

# Women and Men Farmers as Agents of Change on Gender Equality: Leadership Moments, Challenges and Enablers

## A Gender Responsive Outcome-based Evaluation of the Rural Women Leadership Project

### 1. Introduction

The Asian Farmers' Association for Sustainable Development (AFA) and Women Organizing for Change in Agriculture and Natural Resource Management (WOCAN) agreed to undertake an outcome-based evaluation of the ten provincial training activities conducted from May –December 2010, under a two-year Rural Women's Leadership Project (RWLP), supported by the International Fund for Agricultural Development (IFAD) through the Government of Norway. Led by the Gender Research Consultant commissioned by AFA, the evaluation mobilized the services of five PAKISAMA staff from October-December 2011 and yielded significant stories, analyses and recommendations for the continuing enhancement of the gender mainstreaming efforts of PAKISAMA, AFA member in the Philippines, a national federation of peasant organizations which has been at the forefront of the agrarian struggle together with other civil-society organizations in the Philippines.

PAKISAMA's goal is to empower the Filipino farmers and fisherfolks through its two main strategy components of: (a) federation building and b() conceptualizing and promoting sustainable integrated area development as a development framework with all its members. Its federation building is focused on strengthening members' internal capacities to effectively participate in agrarian reform and rural development implementation, including improving their operational, financial and organizational systems. Connected with this task, PAKISAMA focuses on strengthening two of its sectoral organizations: the rural women groups (LAKAMBINI-PAKISAMA) and fisherfolk groups (MAMAMAYAN-PAKISAMA).

#### 1.1. Objectives of the Evaluation

The research evaluation aimed to determine the changes, both intended and unintended, at the individual and organizational levels that the project has contributed.

Specific Objectives were articulated as follows:

- a. To determine leadership moments, qualities and networks that the RWLP participants have been able to develop
- b. To ascertain how the RWLP training participants utilized what they have learned in their personal and organizational settings
- c. To identify changes that occurred in the individual after the training interventions (based on re-entry plans)

#### 1.2. Research Framework and Methodology

The following matrix illustrates the framework that was used for the evaluation :

Baseline	Input/activities	Outputs (practical needs <sup>1</sup> )	Outcomes (strategic interests <sup>2</sup> )
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<sup>1</sup> Practical needs are the immediate needs of women and men addressed by outputs. Outputs are what is achieved by project intervention in stage one

<p>Look at the problem statement either in the proposal to IFAD and/or the assessment study conducted by AFA in 2008 which provides the rationale for this project.</p>	<p>These are project interventions such as trainings, coaching, meetings, exposure visits or attending national , regional meetings etc.</p>	<p>These outputs have already been defined during the last workshop. Outputs are easy to identify and are mostly related to identifiable project goals.</p> <p>- behavioral (individual people) - institutional</p>	<p>Based on these outputs, examine what else may have resulted directly or indirectly from project intervention. Here it is important to analyse outcomes/results that may not necessarily be intended by the project. Instead they may have resulted from individuals taking skills etc and going forward with their own motivations etc. That is why it is important to attribute outcomes to a person's motivation, history etc...that compels them to move forward with a new idea. Hence, it may or may not be intended by the project.</p>
<p>Q? What are the identified problems for women's leadership?</p> <p>Was the problem/challenges identified in behavioral and institutional contexts?</p>	<p>Q? What types of interventions were conducted and how and where were they reproduced? By whom and to how many more people?</p> <p>Were the interventions aimed at behavioral and institutional change? If so, how?</p>	<p>Q? What are the outputs identified during the workshop?</p> <p>How many are behavioral and how many are institutional?</p>	<p>Q? Are there any outcomes?</p> <p>If so, which ones are intended and which ones unintended?</p> <p>Can changes be outlined in behavioral and institutional terms?</p>
<p>Method: desk study</p>	<p>Methods: desk study</p>	<p>Methods: workshop results; interviews</p>	<p>Methods: Interviews; focus groups; visioning exercises, etcetera.</p>

### 1.1. Actual Research Activities Undertaken

A total of sixty (60) respondents were interviewed , comprising of 15 males and 45 females. Through the sample, the representation of participants from the training activities held in the 10 provinces was ensured. (Refer to Annex C for List of Respondents).

Narratives were the main material used for the qualitative approach of the evaluation, which culled out

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<sup>2</sup> Strategic interests point to what has been achieved through intended or unintended consequences of project intervention

women's and men's experiences and insights from the individual stories. that were captured by the field researchers, composed of PAKISAMA area managers.

Five field researchers, composed of Pakisama area managers , were deployed to specific provinces to conduct individual interviews in local dialect from October-November 2011 with an extension of another month to finish all the transcriptions and translation. Collation of the results of the interviews were then done by the Gender Research Consultant . A "summary of lessons learned" was presented during a workshop held from December 17-19, 2011 with a select group of eight (8) respondents , to deepen the insights on leadership and gender.

A Focused Group Discussion (FGD) was planned for PAKISAMA leaders to be able to input their own opinion on the gender mainstreaming strategy and efforts of the organization but this did not materialize due to the postponement of the National Council Meeting which had been scheduled twice. In place of the FGD, Gender Research Consultant was tasked to interview key leaders of the peasant federation.

The primary data gathered from the interviews were supplemented by secondary literature such as project reports, training design, and documentation of trainings and PAKISAMA meetings, among others.

## **2. Findings**

### **2.1. Baseline or Background of the Project**

The RWLP was designed as a multi-donor funded initiative to support capacity building of women in producers' organizations, from the grassroots to the national level, and to promote representation and inclusiveness of these organizations in strategic policy dialogues and negotiation arena at the national , regional and global levels. The Project's aim is to give a stronger voice and policy influence role to grassroots women by building their capacity to express themselves, choose leaders appropriately and hold them accountable by expanding the presence of women leaders in rural organization at all levels and developing their leadership skills.

The project aims to contribute to the fight against poverty and food insecurity through the strengthening of capacities and representation of rural women in farmers' organizations improving their social, economic and professional status.

The specific objectives of the project are to:

1. Strengthen the capacities and competencies of rural women, of their associations at all levels and of their professional organizations so that leaders and members are able to express themselves, choose their leaders appropriately and hold them accountable, manage their own organizations effectively; and,
2. Support to enhance the quality of training and policy advocacy.

### **2.2. Project Inputs**

In order to achieve the abovementioned goals and objectives, the following inputs were provided through the Project; namely:

1. Leadership Course for Women and Men Supporting Gender Equality – which has two parts:
  - a. Training of Trainers (May, 2010)
  - b. Leadership Training Course for National Leadership of PAKISAMA (May-June 2010)
2. Meetings among Trainers Team, Management Committee, National Execom of PAKISAMA for gender mainstreaming efforts (June-August, 2010)
3. Monitoring and Evaluation Meeting with WOCAN consultant (October 2010)

4. PAKISAMA Operation Planning WS ( Sept 2010)
5. Ten Provincial Leadership Training covering 13 provinces ( July-December 2010)
6. Attending regional /international and national meetings:

*Regional/international:*

- a. Global Farmers Forum (Feb 2010)
- b. ASEAN Peoples' Forum (Sept 2010)
- c. Sub regional steering committee meeting of MTCP ( Nov 2010)

*National :*

- d. MTCP-Philippine processes
- e. IFAD Philippines Gender Network Activities (August 2011)
- f. IFAD Philippines Knowledge and Learning Management WS (October 2011)

### **2.3. Outputs and Activities**

As a result of the implementation of the project, the following key outputs have been attained:

1. a total of 239 women and 88 men involved in the various activities conducted under the project. (during the ten provincial leadership training activities conducted, 198 women and 48 men participated)
2. Gender mainstreaming strategy and action plan for PAKISAMA
3. A working training design on gender and leadership

### **3. Outcomes and Key Lessons**

Having listened to the women and men who told their stories during the interviews and validation workshop, the following outcomes have been culled out and summarized into key learning points which can inform future interventions and programs for gender and leadership.

## **Part 1: Leadership, Challenges and Enablers**

### **3.1. Leadership Moments**

- a. **When people think about leaders, it is usually men that come to mind. This is because most of the leaders in most organizations are men as in the case of PAKISAMA. This can be attributed to the prevailing perception that women are weak and emotional. There is the belief that women's place is still in the home. But the stories of the women from the PAKISAMA provincial federations illustrate how women are taking leadership roles in their families, in their communities and in their organizations.**

*At first, I was just a simple woman. I did not want to join in any community activities. But they were organizing a women's organization and so I joined. Even if I did not want it, the women wanted me to become their President. So I accepted. When I went home I did a self-reflection. Why did they elect me as President? What am I capable of doing? I was challenged. I said, can I do this? So I tried it.*

- Cheryl Oyoa, female, Chairperson of AGUKAKABA (Ang Kooperatiba sa Kababayan-an sa Puting Bato), Treasurer of AKBAYAN Division 2, Agusan Norte

*Since childhood, I was always taken to task because of the things that I did-- from the way I dressed, to the way I played, to the way I spoke. I was told that because I was a woman, I should act in a certain way. I did not know that the time that I was defying those I was*

*already fighting for my rights. I also saw my leadership inside the family. When a decision needs to be made, it will not be finalized until I have spoken. I feel that they are waiting for my approval. I also saw that in the community. If there are activities in the village or the organization, even if I do not have a position, my opinion is very important. When I go to speak in a forum, my indicator that I left a mark is when I am asked by other organizations to speak to them too and that is also my basis for saying that I convinced them.*

- *Marion Bitara, female, BINHI People's Organization, Regional Chair of Lakambini Luzon*

*I was a member of the cooperative where the Chairman was not doing his job. For two years, we had no audited financial report and no attendance in meetings with the government cooperative agency and the Department of Agrarian Reform (DAR). The regional Cooperative Development Authority (CDA) sent a notice saying that our cooperative will be dissolved. I said that it would be a waste of our sacrifices in the past if the cooperative is dissolved. So I did a "power over." I consulted the provincial CDA and the DAR. They said that our cooperative will be saved if we will hold an election, get new officials, and submit the requirements. So I did that. I called for a general assembly of our cooperative. Then we elected new officials.*

- *Jocelyn Taoy, female, 36 yrs. old, Chair of San Miguel Farmers Multi-Purpose Cooperative (SAMFABEMCO)*

*I needed to have my hair shaved off because of the Mining Act issue. Three women from Quezon province needed to do this and the other women told me that they will not do it if I will not do it. It was something new for me. I felt that I was beautiful if I was not bald. But because it is a cause, a demand, I had my hair shaved off. While still in Manila, it was already in the newspapers. I was with my husband and we were going home. A cloth was tied around my head so he could not see that I was already bald. Then he said that there was a rally in Malacanang (presidential palace) and he asked if I was part of it. He said that there were some women and indigenous peoples who had their hair shaved off. That was when I took off the cloth covering my head and he was surprised. He said, "we have been together all the while and I did not know that you were bald. Why did you have your hair shaved off?" I said, "it is ugly isn't it? This is what happens when they mine our mountains."*

- *Luisita Esmao, female, 52 yrs. old, Chairperson of Lakambini, Vice Chair- SAMAKATA local organization in Tayabas, Quezon*

*The Local Government Unit (LGU) in our village in San Miguel was always against us. Sometimes, when we were following up on something, we would be fighting. We also got mad. We said, "Why are you not giving importance to us and our objectives? This is our village. If we accomplish our goals, we can help through the taxes that we pay." I was able to perform my role as leader because I was the one who guided our members in the process on what to do and how.*

- *Elizabeth Valmores, female, 53 years old, Secretary of BUNGA, a cooperative in Bukidnon*

*In 2002, I ran for the village council and I won. On my second term, I already knew how to use "power with" and how to use "power to." Our advocacy had an impact up to the municipal level. In the whole province of Oriental Mindoro, we were the first one to pass a resolution banning the burning of rice straws. It was adopted by the provincial government. When we had the WOCAN training, the women leaders learned a lot of ideas. It resulted into many good projects like the livelihood program for women.*

- *Violeta Malicsi, female, 32 yrs. old, President of the provincial federation of Mindoro Ecological and Sustainable Agriculture Federation(MESAFED), leader entrepreneur*

*On August 2011, there was a conflict between the previous chair and the treasurer regarding financial matters. Because I already had leadership knowledge, I was able to handle it properly by advising the treasurer to stay calm and steadfast. I told her that she does not need to work with the other involved person because I am the current chair, anyway, and that we should not be bogged down by issues. I told our treasurer that she must be strong so that our organization will also be strong. I was thankful because our treasurer appreciated my leadership as the chair. When the chair of our Neighborhood Association wanted to vacate her position, nobody was willing to replace her. I was pushed by the members to assume the chair position. With their encouragement and with the support and confidence of our Village Captain, I accepted the challenge. I thought and I believed that I am capable to lead because I had already attended the leadership training. I thought, "I will try so that I could apply my learning on leadership from the seminar." I gathered courage to face problems as well as the courage to stand in front of many people without shaking from nervousness. I realized that I have courage even if I am just an ordinary person. I was able to face them and explain myself when we had a dialogue-consultation with the NHA<sup>3</sup> Chair regarding our problems in the Neighborhood Association and she (NHA Chair) has understood our situation. I learned that I can defend my group. I can carry the group's voice.*

- *Berlita Rudillas, female, 34 yrs. old, Chairperson of the Neighborhood Association of Purok 6 Damilag, Pisan, SFADS ,NHA Relocation Project, Agusan Sur*

*The truth is the cooperative went through a storm. There was a slight fraud. They were a stronger faction because they were larger in number and there were only 3 of us but we stood up for what was right and true. If we did not stand up to it, this cooperative would not be here now. The thing with me is when I know that I am right, I would go through it even if it is a storm. If you surrender you will not get anything. I cried to God. Things eventually got personal but that did not affect me. Time vindicated us and showed that we were on the right path. They are not with the cooperative anymore. If I listened to them then, we would not have a coop today. Other cooperatives which went through the same situation gave up. My conscience could not accept that option of giving up when I knew that I was right. I could not take that. I would not be able to sleep. So when I asked God to help me through the storm He really did.*

- *Fe Piolo, female, 35 yrs. old, Manager of EFMPC and worker at the cooperative*

*In the organization, I only took charge of one project when the previous manager left. But when work needed to be done, it seemed I was the only one working on it. I was the one who asserted that we carry on with the project and not to stop after the seminar. I pushed for the project. Many participated in the production. I really tried hard to produce the product and I headed the project. When you handle a group, giving orders is not enough. You must do your share of action. As a manager, one should not keep on giving orders but should take action in order to motivate people to work. A leader should have the enthusiasm to motivate others. The example should also start from ourselves and people will just follow. For the said project, we planned to divide the proceeds on a cash- to- cash basis but the group was so encouraged to carry on that they agreed to use the proceeds to purchase materials for a bigger production. I learned these things by myself.*

- *Sally Busano, female, 52 yrs. old, Cooperative Manager*

*One of the major decisions I made was to get into the cassava cluster of PAKISAMA. I figured out and decided that venturing into cassava trading would be good for the organization. I sought the approval of PANAW MPC<sup>4</sup> and explained at SALFA<sup>5</sup> that it is a cluster at SALFA that*

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<sup>3</sup> National Housing Authority

<sup>4</sup> what is Panaw MPC?

