

G+ Project

A methodology for
using public budgeting
to improve gender
equality

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gender equality



JUNTA DE ANDALUCÍA
CONSEJERÍA DE HACIENDA Y ADMINISTRACIÓN PÚBLICA

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What is the

Project ?

G+

The G+ Project is a working methodology designed to focus and concentrate efforts on the budget programmes with the greatest powers, responsibility and capacity to achieve gender equality

Introduction

In 2003, the Regional Government of Andalusia reinforced its commitment to equality between men and women by launching an initiative to integrate a gender perspective in the public budget as a necessary complement to specific equality policies, in the implementation of which it is one of the pioneering administrations in Spain.

This reinforcement of the commitment to equality has a dual focus. The first is equity, because despite the efforts deployed in Andalusia in recent years, the indicators still reveal important challenges to be met in relation to gender equality. Meanwhile, the limited funding available in the current economic situation requires sustained efforts to improve the efficiency of spending. Within this context, public budgeting is a vital tool for introducing gender mainstreaming, that is, for integrating the gender perspective in every policy, at every level and at every stage.

The first step in this respect was the approval of a crucial legal instrument, namely Law 18/2003 on Fiscal and Administrative Measures, which established two fundamental breakthroughs: the legal obligation to accompany the budget with a Gender Impact Report and the creation of a special commission within the Regional Ministry of Finance to oversee the execution and approval of such reports.

This was followed by the launch of a far-reaching strategy to permeate the structure of the Regional Government of Andalusia and develop specific lines of action to include a gender focus in every budget policy. This strategy is underpinned by the aforementioned Gender Impact Report, which since 2005 have been an integral part of the Finance Bill in the Autonomous Community of Andalusia. The principal aims of this report are to evaluate the effect of public policies from a gender perspective and to present the measures which, through such policies, the Andalusian administration is implementing every year to correct the existing inequalities between men and women.

Meanwhile, there was an evident need to introduce a methodology to sustain and reinforce gender mainstreaming in both diagnostic analyses and the definition, implementation and monitoring of budget policies, so in 2007 the G+ Project was developed. This methodology is a progressive strategy for incorporating the gender perspective into the budget programmes and policies of the Regional Government of Andalusia.

This document describes the G+ Project and the different instruments that have been developed since its implementation, most notably the progress achieved over the last year following the creation of the Strategic Guidance Documents (DOEs G+). As a result of the initiative, this pioneering and increasingly consolidated methodology has become a national and international benchmark, whose results to date confirm its potential for turning Andalusia into a more equal, more united and more competitive society.

OBJECTIVES

of the G+ Project

Objective 1.

To introduce a system for managing a cultural change in organisational values that recognises the importance of analysing the gender impact as a tool for guaranteeing the rights and interests of men and women.

Objective 2.

To define a set of analysis tools for identifying the obstacles to gender equality in the specific areas targeted by the different programmes.

Objective 3.

To develop simple and easily applicable strategies to determine the gender impact of budget programmes and how this impact evolves over time.

Objective 4.

Using a participatory methodology, to identify the budget programmes best suited to act as driving forces of convergence in gender equality.

Objective 5.

To design an efficient methodology for facilitating the incorporation of the gender perspective in the routine management of executive departments, within the framework of the budgeting process in the Autonomous Community of Andalusia.

In short, the project aims to promote an organisational culture that is aware of gender factors and is capable of evaluating whether its analyses, actions, incentives and its public policies in general have a positive impact on reducing the inequalities between men and women.

The G+ PROJECT

is defined by the following characteristics:

1. It is a participatory, dynamic process.
2. It gradually implements a methodology.
3. It is informed by the opinions of independent experts.
4. It concentrates efforts on the budget programmes that are most important from a gender perspective.
5. It is designed to introduce gender mainstreaming into the organisations and budgetary processes of the Regional Government of Andalusia.
6. It integrates working hours and work loads into the annual budgeting process.

The G+ Project contemplates different stages, as follows: identifying and classifying programmes according to the G+ Scale; improving the evaluability of programmes; and monitoring and assessing the anticipated results.

