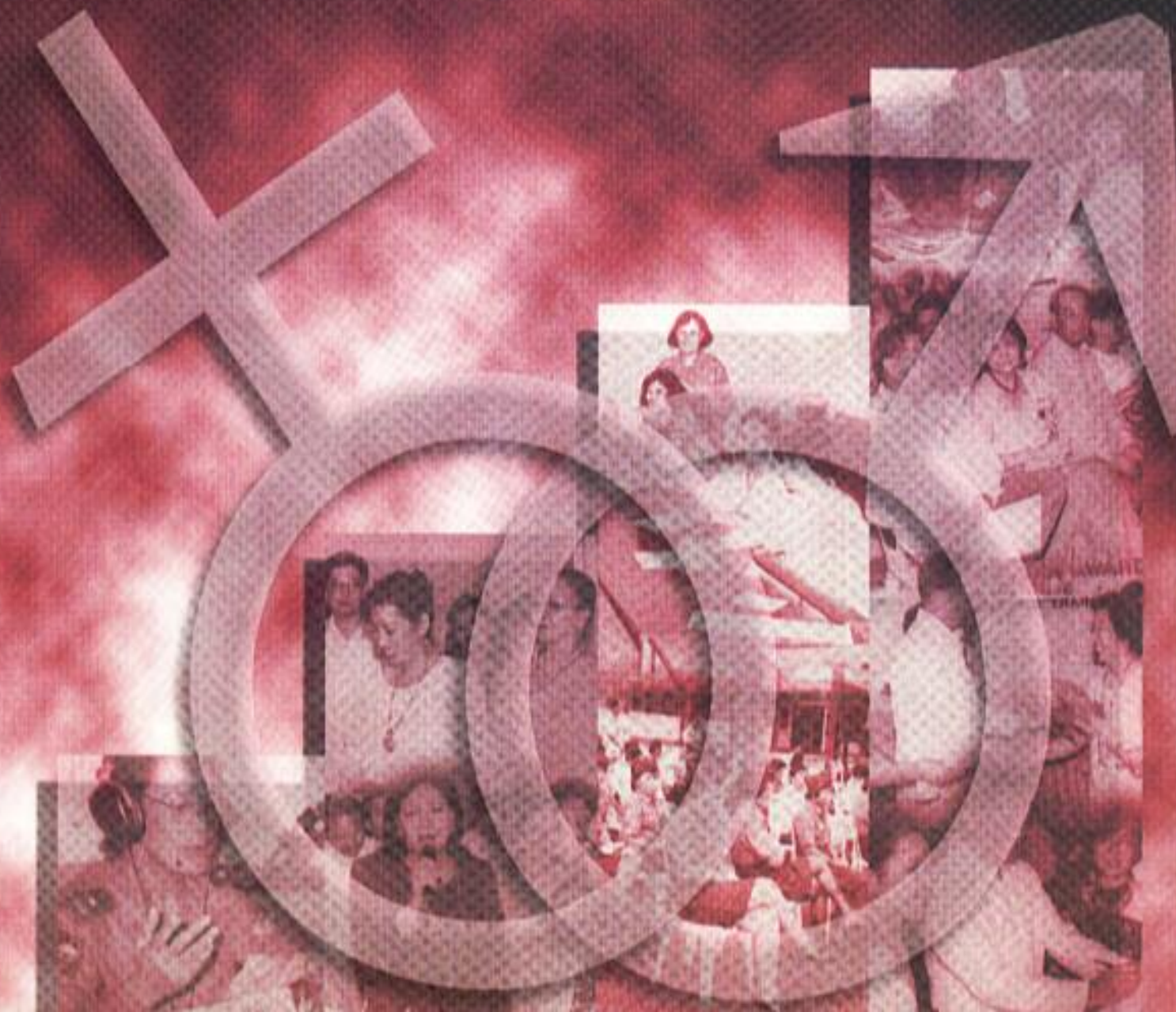


BOOK

2


APPLYING THE TOOL TO ASSESS GENDER MAINSTREAMING



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Manila, Philippines

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***APPLYING THE TOOL
TO ASSESS GENDER
MAINSTREAMING
AMONG AGENCIES***