<sup>5</sup> What is SALFA?

*will manage the project. They approved of such a plan. We are currently training second liners as the future leaders. Discussions are currently focused on PANAW since SALFA is a very small organization and lacks funds. As for the style of leadership, I delegate some tasks to others. I do not have to call each member individually. We have members tasked to do groundworking. If they do not attend the activity then we understand. I think it is effective because I did not have to make the rounds myself.*

- Rosie Serona, male, 28 yrs. old, BOD Chair, PANAW MPC

*I was already vice-chairperson for the Aquatic and Fisheries Council in my village when residents approached me about the critical depletion of our mangrove forest that used to protect us from calamities and typhoon surge. Mangrove destruction could be attributed mainly to activities of groups who enjoy political backing. I took the initiative of documenting the situation, took pictures and prepared a petition to the mayor who summoned me for interrogation late at night. But I stood my ground. I explained that there were complaints and since the **BAFC<sup>6</sup>** is responsible for protecting the aquatic resources of the village I was just doing my duty. Then I was released without harm.*

- Melinda Diaz, female, Fisherfolk, Village Tanod, Chairperson of Bato Fisherfolk Multipurpose Cooperative

*During our village fiesta, I was assigned as the fiesta committee chair. It was successful because I divided the work among my colleagues and all their assignments were carried out. We had huge profit from the fund-raising activity and the whole affair was peaceful. In preparing for the fiesta, I gathered all the teen-agers because it is their affair. I thought it should be the youth who must initiate the benefit dance and ensure its success. I gave them the responsibility and they accepted it. I decided to mobilize the youth because I observed that the previous village fiesta was not as festive as the youth would have wanted it to be. Another occasion when I exercised leadership was when we needed to repair the farm road in the hilly portion of the village. I explained to my fellow farmers the urgency of the matter and how it was really our duty to repair it because we were the ones who benefit from the road. It was done through my facilitation.*

- Elnie Gaquilan, female, 36 yrs. old, BOD Member of Sto. Nino-Carmencita ARC Multi-Purpose Cooperative

**b. For the women-leaders of PAKISAMA, an effective and gender-sensitive leader is able to balance both relational practice and function-oriented traits . Specific traits of such leaders are described as follows:**

- ***knows how to make decisions based on analysis, consultation and consensus building anchored on their principles and values, and abiding by their beliefs***

*When I attended the WOCAN training, I learned how to manage my family first and foremost. I am the youngest in our family but when critical decisions have to be made I usually had the final word. Even during our clan gatherings I would always be asked to facilitate and they saw how I am able to relate with others . I used to get upset and affected by situations that our family confronted. I felt my authority growing as a person. In major decisions they seek my opinion. When I learned about the laws for women, I talked to my brothers-in-law, and even if I was younger than them, I am able to apply what I know in those situations. They started to have stronger faith and trust in me. In the community, I used to be approached by the Provincial Board for cases like harassment of children. I was the one who helped them go to the Department of Social Welfare and Development( DSWD) and file a case but the accused ran away and remains at large. There was also another case of attempted rape of a 6-year old whom I approached even if I was not the village official. There are times when I am able to*

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<sup>6</sup> Village Aquatic and Fisheries Council ??

*help but when the interrogation part comes, the victims usually back out because they do not want to be probed any further.*

*As federation officer, there were instances when the council made decisions which I was hesitant to implement and there were times when I employed 'power-over' style. I also adopt a consultative and facilitative style. Some people doubt my capacity in doing these things as a woman. In Mindoro, it is rare when a woman sits as president of the federation and I am thankful for the help of PAKISAMA coordinators for their mentorship.*

- Violeta Malicsi

*Among the council members who were with Lakambini Minggu Tanggian and Lita Lorenzana were the leaders who stood out because of their patience and feminine qualities. They were more harmonizing and nurturing. The others were very hot-tempered and did not want to negotiate. Women are more open to understand the situation. Ka Vic was the council chair and so he was the one negotiating. The women were more open to listen to the suggestions of Ka Vic and to the negotiation. Men tended to be more hardliners. Women are gentler in dissecting the pros and cons of the situation and that helped when Ka Vic was trying to work out a decision.*

- Louise Lampon, Area Manager, PAKISAMA

▪ ***is effective in linking and communicating with others to push forward the agenda and to access resources***

*At the personal level, I became more careful about the use of words such as "chairperson" or "fisherfolks" so that women are not excluded. As an advocate it is important and people are watching us. I have become more sensitive in the use of words. In spite of the many trainings we have undergone, this gender mainstreaming training introduced a lot of new things. I found it difficult to handle some sessions on gender sensitivity. How to make ordinary people understand gender issues is something that I am still interested in. I also developed more confidence and felt that I am really a gender advocate. I am usually afraid when I have to deal with women from other places but now I can connect the different concepts. And now I can really say that I am a genuine gender advocate. I placed gender equality in my electoral platform as a councilor. I asked myself, "how I can bring the ideas and strategies down to the masses and how do we get the support of others whatever gender we have?" Women empowerment is related to human development. I have lost my fear in facing media and even now I am able to speak about gender and also climate change. I also learned a lot from participants who were part of the training. Now I get invited to speak in different forums so there is also an enhancement of my economic condition because I am given honorarium as a speaker. One of my weaknesses before was linking with local government units (LGU) but this 2011, I was able to do a lot of things where I served as a facilitator. We formed an inter-agency forum which was attended by various agencies at the provincial level and we were able to achieve a lot.*

- Marion Bitara

*In Mindoro our linkage with the LGU and other networks is effective and we are able to access resources. Our core leaders are from political groups so I can handle the language of politicians and that helps. Our approach is to expand our membership so that we can have an impact in the LGU. Although we also access financial aid from the politicians, our strategy is to have clear advocacy and agenda on good governance. We always involve them in our major activities and insisted that we are made part of the development council. That is a strong factor because we are able to identify where we can access funds. In this way we are not used or manipulated by politicians.*

- Violeta Malicsi

*We do not access financial resources from the LGU but only use the avenues for our*



*participation to push for our agenda. As a cooperative , we stand on our own feet and we increase our capital in order to generate resources.*

- Cheryl Oyoa

▪ **has ability to read the financial statement and organize the documentation**

*From the start until now I am not the chair in our organization. My role is as bookkeeper but even if we had a chairperson, our savings in Landbank was spent without us getting a master saver passbook. I helped in processing the papers and in getting them signed. I was able to collect P65T. At that time, I went out to work in Saipan and when I came back we formed the Mabusao Federation of Farmers and so we needed primary organizations. Initially we were able to form 11 primary coops. Then I was elected as cashier of the federation. The trust of people in me is still there especially in processing papers. Even until now, I am busy with this and people keep texting me.*

- Elsie Rojas

▪ **is an effective facilitator of meetings, conflict resolution, consensus building and empowerment of others**

*At the start, it was difficult for me to perfect the task of facilitation. I was the youngest in our organization and most were men but it was the trainings which helped me a lot. Sometimes in a meeting there are officers who want to dominate the discussion. A leader should know how to traffic the discussion. In conflict management, it was difficult at the start because most of the farmers I am handling are also professionals (*farmers are professionals --- hmm bakit?*) . I had to mediate and it was difficult because they had their own opinions and ideas. What I did at that time was to visit their homes and get their feelings or sentiments. Only then do we set the meeting to sort out the conflict. Delegation of tasks and getting their commitment is also difficult. I attended trainings given by different networks so that I can develop my capacities. Without knowledge they will not easily follow. One needs strong character too so that one is not swayed by decisions based on self-interest. When I was able to show this to them I gained their respect. Their support is such a big honor for me. Transparency is also a major reason for their trust in me and reporting of financial matters is very important.*

- Violeta Malicsi

*Facilitating is a challenge for us as leaders. During the first convention of the NAPC where so many organizations attended, I experienced how difficult it was to facilitate different groups with different positions on the coco levy but I realized that I could do it.*

- Cita Esmao

### 3.2. Facing Challenges

- a. **Two kinds of challenges confront women-leaders in rural areas. The first is the cultural challenge which are manifest in the many stereotypes that limit the leadership of women. The woman leader herself needs to rise about her own feelings of insecurity, of incompetence or of not being confident that what she is doing is right. Within the family she needs to get the support of a husband who should allow her to attend meetings or to go places. Or the support of her children to do the household work whenever she goes out for a meeting. The challenge also to get the support of her peers so that other members of the community may not be jealous, harm her, or throw other insults at her and instead to support her in her role as a leader.**

*I had difficulty explaining to my husband why I had to leave for a meeting. He does not allow me to go because I will then have less time for the family. But I told him, I need to go because I am now president. He said, "what will you get out of joining that women's organization? You do not even get a salary. You should stop that." There was one experience I cannot forget until now. We were away for a one week training on entrepreneurship. I went home already 9 in the evening because it was far and was also raining. My husband did not want to open the door. He said, "Better stay there because you love your women's organization more!" I could not keep my patience anymore. I got mad and I banged on the door of our house. I said, "If you do not open the door, I will break it down!" My husband was shocked that I suddenly became very brave. When I entered, I said, "What is the problem? We are not doing anything wrong. What is wrong with helping others? And with knowing what to do so we can help with our livelihood? We are not just wasting time loafing. " We talked some more, and he just fell silent.*

- Cherly Oyoa

*Sometimes they hurl you with comments that are too personal. There are some who do these negative things. I turn them into positive, so that I can still do something good. But, of course, I am only human. So sometimes, I feel hurt.*

- Luisita Esmao

- b. The second is technical challenge. A woman leader must have the skill and capacities to be an effective leader. Skills such as advocacy, facilitation, negotiation are essential. She also needs resources for training, going to the people, meeting them, and going to government offices. She must have resources for these and she must be supported.**

*Right now, one challenge I am facing are the activities that are piling up. I am not just a leader in LAKAMBINI-PAKISAMA. I am also a leader of a national coalition where I have two positions. I also have a position in the village, which is a 24/7 job. It is a challenge because when you lose focus, you reduce your effectiveness. Sometimes I say something in one meeting that is really for another meeting. Or sometimes, I carry documents to one meeting when it should be for another meeting. There is another challenge that is affecting me. My lack of resources. We need resources, even just for transportation. Sometimes I feel ashamed but I always ask when I am invited to a meeting if there is money for transportation. Because if not, I will not be able to go anyway.*

- Marion Bitara

*I am the only woman in the village council. I feel that even if I have good opinions or motions, I do not get support. It was a very painful experience for me not to get support even if I knew that those proposals will benefit everyone. It is because they did not value the voice of women. At that time I was one of the youngest in the whole municipality who went into politics.*

- Violeta Malicsi

*It was really difficult to do the financial record. I cried because I did not know how to do it and there was a deadline. I asked Kuya Jimmy to help me and he said that I will not learn unless I do it myself. He said that if he was a doctor, he would give me a prescription. So he gave me prescription in the form of a list of things to do. I cried for a month and was not able to sleep well. Then Kuya Jimmy asked if I was able to do it. I showed it to him and he said it was good and that I should submit it to the CPA-accountant of CDA. I asked them to audit it and the auditor said it was okay. I thank PAKISAMA and the NGO who helped our cooperative. Now, our cooperative has livelihood projects like handicraft and basket weaving. Our products have started to reach Metro Manila. We also have livelihood projects for our women.*

- Jocelyn Taoy

*My children are now also here in Metro Manila. I was worried that they might take it out on my youngest child. One of my close adversary is in one region, where there is a mining operation that is being opposed by indigenous peoples. In another region, the controversy is that they want to mine the crater of Mount Pinatubo itself. The company continues to send me gifts. Sometimes, when I am not in the office, the gifts come and I cannot do anything. But it does not mean that I accept the gifts. I am always asked, especially when it comes to hard decisions. That is where I am having difficulty, because I do not have an executive assistant who is a lawyer. I have no legal advise.*

- Nanay Conching, President, SAGIBIN, Commissioner, National Commission on Indigenous Peoples

### 3.3. Enabling Environment

***From the women's stories, it can be gleaned that If women are given a chance to lead, they can lead very well. For women's leadership to flourish and to harness their full potentials for leadership, there needs to be an enabling environment characterized by the presence of:***

- a. ***Policies and programs in farmers' organizations and in society which can facilitate an increase in the number of women leaders and encourage them to take on leadership roles. And also policies and programs to help improve women's lives around which they can rally other women for action.***

*In the village, I feel I have more power because I am inside already and if we want to push for laws it is easier. It is more difficult when you are outside.*

- Marion Bitara

*We need to learn the language of the government. Accessing GAD budget, getting into LSBs, etc. We lack that because we are coming from advocacy. We need to get into these and strengthen. We need to hasten our accreditation of LSBs. This is where the action is.*

- Jon Sarmiento, Area Manager, PAKISAMA

- b. ***Sustained program for capacity building (formal and informal) to increase knowledge about themselves as persons and leaders, about gender dynamics, gender advocacy and leadership***

*What helped us was the training provided by PAKISAMA on Financial Management and Accounting I and IV. Knowing the financial processes required by partner institutions like BIR, CDA and DAR also helped us a lot and saved the coop from being dissolved.*

- Jocelyn Taoy

*I did not finish accounting but it was the training I got from CCS ORD that helped. When we were going through a crisis in PAKISAMA, I was able to help in assessing the financial status. And although I have received trainings before, there are new things like gender mainstreaming that helps a lot. You can easily differentiate the uses of power and when to use it. I think it is important that this is constantly updated.*

- Luisita Esmao

*In 2008 or 2009, I had the chance to volunteer for the Sumilao, the Banasi, and the Laiban land campaigns. I told Soc I really wanted to have a formal training in community organizing. I wanted to have some tips on how do you know that you are a successful community organizer. And because we had no resources or time for a formal training, Soc did mentoring. He mentored me, talked to me and sometimes, while eating, he was giving me tips. I learned from him the ten steps in community organizing.*

- Mars Bitara

*I realized that we had rights to own the land we were standing on. We got a lot of help from PAKISAMA trainings and from the paralegal clinic by Balaod Mindanaw. We applied the learnings in processing our papers.*

- Elizabeth Valmores

*I realized that the trainings I attended with local governments and partner networks were a big part of my development as a person. I continue to apply them. I slowly reflect on my personal transformation. Perhaps another strength that I have is that I have no partner who will oppose me. I can go out of the house freely.*