During the first stage, which has now ended, every executive department of the Regional Government of Andalusia stated how it perceived its own responsibility and capacity within the project and how it perceived those of the other budget programmes.

Meanwhile, a thinktank made up of experts from different scientific, technical and professionals fields was created to peer test the suitability of the system designed and to help identify strategies and aspects to sustain the methodology.

Having identified the programmes regarded as the “driving forces of change”, the next step was to establish criteria and procedures to improve the evaluability of the programmes. This task is currently underway and involves performing diagnostic analyses, establishing strategic objectives and defining gender-sensitive indicators for programmes by using the methodology contained in the Strategic Guidance Document (DOE G+).

Finally, the third stage contemplates the creation of an ongoing monitoring and evaluation system to compare the coherence and consistency of the actions launched by the different executive departments and consolidate the progress achieved.

In every stage of the G+ Project, the aforementioned actions are complemented by constant gender awareness-raising and training programmes targeted at senior managers and personnel with economic and/or financial management responsibilities.

Classification of G+ programmes

Identification

Dynamic approach

Objective criteria

Annual review

Stage 1: Identification: consensus + participation

Self-assessment: every programme incorporates self-assessment

Survey: every programme makes a statement about the other programmes

Thinktank: a group of experts monitors the process

Stage 2: Advances in terms of evaluability

DOE G+: planning and strategy

Diagnostic analysis: understanding the situation better

Defining indicators: overcoming sex segregation

Stage 3: Analysis of results: follow-up

Budget programmes

Identification, selection and classification

The Andalusian administration's budget is the largest of all the autonomous communities. It is managed by 13 ministries, through 40 budget sections, and is distributed between some 125 budget programmes.

The complexity and breadth of this functional structure, in keeping with the size of the Regional Government of Andalusia and the important powers it exercises, clearly called for an intervention strategy to introduce gender mainstreaming. This strategy consisted of identifying the budget programmes with the greatest capacity to impact on the obstacles preventing effective equality between men and women, and rejecting the purely instrumental programmes.

Efficient operating strategy

Does every action have the same impact?

Do all departments, programmes and policies have the same capacity?

How can the responsibility be distributed within the budgeting system?

Subjective Field

Departments-Programmes

Objective Field

Powers
Relevant policies

The classification process is underpinned by two fundamental references: sensitivity, as a measure of the direct or indirect impact on users; and the relevance of each programme previously classified as gender sensitive. In both cases, an analysis is conducted from the subjective and objective points of view, and in the case of the level of relevance the analysis is accompanied by a set of criteria to determine the degree of sensitivity:

Criteria for determining gender sensitivity

Transforming capacity	Has powers to act and actions are relevant to gender equality
Impact capacity	Number of users affected by the actions contained in the programme (qualitative/quantitative importance)
Functional sensitivity	The field in which the programme operates is recognised as
Staff management	The programme has an effect on staff management in the offices of the Regional Government of Andalusia

By applying these criteria, it is possible to draw up a scale that classifies budget programmes into four categories: from g0 for programmes that are not gender sensitive (eg, 12E Official Gazette of the Regional Government of Andalusia and 01A Public Dept) to G+ for programmes with maximum responsibility in the definition and implementation of actions designed to achieve genuine equality between men and women.

The different executive departments and the Permanent Secretariat of the Gender Impact Commission all participate in this classification process in the search for a consensus to facilitate and reinforce the commitment.

Classification Process

Executive Departments

Position statement form

Programme questionnaire

Permanent Secretariat of the Gender Impact Commission

Functional sensitivity

Criteria weighting

Gender Impact Commission

G+ classification

The classification of the budget programmes on the G+ Scale is not final but subject to annual review by the *Gender Impact Commission of the Andalusian budget*. These reviews contemplate changes in the functions and scope of the budget programmes as a result of the creation/elimination of ministries and government agencies, the internal reorganisation of such, the creation or termination of budget programmes and reconsiderations regarding the application of the G+ classification criteria.