Acronyms

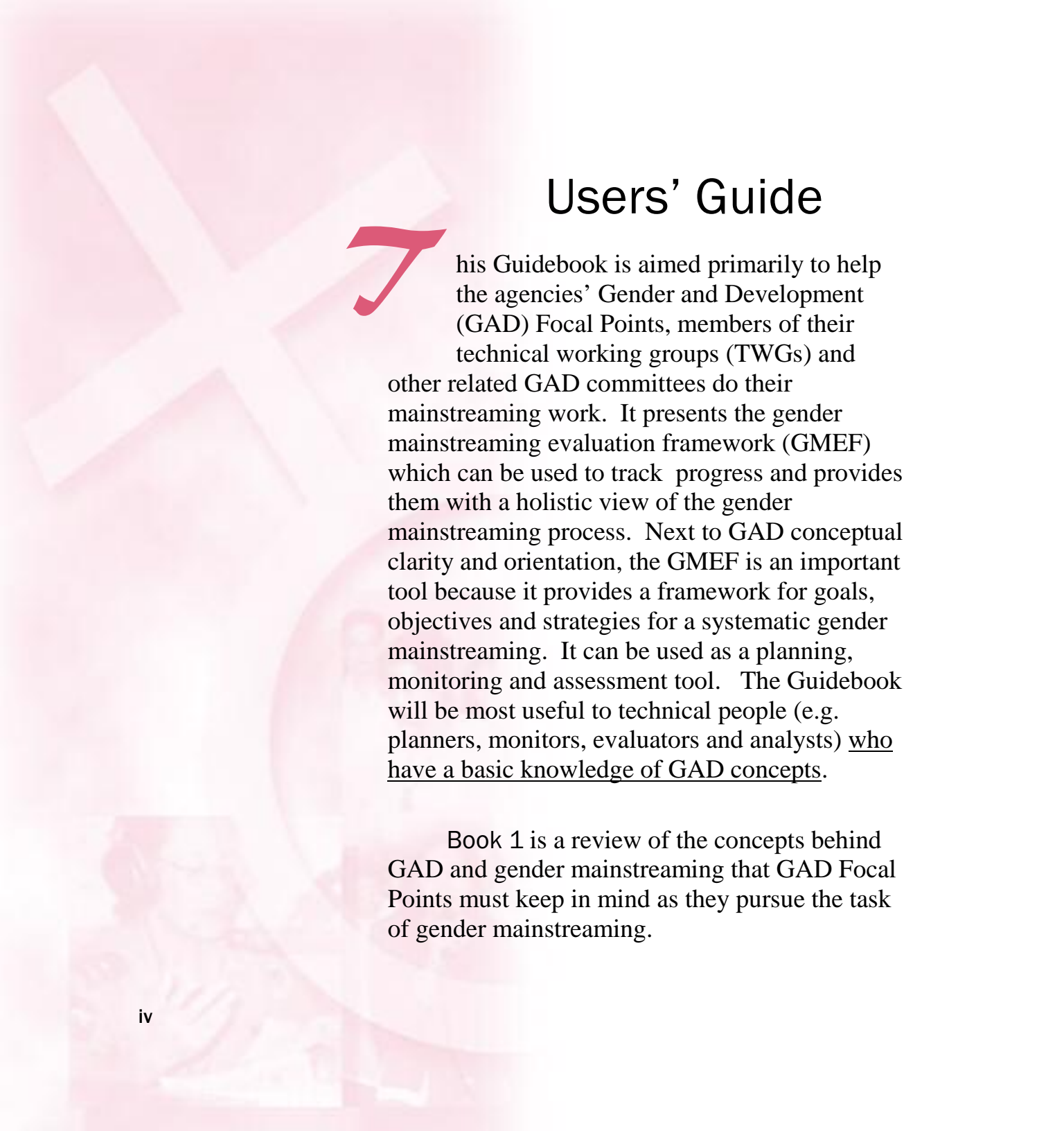
CO	Central Office
GAD	Gender and Development
GMEF	Gender Mainstreaming and Evaluation Framework
GST	Gender Sensitivity Training
GRP	Gender-Responsive Planning
IEC	Information, Education and Communication
KRAs	Key Result Areas
MC	Memorandum Circular
NCRFW	National Commission on the Role of Filipino Women
NGOs	Non-Government Organizations
ODA	Official Development Assistance
PPGD	Philippine Plan for Gender Responsive Development
PPA	Programs, Projects and Activities
RA	Republic Act
TWG	Technical Working Group
SO	Special Order
RO	Regional Office

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Users' Guide



This Guidebook is aimed primarily to help the agencies' Gender and Development (GAD) Focal Points, members of their technical working groups (TWGs) and other related GAD committees do their mainstreaming work. It presents the gender mainstreaming evaluation framework (GMEF) which can be used to track progress and provides them with a holistic view of the gender mainstreaming process. Next to GAD conceptual clarity and orientation, the GMEF is an important tool because it provides a framework for goals, objectives and strategies for a systematic gender mainstreaming. It can be used as a planning, monitoring and assessment tool. The Guidebook will be most useful to technical people (e.g. planners, monitors, evaluators and analysts) who have a basic knowledge of GAD concepts.

Book 1 is a review of the concepts behind GAD and gender mainstreaming that GAD Focal Points must keep in mind as they pursue the task of gender mainstreaming.

Book 2 is the core of the Guidebook. It describes the gender mainstreaming evaluation framework. It identifies the stages of gender mainstreaming and major entry points. A step-by-step guide illustrates how each agency may track and assess the progress and status of its gender mainstreaming initiatives using the GMEF tool.

