



19 May 2022

MR. JEREMY S. REGINO

Administrator
Light Rail Transit Authority (LRTA)
LRTA Compound, Aurora Boulevard, Pasay City

Attention:

MS. ELEANORE T. DOMINGO

Department Manager for Planning Department
GFPS TWG Chairperson

Dear Mr. Regino:

The Philippine Commission on Women (PCW) highly appreciates the efforts and initiatives of the Light Rail Transit Authority (LRTA) in responding to the gender issues of its clientele and in addressing its commitments under the national and international mandates on GAD.

We are pleased to note that LRTA's gender mainstreaming performance has improved over the years of its operation from 2018 to 2021. In this regard, we would like to respectfully furnish your good office with a copy of the approved 2018-2021 Gender Mainstreaming Evaluation Framework Validation Report. The result of the validation was based on the submitted documents that served as means of verification for our review to objectively rate your GM performance. The highlights of the validation are as follows:

- Overall, the GMEF score of LRTA increased by **+23.56** from its baseline score of **27.57 (Level 1 – Foundation Formation)** in 2017 to **+51.13 (Level 2 – Installation of Strategic Mechanisms)** for its current assessment as validated.
- LRTA has shown improvements in its gender mainstreaming performance as shown in the increase in score in all four (4) entry points. On the Policy entry point, the agency has issued a number of policies supporting the implementation of the agency GAD mandates, and on the People entry point, the agency has sustained its training for its top management, Gender Focal Point System members, and program implementers.
- To improve the GMEF score, the agency must incorporate in its processes the monitoring and evaluation of its GAD PAPs through regular consultations with internal and external clients to surface their gender issues and encourage them to participate in the development project cycle of GAD PAPs. This will help in measuring whether the PAPs are making an impact to address the gender gaps.

Should you need further clarifications on your 2018-2021 GMEF Validation Report, please do not hesitate to contact **Mr. Michelle Ann A. Ruiz** of the Sectoral Coordination Division at the following contact information: 8735-8917, (0927) 850 0679 or email: scd@pcw.gov.ph and maaruiz@pcw.gov.ph.

Thank you and keep safe.

Sincerely,

Digitally signed by
Yuzon-Chaves
Kristine Rosary
Enardecido

ATTY. KRISTINE ROSARY E. YUZON-CHAVES

Executive Director

Digitally signed by
Kristine Rosary
Enardecido
Yuzon-Chaves

GENDER MAINSTREAMING EVALUATION FRAMEWORK (GMEF) VALIDATION FORM

Name of Agency: Light Rail Transit Authority (LRTA)

Name of PCW Validator: Michelle Ann A. Ruiz, GAD Specialist II

Period of Assessment: 2018 to 2021

Mode of Validation: Desk Review and Online Validation

Date of Physical/Online Validation: April 25 to 29, 2021

I. GENERAL FINDINGS:

1. Remarkable changes:

The Light Rail Transit Authority (LRTA) submitted its Gender Mainstreaming Evaluation Framework (GMEF) in 2017 with a baseline score of 27.57 or Level 1 – Foundation Formation.

Per validation of the documents that LRTA submitted for FY 2018-2021 and the self-rated assessment using the GMEF tool, its gender mainstreaming performance has significantly improved by one (1) level. The Policy entry point increased by 6.67 from its 2017 score of 6.67 (Level 1) to 13.34 (Level 2). The score for People entry point also increased by 6.23 from its 2017 score of 7.44 (Level 1) to 13.67 (Level 2). The Enabling Mechanisms also registered an increase of 5.68 from its 2017 score of 7.33 (Level 1) to 13.01 (Level 2). Similarly, for the Programs, Activities, and Projects or PAPs entry point, its current score also increased by 4.98 from its 2017 score of 6.13 (Level 1) to 11.11 (Level 2). **Overall, the GMEF score of LRTA increased by 23.56 from its baseline score of 27.57 (Level 1 – Foundation Formation) in 2017 to 51.13 (Level 2 – Installation of Strategic Mechanisms) for its current assessment as validated.**

2. Strength of the agency in terms of gender mainstreaming:

LRTA has shown improvements in its gender mainstreaming performance as shown in the increase in score in all four (4) entry points. On Policy entry point, the agency has issued a number of policies supporting the implementation of the agency GAD mandates such as the integration of gender perspectives in its Mission statement; policy on gender-fair language and images, and implementation of alternative work arrangements and support mechanisms during the period of COVID-19 pandemic; as well as the issuance of broad statements on National Women's Month, and 18-day Campaign to end Violence against Women. The agency also had established its GAD Agenda and



Strategic Framework and a GAD Railway Sector Monitoring and Evaluation Toolkit developed by the Department of Transportation (DOTr)-GAD Rail Sector wherein LRTA has a major contribution.