List of G+ Programmes

11H	Audiovisual Authority and Advice
14B	Administration of Justice
31B	Drug Addiction Plan
31C	Services for the Disabled
31D	Services for the Elderly
31E	Services for Children
31F	State Pensions
31G	Social Welfare
31J	Coordination of Migratory Policies
31P	Family Support Service
31R	Dependency Services
31T	Integrated Prevention and Protection against Gender Violence
32A	Employment Management and General Services and Andalusian Employment Service
32B	Development and Equality in Employment

32D	Training for Employment
32E	Professional Integration
32F	Youth Promotion and Services
32G	Promotion and Equality Actions for Women
32I	Employability and Labour Intermediation
32K	Integrated Employment Actions
41C	Health Services
41D	Public Health and Participation
42C	Infant and Primary Education
42D	Secondary Education and Vocational Training
42F	Remedial Education
42G	Adult Education
42I	Early Childhood Education
42J	Universities
45C	Cultural Promotion and Performance Arts
46B	Sport Activities and Promotion
54F	Compilation and Publication of Statistics
61C	Financial Planning
61D	Budgetary Policy
71H	Rural Development
72A	Entrepreneurship and Business Development
82B	International Cooperation

Note: This list of G+ Programmes corresponds to the 2009 Budget. The G+ classification has taken into account the changes dictated by Presidential Decree 10/2008 of 19 April on Vice Presidencies and the Reorganisation of the Regional Ministries, the additional internal changes contained in the Structure Decrees of the different regional ministries, and the transfer of powers over the Guadalquivir River Basin. To avoid repetition, programmes 31P, 41C and 42I shared by several Budget Sections are included once only.

COMMITMENT

From classification to commitment

The G+ Project contemplates a series of commitments for every single budget programme with a varying degree of obligation according to the position on the G+ Scale. The aims of these commitments are:

- To obtain useful information for analysing the different impact that the actions implemented may have on men and women in their access to the resources managed by the different executive departments, on the effect on the situation targeted by the action and on the internal operation of each organisation.
- To incorporate a structure of gender-sensitive objectives and lines of work into strategic and operational planning exercises.
- To evaluate the available resources to ensure that they contribute more efficiently to effective equality between men and women by implementing gender awareness-raising and training actions for staff and adapting information systems.
- Introducing gender mainstreaming in programme evaluation procedures.

In developing the commitments for each budget programme, five strategic areas were identified. These areas are necessarily interrelated and their interaction produces synergies which guarantee that the overall result has a more comprehensive, consistent and sustainable effect.

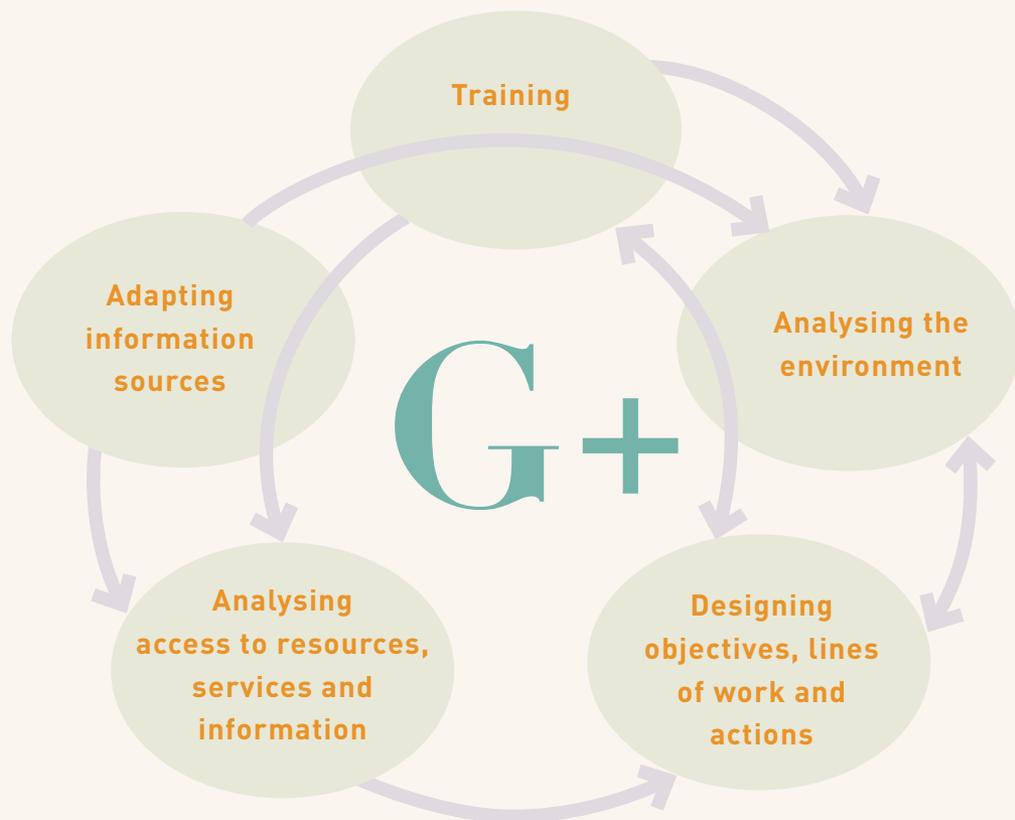
The strategic areas can refer to a preliminary stage, such as assessing and analysing the needs of the situation targeted:

