR-VCA. The GR-VCA case studies were designed as reference, inputs for funding requests, marketing, branding and inputs for convergence with other national agencies, associations and other stakeholders.

DTI and other national agency partners valued the GR-VCA as a standard tool to be used in every region to ensure that women microentrepreneurs' concerns are included in agency planning, programming, monitoring and evaluation.

DTI participated in several capacity development interventions under the project. PTTC and CITC, in particular, participated in the trainings on Harmonized GAD Guidelines and Results-Based Management. Such enabled PTTC to provide more intensive inputs on the GR-VCA framework while CITC better supported its partner women's cooperative, Hardin ng Kalikasan, in its operations. DTI Central Office developed its capacities on monitoring and evaluation which enabled it to gather data on two women's economic empowerment indicators, using an agency monitoring and evaluation tool used for analyzing and enhancing policies relevant to DTI's mandates.

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PCW provided continuous 'handholding' and technical assistance for DTI and its attached agencies. DTI found other tools such as ILO's GET Ahead Manual, value chain framework of PEARL2, among others to support the integration of economic and enterprise development perspectives in its workplans. GTZ's Local and Regional Economic Development and Poverty Reduction (LRED) tools were likewise used and adopted by the DTI Provincial Offices of Bohol and Quezon.

DTI created a core team composed of technical advisers and resource persons, who train on and apply gender analysis in other enterprise-related projects. For example, eight (8) Provincial Directors in local project sites are now able to mentor and provide technical assistance on GR-VCA. Lessons through the GR-VCA were integrated in DTI's major programs such as the Rural Micro-Enterprise Promotion Programme (RuMEPP), Regional Interactive Platform for Philippine Exporters (RIPPLES), and One Town, One Product (OTOP).

Department Order No. 83 mandated the implementation and institutionalization of GAD in DTI, which strengthened its GAD Focal Point System which included all region-

**On Women's Economic Empowerment (WEE).** From the perspective of the Agency, the main WEE entry point for DTI was "to help women scale up their businesses to become competitive and sustainable. DTI's analysis showed that women had access to business services. More women than men were starting up microenterprises, however they only stayed in business for a few years."

Supporting women microentrepreneurs is smart economics, which provides a strategic focus towards women and men's access to opportunities and specifically addresses gender-related constraints to running a business successfully, enhancing productivity and making the business grow. There are several initial strategies to create an environment that is friendly to women entrepreneurs: (1) create an environment that is friendly to women microentrepreneurs, (2) retain and encourage existing businesses to grow, (3) encourage establishment of new microenterprises (which is the role of the DTI and LGUs), (4) cluster women's microenterprises strengthens the group (whether women or men), and (5) target WMEs.

DTI developed its approach and development paradigm that sum up the concepts of business driven communities, GAD-WEE and social enterprise to build what they call great enterprising communities. The paradigm determines the required inputs for women-led enterprises to become upwardly mobile, profitable and sustainable. These inputs are skills development, technology, finance, marketing, standards, and equal opportunity to enter in to business, enabling environment, fair trade/equitable development, labor standards, gender equity, and environmental awareness, for great enterprising communities.

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al offices and bureaus, attached agencies, corporations and the Central Office, and the integration of the gender perspective in agency policies, plans and programs. DTI's 2011-2012 GAD Plans mainstreamed women's economic empowerment in its major programs and expanded services and technical assistance to women microentrepreneurs thru customized intervention on capital, market, information and technology; capacity building on gender analysis and GR-VCA; and, conduct of entrepreneurship seminars. Some attached agency GAD Plans, such as that of CITC, are already integrated in the agency GAD Plan and Magna Carta of Women indicators are likewise being used in the agency GAD plan. Agency GAD Budget increased by 81% for FY 2013 compared to FY 2012 from PhP 479M to PhP 868 M as a result of extensive gender awareness among different bureaus, field offices and attached agencies undertaken in 2011. MSMED budget likewise had a sizeable 85% increase, attributed to the One Town, One Product (OTOP) Program which provides for entrepreneurial development services to women.

More importantly the National Small Micro, Small and Medium Enterprise Development Plan (MSMED) Plan (2011-2016) now recognized the contribution of women as business owners and their potential to be harnessed for higher economic growth. The plan included provisions on gender mainstreaming and environment sustainability in its programs on business environment, access to finance, access to markets and productivity and efficiency for MSMEs nationwide. It also has a separate provision on monitoring and evaluation which includes women's economic empowerment indicators, reporting and knowledge management system, emanating from the HarP.

By 2013, DTI became one of six partner NGAs that reached Level 3 or Best Score in the GREAT Women WEE scorecard. Level 3/Best Score indicates that DTI has (a) a WEE policy/program being implemented at the regional/ provincial offices, (b) core staff/ officers who can coach and train on GAD-WEE at the regional level, (c) a WEE budget line item in the overall agency budget, (d/e) and at least one institutionalized WEE program that is regularly monitored, and evaluated by GAD champions within agency.

## About The Project

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

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

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

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