

Gender Equity Integration in Selected Government Agencies of Ilocos Sur

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Abstract – Men and women in an organization have different needs and experiences. They should be treated equally in the organization, not only given equal access to opportunities and services. This study determined the gender equity integration and implementation in selected government agencies in the Province of Ilocos Sur, particularly in its programming and organizational processes. Employing the mixed methods of research, using the quantitative and qualitative research methods, 104 staff from support to senior management in five selected government agencies in the Province served as respondents. The chosen government agencies have integrated gender equity to a great extent, particularly on the programming of activities, but only to a moderate extent on organizational processes. Agencies used gender equity in their programs, plans, and activities. The agencies have focused more on the monitoring and evaluation of gender equity in their programming activities. In the organizational process, the selected agencies have extensively considered reinforcing the operation of gender-sensitive behavior and procedures to address sexual harassment. Regarding integrating gender equity in the organization, the selected government agencies successfully put into practice gender policies, strategies, and procedures in their programs, projects, and activities to provide equal access to services and opportunities for both men and women in the organization. The selected government agencies have also highly implemented gender equity in the hiring process and personnel evaluation/assessment and gender sensitivity in the organization's culture.

Keywords: gender equity, programming activities, organizational processes, gender-sensitive

1. Introduction

Culturally, the Philippines is a patriarchal society. Even during this present generation, this cultural orientation's manifestations are still visible politically, socially, and economically. Like the family, church, government, and businesses, several entities are still controlled by men. Noticeably, gender bias in many aspects of our society is considered a taken for granted passion. However, during the past decades, the Philippines have been promoting gender equality and women's empowerment. These are evident in the inclusion of gender equality principles in development programs and processes and legislative reforms.

As cited by Santiago, the Philippine Government adopted the Philippine Plan for Gender-Responsive Development (PPGD). The PPGD is a 30-year strategic plan (1995-2025) that translated the Beijing Platform for Action into policies, strategies, programs and Filipino women's

projects. The Philippine government formulated the Framework Plan for Women (FPW) because it sees the need for short-term operational plans. The government did this to realize the goals of the PPGD. The formulation of the framework was in collaboration with the academe and its partners in the non-government organizations. The FPW envisions development as "equitable, sustainable, free from violence, respectful of human rights, supportive of self-determination and the actualization of human potentials, and participatory and empowering" The FPW has the following three priority areas: (1) promotion of women's economic empowerment, (2) protection and advancement of women's rights, and (3) promotion of gender-responsive governance. (Santiago & Contreras, 2008)

Nevertheless, according to the Commission on the Advancement of Women, which was created in

1992 by InterAction's Executive Committee based in the USA, "Gender integration is an organic process, akin to a living tree. At the root of the process is political will. Like a tree with strong roots, an organization with a strong political will can support developing the three vital branches: technical capacity, accountability, and a positive organizational culture. Political will becomes evident when top-level leadership policy supports gender integration, commits staff and financial resources, and formulate needed policies and procedures. These conditions lead to a favorable organizational culture that involves progress toward a gender-balanced team and governance structure and equal valuing of women and men in the workplace.

As organization culture transforms, technical capacity develops, including staff skills in gender analysis, adoption of systems for gender-disaggregated data, and development of gender-sensitive tools and procedures. Because gender integration ultimately involves organizational change, systems of accountability are also essential. Both incentives and requirements are necessary to encourage and reinforce new behaviors within individuals and the organization. (CAAW, 1999). On this premise, the researchers conceptualized this study. It investigates gender responsiveness, including the selected government agencies in Ilocos Sur comprising the Department of Trade and Industry, Department of Interior and Local Government, Department of Health, and the Department of Environment and Natural Resources. The study used the Gender Audit tool established by the Commission for Women's Advancement as a reference.