- Analysing access to resources, services and information;
- Training;
- Analysing the environment and identifying inequalities from the gender perspective,
- Adapting information sources.

The areas related to designing objectives, lines of work and actions stem from the work conducted in the aforementioned areas.

The content development of each area forms part of a process which is aimed at achieving a virtuous circle of learning for each and every commitment based on ongoing formative evaluation, so that the execution of every commitment leads to its own improvement and that of the other commitments.

Strategic areas



As stated earlier, the areas described in the above graph are strongly interrelated. This means, for example, that a greater knowledge of the environment requires a detailed profile analysis of the people who use the service provided, which in turn requires internal information sources to collect this data and have the capacity to process it in terms of parameters such as sex, age or personal financial situation.

Similarly, a knowledge of the social context of the field targeted by each budget programme, from the gender perspective, is crucial for designing pertinent and relevant strategic and operational objectives to serve as the basis for defining specific lines of work and actions liable to lead to the reduction of differences in the capacity of men and women to benefit from the opportunities offered.

Finally, specialist training and awareness-raising programmes for the staff of the executive departments, including senior management as well as middle management and technical personnel, are essential elements for conducting an adequate analysis of access to resources, services and information, identifying differences of effect according to gender, interpreting assessments and defining actions.

Strategic Guidance

DOE G+

A methodological
instrument for reinforcing
the commitment to
gender equality

G+

The Strategic Guidance Document

**a methodological instrument for reinforcing the
commitment to gender equality**

DOEG+:

As stated above, the G+ Project is a strategy for implementing gender budgeting in Andalusia, the ultimate aim of which is to correct the current imbalances between men and women. The system has been developed over the last few years in successive stages: identification-classification-commitment-results. The Strategic Guidance Document (DOEG+) corresponds to the second stage, when the executive departments pledged to support the process, and represents an opportunity to:

- Streamline and codify gender-related information.
- Recognise the gender-related needs of the departments in terms of staff training and availability of resources.
- Seriously consider including the gender dimension in the ordinary work related to every budget programme.
- Map a route to assist in the definition of actions and the acquisition and accumulation of knowledge and experience.

Strategic Guidance Document. DOE G+

The DOE G+ is based on an open, participatory methodology aimed at promoting the commitment of the staff directly involved in the design, formulation, management and evaluation of budgetary policy. It is intended to serve as a useful internal tool for every executive, rather than being simply an exercise in drawing up documents. The Strategic Guidance Document proposes a dynamic process which encourages executive departments to identify their strengths, weaknesses, opportunities and threats.