- Violeta Malicsi

**c. Support for men who are supporting women leaders**

*We approached our NGO partners. We asked if we can have a fathers' forum. They said "yes". So we held a farmers' forum facilitated by our NGO partners. After that, we collected the results. We saw in the assessment that there really was no problem. That was the start. Our husbands started to allow us to undertake our tasks. Their minds were opened: "Why don't we support this? This is good after all".*

- Cheryl Oyoa

*I realized that women leadership is also a big help to men, especially in the family where everyone needs to contribute in earning a living. Because of the difficult situation today, couples need to help each other in improving their livelihood and fight poverty.*

- Elizabeth Valmores

**d. Network for women leaders which could provide an avenue for sharing of experiences and lessons learned.**

*I have developed a close relationship with the people in PAKISAMA / LAKAMBINI even if they are from other places or farms far from me by texting each other our experiences and practices in organic farming. PAKISAMA has helped me sustain my determination because sometimes I feel down and I get encouragement from them to keep on going. As a leader, I should be strong and know how to mingle with the people. I have become more active in our organization, more generous with my resources like the IMO and seeds. I should continue with my determination and I should not be shy to speak my mind so that we will find solutions to our problems.*

- Elsie Rojas

**e. Accessing and allocation of budget to be able to implement plans**

*Resource accessing and mobilization is important for us to be able to do the things we want to*

*pursue.*

- Cita Esmao

*We need to look at those who have been provided with services. Most of the women we have trained have formulated their plans on livelihood but we need to look into how we can help in sustaining them. We need to go back to the plans they formulated and then help them accomplish their goals. Availability of resources is very important and we can start even with 10 people only.*

- Mars Bitara

**f. Harnessing the inner capacities and qualities of women through self-awareness and self-assessment**

*What helped in decision making is the conduct of annual assessment and planning. Abiding by the decisions and policies of the organization was also helpful.*

- Cheryl Oyoa

*Before I handle anything in the morning, before I go for betel nut, I have the rosary in my hands.*

*Our bigger victory here does not come from heaven. It is not given away like a gift. Our rights and our victory must be fought for. So there is no stopping. Even if we do not achieve it in the short run. What is good is, we are able to start something valuable for the next generation.*

- Nanay Conching, NCIP commissioner

<b>Part 2: Lessons from the Gender Sensitive Leadership Training</b>
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**3.4. Learning and Unlearning Roles: Gender Sensitivity**

**a. Some rural communities have the preconceived notion of gender as a 'western' concept which disturbs the harmony between men and women. It is important to note how gender concepts can be understood with the use of culturally sensitive methods. In the AFA-WOCAN training activities, concepts are not introduced without delving into participants' realities.**

**Through storytelling, they first journeyed into how culturally ascribed roles of men and women were acquired from the family and their immediate environment.**

*How I was molded by my parents has influenced my awareness on gender. It was only my mother who raised and took care of us because my father was always out in the farm the whole day. He would come home drunk every night. My mother taught us the responsibilities at home like fetching water early in the morning and in the afternoon after school time. My mother also taught us to make firewood, pound the rice, clean it and cook it.*

- Allan Ballenton, male, 40 yrs. old, Chair, CARBECO, Agusan Sur

*I was also a victim of gender bias when I was around 10 years old. Because I was a girl, my parents would not send me to school anymore so I worked as a househelp. They said I would only get married anyway so there was no point in getting me educated. Only my brothers were sent to school because my parents believe that the men will carry on the responsibilities of feeding the family.*

- *Jocelyn Batao, female, 28 yrs.old, Member, Sustainable Holistic Agricultural Rural Empowerment and Development- SHARED- Agusan Sur*

*My mother was the significant person that contributed to my gender awareness because she was a plain housewife. I saw that if only one member of the family works for a living, as in the case of my father, the income would not be enough for the family needs. That is why if the mother or woman has the capacity to contribute to the family resources, she must grab the opportunity to work because the family will have a better life if both the mother and the father have incomes. If the mother is limited only to the household chores, she is also helpful for the family but not in the financial aspect.*

- *Vilma Navigar, female, 46 yrs. old, Secretary of BFMMPC, Volunteer Community Organizer of PAKISAMA, Agusan Sur*

*I was the youngest in a family of five with four boys. I grew up always obeying what they wanted especially since I was the youngest. In my mind it was the men who held the authority in the family and thought that if I should marry I will just obey the wishes of my husband.*

- *Cheryl Oyoa*

*My mother and father have also influenced me through their equal treatment and way of disciplining me and my sister. There was also the church, the NGOs and the trainings and seminars that they conducted. AKBAYAN has also a policy that at least 30% of participants would be composed of women in all their activities.*

- *Pepe Manlquez, , male, 53 years old, CPM Coordinator of Las Nieves, Akbayan, Chairperson of Las Nieves Municipal Section, Member of Mat-I, Ambacon*

*I was battered as a child, both physically and emotionally. But I could not relate it to gender issues and thought that my mother just did not know how to care. I found maternal love in my father and I loved my father more than my mother. I would not say it was about gender because my brother had the same experience. I also did not feel that I was limited as a woman. I was a fighter since I was a kid. I was not scared. If I did not fight for my privileges and rights I thought I would be a pity so I learned to fight. It seemed that as a child I knew how to fight for my rights so it was not an issue for me. And when it was truly heavy sometimes I cry to God. I was not a trouble maker. It was just that I did not want to be oppressed. I wanted fairness.*

- *Fe Piolo, female, 35 yrs. old, Manager of EFMPC, Bukidnon*

*At home, I was the only girl so my parents were really strict. I grew up with my boyish ways. But when I went to school away from home, I learned how to be mature and how to take care of myself. My family was really religious. It was my ninang (godmother) who opened my eyes to gender. In my family, I had questions on how I was being treated differently from my brothers. The truth is, when I got married, things just happened so fast. My husband went through a lot of problems because my parents were not in favor of him. I married against my parent's wishes, and I wanted then to have freedom from them because it felt like they were giving me so much responsibility. I proved that I did not regret my decision and showed them that we could survive without asking anything from them. My father understood my decision but my mother still has this bitterness. I explained to my parents that they have to accept my decision.*

- *Divina Palasuigui Boncales*

*When I was a child, I was overburdened with work. Being the dependee one, I was given*

*more workload than I could manage. Isn't that discrimination? My father loved my sisters over us boys. It is a culture that women are given more special attention. I plowed the fields, looked for firewood, fetched water, and took care of the animals such as pigs and cows. That was very difficult. I washed clothes when I was little and I also took care of my nieces and nephews when they were still little. Actually, it is the women's job to clean the house but if there were no women then it is the men who should do the cleaning.*

- Rogelio Sarilla

*As a young girl, I was raised not to wander around. But it was always OK for men. If there are special gatherings, I was expected to leave home early and was told not to go anywhere else. I was against that kind of treatment and looked for ways out of it. I wondered, "Don't I have my own mind? I can take care of myself and I know how to keep myself safe." When I was a child, we were not allowed to go to parties but I would really look for a way out. I was raised by my grandparents and my grandfather used to say that I should not go anywhere. We are women so we should just stay at home. For him, women are weak and are less significant than male. I do not agree with it because I am capable of doing things that men are doing. Sometimes I can do things even better.*

- Sally Busano

*My brother was favoured because he is supposed to carry our name. I was made aware that when women get married they lose their surnames. We were expected to go home early, but it was OK for my brother to stay out late. That was my first gender training. In school, if a girl changes boyfriends, people would look at her differently. A simple gesture like clutching a boy's shoulder would raise eyebrows. But if you are a boy, it is OK. That is what they usually say to me, "that is the kind of woman she is". As a child, women are given more stringent rules. You need to be at home by 7 o'clock or they will scold you. But if men go home beyond 11 o'clock, it is OK. If girls go home beyond 7 o'clock, they are perceived as prostitutes who did not receive their payment.*

- Chinky Rose Pacamalan, female, AFARBAMCO Secretary

*I was raised by my mother from the time I turned seven years old. My parents separated then. So my mother worked so hard. At that early age, I learned that women can take the responsibilities of a father. I also saw the value of women. At that time, my mom would work for three straight days and leave us at home. I appreciate all the things she did for us now that I have a family of my own. I have 2 siblings who were 5 and 2 years old when our father left us. I learned then that a women's role is very important. I remembered helping her repair the roof when it leaked. When I was circumcised, it was my grandmother who came with me and I was not teased by others because it was normal for a woman to accompany a child in that rite of passage.*

- Dennis Gerona, male, 35 yrs. old, FUERSA

**g. Use of analytical tools such as activity profiling surfaces the gender (or culturally constructed acceptable behaviour between men and women) issues underneath usual behaviours**

*Early in the morning, my husband used to go straight to the farm and leave me with all the chores and in responding to the children's needs. I was overburdened but it was okay with me because I thought that it was just fair that I do all the house work. After all, everyone regarded farm work to be hard work. That's why when I went home after our training, I talked to my husband and shared with him the activity profiling. We went through the exercise and my husband has understood that household chores take up more time compared to his work in the farm. And so we resolved to help each other. My husband has changed because now he would heat water and cook rice first before going to the farm. I have been able to influence my husband, my older child and my sibling to help me in the household chores.*

- Jocelyn Batao

**h. Models of empowerment- -or concrete examples of women and who have risen from their situation and assumed non-traditional roles -- help reinforce the motivation for changing stereotypes.**

*When I was still in elementary school I was conscious of the life of my teachers and aunties who were professionals. I was amazed at how they balanced responsibilities at home and their profession. I saw how their life was comfortable and has improved. I realized that I also want to be like them and they became my models. I believe that gender should not define and box a person into roles. Having only men as chairpersons and in higher positions is a thing of the past. Now, more women are taking lead roles. In fact, our Ombudsman is a woman. Therefore, the role of women should not only be limited to the home.*

- Leny Salva, female, 52 yrs. old, Chair of LAMPUFACO, Agusan Sur

*Before, people used to think that a woman's place is in the home but since the time of Cory (Aquino) women have proven that they too can participate in the affairs of the community because they also have capabilities. More often nowadays it is the women who attend meetings because the men are usually at work. It's the women who are active. The men just keep on drinking but the women prioritize their obligations. Women use resources judiciously because women are more conscious of keeping with the budget.*

- Adela Butcon, female, 49 years old, PAKISAMA officer and village official, Agusan del Norte

*The significant persons were Romy Dahuyog and Ernie Ceniza. They taught us about gender in our trainings. Even if we were just lowly people, they would strive to level themselves with us and we would not feel shy and they really molded us.*

- Aurea B. Dapar, female, 53 years old, BOD of AGUKAKABA, Chair of Nagkahiusang Kababae-yan sa Bag-ong Milenyo (NKBM), Agusan Norte

**i. Awareness of laws for the protection of women – 'women's rights'- also strengthen their motivation to adopt a more liberative gender frames.**

*My eldest sister was pregnant when her husband hurt her because he got jealous with our own father. Following the advise of other people, she forgave him even if they had reached court already. "If God forgives, why can't you", they told her. So they lived together in Bukidnon again. But her husband got jealous again this time with his own brother and he beat my sister. She escaped, left behind their children and walked by herself traversing the mountains until she reached Butuan City. When she was found, her body was full of bruises. That is why there is a law now because a lot of women have become victims of violence. My sister's husband was not punished. She went to Manila to work and they have not reconciled. The training on gender was important because it added to my experience and as a village leader I can share with my constituents what I learned in implementing the law. Now I know that even our husbands cannot force us to have sex if we do not want do it.*

- Adela Butcon

*Many of the women in our neighborhood have experienced beating from their husbands since 1998. I advised my neighbors that they should not allow themselves to be hurt and that they should separate from their husbands. It wasn't fair and why should they be beaten? But with the passing of the VAWC Law, we called upon DSWD and the Women's Desk of the LGU to visit our place. And we asked our education committee in the cooperative if we could integrate gender orientation into the pre-membership education seminar (PMES). Women have rights but it is an objective that would not surface because of the power that husbands or men hold. We deepened our knowledge about VAWC. I struggled with myself for a long time so that my*



*fear of my male siblings be erased because I also have my rights.*

- Cheryl Oyoa

*We have a member who is a battered wife but who did not complain. Her child reported to us that the father punched the mother. I made her choose and told her that if she would follow my advise her situation would improve. She thought hard about it and realized that if she will not take action she and her children could be exposed to more danger. The wife herself reported her husband to the police and now he is in jail. Her life has become normal again as she has been the one working for the family ever since. She was able to secure a warrant by citing the VAWC. I have greater knowledge of my rights as a woman and a wife. I know that I am equal to my husband in the family.*

- Judith Adrales

*The training was very valuable for me because I learned a lot about justice and fairness for women and children. I also learned about human rights and that these cases of violence are violation of human rights. It was meaningful for me because it taught me what one should do when women get battered. At the organizational level, it was also helpful because it taught us what the law provides in terms of our rights.*

- Elizabeth Valmores

*I learned about gender issues because during the walk (Sumilao Walk) to Manila, women were also there with us. I started to see that women have the capacity to do things, that it is not only men who are capable of dealing government agencies. The trainings happened after the walk but during our walk to Manila gender was often introduced because of the provision of CARPER law that women are entitled to own land and have it titled in her name. This was unlike the previous CAR Law wherein land titleship are only given to men.*

- Rosie Serona

*I find the seminar very helpful particularly in the implementation of the law on VAWC. Though the dominance of men in almost every aspect of life is very obvious, the seminar further opened my eyes that women should not be boxed into merely doing household chores. It made me more confident and sure that women clearly have rights.*

- Melinda Diaz, female, Fisherfolk, Village Tanod, Chairperson of Bato Fisherfolk Multipurpose Cooperative with 105 members, with 45 women members

*My courage comes from learning that I am an empowered woman. I have rights and as women, we should not just allow ourselves to be beaten. It also emanates from knowledge of the laws, knowing that there is someone who will defend us. I know what to do and where to go because there are laws and these are women's rights. That is from the knowledge I gained from the trainings.*

- Cita Esmao

### **3.5. Seminars and Trainings: Gaining New Information, Challenging the Dominant 'Frame'**

- a. For the men, learning activities such as seminars and trainings enhanced their awareness about gender as an issue involving both women and men, unlike their preconceptions that it was all about women becoming stronger and more aggressive.**

*I observed that in the past, women were victims of the beliefs that they should be limited only*

*to the confines of the home. But in the present, the people and the village officials are already aware of laws protecting the rights of women. As the chair of CARBECO with men and women members, I should know what are just for men and for women because if not it is the men only who will usually benefit from the projects we implement like livestock dispersal. As a leader, I know that I should not focus only on the male members. The women members who qualify and have the capacity to participate should have equal access to these benefits.*