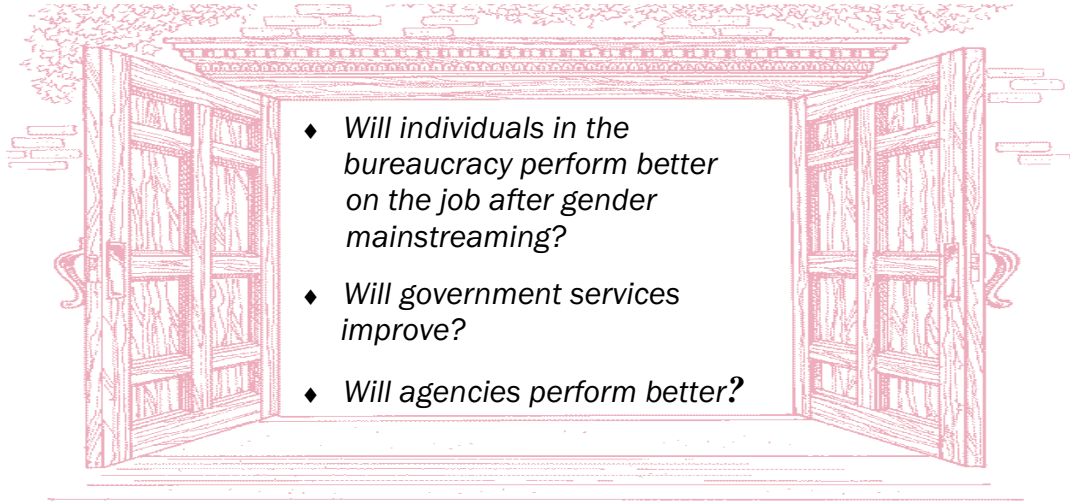
Book 3 relates actual experiences of selected agencies as they address the challenge of gender mainstreaming. It presents issues that were encountered, and how these agencies were able to manage them. It also shows how the agencies were able to adapt the GMEF into their own organizational systems, and facilitated mainstreaming in the process.



The Gender Mainstreaming Evaluation Framework



Top management of most government agencies usually poses these critical questions before they give the go-signal to implement GAD-related programs, projects and activities:



GAD advocates and proponents are thus challenged to provide data that will convince them to give gender mainstreaming a chance. They must show that as an intervention, it can result in more responsive processes and services for its clients and beneficiaries and an overall enhanced effectiveness of the organization.

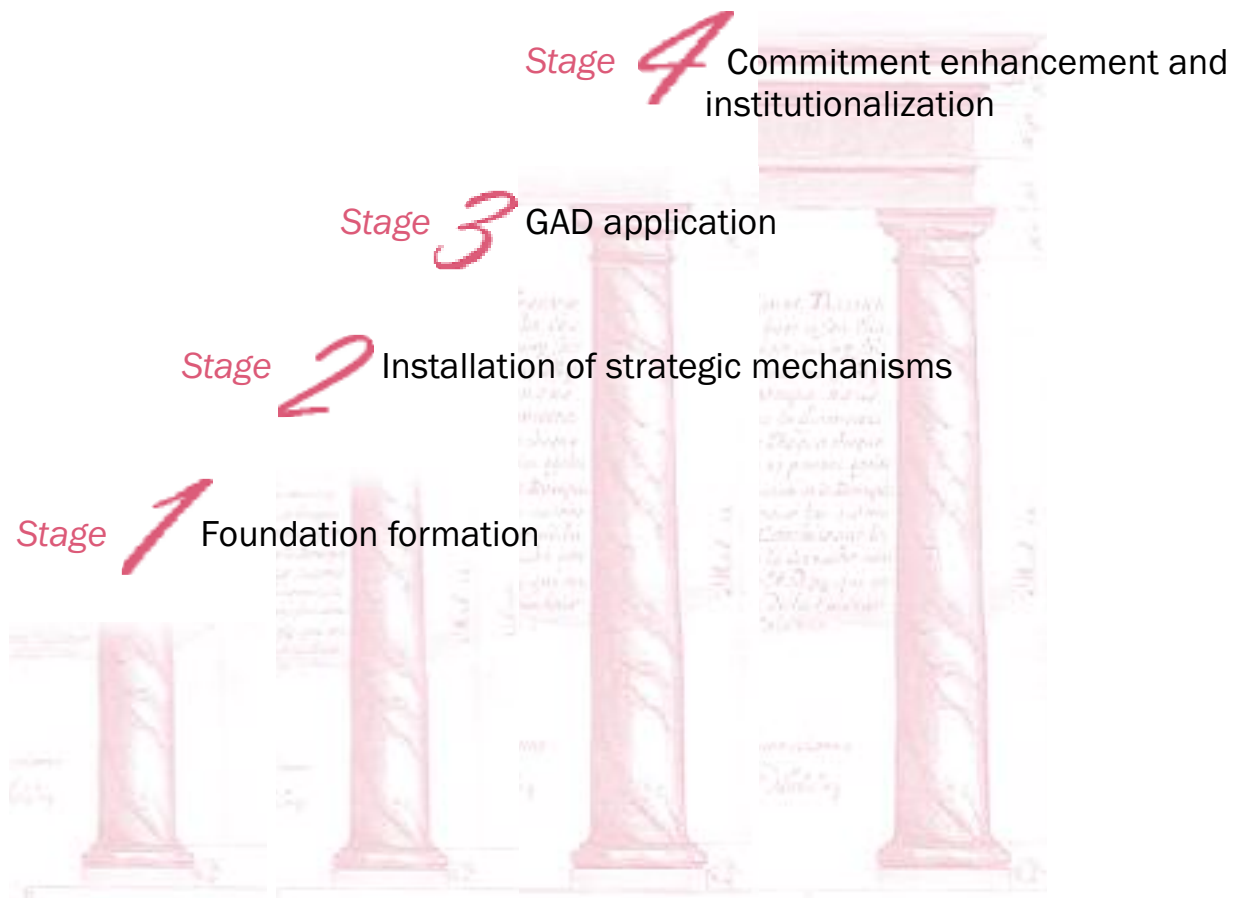
The Gender Mainstreaming Evaluation Framework (GMEF) is developed to guide users in understanding the processes and context of gender mainstreaming as it is implemented within an organization and to help them acquire a holistic view of the mainstreaming process. It is a framework that shows how far agencies have moved forward, stepped backward, or remained basically in the same stage as they go about their mainstreaming work.