The Gender Audit provides the respondent with three useful outputs. These outputs are as follows: 1) a reflection of gender equity within the organization, 2) a baseline for collective discussion and analysis, and 3) a participatory process that builds organizational ownership for its gender equity initiative. The Audit enables organizations to identify the impact of gender relations on their agency's culture, procedures, programs, and organizational performance. Furthermore, according to Morris, when the organization discovers the specific patterns of gender relations, it becomes possible to work within the organization to change the unequal practices and to reinforce the equalizing ones, making the

organization more gender-responsive (Morris, 2003)

The study's findings may provide the respondents with relevant inputs in determining the organization's gender equity's current status. Further, it may eventually help them identify areas of strength and achievements, innovative policies or practices, and continuing challenges as a basis for action planning towards a more gender-responsive organization.

1.1. Objectives of the Study

This study's main objective is to determine the status of gender equity integration in the programs and processes of selected government agencies in the Province of Ilocos Sur. Specifically, it looked into the extent of and level of gender equity integration in the programming activities of the government agencies along with program planning and design, program implementation, technical expertise, monitoring and evaluation, and partner organization; and the extent and level of gender integration in the organizational processes along with gender policies, staffing, human resources, advocacy, marketing and communication, financial resources, and organizational culture.

1.2. Theoretical Framework

This study is anchored on the Gerald Leventhal theory pointing out that equity is a multidimensional concept beyond the fairness of distribution and procedure. Gender equity and gender equality are used interchangeably in the literature. These two words do not refer to the same thing.

According to the United Nations Population Fund (UNPF), gender equality refers to equal access to social goods, opportunities, resources, and rewards in all aspects of life for both men and women. (UNPF, 2017). Gender equality does not result in the same outcomes for men and women because men and women have different needs and experiences. On the other hand, gender equity is the process of being fair to women and men (Difference Between Gender Equality, 2017). UNPF emphasized that it is not enough to give men and women the same opportunities and access. They should be given fairness in how men and women are treated, considering their different

needs and life experiences. UNFPA thus stressed that gender equity serves to level the playing field and empower women. In short, to achieve gender equality, there should first be gender equity.

The Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS) is a national organization dedicated to achieving gender equity in Canadian Sport throughout Canadian society. CAAWS defines gender equity as the process of providing and allocating the same resources, programs, and decision making fairly to both females and males without any discriminations and addressing any imbalances in the benefits available to both of them. (CAAWS, 2017).

Quimbo (2013) conducted a study comparing gender equity in Pakistan, and the Philippines. Quimbo considered the two countries because they have similar economic development and are populous Asian countries. She employed Levental's concept of equity and Jabeen's analytical framework to discuss Pakistan and Filipino women's cases. Findings showed that the Philippines and Pakistan have some similarities yet considerable differences in gender equity. In Pakistan, there is a low level of participation in the governance of Pakistan women. Simultaneously, in the Philippines, men have few advantages over women in economic participation and opportunities, health and educational outcomes, and political empowerment. Other salient findings in the study of Quimbo are equitable gender outcomes in the Philippines that are mostly driven by informal processes instead of formal mechanisms. Quimbo concluded that gender outcomes in the Philippines are seemingly fair both in distribution and in the procedure. (CAAWS, 2017)

2. Methodology

2.1. Research Design

The study utilized the descriptive research method and employed the mixed methods of research, a combination of quantitative and qualitative methods. The study used the quantitative approach to determine the extent and level of integrating gender equity integration in the agencies' programming activities and processes.

Meanwhile, the study used the qualitative method to verify the quantitative data.

2.2. Subjects of the Study

The respondents of the study are representatives of the following positions in the agency: 18 senior management, 30 program staff, 14 administrative staff, and 56 support staff of the provincial offices of the five (5) government agencies in Ilocos Sur, namely: Department of Environment and Natural Resources (DENR), Department of Interior and Local Government (DILG), Office of the Provincial Agriculture (OPAG), Department of Public Works and Highways (DPWH), and Department of Labor (DOLE). The study's 104 respondents include almost the same number of males (54) and females (50) with an age range of 22 to 64.

2.3. Data Gathering Tools

The study used a questionnaire as the primary gathering tool. The study also used an interview and office records to gather the other data needed in the survey. The researchers adapted the instrument used by the Commission on the Advancement of Women called Gender Audit. According to Morris (1999), the questionnaire solicits three types of information concerning gender equity in organizations: 1) to what extent, 2) to what intensity and 3) with what frequency.