In this respect, the Andalusian administration has already obtained important critical successes and therefore has strengths with which to reinforce gender mainstreaming in its overall budgeting process: determination, evaluation of ordinary work, accumulated experience and short-term results.

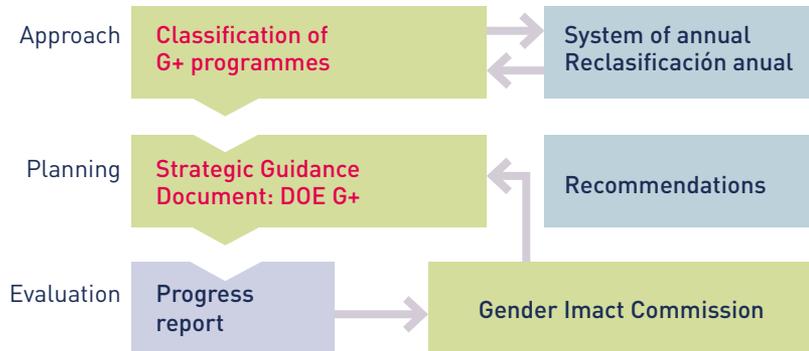
The considerations from the operational point of view are as follows:

- Every budget programme has to have a Strategic Guidance Document (except for those classified as g0) in order to define the scope of the commitments contained in the G+ Project.
- The commitments assigned are planned for the short term (a period of one year) within the framework of longer-term strategic objectives
- Every commitment identifies specific actions to be implemented and their scope.

Strategic Guidance Document. DOE G+

- Once the DOEs have been drawn up, they are submitted to the Gender Impact Commission of Andalusia, which may make any recommendations it deems appropriate.
- The executive departments draw up a progress report on the implementation of the actions contained in their respective commitments.

How the G+ Project works



Strategic Guidance Document. DOE G+

The methodology for developing the commitments of the budget programmes

Defining strategic and operational objectives and actions to achieve gender equality in the programme's sphere of influence

In general, every G+ programme establishes long-term objectives to steer its contribution to the policy of equality between men and women. In this respect, although Law 12/2007 of 26 November on the Promotion of Gender Equality in Andalusia does not cover every action in this field, it does establish a basic framework of reference and priorities for the matter in hand.

In line with a logical planning framework, the long-term objectives are translated into operational or short-term objectives, which in turn determine the most appropriate actions for implementation and define relevant results and gender indicators for measuring the achievements attained.

Strategic Guidance Document. DOE G+

Questions:

- What implications does Law 12/2007 of 26 November on the Promotion of Gender Equality in Andalusia have on the budget programme's sphere of influence?
- Have the objectives of equality between men and women been specified for the programme's spheres of influence?
- Have the general objectives proposed been developed as a normal part of the operation? Have their scope and schedule of implementation been properly defined?
- Are the actions consistent with the proposed equality objectives?
- Has gender equality been fully incorporated into the overall programme schedule or have specific or sectoral objectives been created for women only?
- Do the budgetary documents associated with the project efficiently reflect the work planned in this respect? Are they explicit?

Strategic Guidance Document. DOE G+

Adapting information tools to include the sex parameter

To guarantee access to adequate information, it is a good idea to review all computer applications, records and other information systems used to collect and process data relating to users in order to ensure that they include data segregated by sex.

The instruments and information tools likely to require adaptation include subsidy records, online processing and consultation applications, support services, surveys on the quality of services, etc.

As far as possible, the additional information requested should not only include sex but also age and educational attainment to ensure more efficient evaluation of the profile of the users, beneficiaries, applicants, etc.

Questions:

- Has an inventory been made of all applications, databases, etc. containing information about users?
- Do the information systems available incorporate the sex parameter and other basic profile parameters such as age and educational attainment?

Strategic Guidance Document. DOE G+

- Do the computer applications used exploit the information they contain in relation to the sex parameter? Do they incorporate reports/lists/screens to this effect?
- Is there a complete list of paper/electronic forms? Do they permit the inclusion of relevant parameters to gauge the gender dimension?