- Allan Ballenton, male, 40 yrs. old, Chair, CARBECO, Agusan Sur

*The seminar on gender was important because I was able to take control of my 'machismo'. Just because I am a man doesn't mean I am always right. There should be a give-and-take process between married couples. It is really different if you have gone to a seminar. At that time, we had a resource person from AMIHAN and she seemed to be an extremist. She said that time would come when women would revolt against men and perhaps that is the reason why God took on the image of a man and not of a woman. That made me curious about gender and the reason why I want to attend gender trainings. Was it just her or was it the truth about gender?*

- Pepe Manliguez

*I became aware of the issue (gender) when I became a PALAMBU officer and attended a BALAOD Mindanao training. The training raised awareness among the community because domestic violence at that time was not commonly discussed. But the training opened the eyes of parents and teachers. After the training, incidences of violence against abused children and wives lessened. I myself realized this (what gender is all about). In my family, I presumed that it was normal not to consult your wife on decisions at home as the head of the family. But I realized that we need to consult our wives. So now, I call even my kids to a meeting and ask, "I have money, what do I buy: a motorcycle or land?"*

- Rogelio Sarilla, male, 43 yrs. old, President of PALAMBU, Chair of PAKISAMA Mindanao Regional Council, Bukidnon

*The training was important not only for me but for other members of the cooperative. I can use what I have learned when discussing men and women issues. I became aware that there are differences between men and women. There are things that men can do that women cannot and there are things that women can do but men are not capable of.*

- Rosie Serona

*We were provided with the opportunity, particularly the women, to know our rights and opportunities for development. There was a time when women did not know their rights and they are now aware of their rightful place in society. I was the dominant type of personality. After the training I learned to consult, listen and appreciate the opinion of others. It is really important to respect the capacity and rights of women.*

- Ernesto Cleofe, male, 52 yrs. old, President of BINHI

*In our last session in the Village Council we drafted the 2012 budget and I noticed that there's no more funding for GAD. So I inquired from the municipal budget officer and he simply said that there's no more budget for GAD. I thought that the budget for the BHWs should be included in the MOE so that the GAD budget can be utilized for projects. But because of the response of the budget officer, I did not assert.*

- Wilfredo L. Adanien, male, 52 yrs. old, President of the Mambusao Local Special Body on Cooperative and Manager of the Tumalalod Farmer's MPC

*I like the topic on gender roles a lot. How to use power. It is about power. It should not always be the men. We should also consider the potentials of women. Then I said a chairwoman is also good. I have also been able to use these learnings in networking.*

- Noel Miclat

- b. For the women, since most of them felt their limited formal education to be a handicap, training opportunities boosted their self-confidence because of the knowledge and skills that they have acquired.**

*My awareness grew and my horizon broadened because of the gender seminar. Sometimes I find it funny because I raise VAWC issues during special bodies. They would say that it is an issue which should be discussed at the health office and so I usually assert that it is everyone's responsibility.*

- Fe Piolo

*It was there in the training that I openly discussed my issue with my boyfriend. The issue is not between me and the guy but the issue with me and my parents. I wanted to stand up to what I wanted, where I would be happy, and not depend on what my parents wanted for me. Its not that I am rebelling but I wanted freedom from them. I grew up as a good girl, a religious one, and I wanted to break free from that. I am grown up now and I feel I am restricted to my parents want for me. I did everything because I wanted freedom, but i did not regret what I did.*

- Divine Boncales

*Perhaps because based on my experience that I was so tired of where I was, I welcomed the awareness that I had rights. Why am I just keeping my mouth shut? Since I have a background on this already, why don't I share this back to my group and actively advocate GAD? It was truly relevant especially in managing the group and for me personally. I learned to reason out and not to just keep things to myself. Whatever I feel, I learned to say it. As for my group, I can teach them how to handle people. It was a stepping stone for me that this is how one should handle a group. We have our rights that we need to stand up for and not just follow whatever one person says. I learned to fight back.*

- Ma. Luz Abantas

*In 2006, I attended a training that reiterated that women has a big role in society, and that women should assert its rights. It was then I learned that women should not be underestimated. We can do what men are capable of and in fact we can do more. It is not because they are men that everything they say should be obeyed. Women should not be regarded as less significant. One should be equal with men at work and at home. Decisions must be equal and women's voice should be heard. They should assert their rights as women.*

- Sally Busano

*I have been a widow for twelve years and I take most of the decision making role in the family. Still, my children contribute and help make decisions that concern themselves. I have observed certain behaviors from my sons that are not gender sensitive. One of them is not going home on time or not informing the wife that they would arrive late. I tell my son that he needs to inform his wife to prevent her from worrying . I am aware that my son gets teased by his friends that he is afraid of his wife but nonetheless, I point out to him the need to be sensitive to the feelings of his wife. I feel that these are simple instances of oppression by men of women when they think that it is their right to stay out at night with their friends without informing their wives who gets to worry and get stressed unnecessarily. I would acknowledge that I got these insights through the various training that I attended. I noticed that what I learned in the seminars gave me the strength. Even if I am already a widow, with no fixed income, they help awaken me and boosts my capacity to provide leadership to my family even when my children have their families of their own. In the seminar it surfaced or*

*confirmed the qualities and the action that made me a leader. The advice that I give to my children, the plans and activities that I undertake for my organization, the encouragement that I give to others for them to share their ideas, time and energy, all of these are signs of leadership. Being a good leader is being a good follower.*

- Emma Otivar, President, SAMAKA, Daraga, Albay

*I also remembered realizing in the seminar that being a girl is not a hindrance in becoming a leader. As long as there are skills and potentials I can become a leader. If one can distinguish between right or wrong one can fight for his/her rights. In my family, it is often that my father is the one who dictates what we must do. As I grew older, I noticed that I can be firm if I am certain that I am right even with my father. There are also instances where I can make decisions based on whether it would benefit me or not.*

- Luisa Urbanan

*I am an elementary school graduate but I am not ashamed about my educational attainment. This was only what my parents can afford. I will accept the fact that I lack academic qualifications but because of the seminars that I attended through the years my stock knowledge has increased. I have gathered enough strength and confidence to mingle with those with higher education and attainment in life.*

- Melinda Diaz

*For women, the training was truly important, especially with the family. We are usually seen as just a 'plus' for our husbands but we should have equal rights. It would have been nice for women to know that we have equal rights with the men. There is discrimination until now so it is an eye opener for the community to open up issues on women. It also meant a lot for the organization because it was where we would appreciate our roles as women and what we can do for the community. We saw that they have the courage to come out in the open and share the violence that they are going through.*

- Esmeralda Salvatierra, female, 51 yrs. old, FUERZA Treasurer, Lakambini Women Organizer

*I used what I learned in the training to explain to my women colleagues in the coop and in the village particularly on the rights of the women that men should uphold. I also used it to explain to my sister who has been oppressed by her husband that she must not be afraid. I told her she must not allow her husband to hurt her. She listened to me because I am her elder sister. Now, the abuses have stopped. Now I understand better the meaning of gender and development in our village .*

- Dina Pastrana, female, 54 yrs. old ,Bookkeeper of the Sto. Nino-Carmencita Agrarian Reform Community Multi-Purpose Cooperative; Village Health Worker

*It was only during our training that I became aware of gender and the rights of women. I saw my parents treat each other equally because both my mother (a teacher) and my father had paid work. I had not observed any gender issue in our family. However, during the seminar I realized the need to work for women's rights. During the time of my grandparents it was my grandfather who held power. Because of our training I have validated that women have rights also.*

- Elnie Gaquilan, female, 36 yrs. old, BOD Member of Sto. Nino-Carmencita ARC Multi-Purpose Cooperative

*The training has helped me as a woman because I am not shy anymore to be a speaker (in the trainings) and mingle with men. I believe that speakers should not necessarily be men. I have become more confident as a leader and a trainer because PAKISAMA sends me to attend trainings and to serve as a trainer for organic farming in other municipalities.*

- *Elsie Rojas, female, 47 yrs. old, Cashier and liaison Officer of Mambusao Federation of Farmer's MPC, Manager, Bergante Farmer's MPC – base coop*

*I was able to adjust my self even my family especially with my husband. I tell my husband that it should not always be him that makes decisions or has the rights. I encourage him that we should really help each other including the children. Our relationship has improved. Before all he knows about is work in the farm. Then I would tell him that women's work at home is really difficult and we are the only one doing it. Now, he would do some things that he never did before. Sometimes he would go to the river to rinse the clothes after I wash them. Before he thought that responsibility is just for us women.*

- *Remedios Alcantara*

*The training tackled our daily living. I really learned so much from it and it was really a big help especially for us who do not know our status when it comes to legal matters. For me as a leader it really helped me a lot because even if I wasn't able to finish my education I am able to do all my duties as a leader. I was still able to apply everything I have learned. I was able to organize my members before I left them. As a wife, whatever problems that come to us we are still able to solve them.*

- *Maribel Castro, female, 36 yrs. old*

*Because of the training, I was able to help my godchild from being raped by her father-in-law. My godson did not tell me about it but his wife told me about it but in passing. I noticed though that she would not kiss his hand. I gave moral support to avoid violence. I offered a piece of my land for a place for them to stay. They built their house there and planted bean seeds which they used as capital. I only gave moral support.*

- *Avelina Pituk, female, 59 yrs. old, Fatima MPC*

**c. The concepts and ideas that the participants opened up to during the training activities need reinforcement in actual behaviour and action. Plans that were formed after the training served as a guide in what they could do back in their communities although not all of them were done for some reason or another**

*At the organization level, the plans were not implemented because there has been no more communication at the municipal level through which we were supposed to do re-echo seminars. But if I had communication with them it would have been easy to convene the participants. A problem also with this lack of communication is that I would end up forgetting the plans.*

- *Pepe Manliguez*

*That was the time when I created the women's group. We organized and planned for the group. We moved to a separate office and undertook some projects. There were several activities where our women's group is called. We are being recognized at the village and we were able to access Php 15,000 for Organic Agriculture seminars and Lakbay Aral for herbal and vegetable production. One important thing is the weekly meetings. That is where we talk. Communications are open. We have bonding activities. My style was not to focus just on business but also spirituality and so we had mananitas. We encourage a sense of volunteerism and we show them that we do the dirty job ourselves. We also practise transparency.*

- *Ma. Luz Abantas*

*As for the action plan, I recall learning how to control and manage family conflicts. We also said we should give feedback of the training to the group. But when everyone went home we forgot to give the feedback and so learnings became confined to individuals. We have*

*discussed these but it was not echoed at the base of the organization. As for PALAMBU, we had succeeding activities such as GAD budget orientation, paralegal training and case cliniquing on gender issues.*

- *Rosei Serona*

*With regard to our plan after the training, gender training was supposed to be given to AFARBAMCO (to relate) how important it was, but it did not push through.*

- *Chinky Rose Pacamalan*

*If I am not mistaken, our action plan focused on accessing funds from the allocation for women's concern in the Village. The purpose was to develop livelihood for women and the implementation of RA 9262 or Violence Against Women and Children. We were not successful in sourcing the fund. Personally I find the law to be unequal. It is silent on women who also commit violence against their husband. There are plenty of cases here of violence against husbands and the latter are too ashamed to complain to authorities.*

- *Ernesto Cleofe*

*Our plan was to conduct a re-echo session after 2 weeks for the chairpersons of the 18 primary cooperatives of the Mambusao Federation. Sadly, this was not realized. The reason was that we felt that we still needed a speaker to help us because we lack confidence after having attended only one gender trainin. We have no problem with logistics like the venue, snacks, and groundworking of participants.*

- *Elsie Rojas*

*As we went home we really came up with a plan to organize and inform the other members. We were with Rose and Yvone. But because of the problems that we encountered we were not able to organize a union because we were so busy solving those problems.*

- *Maribel Castro*

### **3.6. The Value of Networks and Partnerships**

*In Kaisahan members, for example, supposedly I am just a program officer, but sometimes I become the organizer and even leader to my members especially if there is a meeting. They usually fight and tell the women, "Because you are a woman!" That was hard. So we really tone them down especially in the meeting. There is also a leader that is really "makulit" (persistent/ nagging) and they really looked down on the women. I would say, 'wait', 'wait', we are all studying here together. We have different opinions. Let's look at our capabilities. Let's talk it over.*

- *Noel Miclat*

*My networks help in strengthening my character as a leader through trainings and seminars that developed my personality. They also help in developing project proposals for livelihood assistance from the different agencies. They conduct trainings and seminars for AGUKAKABA base organizations as resource persons and others. PAKISAMA facilitated the granting of a stripping machine for abaca from DA for AGUKAKABA's use.*

- *Cherly Ochoa*

*We planned to join the mobilization to access the GAD Budget in our village and it was successful since we were able to get a budget allocation from the village for 2012. We are*

*working together with the village in formulating an action plan for the GAD Budget. There is a plan for gender mainstreaming during the training. Those who promised us during the village election to allocate GAD budget should they win, we will claim it after the election.*

- Judith Adrales

**3.7. Gender and Power: Understanding the dynamics and use of power in effecting change is an exercise in self-awareness and transformation.**

**a. For some participants, there is a discovery of how power can be used based on the situation according to which style will apply.**

*In our cooperative, I push that there must also be women members of the board and should not be all men so that women will have the chance to use their capabilities. Now, we have 2 women member out of the 5 members of the board. Our committees have 40% women members.. I employed the "power with" leadership principle because I believe that it is effective and my colleagues respond to it. I invite them to the coop office and we talk as friends, I listen to him/her and remind him/her about the importance of positive attitude. "Power with" means I must be humble and should listen to their problems. This is effective because even if some members feel bad because they see the coop lending policies as strict, they will end up accepting the coop policies after I talk with them.*

*Sometimes, there are men who resort to bullying and consider women as weak and timid. My strategy is to make them realize that each individual, man or woman, has roles and responsibilities to fulfill. All leaders must show maturity. Leadership and being a leader need not only knowledge and brains but this must be accompanied by love because policies are useless if done with force. Leadership is more effective if policies are enforced with understanding and consideration. My leadership strategy is a combination of mind and heart.*

*In my family, with all honesty I am very domineering. I give little chance to my husband because I believed that I knew more than him. I admit that I was wrong. I began to recognize my husband and learned to respect him. We now talk about our plans. I learned to be submissive and humble towards him. In the organization, I learned how to adapt because I used to lead alone (one woman rule). I thought it was okay because other officers do not know their functions and roles. Now, I have learned to practise division of labor, respect each other and give my trust to my co-officers. If I apply this in the broader sense of humanity this approximates what God expects from me and us all.*

*I discovered the "total me".*

*At one point when we were having problems with the coop under a new chair, my strategy was to use the "power over" leadership style because I was not the proper authority to reorganize our cooperative, including the preparation of all documentary requirements of CDA because I was not the chairperson. I learned of the leadership strategy in the WOCAN Training and in the CDA Training on cooperativism that if the leaders or officers are not functioning, the general assembly has the power to approve and decide. On one hand, I also use the "power with" style because I also mobilized the general assembly.*