2.4. Data Gathering Procedure

Before the data gathering, the researchers sought permission from the targeted organizations. The researchers then coordinated with the gender focal person of the organizations. The researchers sought the assistance of the focal person in the distribution and retrieval of the questionnaire. The researchers also did an interview with the gender focal person of the agency for validation purposes. Moreover, they also requested pertinent documents from the target organizations.

2.5. Data Analysis

To analyze the data gathered, the researchers used the weighted mean through the Statistical Package for the Social Sciences (SPSS).

2.6. Ethical Considerations

The study used research ethics in the conduct of the study. The researchers sought permission from all those involved in the study. The respondents signed informed consent, and the researchers assured them of anonymity of their responses. The confidentiality of the respondents was, likewise, carried out, keeping their privacy secure. The researchers did not require the respondents to write their names in the questionnaire nor any identification marks. Moreover, the respondents were not given remunerations for answering the questionnaire and providing additional information requested by the researchers.

3. Results and Discussion

3.1. Gender Equity Integration in Selected Government Agencies

This study dealt with the extent of integration of gender equity in the programming activities and organizational processes of the selected government agencies in the Province of Ilocos Sur.

3.1.1. Gender equity integration in programming activities

This section focused on how gender equity is used or incorporated into the selected government agencies' program plans and activities. Programming activities focused on program planning and design, plans for program implementation, technical expertise needed for gender programming, monitoring and evaluating programs and projects, and establishing partner organizations.

The selected government agencies considered in the study generally have integrated gender equity to a great extent ($M=3.41$) in their programming activities. By government agency, three (out of the five selected agencies) have integrated gender equity to the same extent in their programming activities. Refer to Table 1. The other two government agencies have incorporated gender equity in their programming activities to a moderate extent only.

Program Planning and Design. The integration of gender equity in the government agency's

procedures and methods needed in the conceptualization and design of development projects is to a great extent ($M=3.54$). Table 1 also reveals three government agencies, including DPWH, DENR, and DILG, that greatly integrated gender equality in the procedures and methods of conceptualizing development projects and plans. In comparison, the other two government agencies integrate it at a moderate level.

The great extent of integration of gender equity in program planning and design may be due to the full extent of agencies' incorporation of gender integration best practices and gender equity goals and objectives in their subsequent program and project designs. The respondents also claimed that the organization mandates gender equity in programs and projects. The process of approving gender programs and projects also includes gender questions or criteria.

It is also worth noting that incorporating gender integration best practices in program planning is the prime concern of two government agencies. The inclusion of gender equity goals and objectives in programs and projects is the other two government agencies' primary concern. The fifth government agency seems to have no specific strength in gender integration in its program planning and design.

Program Implementation. The selected government agencies have only a moderate extent of gender equity integration on plans regarding the operation of development projects ($M=3.33$). There are three government agencies (DOLE, DILG, AND OPAG) that obtained mean ratings within the moderate extent of integration. However, the other two agencies got mean ratings within the great extent of integration of gender equity.

The findings may be due to the agency's moderate extent of including plans that cater to male and female participants. The respondents divulged that the organization's programs and project implementation plan do not have many activities that strengthen the skills. The programs and projects may not have provided men and women with equal access to services and training. However, these agencies may not have taken into account, to a full extent, gender roles and interests of both male and female participants in their project implementation strategies and plans. Other reason maybe the accessibility of the Gender Plan.

Table 1. Extent of Gender Equity Integration in the Conceptualization of Programming Activities of Selected Government Agencies in Ilocos Sur

Programming Activities	DILG	DPWH	DOLE	DENR	OPAG	Overall
	Mean	Mean	Mean	Mean	Mean	Mean
	Level	Level	Level	Level	Level	Level
1. Program planning and design	3.42 Great	4.19 Great	3.19 Moderate	3.83 Great	3.02 Moderate	3.54 Great
2. Program Implementation	2.82 Moderate	3.60 Great	3.22 Moderate	3.92 Great	3.12 Moderate	3.33 Moderate
3. Technical expertise	3.02 Moderate	3.44 Great	4.17 Great	3.85 Great	2.51 Limited	3.40 Moderate
4. Monitoring and evaluation	2.88 Moderate	3.67 Great	4.00 Great	4.00 Great	3.23 Moderate	3.56 Great
5. Partner organization	3.61 Great	3.70 Great	2.50 Limited	3.55 Great	2.82 Moderate	3.23 Moderate
Overall	3.15 Moderate	3.72 Great	3.42 Great	3.83 Great	2.94 Moderate	3.41 Great

