

# Republic of the Philippines Department of Education

NATIONAL CAPITAL REGION
SCHOOLS DIVISION OFFICE OF MUNTINLUPA CITY

Office of the Schools Division Superintendent

APR 24 2025

#### **MEMORANDUM**

## RECONSTITUTION OF THE REGIONAL DIVISION AND SCHOOL LEVELS GENDER AND DEVELOPMENT (GAD) FOCAL POINT SYSTEM (GFPS)

To:

OIC - Assistant Schools Division Superintendent

Chief Education Supervisor, Curriculum and Implementation Division

OIC-Chief Education Supervisor, School Governance and Operations Division

Public Elementary and Secondary School Heads/OICs

All Others Concerned

- 1. Attached is Regional Memorandum No. 163, s. 2025, dated April 21, 2025, on the above-captioned title, the contents of which are self-explanatory, for the information and guidance of all concerned.
- 2. In line with this, the Division Gender and Development (GAD) Focal Point System (GFPS) is hereby reconstituted as follows:

Division Gender and Development Focal Point System		
Name	Position/Designation	
GFPS Head/ Chairperson	Dr. Violeta M. Gonzales OIC-Schools Division Superintendent	
Technical Working Group (TWG) Head	Dr. Lilia A. Ricero OIC-Assistant Schools Division Superintendent Dr. Florante C. Marmeto Chief Education Supervisor, CID	
Members	Ms. Ma. Regaele A. Olarte OIC-Chief Education Supervisor, SGOD	
	Ms. Noemi A. Valdez Administrator Officer V	
	Atty. Erness Faith Regacho-Espanto Attorney III, Division Legal Office	
	Mr. Joseph D. Nilo Planning Officer III	
	Ms. Virma Amistoso Administrative V, Budget Office	
	Ms. Karina Medina Administrative Officer IV, Accounting Unit	
	Ms. Angela Francisco Administrative IV, HRMO	
	Ms. Cecilia Teresa C. Claudel, EPSII (SDO GAD Coordinator/Focal Person)	
	Ms. Ma. Teresa S. Indap Nurse II, SHN	

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Student Center for Life Skills Bldg., Centennial Ave, Brgy. Tunasan, Muntinlupa City 8805-9935, 8805-9940

sdo.muntinlupa@gmail.com

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	Ms. Joiche Luna Administrative Officer IV, Supply Office
Secretariat and M&E Committee	Ms. Ivy M. Romano Senior Education Program Specialist II, HRD Dr. Zoren Pepito L. Gubalane Senior Education Program Specialist, M&E Ms. Chelo D. Rongavilla Education Program Specialist II, M&E

Immediate and wide dissemination of this Memorandum is desired. 3.

For:

#### **VIOLETA M. GONZALES**

Assistant Schools Division Superintendent Officer-in-Charge Office of the Schools Division Superintendent

By:

ADA TRINIDAD A. TAGLE

Public Schools District Supervisor Officer-in-Charge









### Department of Education

NATIONAL CAPITAL REGION



February 18, 2025

REGIONAL MEMORANDUM

Nô. 163 s. 2025

To: GAD Focal Point System

Schools Division Superintendents

Regional Office Functional Division Chiefs Regional Office Units and Section Heads

All Others Concerned

# RECONSTITUTION OF THE REGIONAL, DIVISION, AND SCHOOL LEVELS GENDER AND DEVELOPMENT (GAD) FOCAL POINT SYSTEM (GFPS)

- 1. In compliance with DepEd Order No. 27, s. 2013 entitled Guidelines and Procedure on the Establishment of DepEd Gender and Development Focal Point System in the Regional, Division, and School Levels, and pursuant to Memorandum Circular No. 2011-01 known as the Guidelines for the Creation, Strengthening, and Institutionalizing of the Gender and Development (GAD) Focal Point System (GFPS), this Office hereby instruct the field to reconstitute their respective GFPS.
- 2. Due to the reassignment of most of the members of the GFPS in the regional office, members of the GFPS are hereby reconstituted:

GFPS Head/Chairperson: JOCELYN DR ANDAYA

Regional Director, NCR

concurrent Officer-In-Charge, Office of the

Assistant Secretary for Operations

**Technical Working Group** 

Head:

CRISTITO A. ECO

Assistant Regional Director

Members:

ATTY. JOYLYN P. DULNUAN

JULIET J. ICAMEN ROGER R. MORALLOS MICHA G. PACHECO RESTITUTO I. RODELAS

GAD Secretariat Head:

HAJJI R. PALMERO









#### Republic of the Philippines

### Department of Education

NATIONAL CAPITAL REGION

Members: F

RHEA B. EDEN

DON RAY V. SALVADOR LEAH AILAH C. VICENCIO ROWENA S. ONTANGCO MA. EUNICE C. ARELLANO

ARNEL M. PERALTA JENNIFER R. BELLEZA MELODY N. JOLO

MARX LENIN LARDIZABAL TIANGCO

EDUARDO ACOSTA ABUTAL CHRISTIAN TERANO ESPAÑOL

MARK DAVE CASTRO HERBERT D. VIRTUCIO

- 3. As such, all members of the Regional GAD Focal Point System are enjoined to adhere to the guidelines and function of the committee as stated in DepEd Order No. 27, s. 2013 and MC No. 2011-01. For guidance and reference, please refer to the attached documents.
- 4. Correspondingly, SDO GAD advised to update or accomplish the NCR GFPS Directory through this link <a href="https://tinyurl.com/NCR-GFPS-Directory">https://tinyurl.com/NCR-GFPS-Directory</a> of the QR Code below.



5. Immediate dissemination of this Memorandum is directed.

JOCELYN DR ANDAYA

Regional Director, NCR concurrent Officer-In-Charge, Office of the Assistant Secretary for Operations









#### Republic of the Philippines

### Department of Education

18 JUN 2013

DepEd ORDER No. 27, s. 2013

#### GUIDELINES AND PROCEDURE ON THE ESTABLISHMENT OF DEPED GENDER AND DEVELOPMENT (GAD) FOCAL POINT SYSTEM (GFPS) AT THE REGIONAL, DIVISION AND SCHOOL LEVELS

To:

Undersecretaries

Assistant Secretaries
Bureau Directors

Directors of Services, Centers and Heads of Units

Regional Directors

Heads, Public Elementary and Secondary Schools

All Others Concerned

- 1. Pursuant to the provisions of Section 36-b of Republic Act (RA) No. 9710 also known as the Magna Carta of Women (MCW), all government agencies are mandated to establish and institutionalize the Gender and Development (GAD) Focal Point Systems (GFPS). The GFPS is one of the institutional mechanisms that will ensure gender mainstreaming in government offices, its attached agencies and local government units (LGUs).
- 2. In view of this, the Department of Education (DepEd) issues the Guidelines and Procedures on the Establishment of GFPS at the Regional, Division and School Levels as follows:
  - a. The regional directors (RDs) and schools division/city superintendents (SDSs) shall issue directives for the establishment of the GFPS in their respective offices. Schools will be assisted by their SDS in the establishment of the School GFPS;
  - b. The composition of the GFPS shall be as follows:

#### · Regional Level

GFPS Head or Chairperson	Regional Director (RD)
Technical Working Group (TWG) Head	Assistant Regional Director (ARD)
Members	Education Program Supervisor designated as GAD Coordinator Chief, Administrative Officer (AO) Planning Officer Human Resource and Management Officer (HRMO) Accountant or Budget Officer
Secretariat and M&E	To be designated by the GAD Focal
Committee	Point Person

#### Division Level

GFPS Head or	Schools Division/City
Chairperson	Superintendent (SDS)
Technical Working Group	Assistant Schools Division/City
(TWG) Head	Superintendent (ASDS)
Members	Education Program Supervisor
	designated as GAD Coordinator
	Two designated Education Program
	Supervisors
	AO
	Planning Officer
	HRMO
	Accountant or Budget Officer
Secretariat and M&E	To be designated by the GAD Focal
Committee	Point Person

#### School Level

GFPS Head	Principal
Members	Department Head/Learning Area Coordinator Two designated Master Teachers (MTs) Guidance Counselor Designated Finance Personnel (accountant, disbursing officer or equivalent)
Secretariat and M&E Committee	To be designated by the GAD Focal Point Person