*The "power over" style helped resolved our problem and I was a bit guilty that I could be violating the rights of our chairperson. But on the hindsight it was justified because he did nothing to solve our problem and so I just stepped in to fill the void.*

*The "power over" style can be used really if the officers do not function or if they are involved in anomalies. But under normal circumstances of the cooperative, I know it should not be done and I should extend support to their leadership.*

- Leny Salva, female, 52 yrs. old, Chair of LAMPUFACO, Agusan Sur

*As a leader I constantly assess which type of leadership I should employ: power with or power over? After what I do, I am able to reflect on what kind of power I have used. Sometimes I tend to forget especially when I am facing masculine-oriented leaders.*

- Cita Esmao, Lakambini Chair

**b. For some, there is the motivation to inspire others who have the capacity for leadership to take on positions of power**

*I feel that I am not yet a leader in my own right. Since I'm still studying, I am more focused on my studies rather than get involved in PAKISAMA. In the school where I am studying I will graduate this coming March with a degree in BSEd Major in English. I was able to convince my classmate who is also a "girl" to run in the student council. By convincing her, I was able to influence the usually male-dominated school politics. She eventually won and because of this there are currently more women in the student council in my school compared to the previous years.*

- Luisa Urbanan

**c. Decisions which they never could have made before became very clear and the knowledge they gained helped to guide their decision**

*I vividly remember the time when I talked to my father about my intention not to teach immediately when I graduate. I told him that the moment I take a teaching position after graduation, I would eventually get tied to the profession and probably will never grow as a person. I said to my father that I will look for other work after graduation before taking a job as a teacher. I would like to have other job experiences to widen my horizon. I felt that the training I got helped to make my resolve and stand my ground. My father used to dominate my family. He always had the last word. But this time around, I was even surprised about myself. I realized that being a girl doesn't mean not having the capacity to contribute to society or that I cannot be a leader. As long as one has skills, one has potentials, one can be a leader. If you know what is right and wrong, you can fight for the principles that you have, you can be a leader.*

- Luisa Urbanan

**d. Self-awareness, motivation for change and understanding of power results to changes in relationships with others both men and women.**

*I learned a lot of things that I would not normally get from school. My personal realization was that I had to stop being a dictator even though I am already conscious of this. In the organization I would like to continue the deepening of our knowledge about gender and VAWC issues, to strengthen successor leadership through education sessions on gender, leadership principles and values. A good leader should exercise democratic control over the self. There is great power in being a leader but it should be exercised through democratic leadership.*

*Where did I learn these? It was gradual as I could not learn it all in one or two sessions only. In our WOCAN training, I learned a lot of things that contributed greatly to my understanding of my role as the leader of the group and in managing my family. I learned a lot too from my experiences in life starting from my childhood.*

- Cheryl Oyoa

*One of my children is in Manila while her husband is here. They separated because he would always beat and strangle her. My daughter fled to Manila in order to avoid conflict and wanted to go abroad but her nose swelled so she wasn't able to finish the contract. I allowed my daughter to decide whether she should go back home or not. I decided to support her by*



*taking care of her child so that she would not worry.*

- *Milagros Ramos, Manager of Mat-I, Ambacon, Pinanaan Agrarian Reform Cooperative*

*As to the personal level, I chose the group. I came to a point that I chose to be of service. Because if this is for the sake of just finding work I have been through that already. I decided that one way of giving it all back to God was to be of service. So I helped to create the group. At the personal level, I really decided to serve. When I decided to serve, I became happy and after the decision, blessings kept on coming.*

- *Ma. Luz Abantas*

*I learned a lot of things especially on how to handle my family. I became consultative when it comes to decision making. Before, I used to just command and give orders. I used to be a 'kagawad' so I was used to that. I learned to change my ways after the training. I also used to beat my kids so hard and would even hang them on a sack. As for the group, as a chairman, I do not decide things for myself. I need the decision of the board. During the meeting, I make sure that 30% are women. As a leader, one should be humble. You do not spend and do not expect something in return. It is just volunteerism.*

*In our family, my daughter planned to work abroad but I called her back while she was on her way to report to work because I was not comfortable with that decision. At our coop, they made a decision without me and I thought the decision is not good. I told them the plan was not good and they listened to my advice. As a leader, I do not just correct but guide them on what to do. I lead them towards the idea. I share what I know to other people. I let them reflect on mistakes of the past. A leader should be humble, accountable, responsible and must have spirit of volunteerism.*

- *Rogelio Sarilla*

*I was not interested with gender issue. I make all the decisions at home. But there are changes now that I treat my wife and I as equals. I consult my wife and we both decide on matters. I changed my attitude. I rarely shout at my kids now.*

- *Roger Sabella*

*I learned the value of discussing with my family issues that affected them. Respect and compliance cannot be imposed through force but through dialogue. In the organization's leadership structure, the voice of women must be provided ample space. I learned that gender is not just for women but also for men. I was a member of the National Council from 1999 to 2009. I am currently the president of BINHI since 2010 and majority(70%) of members are women out of 340 members. I believe that relationship between husband and wife must be that of partnership. In this context women or the wives have rights in decision making except on issues that are sensitive (maselan). There was a time when my father was still staying with me in the house. When he got sick, I decided on my own to bring him to the hospital without consulting my wife. I knew it would cause financial problems in the family but his life was at stake. My wife understood my decision. After the training, I learned to explain my side rationally and in this process of dialogue what is right comes out naturally. If I am mistaken I graciously accept that I am wrong.*

- *Ernesto Cleofe*

*I realized that I have capabilities too. I used to have insecurities. I can be a woman leader because I can relate to others with patience. One should not be bossy but should also be a follower. It is there that I get my strength because I also started as an ordinary member. I also learned humility but I do not want to stop. I do not want to surrender. I am positive and determined. At the community, I became self confident because a lot of people would seek for my help and I would join community trainings.*

- Esmeralda Salvatierra

*In my own family now, I and my wife are equal. If my wife gets sick, I wash the clothes. It must be miserable for the person who is obliged to shoulder all the responsibilities. Both spouses should strive for the family.*

- Elnie Gaquilan

*I used to keep my feelings to myself. I do not fight my husband. I feel like I am trapped but I am an open and liberated person. But now, I write my feelings on the wall and he reads it.*

- Avelina Pituk

**e. Anchoring change factors in one's personal attributes rather than external inputs makes for a more sustainable and lasting transformation of 'frames', roles, use of power and relationships.**

*Effective leadership for me is when I would listen to the majority of the village council. The ideas that I would share are good but what is best for everyone is what I would support. Vengeance in politics is not effective. It is not that I will not care for people who did not support me in the election. I have become more understanding, patient and flexible. As a village captain, I know I must be more tolerant and slow to anger. I don't have financial benefits for being the village captain because my monthly honorarium is only PHP 4, 500.00. But I enjoy the educational tours and bonding activities so we forget the problem for a short while, though the honorarium is much less than what I could spend and use for the village. It's alright even if I get disturbed at the night whenever someone needs my help. We should have time for others and for service.*

*I gave more time on others rather than on myself. It is more difficult now in terms of finances, though. I have become wiser and gained more wisdom especially in decision-making. I have longer patience and I more capable of weighing the consequences of my decisions especially regarding my constituents and in enforcing the laws.*

- Adela Butcon

*I realized that I should be open and listen to the complaints and problems before I speak. If I think they are wrong, I would explain my opinion. I now learn to accept my mistakes because it is not at all times that I am successful. It is really different from before when I could not accept my mistakes without feeling bad. Now I know that we are not perfect people and we really would commit mistakes. I face all the problems in my family now so now I am much stronger when faced with problems.*

- Aurea Dapar

*I have realized that I have changed for the better from being impatient and quick to react to gossip. I realized that I should be calm and listen first before I speak. My new qualities are that I am more patient, more understanding, more transparent and flexible as a person and as a leader.*

- Cheryl Ochoa

*I discovered in myself that I should be more open. Now, we have an evaluation for the employees of the coop and I give the matrix for evaluation . Whatever they comment about me, good or bad and what they recommend, I accept. I have really opened up. In my family I can now open up with my husband and children the idea that we should help each other - be it*

*with housework or in our livelihood.*

- *Judith Adrales*

*I have discovered some new qualities in myself . I became aware that no matter our weaknesses are if our resolve to help and be of service is strong there would always be a way to make it through. Even if I am alone now because I do not have my husband anymore I know I could make it through my problems.*

- *Milagros Ramos*

*I am now more patient and understanding of the situation and flexible towards my colleagues . I am more conscious of my actions and words. I watch my actions so that I would not be misinterpreted. There is lesser machismo. Instead there is a stronger desire to conduct seminars for my community. I continue to be concerned about the situation because I never lost my vision that people should see changes especially regarding people and women empowerment. I want the culture of silence and fear lessened through empowerment especially with the women. If only a few will act then it would be difficult but if there are a lot of us participating it would be more possible to see the change.*

- *Pepe Manriquez*

*I do not assert that I take the lead but eventually people would call me the leader. I am not comfortable with asserting. I usually observe where I can be of help then I make suggestions. If the suggestion is fine with them then I offer my help. Eventually, I am asked to take the lead. My approach is team work, complementation with each strength, sharing of knowledge and experience. Ours is a cooperative in every sense of the word. We are underpaid but we are committed. Volunteerism and commitment is very strong. If we have income, we also have compensation and performance bonuses. I think there should be fairness so we give credit where credit is due. We can only pass this world but once so we should give what is due.*

- *Fe Piolo*

*Self-discovery and learning from others. So that I do not get offended about other people's reaction, I ask myself , "what did I do that made him/her react like that?" If I realize that I was the one who made the mistake then I say sorry. Other people find it hard to say 'sorry', 'thank you' and 'please' but for me it is not difficult. My safety is the least of my concerns. During emergencies, I tend to forget about my safety and think of how I could be of help. I used to be a perfectionist but Nenen, a PAKISAMA staff, taught me to be patient. I also learned that I should wait for a collegiable decision and not be a bulldozer. There is self-awareness, humility, patience, fairness, allowance for imperfection, teamwork and assertiveness.*

- *Fe Piolo*

*I do what is expected of me as much as I can. I have the spirit of volunteerism and love of service despite the hardships and responsibilities I have to balance. If I have a solution to something I have the confidence to talk to other groups because the training has enhanced me.*

- *Rogelio Sarilla*

*I have learned to be humble and to manage my group. I have learned self control and not to waste my time. I am not selfish with others. I share what I have. I have learned to socialize and gained venues to articulate my concerns because of my exposure to other areas.*

- Sally Busano

*I learned not to walk out. During our board meetings, each of us has our own agenda. What I could not forget was what I said to Bishop. Pabillo at Balic balic Church that we will not accept money. I kept thinking, "if we accepted that money, what would have happened to PANAW? Would there be networks such as PAKISAMA who would help us?" As a leader a lot of people would envy me but I choose not to be affected by what other people say. I learned that I can manage a group and I can talk to my members. As a leader I did not focus on Sumilao alone. There are also farmer cooperatives who seek our help. Since I have experience in acquiring land, I can share this experience to others. Others would say I have a good idea while others would say they will think about it. So I was able to help other groups because of my experiences.*

- Rosie Serona

*I am active in the installation of water in the village, committed to support the cooperative, trust worthy, open to advice on what is best for the group. I have convincing power as I was able to recruit costumers that would require main water line.*

- Roger Sabella

*I know how to relate and adjust to all people including my foes. I am transparent and fair in my management of the village. I am an honest person because if I'm not I will not last in my elective position. I have word of honor. I deliver my promise.*

- Elnie Gaquilan

**3.8. Training as a Strategy: Based on their experience in the previous training activities, participants articulated five indicators of an effective training and provided recommendations for future training programs.**

**a. Indicators of an Effective Training**

**▪ Design is adapted to local context and needs**

*WOCAN had a training design and we echoed it to the PAKISAMA/ Lakambini members during their national council meeting with Barun and Coletta around. For the provincial training, I prepared another design with some adjustments in the process. We did not have basic gender awareness anymore like in Boracay. But when we were designing the provincial level trainings, we did the basic gender sensitivity. In the larger PAKISAMA group there was some basic gender sensitivity (roleplay, stereotypes) although gender inequality was not tackled. Because of this, the trainer Coletta joked, 'what is the problem with that?' We really said there should be basic gender sensitivity. We ran it in Mindoro. For the second training, Barun was there on his way to Aurora and he commented that we were not doing gender leadership but sensitivity. We found it difficult to draw gender issues and explored the process. Barun wanted it to be in the form of storytelling and then we just had to summarize the issues. Some trainers like Louise were not used to it and we struggled. But eventually we were able to do it and now we need to write the module. We included macro context. Data and statistics were presented in assessing gender inequality for example. But this was our innovation.*

- Esther Penunia

**▪ Active sharing of experiences, reflection, insights and understanding**

*The method was more on storytelling. Then everything is summarized into a framework. It was difficult at first to draw out gender issues this way. We were used to the structured process of drawing out the gender issues like access and control, activity profile, etc. We*

tried, during the provincial training in Mindoro, to use storytelling but it was quite challenging. So we went back to the usual process that we knew. Barun said it depends on the questions we ask. In Aurora, when he went there, they liked it because he was good in asking questions. The problem there was how to put closure. Sources of power was done with a matrix.

- Esther Penunia

There should be trust from the participants that they are not being subjected to something they do not know. In our training we do not use words like gender sensitivity. I say this is a training to help us become better leaders. It means listening to their stories. There is confidentiality which means ensuring that what they share is kept within the group. Trust building is important in listening. PAKISAMA needs to strengthen this skill so that the people will be able to share their most painful stories.

- Jon Sarmiento

- **Deepening emanates from the participants' experiences (personal self discovery and organizational initiatives for gender equality) through relevant and creative methodologies**

Part of the training we did was gender sensitivity. We met for the first time but we became very open to each other. It was for me a processing of self-awareness. I was surprised that they were very open to share their issues even if it was the first time we met. I was surprised at the capacity of people to share intimate personal things and asked "was it because of me or because there was a situation that brought it about?" I think the process was on self-awareness and the tools we can use to surface the women's experiences and stories. I enjoy this session everytime because the people's interests are motivated. They are triggered by the sharing and the common issues.

- Mavic Hilario

- **Effective resource persons: adequate knowledge of resource persons on the topic**

Trainers were chosen based on who could replicate in the province so automatically it was the area managers because they also had basic skills in training and in gender. Prospect of training leaders was also potential for expansion. Lakambini leaders also needed to develop secondiners. We had Ate Cita because she is Lakambini chair and Mars because she is active in Lakambini.

- Esther Penunia

Trainers are not inventing stories but sharing should be experiential. They should be able to share their own stories. The only input are on gender and sex and sources of power. All the rest are stories that have to be shared. Openness to change approaches in according to different situations. They should be able to handle sensitive topics (based on culture) and be able to crack jokes that are not sexist and that does not disturb the process. They should know the use of symbols and rituals depending on participants and time. They should also be able to practice teamwork and know that trainers have different specialities. Some are good in input, some in process.