Norm:

- 4.21-5.00 Very Great
- 3.41-4.20 Great
- 2.61-3.40 Moderate
- 1.81-2.60 Limited
- 1.00-1.80 Very Limited

The Gender Plan should always be available and easily accessible. Communication actions are very important in giving constant visibility to the Gender Equity Plan. (EIGE, N.d.)

Technical Expertise. When it comes to the organization's staff expertise in gender analysis and evaluation, the selected government agencies generally had only a moderate extent of gender equity integration (M=3.40). There are three agencies (DPWH, DOLE, and DENR) integrating technical expertise in their gender programming activities. However, one agency had a moderate extent of integration, and another one even has a limited integration of gender equity.

The respondents in most of the agencies affirmed that the staff responsible for gender programming only possessed the adequate knowledge, skills, and attitude needed to work with a gender awareness. It is only in one agency where the respondents claimed to have the necessary knowledge, skills, and attitude. Also, the agencies (except one) do not consistently draw upon a person or division responsible for gender

programming. However, most of the agencies (3/5) had a division accountable for gender in the organization. The staff in this division are trained in gender planning and analysis.

Monitoring and Evaluation. The table also reveals that gender equity is integrated into the selected agencies to a great extent (M=3.56). This finding means that these agencies generally have highly focused on gender-disaggregated data and information in the monitoring and evaluating the organizations' development projects and or program outcomes. Three of the selected agencies have the participation of men and women in their programming of monitoring and evaluation activities to a great extent. In contrast, the other two agencies only integrated these gender concepts to a moderate degree.

The above findings imply that gender disaggregation of data collected for programs and projects shows that the gender impact of programs and projects is monitored and significantly evaluated. The agencies have integrated sectoral specific indicators, including the gender

dimension. Collection of disaggregated data for programs and project planning is the weakness of the selected agencies.

Gender-responsive monitoring and evaluation systems are as important as a gender-responsive project design. (ILO, 2020). The formulation of a gender-inclusive indicators and the conduct of gender-responsive evaluations are methods of correcting gender-blind design projects.

Partner Organization. Gender equity integration in the selected agencies' linking activities was found to a moderate extent only ($M=3.23$). This suggests that the agencies do not highly focused on gender integration in their organization's relation with partner agencies or local NGO affiliates.

The moderate gender integration of the agencies with their partner organizations in relation to their programs and projects could be due to the moderate extent of integration of written policies in the written agreements outlining the organization's relationship with partner or local NGO affiliates. Moreover, the agencies may not have provided adequate trainings and tools on gender planning, analysis and evaluation to partner or local NGO affiliate staff.

Despite the moderate integration of gender with partner organizations, the selected government agencies still considered at a great extent its commitment to gender equity as a criterion in the organization's selection of partner or local NGO affiliates.

As a summary, the selected government agencies have focused more on monitoring and evaluation in the integration of gender equity in its programming activities which is the incorporation of gender disaggregated data in the monitoring and evaluation plan for programs and projects. This is followed by program planning and design which is the integration of gender in the procedures and methods used to conceptualize development projects. The least considered aspect of programming is in program implementation which is the inclusion of activities and gender roles to provide equal access to services and trainings to both men and women.

3.1.2. Gender equity integration in organizational processes

This section presents the extent of gender integration of the selected government agencies in their organizational processes. Organizational processes, in this study, includes gender policy; staffing human resources; advocacy, marketing and communication; financial resources, and organizational culture.

The overall extent of gender equity integration of the five selected government agencies in their organizational processes is only "Moderate" ($M=3.18$). There are three of the five government agencies with this extent of integration. However, two of these agencies have shown a great extent of integration of gender equity in their organizational processes.