- c. The tasks and functions of the members of the GFPS shall be part of their regular key result areas (KRAs), work plans and performance assessment indicators, and shall be given due consideration in the entire performance management system;
- d. Capacity development programs shall be provided to the GFPS members to enhance skills on gender sensitivity training, gender analysis, gender-responsive planning and budgeting, gender audit and other updates on GAD related laws, policies and instruments;
- e. When necessary, the GFPS head and the central office (CO) GFPS person shall conduct periodic monitoring and evaluation of the field GFPS to address possible issues hindering the performance of their functions in accordance with the MCW, this Department Order and other GAD instructions and policies;
- f. Funds shall be allocated for programs, activities and projects to address GAD issues in the workplace and the schools, and to support the organization, management and operations of the GFPS, to be charged to the five percent GAD budget of the region/division and school; and

g. All GAD plans containing projects, programs and activities shall be part of the Work and Financial Plans (WFP), Annual Procurement Plan (APP), Regional Education Development Plan (REDP) and School Improvement Plans (SIPs). Development of the GAD plans and budgets shall be within the budget cycle and the processes stipulated in DepEd Order No. 63, s. 2012 on the Guidelines for the Preparation of GAD Plans, Utilization of GAD Budget and Submission of Accomplishment Reports.

#### 3. The functions of the GAD Focal/Point Persons are as follows:

- a. lead in the gender mainstreaming in policies, plans and programs projects and activities (PPAs) and in the assessment of genderresponsiveness of systems, structures, policies, procedures and programs based on priority thrusts, needs and concerns of DepEd for its stakeholders, particularly students, teachers and employees;
- b. analyze programs and projects using the Harmonized GAD Guidelines for Programs and Projects to determine their gender sensitivity;
- c. recommend formulation/revision of policies in advancing women's status and child protection;
- d. lead in the review and updating of sex-disaggregated data for GAD database to serve as basis in perfomance-based gender responsive planning;
- e. implement advocacy activities, including the development of information, education and communication materials to ensure consciousness-building and generating support for GAD;
- f. identify gender issues arising from gender analysis and audit to serve as basis for determining PPAs in the GAD Plan;
- g. prepare GAD plans and budgets and accomplishment reports and ensure their timely submission to the Central Office (CO) GAD Focal Point Person (Attention: GAD Secretariat, Staff Development Division-Human Resource Development Service (SDD-HRDS), 2F Teodora Alonzo Bldg., DepEd Central Office, DepEd Complex, Meralco Avenue, Pasig City);
- h. ensure the effective and efficient implementation of the GAD Plan and PPAs and the judicious utilization of the GAD budget;
- i. recommend awards, recognition and other incentives (including performance-based bonus (PBB) to outstanding institutional GAD programs, activities and projects for GAD Focal Point members and other personnel/teachers;
- j. build and strengthen partnership with all GAD Focal Point Persons in the Department, the Philippine Commission on Women (PCW), National Economic and Development Authority (NEDA), Department of Budget and Management (DBM), GAD-nongovernment organizations (NGOs) and other partners; and
- k. coordinate GAD efforts of all offices/units.
- 4. The GFPS chairperson or head shall approve GAD plans and budgets of the office and shall submit to the CO-GAD Focal Point Person and shall also spearhead the Implementation of the plan. He/She shall also designate a Secretariat and M&E Team for GAD. The Secretariat shall provide administrative support to the GFPS, document GAD activities and minutes of meeting, assist in the

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preparation of GAD plan and accomplishment reports and in the conduct of GAD activities, programs and projects. The M&E Team shall lead the gender audit and evaluation of all GAD PPAs.

- 5. All RDs and SDSs shall be guided by the provisions of this DepEd Order in the establishment of GFPS in their offices. They shall submit to the CO GAD Focal Point Persons the composition and members of the local GFPS.
- 6. Immediate dissemination of and strict compliance with this Order is directed.

BR. ARMIN A. LUISTRO FSC Secretary

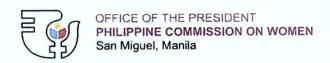
#### Reference:

DepEd Order: (No. 63, s. 2012)

To be indicated in the <u>Perpetual Index</u> under the following subjects:

COMMITTEES
PROGRAMS
PROJECTS
POLICY
RULES & REGULATIONS
SCHOOLS

R-MCR/<u>DM-GAD</u> 0034/ January 18, 2013/1-28-13/5-2-13/6-4-13



MEMORANDUM CIRCULAR NO. 2011-01

Date: October 21, 2011

TO:

All Government Departments, including their Attached Agencies, Offices, Bureaus, State Universities and Colleges (SUCs), Government-Owned and Controlled

Corporations (GOCCs), and All Other Government Instrumentalities

SUBJECT:

**GUIDELINES FOR THE CREATION, STRENGTHENING, AND** 

INSTITUTIONALIZATION OF THE GENDER AND DEVELOPMENT (GAD) FOCAL

POINT SYSTEM

#### 1. PURPOSE

- 1.1. To provide guidelines and procedures for the establishment, strengthening, and institutionalization of the GAD Focal Point System (GFPS) in constitutional bodies, government departments, agencies, bureaus, SUCs, GOCCs and all other government instrumentalities; and
- 1.2. To clarify the roles and responsibilities, composition and structure of the GFPS to enable it to function as a mechanism for catalyzing and accelerating gender mainstreaming in the agency towards the promotion of Gender Equality and Women's Empowerment.