On People entry point, the agency has sustained its training for its top management, Gender Focal Point System members, and program implementers. The agency has conducted a training on Basic Gender Sensitivity in 2018, GAD Planning and Budgeting (GPB) in 2018 and 2019, Gender Analysis and GA Tools (Harmonized Gender Development Guidelines) in 2019 and 2021, and GAD Executive Briefing in 2021. The top management, GFPS members, and *plantilla* staff are able to integrate GAD-related targets in their Individual Performance Commitment and Review (IPCR) forms. The agency also has appointed qualified women to leadership positions, although LRTA admitted that the agency is still male-dominated due to the number of males vis-à-vis the female employees.

3. Pointers for improvement in terms of gender mainstreaming:

The agency must incorporate in its processes the monitoring and evaluation of its GAD PAPs through regular consultations with internal and external clients to surface their gender issues and encourage them to participate in the development project cycle of GAD PAPs. This will help in measuring whether the PAPs are making an impact to address the gender gaps. In 2021, the agency has an unendorsed GPB. To address this, the agency must incorporate the use of HGDG to attribute more of its programs to the GAD budget and help reach the minimum five percent as per provision in the Magna Carta of Women to avoid the Audit Observation Memorandum (AOM) with negative findings from the Commission on Audit (COA). The LRTA is still a male-dominated agency although it was able to appoint some women in leadership positions. The agency must open its doors to more qualified women in technical positions and incorporate GAD in its training offering to produce more women capable of handling key strategic positions in the agency.

ENTRY POINT	PREVIOUS ASSESSMENT RATING (2017 BASELINE)	VALIDATED CURRENT RATING (2018 - 2021)	REMARKS	
			JUSTIFICATION FOR THE VALIDATED SCORE PER DESCRIPTOR (Presence or absence of MOVs and assessment on whether MOV presented is correct)	HOW TO IMPROVE THE SCORE? (Identify the missing or possible additional MOVs the agency can prepare to improve the score in the next validation)
<i>Policy</i>	6.67 (Level 1)	13.34 (Level 2)	<ul style="list-style-type: none"> The score of the Policy entry point increased by 6.67 from its baseline score of 6.67 in 2017 or at Level 1 – Foundation Formation to 13.34 or at Level 2 – Installation of Strategic Mechanisms. 	



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			<ul style="list-style-type: none"> On descriptor 2.1, it was found that the agency has issued policies reflecting interest in gender mainstreaming, thus its self-assessment score of 0.83 or Partly Yes has been adjusted to 1.67 or a Full Yes. The integration of gender perspective in the LRTA's Mission statement was added to consider the score. On descriptor 4.3, the agency was only able to integrate GAD perspective in its Mission but not in the Vision and Goals statements, thus the score was reduced from 1.67 or Full Yes to 0.83 or Partly Yes. (Please revise the succeeding entries following this presentation/ formulation) On descriptor 5.1 which is about the replication of the GAD policies from LRTA to other agencies, the score was decreased from 2.5 or Partly Yes to zero or no score. The MOV submitted was the GAD Monitoring and Evaluation Toolkit developed by the DOTr GAD 	<ul style="list-style-type: none"> The agency's GAD policies and plans should be used as a model or standard by other government agencies or local government units to merit a score. This can also be achieved by partnering with other government agencies or LGUs in the implementation of



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			JUSTIFICATION FOR THE VALIDATED SCORE PER DESCRIPTOR (Presence or absence of MOVs and assessment on whether MOV presented is correct)	
			Railway Sector TWG where LRTA GAD members actively participated in its crafting, thus it was not considered to merit a score.	GAD PAPs, wherein there can be an exchange of GAD knowledge.
People	7.44 (Level 1)	13.67 (Level 2)	<ul style="list-style-type: none"> ○ The score of the People entry point increased by 6.23 from its baseline score of 7.44 at Level 1 – Foundation Formation to 13.67 at Level 2 – Installing Strategic Mechanisms. ○ On descriptor 2.3 on the training of staff members on the importance of collecting sex-disaggregated database (SDD) and gender statistics, the agency has conducted a seminar workshop on SDD in 2019 and is collecting them. Thus, the score increased from 0.41 or Partly Yes to Full Yes. ○ On descriptor 2.6 on the consultation with internal and external clients on their gender needs in the development of GAD PAPs, the score was decreased 	<ul style="list-style-type: none"> ○ The agency to conduct consultations with internal and external clients to surface gender issues. One way this can be done is by incorporating in their