Gender Policy. This concerns how government agencies have focused on the nature and quality of their organization's gender policy. The respondents divulged this to have been considered by the agencies moderate ($M=3.36$) in their programs and projects. One of the study agencies has integrated gender policy in their PPAs to a moderate extent, and another agency to a limited extent. However, two of the government agencies selected have integrated gender policy their PPAS to a great extent.

The five government agencies had not considered writing gender policies to a great extent to affirm commitment to gender equity. The respondents divulged that not everyone in the organization feels ownership over the gender policy. However, the respondents stated that gender was completely taken into account during strategic planning for organizational activities. Also, the government agencies consider, to a great extent in their gender policy, a transparent allocation of responsibilities and time for monitoring and evaluation.

Staffing. Organization's staffing in the selected government agencies had integrated gender equity to a great extent ($M=3.42$). This finding suggests that the government agencies considered in the study have concentrated their attention heavily on their organization's gender composition of workers. The great extent of integration of gender equity is true in three of the selected government agencies. There is a moderate extent of integration

Table 2. Extent of Gender Equity Integration in Organizational Processes in Selected Government Agencies in Ilocos Sur

Organizational Processes	DILG	DPWH	DOLE	DENR	OPAG	As a Whole
	Mean Level	Mean Level	Mean Level	Mean Level	Mean Level	Mean Level
1. Gender Policy	3.91 Great	3.60 Great	2.54 Limited	3.63 Great	3.07 Moderate	3.30 Moderate
2. Staffing	3.27 Moderate	3.63 Great	3.70 Great	3.58 Great	2.91 Moderate	3.22 Moderate
3. Human Resources	2.79 Moderate	3.79 Great	3.24 Moderate	4.03 Great	3.30 Moderate	3.43 Great
4. Advocacy, Marketing & Comm.	2.56 Limited	3.05 Moderate	2.06 Limited	3.35 Moderate	3.18 Moderate	2.84 Moderate
5. Financial Resources	2.51 Limited	4.43 Very Great	2.53 Limited	3.93 Great	2.66 Moderate	3.04 Moderate
6. Organizational Culture	3.69 Great	3.30 Moderate	2.47 Limited	2.43 Great	3.18 Moderate	3.24 Moderate
Overall	3.12 Moderate	3.63 Great	2.76 Moderate	3.66 Great	3.05 Moderate	3.18 Moderate

of gender equity in two of the government agencies.

In the integration of gender equity along with staffing, the government agencies seemed to have focused significant attention on the respect for diversity in work and management styles in the organization and in the representation of women in senior management positions. However, the respondents divulged that there are only limited proactive strategies in recruiting women into senior management positions. This practice seems to be the weakness of the agency respondents, which needs to be strengthened.

Human Resources. There is a great extent of integration of gender equity in the Selected government agencies (M=3.43). Although a great extent of integration of gender equity was found, only two government agencies have this same extent of integration. The overall findings imply that the government agencies generally have focused great attention on human resource policies and gender considerations in hiring personnel. According to Asean.Org, in each of the different processes of Human Resource Management, the various gender concerns should be identified and give gender mainstreaming policies and programs

are to be formulated to address these concerns. (ASEAN, 2016).

The selected government agencies had greatly considered paternity and maternity leave policy, staff training on gender awareness and sensitivity, and gender awareness in job descriptions. However, moderate to limited attention was given to written equal opportunity policy, flexible work arrangements in the organization, and gender awareness in job performance criteria.

Advocacy, Marketing, and Communication.

Regarding this aspect of the program process, the government agencies had a moderate extent of gender equity integration (M=2.84). Two government agencies (DPWH, DENR, and OPAG) had a moderate extent of integration, while the other two had integrated gender equity in these aspects of the program process to a limited extent.

The moderate extent of integration of gender equity on advocacy, marketing, and communication could be due to the limited attention given by the selected government agencies on quality and gender sensitivity and the organizations' communication and advocacy campaigns. The selected government agencies' advocacy and marketing campaigns may not have

been planned' at a gender perspective. Furthermore, a gender perspective may not have been much reflected in organizations' publications like newsletters and the like. The respondents claimed a little consideration given to gender in the organization's communications, fund-raising, and media strategies.