The GMEF is also a guide that agencies can use to assess their progress in gender mainstreaming, helping them identify what are the next steps to be done as they go through the process. The GMEF, however, is basically an assessment tool and is not meant to be used as an evaluation tool. This is because GMEF will not adequately capture qualitative aspects of evaluation of the agencies' gender mainstreaming efforts. As an approach, it is clearly defined by its four stages of mainstreaming:

Stages of Gender Mainstreaming

During each of these stages, a series of activities, tasks and decisions are made by the agencies. These are the descriptors that illustrate what stage a particular agency is in its mainstreaming effort.

In some stages, decisions may be influenced by outside institutions or individuals such as the national government, the NCRFW or nongovernment organizations. In other stages, activities and tasks are a result of strategic and operational plans



mapped out by the GAD Focal Points or technical working groups (TWGs). Certain individuals may also act as either facilitators or inhibitors who may prove instrumental to the success or failure of GAD initiatives. The process of gender mainstreaming may move back and forth between the stages. Although, in the long run, the expected movement must be forward.

Stage

1

Foundation formation

The challenge at the onset of any change effort is getting people to understand, appreciate and imbibe the need for change. Gender mainstreaming is no exception. So the first order of business is to set the foundation for it. An agency's decision to incorporate GAD is made usually to implement RA 7192 or the Women in Nation Building Act. Measures adopted to support this are:

- ♂ issuing broad statements by top management expressing support for GAD and its concepts;
- ♂ reviewing existing policies, both addressing the agency's personnel and its clients, to determine their gender responsiveness;
- ♂ allocating budget to fund GAD-related activities; and
- ♂ evaluating and analyzing the organization's potentials for incorporating GAD in its programs and projects.

It is during this initial stage that the agency's level of gender awareness is heightened. Moreover, this stage sets the tone for appreciating the value-added in committing to GAD as one of the priority








Stage 2 *Installation of strategic mechanisms*

This stage marks the organizational transition of the agency toward gender mainstreaming. Some of the strategic mechanisms established by top management to support it are:

- ♂ **GAD Focal System and TWGs who serve as the planners and implementors of gender mainstreaming;**
- ♂ **GAD plans that spell out the agency's visions and goals with regard to gender mainstreaming, translate and incorporate GAD into actual programs and projects and set the direction of its mainstreaming efforts;**
- ♂ **identification of institutional mechanisms, such as funding and staff, to be tapped in implementing GAD programs and projects; and**
- ♂ **issuance of policies and guidelines to hasten gender mainstreaming in the agency.**

GAD application

This is the period where GAD-related activities are consolidated for more impact. It usually happens after the GAD plan is mapped out and the institutional mechanisms are installed. Interventions to achieve gender mainstreaming cease to be sporadic and uncoordinated, but become more strategic in terms of number and quality. Some of these interventions are:

-  integration of the interventions in the Key Result Areas of the agency and in the performance contracts of its officials;
-  ensuring that the agency's flagship programs address gender issues;
-  GAD training programs that are more focused and particular to the needs of the sponsors, advocates and targets of change;
-  GAD interventions are undertaken not only by the central offices but by regional offices and attached agencies; and
-  the use of "gender lens" by field workers to develop, analyze and evaluate programs and projects.