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			<p>from 0.83 or Full Yes to zero or no score. This was due to the lack of gender perspective integrated in the customer satisfaction survey that may be able to collect and give a platform for clients to raise their gender issues. There was also a lack of consultation with clients through other forms where they can express their issues.</p> <ul style="list-style-type: none"> On descriptor 3.5, i.e., on the appointment of women in critical roles and authority in the organization, the score was decreased from 0.41 or Partly Yes to zero or no score. This was due to the fact that the top management, middle management, and technical positions were not composed of at least 50 percent of women employees based on the criteria. However, the LRTA was able to appoint women in strategic positions: • 2 Lady Project Managers (Special Order) • 4 Lady Department Managers (with 1 in technical position) out of 10 	<p>Customer Satisfaction Survey gender-related questions that clients can answer and other consultation initiatives with clients.</p> <ul style="list-style-type: none"> The agency should open its doors to more women employees. The learning path or training modules should be incorporated with GAD to capacitate more women capable of handling key leadership positions. This can be proved by providing statistical data showing that women occupy at least 50 percent of third-level positions, middle management, and technical positions, as well as records of awards received or positive testimonies received by women employees in the organization.



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			<p>positions (Appointment) • 2 Lady Division Managers in technical positions at the AFCS/Fare Revenue Operations Group (FROG).</p> <ul style="list-style-type: none"> On descriptor 3.6 on Internal and external clients' participation in the planning and implementation of the organization's PAPs, the score decreased from 0.41 or Partly Yes to zero or no score. This was due to the lack of means of verification on consultations bearing the participation of internal and external clients. This was also considered on descriptor 4.6 resulting in the same score. 	<ul style="list-style-type: none"> Same comment on descriptor 2.6.
Enabling Mechanisms	7.33 (Level 1)	13.01 (Level 2)	<ul style="list-style-type: none"> The score of the Enabling Mechanisms entry point increased by 5.68 points from 7.33 at Level 1 – Foundation Formation to 13.01 at Level 2 – Installation of Strategic Mechanisms. On descriptor 2.3 on the agency's utilization of at least five percent 	<ul style="list-style-type: none"> The agency should try to subject more of the agency's flagship



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			<p>(5%) of its budget to implement GAD PAPs, the score was retained to 0.5 or Partly Yes due to the unendorsed GPB in 2021 since the GAD budget failed to reach budget utilization rate as mandated. This has also affected descriptors 3.2 and 4.2.</p> <ul style="list-style-type: none"> On descriptor 3.1 on whether the agency's GAD mechanisms monitor progress, the score increased from 0.5 or Partly Yes to 1 or Full Yes. The agency monitors quarterly its GAD mechanisms and was able to document status reports such as the case of LRTA lactation centers and restrooms for both men and women, aside from the GAD Accomplishment Reports and Work and Financial Plans. 	<p>through the use of the Harmonized Gender and Development Guidelines. This will eventually lead to an increase in the percentage of GAD budget allocation/utilization. Aside from this, the agency should observe the submission of the GPBs and GAD ARs on time subject to the Memorandum or guidelines issued by the Philippine Commission on Women. Upon submission, the agency should also address the comments of reviewers from the PCW.</p>



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PAPs	6.13 (Level 1)	11.11 (Level 2)	<ul style="list-style-type: none"> The score of the Programs, Activities, and Projects entry point increased by 4.98 points from 6.13 at Level 1 – Foundation Formation to 11.11 at Level 2 – Installation of Strategic Mechanisms. On descriptor 3.2 on the submission of GAD Plan and Budgets and GAD Accomplishment Reports on time, the score decreased from 0.71 or Full Yes to 0.35 or Partly Yes. In 2021, the agency failed to have an endorsed GPB. 	<ul style="list-style-type: none"> Same comment on descriptor 2.3.
TOTAL SCORE	27.57 (Level 1)	51.13 (Level 2)	The agency's overall gender mainstreaming performance in 2021 as validated has significantly improved from its 2017 baseline score of 27.57 to 51.13 in the current assessment or an increase of 23.56 which brought its level of performance from Level 1 (Foundation Formation) to Level 2 (Installation of Strategic Mechanism).	