Financial Resources. The selected government agencies generally have moderate gender equity integration regarding their financial resources ($M=3.04$). There are three agencies with this same level of equity integration. Two agencies, however, have a great extent of equity integration.

The moderate extent of integration of gender in its financial resources suggests that the organization's resources are only reasonably budgeted for gender equity. The agencies may not have considered great attention budgeting adequate financial resources to support their gender integration. Moreover, the agencies may not have enough allocation for their gender policies. The government agencies may not have prioritized a budget for staff training on gender issues.

Organization Culture. The integration of gender equity in the organization's culture was moderate in the selected government agencies ($M=3.24$). Two agencies have implemented gender equality to a fair degree across government agencies. One also

to a limited extent, but the other two have introduced gender equity to a large extent.

Generally, the selected government agencies had extensively considered reinforcing gender-sensitive behavior and procedures to prevent and address sexual harassment. Nevertheless, the respondents claimed that they are not entirely committed to implementing gender policies. Both the men and women in the company do not take gender issues seriously and openly. Further, the respondents averred that gender stereotyping is not much addressed and countered by individual staff members in the organization.

3.2. Gender Equity Implementation in Selected Government Agencies

This study addressed the actual implementation of gender equality in the programming activities and organizational processes of Ilocos Sur's selected government agencies.

3.2.1. Implementation of gender equity in programming activities

In the selected government agencies' actual programming activities, the study considered the program implementation and monitoring, and evaluation. Data gathered from the respondents in the five agencies are summarized in Table 3.

The table reveals a high level of implementation of gender equity in the programming activities of the selected government agencies ($M=4.14$). This finding means that the agencies were successful in putting into practice gender policies, strategies, and procedures in its programs, projects, and activities to provide equal access to services and opportunities for both men and women in the organization. The high level of implementation of gender equity is due to the high level of implementation of gender equity in the actual operation of development projects ($M=4.15$), and in the monitoring of programs, projects and activities ($M=4.13$).

Program Implementation. The actual operation of development projects in the field showed a high level of implementation of gender equity in the five selected government agencies. Three of the five agencies have shown a high level of integration of gender equity in its programming activities. The other two agencies even displayed a very high implementation of gender equity in its development projects.

The five selected government agencies claimed that both the male and female beneficiaries of the programs and projects actually implemented value and see the importance of these as beneficial to their lives. In addition, the findings also indicate that the agencies were able to develop the capacity of the staff to recognize and handle organizational resistance in addressing gender issues in program and project implementation.

Monitoring and Evaluation. Like in program implementation, the five selected government agencies showed a high level of gender equity integration on monitoring and evaluation. This implies that the agencies have highly encouraged the participation of both men and women in the monitoring and evaluation of development and outcomes of organizations' programs and projects.

The respondents in the five agencies averred that disaggregated data have served as a very useful information in the evaluation of programs and

Table 3. Level of Implementation of Gender Equity Integration on the Programming Activities of Selected Government Agencies in Ilocos Sur

Programming	DILG	DPWH	DOLE	DENR	OPAG	As a Whole
	Mean Level	Mean Level	Mean Level	Mean Level	Mean Level	Mean Level
1. Program Implementation	4.06 High	4.48 Very High	4.28 Very High	3.94 High	3.99 High	4.15 High
2. Monitoring and Evaluation	4.05 High	4.23 Very High	4.33 Very High	4.03 High	3.99 High	4.13 High
Overall	4.05 High	4.36 Very High	4.31 Very High	3.98 High	3.99 High	4.14 High

Norm:

- 4.21-5.00 Very High
- 3.41-4.20 High
- 2.61-3.40 Fair
- 1.81-2.60 Low
- 1.00-1.80 Very Low

projects and also became very important in subsequent program/project design. Moreover, the respondents affirmed that the programs and projects implemented by the agencies have contributed to the empowerment not only of women but the changing unequal gender relations.

3.2.2. Implementation of gender equity in organizational processes

This section presents the actual implementation of gender equity integration along organizational processes in the selected government agencies in Ilocos Sur. Table 4 shows the summary of the data gathered with the two indicators: human resources and organizational culture.