Stage

3

This is also the stage when the outcome of gender mainstreaming may be examined and compared with the agency's status before the change was introduced. It is possible to identify a period after implementation when the GAD interventions start to have an impact on the behaviors and norms of the people within the agency and among its clientele. This is also true with regard to their effect on organizational structures, traditional operating practices, level of productivity and morale or patterns of relationships among the targets of change. Through this identification and analysis, other agencies that still doubt the impact of gender mainstreaming can see bottom-line results that support its merit.

Stage 4

Commitment enhancement and institutionalization

This stage is the full realization and implementation of gender mainstreaming. At the same time, it also challenges agencies to continuously evaluate and improve their efforts. After all, the long-term goal is to improve government's ability to respond to gender issues and concerns. By this time, agencies are implementing the following:

- ♂ policies and procedures are constantly modified and improved to make them gender responsive;
- ♂ GAD programs and projects are constantly introduced, evaluated and enhanced to sustain the mainstreaming effort; and
- ♂ the accountability of sustaining the gains of mainstreaming is accepted and claimed as a commitment of everyone in the agency.

Entry Points of Gender Mainstreaming

There are four possible entry points in gender mainstreaming. These are policy, people, enabling mechanisms and programs and projects. They are not in any order of importance. The agency has the option on what entry point to use first. It may also adopt strategies that characterize more than one entry point.

Policy

This refers to official statements and pronouncements of support for gender mainstreaming issued by the agency. These may be in the form of memoranda, executive orders or specific guidelines. The agency, through these issuances, has at least recognized and accepted gender mainstreaming as a critical and legitimate concern, even if in broad or general terms.



People

Stakeholders are the people on whose shoulders fall the task of gender mainstreaming. There are four distinct roles (Conner, 1992) that stakeholders assume:

- ♂ **The sponsor** - “the individual or group who has the power to sanction or legitimize change. Sponsors consider the potential changes facing an organization and assess the dangers and opportunities these transitions reflect. They decide which changes will happen,

communicate the new priorities to the organization, and provide the proper reinforcement to assure success. Sponsors are responsible for creating an environment that enables these changes to be made on time and within budget.”

In gender mainstreaming, the sponsors are the heads of agencies. They express support for it by issuing policies or installing the necessary enabling mechanisms, such as the release of funds.



The change agent - “the individual or group who is responsible for actually making the change. The agent’s success depends on the ability to diagnose potential problems, develop a plan to deal with these issues, and execute the change effectively.”

Change agents in gender mainstreaming are the Focal Points and the officers and members of the TWGs of agencies. They are critical in its success because they are its planners and implementors.



The target - “the individual or group who must actually change. The term target is used because these people are the focus of the change effort and play a





crucial role in the short and long term success of a project. To increase the likelihood of success, they must be educated to understand the changes they are expected to accommodate and they must be involved in the implementation process.”

People in the bureaucracy, the field workers and the clients of the different agencies serve as the targets of gender mainstreaming. Officials and members of the bureaucracy are given gender sensitivity training programs to engage them in the effort.



The advocate - “the individual or group who wants to achieve a change but lacks the power to sanction it.”

The National Economic and Development Authority and the NCRFW may be considered as change advocates in this case. They monitor how gender mainstreaming is carried out by the agencies and they don’t have the power to sanction it.



Enabling mechanisms

The success of any gender mainstreaming effort depends to a large extent on the resources allocated to it. This refers to the systems and mechanisms installed in the agencies and the funds

allocated for GAD activities. The NCRFW made sure that some funds are set aside for gender mainstreaming through a provision in the General Appropriations Act. More popularly known as the GAD Budget, this measure mandated all government entities to allocate a minimum of five percent of their total budget for each year for gender responsive programs, projects and activities.



Programs, projects and activities

Policy and top management support for gender mainstreaming is best reflected in the agency's programs, projects and activities. The flagship programs of most agencies are usually strategic entry points for implementing a GAD initiative. Some of these programs are the *Gintong Ani* of the Department of Agriculture, the Community-Based Forestry Management Program of the Department of Environment and Natural Resources, and the programs for overseas and local employment, labor relations and workers' protection of the Department of Labor and Employment.



The Gender Mainstreaming Evaluation Framework (GMEF)

The GMEF, a guide for assessing the progress of gender mainstreaming efforts is a matrix of five columns and 20 rows. It identifies the major entry points and stages of gender mainstreaming.

The Columns

The first column represents the four stages of gender mainstreaming. It also identifies the objectives for each stage of the mainstreaming process:

- ◆ Foundation Formation
- ◆ Installation of Strategic Mechanisms
- ◆ GAD Application
- ◆ Commitment Enhancement and Institutionalization

The remaining columns correspond to the four entry points of gender mainstreaming:

- ◆ Policy
- ◆ People
- ◆ Enabling mechanisms
- ◆ Programs, projects and activities

The Rows

The rows contain descriptors of each entry point for every stage of gender mainstreaming.