#### 2. POLICY GUIDELINES

- 2.1. Pursuant to Section 36 of Republic Act No. 9710, otherwise known as the Magna Carta of Women (MCW), all government departments, including their attached agencies, offices, bureaus, state universities and colleges, government —owned and —controlled corporations, local government units and all other government instrumentalities shall adopt gender mainstreaming as a strategy to promote women's human rights and eliminate gender discrimination in their systems, structures, policies, programs, processes, and procedures;
- 2.2. Section 37-C of the Implementing Rules and Regulations (IRR) of the MCW provides that all concerned government agencies and instrumentalities mentioned above shall establish or strengthen their GFPS or a similar GAD mechanism to catalyze and accelerate gender mainstreaming within the agency.

#### 3. DEFINITION OF TERMS

For the purpose of this circular, the following terms are defined:

- 3.1. Gender and Development (GAD) refers to the development perspective and process that is participatory and empowering, equitable, sustainable, free from violence, respectful of human rights, supportive of self-determination and actualization of human potentials. It seeks to achieve gender equality as a fundamental value that should be reflected in development choices and contends that women are active agents of development, not just passive recipients of development;
- 3.2. Gender Analysis refers to a framework to compare the relative advantages and disadvantages faced by women and men in various spheres of life, including the family, workplace, school, community and political system. It also takes into account how class, age, race, ethnicity, culture, social and other factors interact with gender to produce discriminatory results:
- 3.3. Gender Audit refers to a form of "social audit" or "quality audit" which determines whether the organization's internal practices and related support systems for gender mainstreaming are effective, reinforcing each other and are being followed. This tool or process assists organizations in establishing a baseline, identifying critical gaps and challenges, and recommending ways of addressing them;

- 3.4. Gender Equality refers to the principles asserting the equality of women and men and their right to enjoy equal conditions realizing their full human potentials to contribute to and benefit from the results of development, and with the State recognizing that all human beings are free and equal in dignity and rights;
- 3.5. GAD Focal Point System is an interacting and interdependent group of people in all government instrumentalities tasked to catalyze and accelerate gender mainstreaming. It is a mechanism established to ensure and advocate for, guide, coordinate, and monitor the development, implementation, review and updating of their GAD plans and GAD-related programs, activities and projects (PAPs);
- 3.6. Gender Mainstreaming refers to the strategy for making women's as well as men's concerns and experiences an Integral dimension of the design, implementation, monitoring, and evaluation of policies, programs and projects in all social, political, civil, and economic spheres so that women and men benefit equally. It is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs in all areas and at all levels;
- 3.7. GAD Plan and Budget is a systematic approach to gender mainstreaming, carried out by all government instrumentalities, through the annual development and implementation of programs, activities and projects and addressing gender issues and concerns in their respective organizations, sectors and constituencies by utilizing at least 5% of their total budget allocation;
- 3.8. Performance-Based Budgeting is an approach to budgeting which involves a review of the agencies' existing budgetary programs and projects to ensure that these support their core mandated functions and produce the targeted outcomes and outputs;
- 3.9. Rights-Based Approach refers to the recognition of every human being both as a person and as a right-holder. It strives to secure the freedom, well-being and dignity of all people, everywhere, within the framework of essential human rights standards, principles, duties and obligations;
- 3.10. Women's Empowerment is a goal of and an essential process for women's advancement. It is the process and condition by which women mobilize to understand, Identify and overcome gender discrimination so as to achieve equality in welfare and equal access to resources. In this context, women become agents of development and not just beneficiaries enabling them to make decisions based on their own views and perspectives.