The table reveals that there is a high level of implementation of gender equity in the organizational process in the five selected government agencies (M=3.79). The same level of implementation is seen in each of the agencies. The high level of implementation of gender equity integration in the organization is due to the high levels of gender equity in human resources (M=4.02), and in organizational culture (M=3.57).

Human Resources. The high level of implementation of gender equity integration in human resources means in hiring and personnel assessment, the elected government agencies have focused on human resources policies and gender considerations. Actually, there were three of the five selected government agencies have a very high level of implementation of gender equity in hiring processes. The other two agencies were assessed to have highly implemented gender equity in its human resources. As government agencies, they implement fair employment practices and ensure non-discriminating service provision to its employees.

The respondents expressed their strong agreement that the agencies have been very committed in promoting female representations at senior levels in the organization. They also agreed that teamwork is promoted involving both men and women as equal partners. The respondents also claimed that there was a gradual increase of gender expertise among staff in the organization. Moreover, it was claimed that good performance in the field of gender was rewarded in the organization.

Organizational Culture. The high level of implementation of gender equity integration on organizational culture indicates that the five selected government agencies have focused on the gender sensitivity in the culture of the organization. Four of the government agencies have implemented gender equity in relation to organizational culture. There is one agency that only implemented gender equity in the cultural organization at an average level only.

The high overall implementation of gender equity on organizational culture maybe due to the ability of the management to make men and women believe that the organization is women friendly. The agencies could have done much in institutionalizing gender equity integration that could have led to obtain its reputation of integrity and competence in resolving issues among leaders in the field of gender and development.

3.3. Level of Gender Equity Integration vis a vis Gender Equity Implementation in Selected Government Agencies

From the data presented in the previous tables, the overall level of integration or gender equity in the selected government agencies surpasses the overall implementation of gender equity integration. This pattern also holds true in both the organization activities such as in programming and in the organizational processes. This implies that the way how gender was actually carried out in the agencies like in program implementation, monitoring and evaluation of programs, projects and activities (PPAs) is better than how it was integrated in the programming of programs, projects and activities; and in the organizational processes covering specifically human resources and organizational culture.

The agencies recognize the importance of the integration and implementation of gender equity in their workplace. Gender Equity has been prioritized in the Sustainable Development Goals which seeks to end all forms of discrimination against women. (UNDP, n.d.). The active participation of women in all the programs and activities of the agencies are crucial in accelerating sustainable development.

4. Conclusions and Recommendations

This study determined the gender equity integration and implementation in selected government agencies in the Province of Ilocos Sur. The selected government agencies in the Province have equal treatment for both men and women, considering their varied needs and experiences. They have integrated gender equity to a great extent, particularly on the programming of activities, but only to a moderate extent on organizational processes. Gender equity was used by the agencies in its programs, plans, and activities. The agencies have focused more on the monitoring and evaluation of gender equity in their programming activities. In the organizational process, the selected agencies have extensively considered reinforcing the operation of gender-sensitive behavior and procedures to address sexual harassment. The selected government agencies successfully put into practice gender policy strategies and techniques in their programs, projects, and activities. This practice was done to provide equal access to services and opportunities for both men and women in the organization. In addition, the selected government agencies have highly implemented gender equity in the hiring process and personnel evaluation/assessment, and in gender sensitivity in the culture of the organization.

The selected government agencies in Ilocos Sur should fully maintain a gender perspective in their processes, especially program activities and organization processes. Considering the moderate extent of equity integration in the organizational operations, government agencies should improve their commitment to implementing gender policies. They should also take more initiatives for both men and women to take more seriously and openly gender issues and counter stereotypes. Although the government agencies have extensively integrated gender equity in their programming activities, further improvement needs to be done. There is still a need to improve its plan of integrating gender equity along with program implementation, technical expertise, and partner organization. The agencies should conduct more activities that will improve the expertise of both men and women. Likewise, the agencies should focus on gender integration in their relation

with partner agencies or local NGO affiliates. The government agencies should use the study results as baseline data for collective organization discussion and action planning at the agency level.

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