The Descriptors

The descriptors have both vertical and horizontal correlations. Vertically, they show the agency's progress from the first stage (Foundation Formation) to the last stage (Commitment Enhancement and Institutionalization) of gender mainstreaming. Horizontally, they indicate how each entry point enhances or contributes to the attainment of the objectives of a specific stage of gender mainstreaming. For example, the descriptors in Stage 1 in all entry points lead to raising people's awareness on GAD and the generation of support for gender mainstreaming.

The Tool as Instrument to Assess the Progress of Gender Mainstreaming

The framework earlier presented is translated into a tool to simplify the process of examining the mainstreaming interventions at the agency level. The tool has two major parts, Part I of which is designed to assess the magnitude of mainstreaming efforts pursued by the agency including its attached units and bureaus. Part II provides the instructions for consolidating the results of the assessment.

Part I: *The Self-Assessment Questionnaire*

While there were significant gains with some agencies in their gender mainstreaming efforts, most of the other agencies hardly moved beyond the first stage and frequently lack practical tools to incorporate gender issues into their agencies' PPAs. The self-assessment, therefore, aims to identify strengths and developmental areas of gender mainstreaming efforts of the agencies. The results of which can be used as a guide in developing the necessary interventions and steps to further pursue gender mainstreaming.

The self-assessment may be administered by the agency's GAD Focal Point or members of the GAD TWGs to key technical people (e.g. planners, monitors, evaluators or analysts) who are tasked to monitor and assess the GAD PPAs or those who want to know how to introduce or hasten the mainstreaming process in their agencies. The GAD Focal Points or TWG members, then, will process the results of the assessment and feedback to top management.

The use of the GMEF tool as a basis for agency operational planning is seen to be a useful strategy. As a measure of gender mainstreaming efforts, agencies may enhance it by “customizing” or modifying the descriptors according to its own level of experience.

Below is a list of statements that refer to possible gender mainstreaming interventions. If these have been done in your agency, kindly check the APPROPRIATE BOX. You can also provide additional data to support your response for some of the statements.

Gender Mainstreaming Activities/Efforts

1. Our Agency issued clear policies in support of GAD activities. (e.g. inclusion of GAD in project or program planning)

YES

NO

Please enumerate the policies issued so far:

Type (MC, SO, etc.)	Policy	Date Issued

2. We have included gender mainstreaming targets in our Key Result Areas (KRAs).

YES

NO

If yes, please identify the KRAs in which GAD has been integrated:

3. We have formalized the assignment of key people to be our Focal Point and spearhead our GAD undertakings.

YES

NO

If yes, please attach a copy of the SO or MC that formalized the Creation of the GAD Focal Point.

4. We have developed specific guidelines on how to mainstream gender in our work. (e.g. integration of GAD in project development process)

YES

NO

If yes, please enumerate these specific guidelines:

Date Issued	Title of Description of the Guidelines

If none, what hinders you from developing such guidelines?

5. These guidelines are adopted and followed by concerned units in our Agency.

YES

NO

If yes, how have these been useful?

If no, please explain why:

6. We have identified a unit in our Agency who will be responsible in ensuring that women's concerns are integrated in the planning and project development process of the Agency both at the local and national level.

YES

NO

If yes, please specify the assigned unit: _____

7. We have established a set of indicators/standards that our staff use in planning and implementing gender responsive programs and projects.

YES

NO

If yes, please enumerate these indicators/standards:

8. We have issued specific policies pertaining to the women in our Agency (e.g. policies on sexual harassment, etc).

<input type="checkbox"/>	<input type="checkbox"/>
YES	NO

9. We formulate new policies based on sex-disaggregated data.

<input type="checkbox"/>	<input type="checkbox"/>
YES	NO

If yes, please enumerate these policies:

10. GAD is already integrated in our policy framework agenda.

<input type="checkbox"/>	<input type="checkbox"/>
YES	NO

Please describe this policy framework agenda.

11. We have reviewed our existing policies to determine if they are gender-responsive and are not discriminatory to women.

YES

NO

If yes, please briefly state the basis of such review:

12. We have a policy to ensure that our programs and projects are not gender-biased.

YES

NO

If yes, please state the policy/policies:

13. Our TOP MANAGEMENT is supportive to our gender mainstreaming efforts.

YES

NO

If yes, please describe the kind of support extended by your Top Management:

14. We have conducted gender sensitivity training programs in our office.

 YES NO

15. Our GAD Focal Points are very active in performing their tasks of initiating, coordinating and monitoring GAD-related activities.

 YES NO

Please list down activities which have been undertaken by your Focal Points:

Activities	Date Done

How effective is the creation of your Focal Point in promoting gender mainstreaming?

16. We have special benefits for the women in our Agency.

YES

NO

If yes, please enumerate the benefits your women are receiving from your Agency?