- Jon Sarmiento

Jon was able to wrap up the issues, including the sensitive issues such as sex. There were parts when it was a challenge for us to tie up everything so that the participants felt affirmed in sharing their experiences and they were not offended. Even in Wao, the owner of the venue affirmed Jon as a good trainer. He was very practical. It was in Bukidnon that we were able to affirm how to tie up everything.

- Mavic Hilario

*I was very honest and humble enough to admit that the issue was new for me and I told Jon about it. They assigned me to tasks where I was just facilitating although I knew the direction we were going and he helped me. I studied the subject matter too in terms of how I can deliver it in a simple manner. Not bookish . Every night assessment was done to find out how the training can be further improved and what the trainers should do.*

- Mavic Hilario

- **Results to increased knowledge and an action plan which can be concretely applied in their own settings**

*We made our action plan after the training but it was not incorporated into our yearly action plan and so it was not done. Other board members would oppose the plan because it is not integrated in the annual plan.*

- Cheryl Oyoa

- **Participants are able to demonstrate concrete application of what they have learned**

*The plan that we made in the leadership and gender mainstreaming seminar was to implement RA 1962 or the VAWC. There are plenty of women in the villages here in Sorsogon who are victims of violence including children. The problem was that most of them refuse to file cases against their husbands, lovers, boyfriends. They feel ashamed, afraid and simply tolerated the bad behaviour of their partners. It could be claimed that the effect of the training is the successful implementation of the law. There are now many women who are willing to file cases against their erring husbands. I myself as, Village Tanod, am active in implementing this law.*

- Melinda Diaz

*We consolidated actions per organizations. After the training, we had expansion of membership for womens. We organized women. We recalled experiences as a child and others shared their experience. There should be deepening of such training to sustain it.*

- Esmeralda Salvatierra

*We learned about 'power within', 'power-over'. We forgot what we learned from the training but we knew that was what we wanted. After the training, the primary women organizations were formed and they were supposed to conduct trainings for primary women organizations. Up to now the members of the federation are active. it is through these trainings that we develop and so we need to continue the empowerment of women. We need balance between men and women. Violence has to stop and children have to go to school. We used to know these things, we had empowerment as women but I think this is better because it is continuous and we knew where we were supposed to get advise from allies like PAKISAMA. I used to be moody and I could not understand my children. Now, even I could not believe that I have become more understanding. I also know how to motivate my other members.*

- Cita Esmao

- b. **Recommendations for Future Training Activities**

- **The training framework should capture the organizational level needs in order to**

**generate more concrete plans and results/outcomes for gender mainstreaming instead of just personal changes as outcomes.**

*The outcome of the training was more on the individual level rather than on efforts to mainstream in their organization. Follow up plans were not implemented. This was due to the design of the training. The focus was on the individual but did not look at the organizational initiatives. We could have captured the organizational aspect. I regret that part. We could have done an analysis of the organization and an awareness that together with changes in the personal there should be changes in the organization. Maybe lack of time was a factor.*

- Jon Sarmiento

*This may be because of the questions which were more focused on the personal experience. Maybe in the second phase (continuity) we can ask about the effect of the training on the organization. I remember there were individual plans. I am looking for the advocacy aspect, maybe in the village level. we can look at what advocacy work we can do as PAKISAMA on the national level. For the new leaders who attended, this is something novel for them and so they focused on themselves first and on how they will change themselves. In this training, they were able to share details about their personal lives and that is good because they can already reflect on themselves. To start from there is already a big step. Then they can work on the other issues outside and advocate.*

- Cita Esmao

*In the training design, maybe it is true that there is lack of time and that is why we were not able to surface organizational level involvement. We tried to surface them but in the outcome based evaluation, more outcomes are focused on individual than organization. Maybe one factor is the position of the leaders who attended the training. My observation is that those who are in positions of leadership were able to do something. Those who were not in positions of decision making were more individual in their changes. They tried to undertake GS training but these were not usually done because these are not the priority of the organization there were no resources or it was not according to the organizational plan.*

- Louise Lampon

*We need gender mainstreaming. We have trained on gender sensitivity but it has not been integrated or re-echoed because of lack of resources.*

- Ludy

▪ **In terms of process, more effective methods for closure of the sharing**

*Closure should be done properly. We should not make people more vulnerable because of their sharing*

- Jon Sarmiento

*There was some risk we took because personal matters were being shared. We asked them to open it up in a setting with 20-30 people and we were at a dilemma how to put closure to their sharing. It was a risk on our part. Barun was there and he asked us how to close the session. Jon placed flowers and did a ritual. He asked them to explain what they felt. Barun told us not to prescribe what should be done but that we need to affirm what they were sharing. I felt like I was treading on difficult waters but I trusted my colleagues that we could handle things without having to blame others.*

- Mavic Hilario

- ***In terms of participants, explore possibility of having husband and wife go through the training together and whether it is appropriate or effective based on experiences from the previous trainings***

*Because women and men were together, there were instances when they needed to be separated especially in the basic gender session. We did workshops because men tended to dominate the discussions.*

- Esther Penunia

- ***At the end of the training, monitoring tools for assessment of application of learning: attitudes that need to be stopped, started and continued; from the house to the organization***

*For me it is good to undertake monitoring or coaching activities (sanggungan). The training focused on the personal although there were plans for the organizational level. In Bukidnon, they planned for VAWC and the budget was taken from the LGU. The participants did not focus on the original participants of the training. There was no coaching and feedback giving. They had sessions which were not systematic unlike what we went through in the training.*

- Mars Bitara

*Having action plans to do what we must do is helpful. The plan should be detailed and with clear timeframe then we can evaluate and check whether we have achieved our plans.*

- Cheryl Oyoa

*There is a need for tools that can help us undertake our plans.*

- Violeta Malicsi

- ***In order to roll out and replicate outcomes, the trainers underscored the need for follow up and creation of structures or mechanisms to sustain gender training and mainstreaming***

*We did not prepare for the follow up. We could have formed a core group from among the people we trained and they could have done the follow up themselves. They could discuss what they can do to mainstream what they learned in their organization. In mentoring and coaching this is more effective rather than getting into the entire structure of the organization. A small group tacticizing and policing.*

*Organizational development is a mandate of PAKISAMA for each member. It would be good to model a gender framework. For them to be able to assess the situation of the organization in terms of gender. Our decision in Boracay to genderize the entire Pakisama should start from the base group. Imagine if we can form gender core groups in Pakisama.*

- Jon Sarmiento

*PAKISAMA has different levels: federation and member federations and base organizations. We also have Lakambini which are existent or non-existent in some organizations. We can roll out through a trainers' training at the national level and at the provincial level we can have the core group which we can name as trainer's team or OD group. They will be the participants in the TOT and they can be the ones to undertake the training at the provincial level. The PAKISAMA team will have both OD and trainers' functions.*

- Louise Lampon



- **Other areas for improvement highlighted during the deepening session were: a) for more creativity, PAKISAMA should collect visual materials that can be used for training ( e.g. use of films on gender and picture analysis ); b) more topics on leadership and gender planning/ mainstreaming and effective and) indepth discussion on GAD Budget.**

**3.9. Gender Mainstreaming is a continuing goal that PAKISAMA should work for even with some changes that have already been adopted by the organization.**

- a. **Build on history of PAKISAMA and LAKAMBINI in order to situate the goals of gender mainstreaming so that organizational issues are addressed as well**

*Pakisama used to have membership and development program. Then there was gender. They used to conduct gender sensitivity trainings and went into advocacy. All the women bills in congress were pursued by them. They were brought into the campaign groups. During the split, one group of Ka Aning they formed Lakambini. They were able to access funds from Agriterro on microenterprise. Agriterro was also the funder of AFA and when the country liaison program officer came here we learned that Lakambini was one of their partners. Agriterro did not know that Pakisama had split into two. During the crisis, Agriterro told them to fix the problem. They tried but it was not successful. Agriterro even gave funds for organizational processing but the reporting was not good and so they said they will no longer fund Lakambini. When Pakisama unified in 2006, they thought of how they can also fix Lakambini. They started with Agriterro. The WOCAN project was seen to be a vehicle to help reorganize Lakambini, strengthen it again and develop secondliners.*

*How this will be done? First there will be training and then they will re echo it in the areas where there will be concrete projects on the ground. However, the budget for the implementation of the action plan was not integrated into the budget because what they submitted was a research. It was not clear to us how the research would be done and the only time we were able to finalize it was in August 2011 although the project was organized in April 2011. We could not start immediately. Now, the remaining funds will be used to follow up the action plans. The budget also decreased. We spent P50T for the training and now we only have P19T plus P5T. Half of training expenses. And we are also not geared to implement action plans. Those were our limitations.*

*The training helped in starting the process of reviewing gender mainstreaming policies and interventions of Pakisama. After a decade they were able to go back to analyse the organization using the gender lens with the tool given by Barun. In September they also did an OD using gender tools. This was like a follow up. Jun Zamar was the one who developed it.*

*It became clearer that gender mainstreaming does not only mean affirmative action (30%) in participation, but also addressing the cultural dimension.*

- Esther Penunia

*Personally, I realized that gender should be the priority within PAKISAMA. If there are competing needs and concerns, we should prioritize advocacy on gender. It might be a lack of competence or just orientation. There is an effort but I have the feeling that if asset reform is being discussed they are quick to respond but when it comes to gender it is not such. I used to ask if there is something we need to improve in the hiring of people. Perhaps there should be gender awareness and skills for people we are hiring in setting up the national office. It used to be Marj but when she resigned this was not emphasized anymore. I realized that this should be checked too. Among the PCs and AMCs, I am the only one who can question the national council with regard to gender.*

- Louise Lampon

**b. Outcomes related to gender mainstreaming have been strongest at the level of organizational policy**

*At the level of policy formulation, PAKISAMA leadership is not wanting in its openness to update its gender mainstreaming policy.*

- Jun Zamar

*The following strategic plan has in fact been developed and adopted as a policy by the National Execom, as follows:*

PAKISAMA adopts this Strategy Plan for Mainstreaming Gender for Pakisama; the Strategy Plan itself is a result of a four day activity entitled "Leadership Training Course for Women and Men Supporting Gender Equality", held May 24-31, in Boracay, Aklan

In this Strategy Plan, PAKISAMA commits to the following :

1. in the area of policies, procedures , systems and decision making , PAKISAMA will :
    - a. Revisit, and revise , if appropriate and deemed necessary, its existing Gender Policy , to include the workplace and gender orientation
    - b . discuss and come to a decision on the status of Lakambini viz PAKISAMA
    - c . seek, and allocate funds, for gender mainstreaming
  2. In the area of knowledge, capacity, perceptions on gender mainstreaming in the workplace and gender orientation , PAKISAMA will :
    - a. conduct an organizational assessment to assess current level of awareness, knowledge and skills in issues related to gender among its staff , and leaders
    - b. gender sensitize all programs and projects of PAKISAMA
    - c. Develop leadership skills of women, which includes advocacy and negotiations, alternative leadership, project development for gender sensitized programs; networking
    - d. Conduct gender sensitivity sessions among women and men members
    - e. Develop research skills of women leaders, which includes conduct of participatory action researches
    - f. Identify male gender trainers
    - g. Develop manuals and tools for mainstreaming gender
  3. In the area of accountability, PAKISAMA will :
    - a. identify and establish differential roles and responsibilities for all staff members involved n gender mainstreaming plan of action
    - b. establish Mand E indicators for gender mainstreaming
    - c . ensure TORs for gender manstreaming among staff/office bearers
    - d. ensure new people have skills and knowledge of gender issues
  4. In the area of organizational culture, PAKISAMA will:
    - a. review of "code of ethics" in relation to gender justice specific to Pakisama
    - b.create /enable a "safe" environment for exchange of experiences and lessons learned on gender issues, both at personal and public levels
- B. In this regard also, PAKISAMA mandates the Trainers Team, formed during the above - mentioned training course, to develop an Zero Draft of the Operations Plan for the next two years, which will then be submitted to the National Executive Committee for approval .

*note: approved during the Joint NC, NEXCOM, Lakambini, MANCOM meeting, June 2, 2009*

**c. Affirmative action is a strategy which has been strongly implemented by PAKISAMA**

*Affirmative action continuously repeated as a mantra do create results. In the PEF project*

*where purposive involvement of women in the commodity cluster organizing, training in sustainable agriculture, business enterprise development and farmer- to- farmer visits is a must, we did create results that surpassed the requirement of 30% involvement of women.*

- Jun Zamar

*Affirmative actions should be paid attention to. Women should not lose the venue for discussing among themselves. The endgoal is to ensure a higher level of women's participation.*

- Nong Cris, National President

**d. Meeting practical needs of women is a valid concern in strengthen their leadership**

*What should we do to address concerns for livelihood which came out as their need? About livelihood, this is also organizational. We missed the enterprising moments. We saw that one of the reasons why there is abuse of women is because of lack of livelihood. Does this mean piggery or should we transform this into a gender issue? For example, if piggery is the project and the women are also the ones who do the tasks then they experience multiple burden.*

- Jon Sarmiento

*After the trainings, the participants expect to be able to access livelihood opportunities. We need to think of how we can help them in this.*

- Cheryl Oyoa

*I attended 8 out of 10 trainings, a lot of participants mentioned the need for livelihood. We need to train them on how to make proposals for the organizational level livelihood. So that the content of the proposal is generated from them. This is more sustainable.*

- Cita Esmao

*Livelihood can be an entry point to tackle strategic gender needs. Even in international circles, they say that the entry point is livelihood but that should also be gender based. For example when they assess crops, they can also assess how it impacts on women, what are the challenges for women to be able to do the work, etcetera.*

- Esther Penunia

**e. Framework for mainstreaming gender in PAKISAMA could be better clarified to guide the strategies and process**

*Organizationally, it is not a question of skills and knowledge. Something has to change in their attitudes, particularly, the need to recognize that each one is whole and that even if someone has mistakes and errs, they are persons we need to relate with on the basis of his/her person. Some leaders have their own agenda. They need to create a culture within PAKISAMA. It has been known for active non-violence. It is an organizational culture but in the area of gender sensitivity, it needs to strengthen its policies on gender. For example, code of ethics was suspended and that is focused on moral and relational issues. There should be respect to persons. Implementation of 30% participation of women is fine. We need more gender police and models. We need to check organizational goals five years from now. Not just to do, but what it wants 'to-be'. We tend to become more technical in approaches. Priority is based on targets, logframe and deliverables. I have been in PAKISAMA for 3 years but I have not experienced HR activities focused on bonding and gathering. Bonding is usually just meant for work but we need to balance work and personal. There might be individual issues among leaders too and maybe feeling level is not addressed but we deal mostly with work and*