II. AREAS FOR IMMEDIATE ACTIONS TO IMPROVE THE GENDER MAINSTREAMING PERFORMANCE OF THE AGENCY

ENTRY POINT	SCORE (2021)	STRENGTHS	REMAINING GAPS	ACTION POINTS
<i>Policy</i>	13.34 (Level 2)	<ul style="list-style-type: none"> ➤ The agency has issued a number of policies articulating support to GAD mandates that were reviewed and revised. Some of these were the Policy on Gender-Fair Language (GFL), incorporating GAD perspective in the LRTA Merit Selection and Promotion Plan (LRTA-MSPP), as well as considering the gender needs of women in the Amendment to the Revised Implementing Guidelines for Alternative Work Arrangements and Support Mechanisms during the period of State of Public Health Emergency due to Covid-19 Pandemic of the LRTA. ➤ The organization also supported and issued broad statements/aspirations reflecting its support for GAD-related activities such as the National Women's Month Celebration, 18-Day Campaign to end Violence 	<ul style="list-style-type: none"> ➤ The agency has yet to monitor whether the GAD policies were able to bridge gender gaps of its internal and external clients. ➤ The agency has yet to use the results of gender analysis tools such as the GMEF and HGDG in the enhancement of policies. 	<ul style="list-style-type: none"> ➤ The agency to establish monitoring and evaluation mechanisms of GAD PAPs to evaluate their impacts on the agency's clients. The MOVs can be in the form of statistical data/qualitative data showing impacts or results from the issuance of policies, Anecdotal/interview data from beneficiaries or even citations, awards or recognition received by the organization. ➤ The results of the administration of gender analysis tools such as the GMEF, HGDG, and GERL should be used in the issuance of enhanced, revised, and reissued policies.



ENTRY POINT	SCORE (2021)	STRENGTHS	REMAINING GAPS	ACTION POINTS
		against Women, and other GAD-related activities.	<ul style="list-style-type: none"> ➤ The agency to pursue further integration of gender perspective in the agency's Vision, Mission, and Goals. 	<ul style="list-style-type: none"> ➤ The agency might explore revisiting its VMG to integrate words that promote inclusivity and gender equality.
<i>People</i>	13.67 (Level 2)	<ul style="list-style-type: none"> ➤ The management of the agency supports the of appointment of qualified women personnel in key strategic roles. ➤ The top management, GFPS members, and project implementers have attended appropriate and relevant training on GAD, thus they are conscious of GAD-related policies and mandates and are practicing them. They also reflect GAD functions in the IPCRs, OPCR's and Terms of Reference. 	<ul style="list-style-type: none"> ➤ The internal and external clients were not yet able to articulate gender needs and issues in the development of the organization's GAD PAPs and were not yet documented as part of the PAPs' development project cycle. ➤ There is still lack of women employees handling top management, middle management and technical positions (50% based on the GMEF tool). 	<ul style="list-style-type: none"> ➤ The agency must provide a platform for its internal and external clients to voice out and raise gender issues and concerns. One entry point could be the LRTA's Customer Satisfaction Survey. ➤ The agency must open its doors to hiring more qualified women employees for a gender-balanced organization. It should also open training and equal opportunities to promote more qualified women in key strategic positions.
<i>Enabling Mechanisms</i>	13.01 (Level 2)	<ul style="list-style-type: none"> ➤ The organization initiated exploratory activities with the PCW and other sectoral consultations such as the engagement with Quezon City Civil Society identified as stakeholders in the GAD Rail Sector. The LRTA also engaged PCW GAD Resource Pool (GR Pool) in its training engagement. 	<ul style="list-style-type: none"> ➤ The organization has yet to build a Knowledge Management System as a repository of GAD-related knowledge products. 	<ul style="list-style-type: none"> ➤ The LRTA has issued a number of IEC materials and even a GAD Monitoring and Evaluation Toolkit. These learning materials should be compiled in one database as repository that will be accessible to both internal and external clients.