17. Women in our Agency occupy strategic positions.
(i.e. decision-makers)

YES

NO

Please identify the number of employees in the following position:

Position	No. of Men		No. of Women		% of Women
	CO	RO	CO	RO	
Top Management					
Middle Management					
Technical Staff					
Administrative Staff					
Others					

CO—Central Office; RO - Regional Office

18. Women are normally consulted in planning new programs in our office.

YES

NO

If yes, please indicate the mechanisms by which you consulted them.

19. Our staff are familiar and trained with the use of various tools and techniques in gender mainstreaming such as GRP, etc.

YES

NO

If yes, please enumerate the GAD-related training programs you have undertaken:

Title of the Program	No. of Times Conducted	Type of Training		Attendees	
		In-House	Outside	Number	Position

20. We have organized women's group among our target clientele.

YES

NO

Please enumerate the women's group the Agency has organized:

Group	Purpose of organizing them

21. More women in our agency assume key roles and responsibilities in implementing, monitoring and evaluating our projects and programs.

YES

NO

22. We provide and conduct GAD-related training to our target beneficiaries and clients.

YES

NO

Please enumerate the GAD-related training programs you have implemented for your clients:

Date	Title of the Program	No. of Times Conducted	Attendees	
			Number	% Benefited

23. We address the needs of our women clients through our projects and programs.

YES

NO

Please identify your Agency's main clients/target (women and men) beneficiaries:

Target	Assistance Provided

24. We have a system to evaluate the impact of gender-responsive programs on our women beneficiaries.

YES

NO

If yes, please describe the system of evaluation being used:

25. We maintain sex-disaggregated database in our programs and projects.

YES

NO

If yes, please list down these programs and projects:

26. We have issued situationers on women clients and employees in our specific sector.

YES

NO

If yes, please enumerate them:

27. We have developed tools and materials that will help mainstream GAD in work specifically in our programs and projects.

YES

NO

Please specify these tools and materials:

28. We have conducted strategic planning on how to mainstream GAD in our work.

YES

NO

If yes, please attach a copy of your Strategic Plan.

29. Our office has allocated special budget for gender mainstreaming activities.

YES

NO

Please indicate your budget allocation for GAD activities for the last 3 years:

Allocation	Utilization	Year

30. We have already installed a system to enforce and monitor the allocation of 5-30% of ODA funds for gender mainstreaming.

YES NO

31. We have utilized a minimum of 5% of the total agency budget for GAD-related activities.

YES NO

If not, please state the reasons why:

32. Our funds are allocated and used for activities to strengthen institutional mechanisms.

YES NO

33. Our GAD funds are utilized based on the activities indicated in our strategic plan.

YES NO

34. Our budget proposal is incorporated in our agency's present baseline budget.

YES NO

35. We have a network of resource persons, institutions and NGOs as partners in our GAD-related activities.

YES NO

Please attach a list.

36. We have developed a database of these partner institutions and have working relationships with them.

Please enumerate your partner organizations:

YES

NO

Organization	Type of Undertakings/Activities

37. We normally attend GAD conferences and seminars to update our skills and acknowledge as well as to broaden our network.

YES

NO

Please enumerate the seminars/conferences you have attended:

Name of Conference	Participants	Date

38. List down other GAD-related activities which you might have undertaken but not covered by this questionnaire. (e.g. GAD activities implementing international treaties, PPGD and other laws and policies on women and GAD)

Part II: *The Scoring Guide*

After the self-assessment, you have already generated enough information on the magnitude of mainstreaming efforts pursued by your agency. The following steps will help you assess the progress of your mainstreaming efforts and situate where your agency is in the gender mainstreaming process:

1. Get hold of the score sheet (See ***Illustration 1***), the GMEF descriptors and the results of the self-assessment survey.
2. Using the GMEF descriptors and the results of the self-assessment survey, mark the appropriate cell of the score sheet where accomplishments of your agency are located. If your agency is able to implement one or more of the descriptors specified under a specific stage, assign one (1) point to it. If not, assign zero. (See ***Illustration 2 for the Sample Score Sheet***)
3. Add the total score per row in the last column of the score sheet.

For example, in Illustration 2, if the scores of 1, 1, 1, and 1 are placed respectively in all stages of the *Key Area 1* of People, the sum would be 4 points.



4. Get the average score per entry point by adding all the points in the last column of the score sheet and dividing the sum by the number of key areas for that entry point. Write the average score per entry point.

5. To get the overall rating, add all the average scores in the four entry points and divide by four. (See **Illustration 3**). Using the **Legend of Scores** below, find the corresponding equivalent rating and stage for your overall average score.