*technical aspects. I recall the community feeling which I used to have in the church-based NGO. I was happy about the AMT trainers' training because I got to know them better. We bonded. This is what is lacking in the organization. Feeling level approach should be used. We need to be relational. Absence of this is also the source of burn out.*

- Jon Sarmiento

- f. ***Decision on organizational structure or expression for gender mainstreaming need to be operationalized in a transition process with the necessary resources needed to make the integration of LAKAMBINI in PAKISAMA possible while addressing their needs for affirmative action, participation in decision-making and specific women's issues.***

*LAKAMBINI's face and role in the future as an integral part of PAKISAMA is to promote and support programs of affirmative action for women. PAKISAMA on the other hand should ask: what can it still do as affirmative action for the women?*

- Esther Penunia

*Continuing to separate LAKAMBINI from PAKISAMA structure will make gender mainstreaming more difficult. Women's issues are always automatically assigned to LAKAMBINI and the PAKISAMA leadership does not feel a compulsion to look at them as part of the overall agrarian reform agenda. To be more effective, LAKAMBINI must no longer have a structure separate from PAKISAMA. The leadership of both must merge. Mainstreaming should be a role for both men and women, not women alone. But women should take the lead role.*

- National Execom Buzz Discussion Points

*Lakambini is active in its external packaging. It has a name and it is accepted in the social aspect as a gender advocate but internally there is no program at all. Discussion is focused on whether Lakambini should be within the structure. Even if they are not that strong yet, they should be integrated into the PAKISAMA structure. Gender mainstreaming does not mean being separate as a women's organization. Lakambini leadership is not ready for mainstreaming yet. They need to strengthen themselves first as an autonomous organization before they are integrated into PAKISAMA. Some question the decision which is not sufficiently clarified to be able to say that there is consensus on the direction. What can help? OD should be genderized. For example, in the structure, there should be agreement on roles of women, strategy, etcetera. We are modelling Mindoro in this.*

- Jon Sarmiento

*For example, why did the Lakambini get into the structure of PAKISAMA? We already have a policy of 30% women members in Pakisama. My opinion is that we sit there with a special seat, like a special child. If we are open to the structure, the president can be a woman. That can be an indicator that we are slowly achieving our dream that women get strengthened. Why only 30% if women can get the 50%.*

- Mars Bitara

*Implementation of gender mainstreaming will be more effectively achieved if the two structures are not separate. Lakambini's members are PAKISAMA members. A separate structure will assure direct response to women's issues. But for gender mainstreaming, a more integrated structure is more suited. A separate structure has resulted in exclusively assigning women's issues to Lakambini. If Lakambini is not maintained as a separate structure, there will be clearer accountability.*

- Aida Solo, Lakambini VP for Visayas

*LAKAMBINI must connote the soul/spirit of women in PAKISAMA. It should be more than just programs or actions . It must find a way of expression in PAKISAMA's culture. Women should always be given the chance to call their own caucuses during meetings and this initiative should come from them. It must be more like an automatic forum of women talking among themselves whenever needed. They will not have a separate identity, but they will not also lose the forum that they used to have to talk among themselves.*

- *Ka Vic Fabe*

*Lakambini leaders held a caucus and presented to the body the final decision that they agree to make Lakambini become part of the PAKISAMA structure with further discussion on the transition (from being a separate structure to becoming part of the PAKISAMA structure) and further on the form of LAKAMBINI's (meaning now, the women of PAKISAMA) stronger participation in PAKISAMA. Follow up consultations will follow as soon as the proposals are firmed up.*

- *Documentation of National Execom Meeting*

**g. Continuing development of secondliners should be an urgent part of the agenda of mainstreaming**

*Among Lakambini leaders, the opportunities have been centered on one leader and there is no mechanism for re-echoing. That is why it is difficult to develop secondliners. When a leader expands in knowledge, the interests change. Even in Pakisama this is a problem and a mechanism for secondline leadership should be developed. The bench for leadership selection should be expanded. Just like in plants, you should have plenty of varieties to be sustainable. The mechanism shld be institutionalized and not just voluntary. There are some efforts but still the mechanism is lacking. There is no feedback mechanism. When they attend representation activities they are not able to feedback to the membership.*

- *Jon Sarmiento*

**h. Resources are urgently required for Lakambini and PAKISAMA efforts for gender mainstreaming to move forward beyond affirmative action**

*PAKISAMA's Gender Strategy 1.c -- "seek and allocate funds for gender mainstreaming"-- is where the weakness of policy makers become glaring and obvious. It is sad to note that actual allocation of funds and purposive interventions to strengthen LAKAMBINI is found wanting. If not for WOCAN funding, LAKAMBINI will just remain to be an appendage of PAKISAMA without a full time staff to assist the organization. Probably, there is also a need for fresh blood, new leadership dynamism in the ranks of the women that can push the women agenda within PAKISAMA. The current trajectory of PAKISAMA, i.e. business development, makes it difficult for the organization to realign resources that is solely women concerns.*

- *Jun Zamar*

*Lakambini needs resources. Esther volunteers as Gender Focal Person and I assist her. But aside from that there is nothing. A staff should focus to be able to undertake capacity building because it has been a while since they had their last training. This should befrom leadership down to the members. They have a lot of involvements but no one integrates. They have their own initiatives at the local level like VAWC, organic farming, enterprise. In Agusan, thereis a women coop. Each organization has its own initiative but no one coordinates at the council.*

- Louise Lampon

*We can access resources from other institutions like the DSWD for their training but we just need to coach them. There will be different trainers and different lenses but it is the PAKISAMA perspective or framework that should be used and that can be done through coaching. We may also need to develop a toolkit.*

*Another opportunity is the national convergence program. The lead agencies are DAR, DA and DENR. We just need to integrate the gender lens. Partnership should always be at the local level. It is important in OD to review our capacities. There are opportunities but we do not know our capacity to access .*

- Jon Sarmiento

*We have some budget left for the formation of local trainers and enhance their capacity to access resources from the government to be able to avail of trainings from these agencies.*

- Esther Penunia

*I received a message from the email that they want to prioritize NACP support. They will call for a meeting per province and municipality. There is also the empowerment fund.*

- Cita Esmao

*Every year there is a budget for the empowerment fund. The lead agency is NACP and it can be done in partnership with other agencies. P250 M is budgeted for 2011. Eight organizations have been able to avail of this. There is another budget for 2012 and it would be good if Pakisama can develop its own proposal . It is focused on the localization of the poverty reduction plan. The beneficiaries are the 4Ps beneficiaries and others. There is the gender responsive value chain project (IFAD, WIMCIP, etc.) where DAR and DENR are the lead agencies. We can really access resources from the empowerment fund. We can hire implementers. Regional coordination, administrator, supervisor and CO for each municipality are provided for. We have to apply as PAKISAMA.*

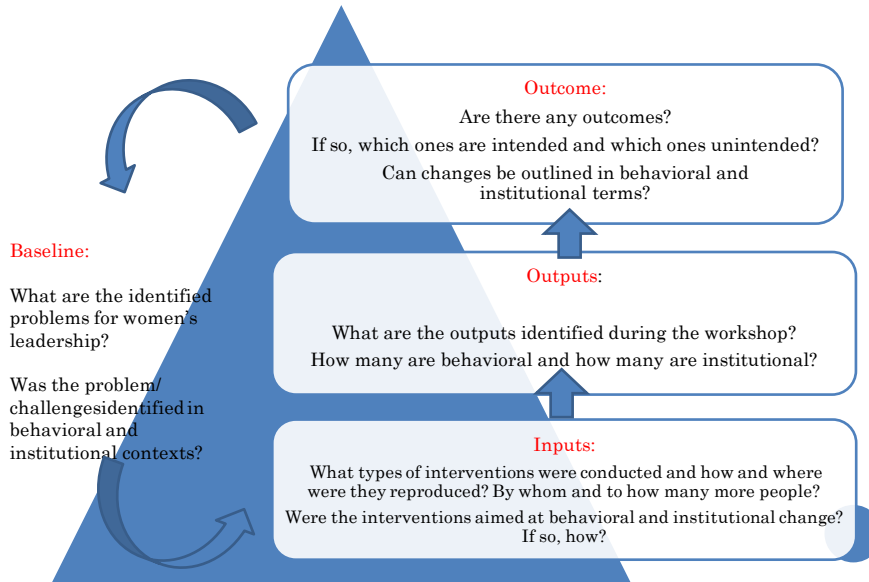
- Louise Lampon

## **Annex A: Research Evaluation Framework and Design**

## A Gender Responsive Outcome-based Evaluation of the Rural Women Leadership Project

### 1. Framework

#### QUICK RECAP OF THE FRAMEWORK



#### Input:

- Leadership Course for Women and Men :
  - Training of Trainers
  - Leadership Training Course
- Meetings among Trainers Team, Mgt. Committee, Nat'l Execom of Pakisama for gender mainstreaming efforts
- M&E Meeting with WOCAN consultant
- Pakisama Operation Planning WS
- Ten Provincial Leadership Training covering 13 provinces
- Attending regional /international and national meetings:

#### Output:

- 239 women and 88 men involved in the various activities conducted under the project.
- 198 women and 48 men (total of 246) who participated in the prov'l level training activities
- gender mainstreaming strategy and action plan for Pakisama
- A working training design on gender and leadership

#### Outcome (???)

*Based on these outputs, examine what else may have resulted directly or indirectly from project intervention. Practical and strategic gender interests. Here is it important to analyse outcomes/results that may not necessarily be intended by project. Instead they may have resulted from individuals taking skills etc and going forward to fulfill their own motivations etc. (behaviour, relationships and actions)*

### 2. Objectives

The research evaluation aims to determine the changes, both intended and unintended, at the

individual and organizational levels that the project has contributed

Specific Objectives:

- a. To determine leadership moments, qualities and networks that the RWL participants have been able to develop
- b. To ascertain how the RWL training participants utilized what they have learned in their personal and organizational settings
- c. To identify changes that occurred in the individual after the training interventions (based on re-entry plans)

### 3. Sample Population

- For the Individual Level:
  - 50 respondents
  - at least 1-2 men and 3-4 women from each provincial level training, representing young and old
  - 1 non-Pakisama member from each provincial level training
  - Women in enterprise, advocacy, agst. violence, electoral politics)
  - Pakisama/ Lakambini Officers
  - Trainers (Louise, Mavic, Jon, Esther)
- For Institutional Level
  - PAKISAMA (Staff-Soc, Ange, Jun; NC- Ka Vic, Max Salavante, Execom- Nong Cris, Ka Efren, Ka Roming, Ka Rene)
  - Lakambini (Ate Cita, Ka Mars, Aida, Ate Mingga, Ate Edith)

### 4. Expected Output from Researchers:

- MP3 recording of interviews (in local dialect)
- Written documentation of interviews (English): verbatim
- Photos of each interviewee

### 5. Tasking for Field Research Work:

Area	Who	When (to be submitted by researchers)	Resource Needs (c/o AFA)
Bicol (10)*	Jun-Mars-Tony (5-Sorsogon/Albay) Ate Cita-Mars-Mavic (5-CamSurNorte) <i>*Mars and Tony to draw the list of respondents</i>		MP3 for each team: Jun, Ate Cita/Mavic, Jon, Louise, Madett  Notebooks and pens Communication



MSTNCL (10)	Jon (10)		Allowance Travel and Accommodation Allowance (budget estimates to be sent by researcher)
Visayas (10)*	Jon (5-Ormoc) Louise (5-Capiz) * <i>Marissa, Jon and Louise will draw the list of respondents</i>		
East Min. (10)	Louise (10)		Tokens (with Gender Slogans) for interviewees
Nor Min. (10)	Mavic (10)		
Pakisama/ Lakambini Officers (10)	Madett	October 29 (NC Mtg.) -Jon (Sept. 29, PC)	
Trainers (4)	Madett	-Mavic (Sept. 29, PC) -Louise (Oct. 14, 3-5pm, Dvo) -Ate Cita (Sept. 29, PC) -Jon (Sept. 29, PC) -Esther (Sept. 29, PC)	

## 6. General Schedule

Activity	Schedule	Who?
1. Draw List of Respondents/ Set Interviews	- Sept. 29	-field researchers
2. Send final questions	-Sept. 30	-Madett
3. Budget and Equipment -budget estimates -release of budget	-Sept. 29 -Oct. 3	- field researchers
4. Data Gathering	-Oct. 4-30 (deadline)  <i>*submission of written and MP3 recorded documentation as soon as finished to Madett</i>	- field researchers
5.Data Collation and Analysis	-Nov. 1-14	-Madett
6.Submission of First Draft -AFA-WOCAN Mtg.	-Nov. 15 -Nov. 19-21	-Madett
7. Validation - finalization of video subjects	- Nov. 23	- Madett and team
8. Final Report Submission	-Dec. 15	-Madett

### 6. Research Design

Focus	Key Questions	Methodology
Motivation: (how they use/d what they have learned in whatever they are engaged in)	<ul style="list-style-type: none"> <li>- How relevant/useful was the rural women leadership training for you both at the individual level and organizational level?</li> <li>- Can you recall the action plan that you made at</li> </ul>	Storytelling/ Individual Interview

	<p>the end of the training? Which of the specific actions were you able to undertake? What helped? What did not help?</p>	
<p>Relational /Leadership (mentors, leadership moments, gaps to be filled) Leadership Qualities and Skills: 'modelling' -walking their talk -self-awareness and regulation 'inspiring' (do they inspire others?) -motivation and connecting that to work -empathetic in challenging; emotional intelligence 'enabling' (are they enabling others?), -social skills; ability to create conditions for collective work 'openness' (are they open to influence and do they have the ability to anticipate?)</p>	<ul style="list-style-type: none"> <li>- Leadership Moments: What particular events can you recall when you were able to exercise your leadership? (at all levels/ dimensions-self, family, community, etc.) What processes/ strategies did you utilize? What new qualities did you discover about yourself? (also refer to researcher's notes for points for observation)</li> <li>-- or--</li> <li>- After the training, what major decisions have you made as a leader based on certain events that happened in your life at the personal (e.g., marriage, birth, illness, death, etc.) and organizational level (e.g. handling of women program by PAKISAMA, lack of funds, electoral exercises, entry of new programs, etc.)</li> <li>- Where and how did you learn these processes/ strategies and new qualities of leadership?</li> <li>- What helped you? What did not help?</li> <li>- As a leader, did you tap your networking relationship with Pakisama and other networks? How did these help you? (<i>Bilang lider, paano ka nakipag ugnayan sa mga networks tulad ng Pakisama atbp.? Paano nakatulong sa iyo ang mga ugnayang ito?</i>)</li> </ul>	<p>Storytelling / Individual Interview</p>
<p>Changes they have made (behavioural and organizational)</p>	<ul style="list-style-type: none"> <li>- What personal changes as a leader have you experienced in the last year? What brought about/ contributed</li> </ul>	<p>Storytelling / Individual Interview</p>

	these changes?	
Organizational -Pakisama Lakambini	-What changes have been made based on the re-entry plans (gender mainstreaming plan/ strategy) that were formulated in Boracay?	FGD

## Annex B: Final Interview Guide Used

### Interview Guide for Rural Women Leadership Training Participants

Dear \_\_\_\_\_ (name of respondent),  
Greetings of Peace.