ENTRY POINT	SCORE (2021)	STRENGTHS	REMAINING GAPS	ACTION POINTS
		<ul style="list-style-type: none"> ➤ Project implementers were also capacitated in the collection and management of SDD. This is also one of the elements required in the agency's intake forms. 		
<i>Programs, Projects and Activities</i>	11.11 (Level 2)	<ul style="list-style-type: none"> ➤ The organization has conducted deepening sessions on GAD and has administered Training Needs Assessment in the conduct of the training for its attendees/participants. ➤ The organization has implemented international, national, and local GAD mandates such as the observance of National Women's Month, International Women's Month, and 18-day Campaign against VAW. The LRTA has provided complimentary rides for women in the celebration of the said GAD mandates. 	<ul style="list-style-type: none"> ➤ The organization has yet to review and revise its GAD-related IEC materials. ➤ The agency lacks the use and integration of the results of the gender analysis (GA) tools in the enhancement of the PAPs and the development planning cycle. 	<ul style="list-style-type: none"> ➤ The agency must revisit if the issued IEC materials are up-to-date vis-à-vis the existing GAD mandates. Writeshop and consultation meetings with project implementers as well as clients should be conducted. The list of IEC materials reviewed, documentation of the write shop or assessment conducted for the review of the IEC materials can serve as the means of verification. ➤ The agency should put into good use the results of the gender analysis tools to enhance the organization's current PAPs in place. Documentation reports of the application of Gender Analysis tools during training or write shops where programs of the organization have been assessed can serve as MOVs.



ENTRY POINT	SCORE (2021)	STRENGTHS	REMAINING GAPS	ACTION POINTS
Overall	51.13 (Level 2)	<ul style="list-style-type: none"> ➤ Overall, the agency has an improved gender mainstreaming performance with a significant increase of 23.56 points from 27.57 or at Level 1 – Foundation Formation to 51.13 or at Level 2 – Installation of Strategic Mechanisms. ➤ The score was greatly influenced by the support of the top management, the GFPS member/s to incorporate the GAD perspective within the agency through the issuance of relevant policies supporting GAD. ➤ The agency also observed the conduct of regular GAD training (annually) that are afforded to top management, GFPS and project implementers. Some of these trainings were the Basic GST, Gender Analysis and GA Tools, GAD Planning and Budgeting, as well as the management and collection of SDD. The agency has tapped a member of the PCW GR Pool members, such as Attorney Mylen Gonzales- 	<ul style="list-style-type: none"> ➤ The agency lacks documentation of the consultation with internal and external clients to surface gender issues and concerns to address their needs. ➤ The IEC materials have yet to be revised and reissued. ➤ The agency lacks a GAD database and knowledge management system that will allow transfer of GAD knowledge accessible to both internal and external clients. ➤ No Sustainability Action Plan yet in the implementation of GAD PAPs. Conducting Gender Impact Assessment should also 	<ul style="list-style-type: none"> ➤ Conduct consultation meetings with internal and external clients; integrate a gender perspective in the Customer Satisfaction Survey. ➤ Be updated on GAD mandates and incorporate these in the updating of IEC materials. Conduct write shop and consultation meetings towards the revision and issuance of GAD IEC materials. ➤ Consider providing a knowledge management system as repository of GAD KPs on the agency's website that is accessible to both internal and external clients. Uploading of IEC materials, GAD Toolkit, and other KPs is highly encouraged. ➤ Since the agency has a GAD Agenda in place, the agency might consider integrating a sustainability clause into its GAD Agenda. The agency



ENTRY POINT	SCORE (2021)	STRENGTHS	REMAINING GAPS	ACTION POINTS
		<p>Esquivel to provide the needed GAD training and to guide the agency in its gender mainstreaming efforts.</p> <ul style="list-style-type: none"> ➤ The organization has formulated its GAD Agenda. ➤ The provision of women-friendly spaces in the LRTA for clients such as the women's restrooms and lactation centers, and the provision of free LRT rides for women passengers to commemorate GAD celebrations were also commendable. 	<p>be considered in monitoring the gender impacts of the GAD PAPs.</p>	<p>may also consider the conduct of the impact evaluation of the GAD efforts of the organization to track the progress and impacts of the GAD interventions made and implemented by the agency.</p>

III. AGENCY FEEDBACK DURING THE VALIDATION

The LRTA commended the PCW in the conduct of the online validation on 29 April 2022 to further clarify and shed light on the agency's concern in the conduct of the GMEF assessment and validation. The agency had difficulty in gathering of the MOVs with other divisions and departments. This was due to the difficulty on discerning whether the MOVs submitted would suffice, and if the MOVs submitted are correct. Difficulty in the assessment of Enabling Mechanisms entry point due to lack of outputs delivered was also observed.

One of the key takeaways of the agency was on focusing on GAD budget attribution to achieve the five percent GAD budget allocation and utilization rate for the endorsement of the GPB using the HGDG tool.

The agency identified as facilitating factors the efforts of the LRTA GAD Technical Working Group, the implementation of PAPs and the conduct of activities in the GPB that helped accomplished the agency's GMEF assessment.



Prepared by:

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