LEGEND OF SCORES		
Average Score	Equivalent Rating	Stage
0.01 - 0.50	1	1
0.51 - 1.00	+1	1
1.01 - 1.50	2	2
1.51 - 2.00	+2	2
2.01 - 2.50	3	3
2.51 - 3.00	+3	3
3.01 - 3.50	4	4
3.51 - 4.00	+4	4

6. Summarize the overall scores of each unit, attached agency, bureau and regional office. This will indicate both the general and specific pictures of the status of gender mainstreaming in all the units, agencies, bureaus and regional offices. (See ***Illustration 4***.)
7. Get the average score of the last column to know the overall rating of the department. Use the **Legend of Scores** to determine the overall stage in which your department belongs.

Illustration 1 : Actual Score Sheet

Key Areas	Stage 1	Stage 2	Stage 3	Stage 4	Score
Policy					
Expression/Statement					
Enhancement/Improvement					
<i>Average Score</i>					
People					
Expression of Support for Gender Mainstreaming					
Capability Building interventions to enhance KRA and GAD					
Benefits for Women					
Participation of Women					
<i>Average Score</i>					
Enabling Mechanisms					
Structures and Systems					
Roles and Functions of Focal Points					
Capability Building for Focal Points					
Gender-Responsive Database					
Resources Allocation of the Budget					
Networking Efforts					
<i>Average Score</i>					
Programs, Projects and Activities					
Information, education and communication campaigns					
Client-directed PPAs					
Application of Gender-Responsive Planning					
PPAs implementing international treaties, PPGD, other laws					
Personnel-directed PPAs					
<i>Average Score</i>					
Overall Average Score					
STAGE					

Illustration 2 : Sample Score Sheet

Key Areas	Stage 1	Stage 2	Stage 3	Stage 4	Score
Policy					
Expression/Statement					
Enhancement/Improvement					
<i>Average Score</i>					
People					
Expression of Support for Gender Mainstreaming	1	1	1	1	4
Capability Building interventions to enhance KRA and GAD	1	0	0	0	1
Benefits for Women	0	0	0	0	0
Participation of Women	1	1	0	0	2
<i>Average Score</i>					1.75
Enabling Mechanisms					
Structures and Systems					
Roles and Functions of Focal Points					
Capability Building for Focal Points					
Gender-Responsive Database					
Resources Allocation of the Budget					
Networking Efforts					
<i>Average Score</i>					
Programs, Projects and Activities					
Information, education and communication campaigns					
Client-directed PPAs					
Application of Gender-Responsive Planning					
PPAs implementing international treaties, PPGD, other laws					
Personnel-directed PPAs					
<i>Average Score</i>					
Overall Average Score					
STAGE					

Illustration 3 : Sample Score Sheet

Key Areas	Stage 1	Stage 2	Stage 3	Stage 4	Score
Policy					
Expression/Statement					
Enhancement/Improvement					
<i>Average Score</i>					1.2
People					
Expression of Support for Gender Mainstreaming					
Capability Building interventions to enhance KRA and GAD					
Benefits for Women					
Participation of Women					
<i>Average Score</i>					1.75
Enabling Mechanisms					
Structures and Systems					
Roles and Functions of Focal Points					
Capability Building for Focal Points					
Gender-Responsive Database					
Resources Allocation of the Budget					
Networking Efforts					
<i>Average Score</i>					2.0
Programs, Projects and Activities					
Information, education and communication campaigns					
Client-directed PPAs					
Application of Gender-Responsive Planning					
PPAs implementing international treaties, PPGD, other laws					
Personnel-directed PPAs					
<i>Average Score</i>					1.0
Overall Average Score					1.49
STAGE					2

Illustration 4 : Sample Summary Score Sheet

Agency	Policy	People	Enabling Mechanisms	Programs and Projects	Average Score
Region 1	1.2	1.75	2	1	1.49
Region 2	4	4	4	3	3.75
Bureau 1	2	2	2	2	2
Bureau 2	3	3	3	3	3
Attached Agency 1	1	1	1	1	1
Total Score					11.24
Average Score					2.25
Equivalent Rating					3
Overall Stage					Stage 3

Analyzing the results

- ◆ Ratings pertain to the stages of the framework. A rating of 1 may mean that your mainstreaming efforts are still limited to stage 1 while a rating of 4 may imply that you are already performing activities characterizing stage 4 of the framework.
- ◆ Ratings with plus sign (e.g. 1+) signify that you have demonstrated more than adequate accomplishments/efforts in a particular stage. In terms of ranking of stages, a (2+) would connote that you are somewhere between stages 2 and 3; while a (3+) would indicate that you are somewhere between stages 3 and 4.
- ◆ Look at the entry points that registered high scores. These are your strong points. The challenge is how to maximize them to hasten the institutionalization of GAD in your agency.
- ◆ Examine the cells with zero markers. These are the areas where actions are needed to enhance your GAD implementation. Analyze the facilitating and hindering factors. List down the areas for planning, beginning with the descriptors in Stage 1 and progressing through Stage 4. Note that the actions in Stages 3 and 4 may not be possible nor sustainable without the needed actions in Stages 1 and 2.



For suggestions, comments and further information,
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