Analysing actions targeted at users: access to services, resources and information

The purpose of this action is to detect and gauge the existence of inequalities between men and women when accessing the resources offered by the Andalusian administration and fulfilling their respective obligations: access to information; publication and dissemination; grant and subsidy awards; awarding of contracts; provision of financial services and electronic transmission of documents; fulfilment of obligations in relation to the payment of taxes and public fees.

Policies are not gender-neutral and it is therefore necessary to check that the actions designed are not having a different impact on men and women but are fairly exploited by both sexes.

Strategic Guidance Document. DOE G+

Questions:

- Have satisfaction surveys been conducted to detect the different user needs between men and women for the services/resources in question?
- Have the results of the lines of action/subsidy awards been segregated by sex? What is the reason for the differences?
- Is there a record of the profile of the people who attend the training programmes organised directly or through partners?
- Have the contract specifications been reviewed to ensure that companies that present bids are gender sensitive?
- Are there plans to review the criteria for awarding subsidies to ensure that the companies and institutions that apply for funding are gender sensitive?
- Have the channels of information used been checked to ensure that they do not have a gender bias?
- Do the dissemination and awareness-raising campaigns launched take into account that there may be differences between men and women in the access to information?

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- Has the way public services are provided been analysed in relation to possible differences of need based on gender?
- Is the gender dimension taken into account to facilitate the fulfilment of obligations by citizens?
- Is the gender dimension taken into account to facilitate the involvement of men and women in the citizen participation organs of the Regional Government of Andalusia?

Conducting studies on the causes of gender inequality in the area targeted by the programme

In this context, the department's commitment is geared towards acquiring a more complete knowledge of on the one hand the situation its policies affect by identifying and explaining the gender inequalities observed, and on the other the impact that public intervention is likely to have on men and women.

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A more complete knowledge of the situation increases the efficiency of public policies and leads to a more rational use of the limited resources available. Bearing in mind that each sex accounts for approximately 50% of the population, analyses that fail to incorporate the gender perspective are more likely to produce biased, less reliable results.

The implementation of public policies can have an adverse impact on men and women if they are not capable of identifying and gauging the type of gender relations that exist in the field they affect.

- Do men and women have the same access to information technologies?
How does this affect policies to develop this field?
- Do men and women benefit in the same way from the employment policies implemented by the Regional Government of Andalusia?
- Is there any difference of behaviour or are there any identifiable traits between men and women in the decision to set up their own business?
- Do they have similar transport needs?

Information that takes into account the gender dimension is not only relevant to the initial assessment and planning stages, but also to the monitoring and evaluation stages, where it provides an opportunity to learn from a previous action.

Strategic Guidance Document. DOE G+

Initially, it may seem difficult to know exactly where to look to detect different behaviours between men and women. Or at first it may seem impossible to identify the causes for different behaviours and decide whether these are indicative of inequality.

In such cases, it is always possible to adopt gender-specific training decisions, to conduct a simple or more detailed assessment of the parameters, or to rely on the experience and knowledge of specialist institutions or experts.

Questions:

- Is it possible to conduct simple internal analyses with the data available?
- Have any studies on gender relations been published recently?
- Is it possible to create a document bank of articles, publications, websites, etc. on gender relations to shed light on the field of action?
- Do staff know of and use the advice provided by the Gender Equality Unit of the Regional Government of Andalusia?
- Is it worthwhile checking with the Statistical Institute of Andalusia to see whether there is any data differentiated by sex on the field of study in question?

Strategic Guidance Document. DOE G+

- Can the Statistical Institute of Andalusia be commissioned to interpret a specific survey related to the topic of interest?
- Would it be useful to conduct a survey on the expectations and needs of men and women in the field of action?
- Would it be advisable to commission gender-specific assessments in relation to the department's field of activity?
- Will the gender perspective be included in the planning documents currently being drawn up?
- Are there plans to create special protocols to ensure the inclusion of the gender perspective in the monitoring and evaluation documents for the actions in question?

Strategic Guidance Document. DOE G+

Constructing gender sensitive indicators

Indicators are vital for learning because they assist in identifying, assessing, measuring and, above all, evaluating whether the desired result has been achieved.