#### 4. GENERAL GUIDELINES

- 4.1. The heads of agencies shall issue appropriate directives to institutionalize the creation of the GFPS in their respective agencies;
- 4.2. Agencies with existing GFPS or similar mechanisms shall reconstitute and strengthen said mechanisms based on the provisions of RA 9710, its IRR and this Memorandum Circular;
- 4.3. The tasks and functions of the members of the GFPS shall form part of their regular key result areas and work plans and shall be given due consideration during performance evaluation;
- 4.4. Agencies shall develop GAD capacity development programs that support continuing gender education, updating and enhancing skills customized according to the functions of the GFPS, to be integrated in the regular agency Human Resource Development Plan. These capacity development programs may include gender sensitivity, gender analysis, gender-responsive planning and budgeting and gender audit, among others;
- 4.5. Agencies shall conduct periodic monitoring and evaluation of their GFPS and shall undertake measures to address possible issues hindering the performance of their functions in accordance with the MCW and other GAD-related laws, policies and plans; and
- 4.6. Funds shall be allocated for programs, activities and projects to support the organization, management and operations of the GFPS, to be charged to the agency's GAD budget.

#### 5. SPECIFIC GUIDELINES

#### 5.1 Structure and Composition of the GFPS

a. The GFPS shall be composed of the Agency Head and Executive Committee (ExeCom), and a Technical Working Group (TWG). (Refer to Figure 1). The head of agency may designate an Undersecretary or its equivalent to head the GFPS Executive Committee.

The existing executive committee or its equivalent highest policy making body may concurrently serve as the GFPS executive committee. In this case, the head of agency may designate an alternate Chair.

The Technical Working Group (TWG) may be chaired by a member of the ExeCom; or the head of the agency may designate a Chair outside of the ExeCom. The TWG shall be composed of representatives from various divisions or offices from both operations and support units within the agency, such as but not limited to planning, finance, human resource, senior technical officer from each bureau/division/office and where feasible, the statistics and management information office and/or whichever is applicable in the organization.

The Technical Working Group may designate a secretariat.

- b. The structure and composition of the GAD Focal Point System may be modified based on the organizational structure of the agency or office. When necessary, the membership may be reconstituted in accordance with item (a) above.
- c. Regional Offices, bureaus and attached agencies may follow the structure of their mother agency or have a modified structure, which may, at a minimum, be composed of a TWG headed by a director or its equivalent.
- d. For SUCs, the GFPS shall create a TWG composed of the heads or deans of the different colleges or other campuses, policy and planning, budget, finance, human resource, research and extension offices and representatives from the students and the faculty. The GFPS shall be chaired by the highest official or her/his designate.

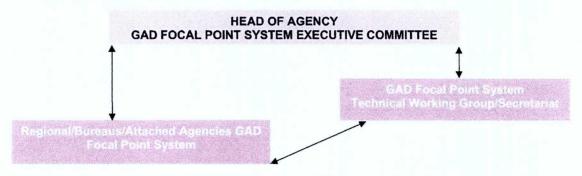


FIGURE 1: GAD FOCAL POINT SYSTEM STRUCTURE

#### 5.2 Functions of the GAD Focal Point System

The GFPS shall perform the following functions:

- a) Lead in mainstreaming gender perspective in agency/department policies, plans and programs. In the process, they shall ensure the assessment of the gender-responsiveness of systems, structures, policies, programs, processes, and procedures of the agency based on the priority needs and concerns of constituencies and employees and the formulation of recommendations including their implementation;
- Assist in the formulation of new policies such as the GAD Code in advancing women's status, such as in the case of LGUs;
- Lead in setting up appropriate systems and mechanisms to ensure the generation, processing, review and updating of sex-disaggregated data or GAD database to serve as basis in performance-based gender responsive planning;
- d) Coordinate efforts of different divisions, offices, units of the agency and advocate for the integration of GAD perspectives in all their systems and processes;

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- e) Spearhead the preparation of the agency annual performance-based GAD Plans, Programs and Budget in response to gender issues of their constituencies and clients and in the context of their agency mandate, and consolidate the same following the format and procedure prescribed by the PCW, DBM and NEDA in the Joint Circular 2012-1. The GFPS shall likewise be responsible for submitting the consolidated GAD Plans and Budgets of the department/agency, and as needed, in responding to PCW's comments or requests for additional information.
- f) Lead in monitoring the effective implementation of GAD-related policies and the annual GAD Plans, Programs and Budget;
- g) Lead the preparation and consolidation of the annual agency GAD Accomplishment Report and other GAD Reports that maybe required under the MCW;
- Strengthen the external link with other agencies or organizations working on women's rights and gender and development to harmonize and synchronize GAD efforts at various levels of governance;
- Promote and actively pursue the participation of women and gender advocates, other civil society groups and private organizations in the various stages of the development planning cycle, giving special attention to the marginalized sectors; and
- j) Ensure that all personnel of the agency including the finance officers (e.g. accountant, budget officer, auditors) are capacitated on GAD. Along this line, the GFPS will recommend and plan an appropriate capacity development program on gender and development for its employees as part of and implemented under its regular human resource development program.