The Pakisama Secretariat has been tasked to do an evaluation research to determine the outcomes that have been derived from the training interventions on gender and leadership that were held for trainers and provincial leaders of PAKISAMA and Lakambini from June 2010 to August 2011.

As one of the participants to the said project, you have been selected to share your experiences and insights on the said training activities. This will be an informal conversation, more like a storytelling session, will take 1-2 hours of your time. It is our hope that the conversation can also help you reflect on what you have experienced as a result of the training on gender and leadership.

Thank you very much.

Research Team

Name of respondent: \_\_\_\_\_ Gender: \_\_\_\_\_ Age: \_\_\_\_\_  
Designation and Organization when the training was held:  
\_\_\_\_\_  
Current Designation and  
Organization: \_\_\_\_\_  
WOCAN-AFA training activity attended: \_\_\_\_\_  
Date: \_\_\_\_\_

Question/s
1.1. Kindly share how you got involved in PAKISAMA/Lakambini (When and how did you join Pakisama/ Lakambini? What were you doing prior to your involvement in the organization? Why did you join the organization?)
1.2. When and how did you start becoming aware of the issues of gender? (how were you raised by your parents? who was the significant person who made you aware of gender issues?)
1.3. What training activities were you able to join that are related to gender? (including, but not limited to, the WOCAN-AFA training)
2.1. Did you have experiences in the past that made you interested in learning about and addressing gender issues?
2.2. How relevant/ useful was the rural women leadership training for you both at the individual level and organizational level?
2.3. Can you recall the action plan that you made at the end of the training? Which of the specific actions were you able to undertake? What helped? What did not help?
3.1. After the training,  what particular events can you recall when you experience what it means to be a leader (at all levels/ dimensions-self, family, community, etc.)

<p>What processes/ strategies did you utilize?</p> <p>-or-</p> <p>what major decisions have you made as a leader based on certain events that happened in your life at the <u>personal</u> (e.g., marriage, birth, illness, death, etc.) and <u>organizational level</u> (e.g. handling of women program by PAKISAMA, lack of funds, electoral exercises, entry of new programs, etc.)</p>
<p>3.2. What new approaches, processes and strategies were you able to employ in those situations of leadership?</p> <p>Where did you learn these new approaches, processes and strategies?</p> <p>What helped and what did not help?</p>
<p>3.3.What new qualities did you discover about yourself in these situations of leadership?</p>
<p>3.4.As a leader, did you tap your networking relationship with Pakisama and other networks? How did these help you? (<i>Bilang lider, paano ka nakipag ugnayan sa mga networks tulad ng Pakisama atbp.? Paano nakatulong sa iyo ang mga ugnayang ito?</i>)</p>
<p>3.5.What personal changes as a leader have you experienced in the last year?</p>
<p>3.6.What brought about/ contributed to these changes?</p>
<p>3.7.What changes have been made based on the re-entry plans (gender mainstreaming plan/ strategy) that were formulated in Boracay?</p>
<p>3.8. How can the leadership of Pakisama/ Lakambini become more effective in mainstreaming gender in the organization?</p>

\*Note to the researchers: You may use this format for documenting the responses of the participant. You may also benefit from some tips in interviewing which can be found in the document below.

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## Interviewing

### 1. Tips in Interviewing

Three basic rules are suggested.

#### 1.1 Courtesy, tact, and acceptance

It is of utmost importance that your manner be at all times courteous, tactful, and nonjudgmental. Under no circumstances are you to argue or debate anything that is said. The primary function of the interviewer is to learn what the respondent believes about the items on the schedule without judging or influencing that response in any way. No matter what the respondent says, the interviewer should accept it without showing surprise, approval, or disapproval. Respondents will be less likely to share confidential data about their personal lives, for example, with an interviewer who appears to disapprove of them.

#### 1.2 Dress

Three things should be kept in mind in selecting clothing for interviewing: the expectations that surround the role of the interviewer, the persons being interviewed and their probable response to one's dress, and comfort. Within the limits of good taste, the individual interviewer should make adjustments for the neighborhood in which he or she is working.

#### 1.3 Confidentiality

Under no circumstances is the interviewer to give out to anyone except the supervisor any information gathered in the course of the interviews. Incidents that occur or any information gained while interviewing are strictly confidential and should not be discussed with anyone who is not part of the project. Project workers should never discuss interview data, even among themselves, in a public place where the conversation could be overheard.

### 2. Procedures in Conducting a Interview

The following procedures have been found to be helpful in conducting interviews and obtaining accurate, honest responses. In many cases, deviating from these procedures will influence the respondent and introduce bias.

#### 2.1 Initiating the interview

When the respondent comes to the door, introduce yourself by name. Show identification. Explain briefly what the study is about and whom it is you wish to interview. Be prepared to answer briefly questions regarding who is sponsoring the study and how or why the respondent was chosen. Letters of endorsement and newspaper clippings may be presented.

Proper groundwork by the researcher and a positive approach on the part of the interviewer will help to minimize the problem of refusals. In addition, the interviewer can frequently overcome an initial refusal by listening to the respondent's concerns and then addressing those concerns. For example, is the respondent "too busy"? Stress the brief and enjoyable nature of the interview, or, when necessary, make an appointment to call back. Does the respondent appear suspicious about the uses to which the data will be put? If so, explain again the study's purpose, provide an assurance of confidentiality, and explain that the data will be combined so that no individual's responses can be identified or linked to that person. Of course, firm refusals must be respected.

#### 2.2 Put the respondent at ease

This is a major part of successful interviewing. A conversational, convivial attitude may help put the respondent at ease. Try to be relaxed and "natural."

#### 2.3 Be businesslike

While it should be relaxed, an interview should not be long-winded. Remember that you and the respondent are busy people. If the respondent strays far afield from the point of a question, politely pull him or her back on the track.

#### 2.4 Keep the interview situation as private as possible

If you are in a room with other people, do not let your attention wander to other parts of the room. Direct your questions to the respondent and maintain eye contact. This will help both you and the respondent focus on the task.

#### 2.5 Avoid stereotyping

Do not try to "peg" the respondent, as your preconceptions may interfere with your objectivity and may influence the respondent. You can also help to prevent the respondent from stereotyping you by not identifying yourself with any particular group or ideology.

#### 2.6 Be thoroughly familiar with the survey instrument.

Know the instrument so well that you can look at the respondent while asking questions.

2.7 Ask every question in its proper sequence and exactly as written

The interview schedule should have been carefully constructed. Questions are in the order presented because it is easier for interviewers to ask them in this order, because there is a logical flow of topics, in order to help respondents think through or recall material, or for similar reasons. Remember that very slight changes in the wording of items have been shown to affect the results.

2.8 Do not assume the answer to any question

A respondent may imply the answer to a question in answering a previous question but may respond differently when asked the question formally.

2.9 Speak slowly in a clearly understood, well-modulated voice

If respondents are to give reliable answers, they must understand the questions.

2.10 Do not put answers in the respondent's mouth

This is one of the most common mistakes of interviewers. If a respondent seems unsure of an answer, pause, then repeat the question exactly as worded. Do not suggest an answer or series of answers. Not all interviewers would suggest the same responses, and therefore, respondents would not be choosing from the same suggestions. This would result in biased data.

2.11 Use an appropriate, neutral probe when needed.

Probing is used when the initial response is incomplete, ambiguous, or irrelevant. A variety of probes are possible, but they must be neutral; that is, they must stimulate a more valid response without suggesting an answer. Sometimes, as suggested above, pausing or repeating the question maybe sufficient to motivate the respondent to add to or clarify the response. At other times a neutral question such as one of the following may be needed: Is there anything else? Can you tell me more? In what ways? The survey instrument designer may include on the interview schedule certain probes to use with particular items when needed.

2.12 Record responses on the interview schedule as you go along

Do not try to recreate the interview later. Before leaving the residence, skim the instrument to be sure all questions have been answered. Later, check to be sure responses will be understandable to the coders. Add notes in parentheses if necessary.

(Source: *Mediators' Training Manual, Mediators' Network for Sustainable Peace, 2006*)

## Annex C: List of Respondents

### List of Respondents

Province/ Name	Gender	Age	Designation and Organization
Agusan del Sur			
1. Allen Ballenton	male	40	Chair of CARBECO
2. Berlita Rudillas	female	34	Chairperson of the Neighborhood Association of Purok 6 Dampilag, Pisaan, SFADS (NHA Relocation Project)
3. Jocelyn Batao	female	28	Member, Sustainable Holistic Agricultural Rural Empowerment and Development (SHARED)
4. Leny Salva, female	female	52	Chair of LAMPUFACO
5. Vilma Navigar	female	42	Secretary of BFMMPC; over-all Parent Leader in Batucan of the 4Ps of DSWD; Chair of Batucan Women's Association; Secretary of the Talacogon Women's Federation of the LGU; Volunteer Community Organizer of PAKISAMA

6. Jocelyn Taoy	female	36	Chair of San Miguel Farmers Multi-Purpose Cooperative (SAMFABEMCO)
Agusan del Norte			
7. Adela Butcon	female		Brgy. Captain
8. Aurea B. Dapar	female	53	BOD of AGUKAKABA, Chair of Nagkahiusang Kababae-yan sa Bag-ong Milenyo (NKBM), Magallanes Municipal Section Chair of AKBAYAN, Change Politics Movement (CPM) Magallanes Municipal Coordinator, BHW of Village Sto. Nino, Lupon Member of our Village
9. Cheryl Oyoa	female		Chair of AGUKAKABA ang Kooperatiba sa Kababayan-an sa Puting Bato, Treasurer of AKBAYAN Division 2
10. Judith L. Adrales	female	38	Manager of Kapunungan sa Kababayan-an sa Puting Bato
11. Milagros C. Ramos	female	66	Manager of Mat-I, Ambacon, Pinanaan Agrarian Reform Cooperative; Secretary of AKBAYAN in Brgy. Mat-I, CPM secretary of Mat-i
12. Pepe Manliguez	male	53	CPM Coordinator of Las Nieves, Akbayan Chairperson of Las Nieves Municipal Section, Member of Mat-I, Ambacon, Pinanaan AR Cooperative
Bukidnon			
13. Fe Piolo	female	35	Manager of EFMPC, worker at the cooperative
14. Elizabeth Valmores	female	53	Secretary of BUNGA
15. Divina Palasuigui Boncales	female	23	Staff of KMPC
16. Ma. Luz Abantas	female	38	Chairperson of KFMPC
17. Rogelio Sarilla	male	43	President, PALAMBU; Chair, PAKISAMA Mindanao Regional Council
18. Sally Busano	female	52	Coop Manager
19. Rosei Sarona	male	28	BOD Chair, PANAW
20. Ronnie Sabella	male		Chair of FCWSSI
21. Chinky Rose Pacamalan	female		AFARBAMCO Secretary
Capiz			
22. Dina Pastrana	female	54	Bookkeeper of the Sto. Nino-Carmencita Agrarian Reform Community Multi-Purpose Cooperative; Village Health Worker)
23. Elnie Gaquilan	female	36	BOD Member of Sto. Nino-Carmencita ARC Multi-Purpose Cooperative
24. Elsie Rojas	female	47	Cashier and liaison Officer (Mambusao Federation of Farmer's MPC), Manager (Bergante Farmer's MPC – base coop
25. Fatima Laurente	female	58	Chair of Manibad MPC, Vice Chair of Mambusao Fed of Farmers Multi-Purpose Cooperative, Municipal Cooperative Development Officer of Mambusao
26. Wilfredo L. Adanien	male	52	President of the Mambusao Local Special Body on Cooperative and Manager of the Tumalalod Farmer's MPC
Bicol			
28. Adelia Blazo-Macinas	female	married for 45	Brgy. Councilor, Relex Therapist

		yrs.	
29. Emma G. Otivar	female		Pangulo, SAMAKA 32 brgys, currently 22 active all in Daraga, Albay
30. Ernesto Cleofe	male	52	President of BINHI
31. Luisa Urbanan	female	19	Student at Ligao Community College, daughter of Edgardo and Leonisa Urbanan, Both members of BINHI
32. Melinda Diaz	female		Fisherfolk, Village Tanod, Chairperson of Bato Fisherfolk Multipurpose Cooperative with 105 members, with 45 women members)
33. Esmeralda Salvatierra	female	51	FUERZA Treasurer, Lakambini Women Organizer
34. Lourdes Pituc	female	55	Parish Pastoral president, Secretary of VINBAKAY
35. Margie Bainaya	female		Chairman, Sta. Milagrosa Ina ng Buhay MPC
36. Avelina Pituk	female	59	Fatima MPC
37. Dennis Gerona	male	35	FUERZA
38. Marion Bitara	female		BINHI People's Organization, Regional Chair of Lakambini Luzon
Ormoc			
39. Luz Magallanes	female	53	Chair person in HUGPUNGAN SA MAG UUMANG ORMOCANON in Ormoc City
40. Saturnina Aragon	female	49	Treasurer, KAMAQ
Aurora, Quezon			
41. Remedios Alcantara	female	39	
42. Teresita Angara	female	39	
43. Lorna Malague	female	55	
44. Maribel Castillo	female	37	
45. Bietriz Acuya	female	53	
46. Noel Micalat	male		
Mindoro			
47. Elisa Agoncillo	female	43	Poblacion 2, Victoria Oriental Mindoro, Department Head, College of Agriculture and Applied Sciences, Mindoro State College of Agriculture And Technology
48. Lolit Oclar	female		SAL I KA, currently BOD and also Treasurer of MESAFED
49. Manuel Lagunyo	male	55	President of KASAMA KA INUPAKA
50. Nestor B. Sarmiento	male	54	Vice President- SAMBUKID – Farmer Technician
51. Violeta Malicsi	female	32	President; (Provincial Federation) Mindoro Ecological And Sustainable Agriculture Federation(MESAFED), Leader Entrepreneur
Trainers			
52. Cita Esmao	female	52	Chairperson of Lakambini, Vice Chair-SAMAKATA local organization
53. Mavic Hilario	female		Area Mgt. Coordinator, North Eastern



			Mindanao
54. Louise Lampon	female		Area Mgt. Coordinator, CARAGA
55. Jon Sarmiento	male		Area Mgt. Coordinator, Southern Luzon
56. Esther Penunia	female		AFA-Pakisama Gender Consultant
PAKISAMA			
57. Jun Zamar			
58. Ka Vic			
59. Soc Banzuela			
Speaker/Woman Leader			
60. Conchita Orande	female		NCIP Commissioner