Indicators are adequate when they furnish useful information. An indicator is gender sensitive when it offers information on the extent to which the proposed objectives have been fulfilled. Furthermore, indicators can reveal different types of information:

- **Resource indicators** collect information on the consumables available for a specific objective (eg., credit, teachers, time, etc.).
- **Production indicators** shed light on the direct application of the resources, that is, on the products obtained (eg., training courses for the unemployed, places in homes for the elderly, places at nurseries, infant schools, etc.).
- **Results indicators** provide information on the effect the activity of a budget programme has on the stated objective (eg., number of men and women hired after completing training, investment attracted, presence in research teams (men and women), number of businessmen and women recorded, etc.).

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- **Quality indicators** assist the evaluation of the results from the citizens' perspective (eg., extent to which the services offered have been fulfilled, subjective evaluation of the service offered to men and women, etc.).

In short, constructing indicators:

1. Is a process of debate and technical/political consensus.
2. Requires advance planning to determine the basic terms of reference and the desired goals.
3. Depends on the information available.
4. Calls for the collection of data, analysis and ongoing monitoring.

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To date, there has been great emphasis on the need for all budget indicators to include segregation by sex, and the efforts undertaken have helped to expose patterns of inequality that had previously gone unnoticed due to the effect of aggregation.

Gender indicators are no different from other indicators, but share the same nature and problems. As such, their construction requires a solid knowledge of the inequalities that exist between men and women, and a determination to establish a consensus regarding the goals to be achieved and the instruments to be employed.

Questions:

- Do the equality objectives stated have a defined scope? Have goals or quantitative references been established?
- Are the indicators consistent with the equality objectives that have been defined?
- Are all the indicators related to users segregated by sex?
- Is the information available sufficient to construct indicators that are more gender sensitive?
- Can the procedure established for constructing indicators be sustained? Are the indicators clearly defined and systematised (description, sources, origin...) in working documents?

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Conducting gender training actions for staff responsible for drawing up and managing budgets

To effectively mainstream the gender perspective in public budgets, it is crucial that specific gender training be provided for the staff who define and manage these budgets.

Improving the knowledge and skills of the department's staff and reinforcing a positive attitude to this paradigm shift are fundamental for identifying needs, designing and planning gender-related actions and constructing gender sensitive indicators.

Gender training has a general or basic component and another very specific component related to the sphere of action of the budget programme in question. While in the first case it is relatively easy to find generic training on basic concepts and more or less standard analysis procedures, every department will need to proactively develop its own actions (related to its specific activity) to satisfy its specific training needs. Examples of this are:

Strategic Guidance Document. DOE G+

1. Information technologies and gender.
2. Urban planning, city models and gender.
3. Taxation from a gender perspective.
4. Gender relations in the labour market.

Questions:

- Has the objective in this field been defined?
- Have the staff training needs in this field been identified?
- Is gender training for staff promoted or facilitated?
- Is the gender perspective taken into account when planning training actions?
- Would it be possible to organise a lecture on gender-awareness for staff responsible for designing, monitoring and evaluating the actions?
- Does the basic training programme match the department's needs?

Strategic Guidance Document. DOE G+

- Are there any educational materials? Do any specific materials need to be designed?
- Are staff encouraged to publish articles about the links between the department's activities and gender relations?
- Are studies, reports and articles on this subject circulated among staff?
- Does the intranet contain a specific space for uploading information about documents, seminars and lectures on gender issues for staff?

Analysing staff management actions at the regional ministries and government agencies that affect men and women differently

All budget programmes should adopt a commitment to analysing staff management actions, but in practice only the General Services programmes play an active role in this field. The reason why this commitment is only taken into account by the General Services programmes is because the departments that tend to define and execute these programmes are the ones responsible for human resources management.

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This analysis is crucial for launching gender mainstreaming in the administration (an intra-organisational process), for identifying the critical points and for formulating gender sensitive proposals that directly impact on the human factor in the organisation. In addition to observing and analysing citizen services from this perspective, it is also important to reflect on the extent to which the administration treats male and female staff equally.