#### 5.3 Roles and Responsibilities

#### a. The GFPS Chairperson or Head of Agency shall:

- Issue policies or other directives that support GAD mainstreaming in the policies, plans, programs, projects and activities, budget, systems and procedures of the agency including the creation, strengthening, modification or reconstitution of the GFPS; and
- Approve the GAD Plan, Program and Budget of the agency as duly endorsed by the Executive Committee, with the assistance of the Technical Working Group, and ensure its implementation.

#### b. The Executive Committee shall:

- Provide direction and give policy advice to the Agency Head to support and strengthen the GFPS and agency's GAD mainstreaming activities;
- Direct the Identification of GAD strategies, programs, activities and projects based on the results of the gender audit, gender analysis and according to the Identified priorities of the agency in response to the gender issues faced by its clients and employees;
- iii. Ensure the timely submission of the agency GAD Plan and Budget, Accomplishment Report and other GAD-related reports to the PCW and to DBM;
- iv. Ensure the effective and efficient implementation of the agency GAD programs, activities and projects and the judicious utilization of the GAD Budget;
- Build and strengthen the partnership of the agency with PCW, GAD experts, advocates, women's groups and other stakeholders in pursuit of gender mainstreaming;
- vi. Recommend approval of agency GAD Plans and Budgets and GAD ARs; and
- Recommend awards or recognition to outstanding institutional GAD programs, activities and projects and /or GAD FP members.

#### c. The Technical Working Group (TWG) or Secretariat shall:

 Facilitate the implementation of the gender mainstreaming efforts of the agency through the GAD planning and budgeting process;  Formulate agency GAD Plans, Programs and Budget in response to the gender gaps and issues faced by their clients and constituencies, women and men employees, following the conduct of a gender audit, gender analysis, and/or review of sex disaggregated data;

- iii. Assist in the capacity development of and provide technical assistance to the agency, and as needed, to officers in the other offices or units. In this regard, the TWG shall work with the human resource development office on the development and implementation of an appropriate capacity development program on gender equality and women's empowerment for its employees, and as requested or deemed necessary, for other offices under the Department or Agency, as the case may be;
- iv. Coordinate with the various units of the agency including its regional and attached agencies and ensure their meaningful participation in GAD strategic and annual planning exercises. The TWG of the GFPS of the central agency shall coordinate with the GFPS of its attached agencies, bureaus and regional offices especially on the preparation, consolidation and submission of GAD Plans and Budgets;
- Lead the conduct of advocacy activities and the development of IEC materials to ensure critical support of agency officials, staff and relevant stakeholders to the activities of the GAD Focal Point System and GAD mainstreaming activities;
- vi. Monitor the Implementation of GAD-related programs, activities and projects in their respective offices and suggest corrective measures to improve implementation of GAD PAPs and GFPS activities;
- vii. Prepare and consolidate agency GAD accomplishment reports; and
- viii. Provide regular updates and recommendations to the head of agency or ExeCom on the activities of the GFPS and the progress of agency GAD mainstreaming activities based on the feedback and reports of the various units of the agency.

#### 6. The Philippine Commission on Women shall:

- Serve as the over-all monitoring body and oversight to ensure the implementation of the GFPS Policy and call for the compliance of such;
- b. Develop a database and profile of all GFPS in the Philippines;
- Recognize deserving and good performing agency GFPS thru an incentives and awards system; and
- d. Support capacity development of GFPS through training, technical assistance, and or referral of agencies to gender experts, advocates, practitioners and institutions on gender sensitivity, gender audit, gender analysis, gender-responsive planning and budgeting, project design and implementation and institutional strengthening, among others.

#### 7. EFFECTIVITY

All existing GFPS shall henceforth be guided by the provisions of this Circular effective immediately.

By Authority of the Board,

Kindins J. Rikken

REMEDIOS I. RIKKEN

Chairperson