Initiatives on various levels are promoted from this standpoint:

- Access to posts and promotion.
- Reconciliation of family life and work.
- Training aspects.
- Raising awareness about co-responsibility in the home.

Questions:

- Are managers gender sensitive and committed? Do they have sufficient training to implement work schedules that improve their own work-life balance and that of their staff? Can this awareness be promoted?
- Has the data related to the composition, structure and turnover of staff been analysed? Do any specific measures need to be implemented?

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- Are there identifiable differences in the career development of men and women? What might be the reasons?
- Has the number of men and women who request a reduction of working hours or permission of any other type to look after children been analysed? Has the number of paternity and maternity leave requests been analysed?
- Would it be advisable to devote part of the budget allocation to creating infrastructure to facilitate the work-life balance, such as socio-educational centres/infant schools and playrooms?
- Would it be useful to develop more efficient organisational practices? Times of meetings? A compensatory system for hours worked? Would better planning reduce the need for overtime, etc.?
- Is there any data about the people who attend the courses organised by the regional ministry/agency? What is the explanation for the differences? Do men and women have different training needs?
- Would it be possible to organise training actions on gender mainstreaming in specific areas controlled by the regional ministry/agency?
- Would it be feasible to organise an awareness-raising seminar or lecture for middle managers to encourage them to adopt the gender dimension in their routine work?
- Just as sport and artistic creation are promoted in the work place, would it be possible to launch campaigns to promote greater co-responsibility in the home or fight gender stereotypes?

Strategic Guidance Document. DOE G+

The principal criteria for evaluating the DOEs

As stated earlier, the Strategic Guidance Documents contribute to the objective of implementing gender budgeting in Andalusia in that they specify how each and every budget programme will implement the commitments established in the G+ Project.

In addition to other evaluable elements, the analysis of the DOE G+ has included aspects such as: legislation on equality, especially Law 12/2007 of 26 November on the Promotion of Gender Equality in Andalusia; the commitments adopted for the 2008-2012 term of office in the president's investiture speech; the functions contemplated in the Decree on the Organic Structure of the Regional Ministries; the documentation from EU-funded operational programmes; the 2007-2013 Competitiveness Strategy for Andalusia; and sectoral planning.

The evaluation statement makes recommendations from two perspectives, one purely formal and the other related to the contents of the proposal.

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In relation to the formal considerations of the DOEs, the evaluation exercise checks whether the programmes have taken into account all the commitments associated with their classification on the G+ Scale, and whether the actions designed and planned in the Strategic Guidance Document are clearly defined and have a specific time frame, to make sure that the instrument provides the department in question with an annual calendar of gender sensitive actions.

In relation to the content aspects, the nature, dimension and scope of the budget programme is analysed in line with its financial and functional classification in order to identify distinctive characteristics: an investment programme, a programme with high overhead costs derived from the provision of public services, a programme in which resources are allocated to public grants and subsidies, a programme that involves public-private partnerships, and a programme with a large volume of resources. The criteria applied in the analysis of this dimension are appropriateness, coherence, gender sensitivity and sustainability.

The *appropriateness* criterion determines whether the contents of the Strategic Guidance Document contribute to the aim of improving the level of genuine equality between men and women.

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The internal *coherence* between commitments criterion encompasses aspects such as non-contradictory measures, indicators related to the stated objectives, actions derived from the objectives and cross-reinforcement between strategic areas. For example, it would not be coherent to analyse access to resources if the internal information tools had not been previously adapted to incorporate the sex parameter.

Meanwhile, the *gender sensitivity* of commitments refers to the relationship between the objectives/actions proposed and the position of the budget programme on the G+ Scale, its budget allocation and its strategic nature.

Finally, *sustainability* is related to the mechanisms proposed to guarantee the continuity of the incorporation of gender budgeting. These mechanisms include the allocation of responsibilities, the internal participation dynamics, progress monitoring and interim reviews, and the creation of a gender indicator scorecard.

G+

