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Management Strategies and Methods for Gender Impact Assessment following the Implementation of the Gender Impact Analysis and Assessment Act (III) : Development of Performance Index and Performance Analysis

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Assessment following the Implementation of the Gender Impact
Analysis and Assessment Act (III)**
: Development of Performance Index and Performance Analysis

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I. Introduction

I. Research Necessity and Goals

It has been a decade past since Gender Impact Assessment Analysis (henceforth, GIA) was introduced to the Republic of Korea in 2005. However, it has been insufficient to theoretically and empirically study what outcomes have been achieved through GIA and what tasks have to be undertaken, and what elements can be seen as its outcome. This study hence aims to develop the indicators to identify the outcomes of GIA, which can be used to analyze the outputs resulting from the operation of the GIA in central administration and local governments.

Also, as the development of a new methodology for gender analysis

about the medium- and long-term plans and the programmes of public authorities has been required since the introduction of Gender Impact Assessment Analysis Act, this research in the first and second year has made suggestions of a gender analysis methodology, the implementation system(suggested) of operating GIA in public authorities, the improvement in indicators of GIA(suggested), criteria to select GIA-targeted programmes, and the strategy to activate the GIA, and lastly the improvement in the implementation procedures of GIA on programmes(suggsted). This study, which is the last part of three year research project in 2015, needs to put forward a synthetical suggestion on how to make a fruitful operation of GIA on the medium- and long-term plans based upon the research results in the first two years.

This study is aimed to develop indicators to check up the outcomes from the operation of GIA and make a suggestion on how to make a pilot analysis of the effects of GIA on gender equality and regenerate GIA in the medium- and long-term plans. As such, it can be expected that the indicators developed in this study will help reinvestigate the directions of implementing the GIA in pertinent bodies and provide basic information to establish the ways to supervise the strategy and management of the operation of GIA in the long term.

2. Research Contents

- Development of indicators to check up the performance of GIA operation and a pilot analysis of the performance
- Research on the GIA methodology of the medium- and long-term plans based upon the results of the first and second year

research

- Survey and analysis of the capability of civil servants and experts to implement Gender Mainstreaming(GM)
- Suggestion for the ways to increase the viability of GM through the intensification of supervising GIA operation

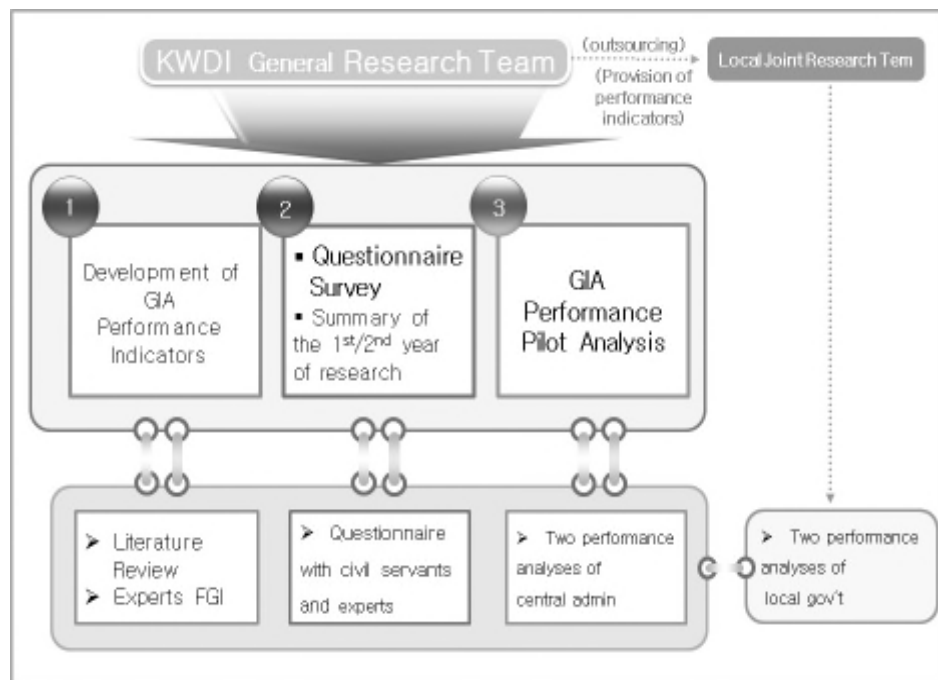
3. Research Methods

- Review of Korean and international literatures on the outcomes of GIA and GM
- Focus Group Interview(FGI) with experts for the development of indicators of GIA outcomes
- Analysis of the successes of GM through GIA in the central administration
- Joint research with two local research institutes
- Questionnaire survey with five hundred experts and civil servants as GM agent
- Formation and management of a expert consulting group
- Running of GIA forum(three times)
- Holding a symposium to expand the GM outcome through GIA (once)

4. Research Promotion System

This study has been carried out by a joint research between a general research team at the KWDI and the out-contracted research team from local research institutes. The KWDI general research team has managed and undertaken the overall process regarding this research project. It has developed indicators used for GIA outcome analysis (suggested), carried out questionnaire survey to civil servants and

experts to prepare for the performance indicator system of the GIA(suggested) and undertaken a pilot analysis of GIA outcomes in two central administrations. The local research teams made a pilot analysis of GIA outcomes of each local government with the check-up outcome indicators(suggested) given by the general research team. The promotion system can be mapped out as like a following [Figure I-1].



[Figure I-1] Research Promotion System

5. Expected Outcomes

The expected outcomes can be identified as follows. Firstly, it will suggest a basic framework which enables relevant public bodies, research institutes or local NGOs to try to make a pilot analysis on

the GIA performance by providing check-up outcome indicators (suggested) that can be used to check up performance of GIA in the central administration and local governments.

Secondly, it has put forward policy tasks so as to enhance the effectiveness of GIA in each administrative body by giving some examples of a pilot outcome analysis to the central administration and the local government. Following these examples, administrative bodies can also attempt to make an outcome analysis. This study can thereby contribute to inform how far the GIA has come to fulfil its goal.

Thirdly, it will make a contribution to setting up how to activate GIA for medium- and long- term plans by suggesting policy alternatives for such.

II. Previous Discussion on the Development of Outcome Indicators in Public Policies and the GIA Outcomes

In this chapter, it has examined the expected outcomes when to attempt to improve policies from the perspectives given by the previous studies, including the principles of outcome management of public policies and of developing outcome indicators(recited in Ko YS·Yun HS·Lee JH 2004:83-85; Sung TJ et al., 2006: 24-31); case studies of outcome analysis on thirty years Environmental Impact Assessment (Cho KJ et al, 2008); the features of previous studies on GIA outcome analysis(Park JK·Kong SY·Kim SH, 2008; Kim KH et al, 2010; Lee KS, 2010; Kang HA·Noh CY·Park JH, 2011; Ryu YK, 2011; Kang HA·Ko BH·Park JH, 2012; Kim MK, 2012; Kim CY et al, 2012; Shim IS, 2012; Lee YS, 2014); the features of government-led GIA outcome analysis, MOGEF¹⁾, 2015a; MOI²⁾, 2015), ‘analysis and assessment indicators by the types of targeted programmes’ provided by the MOGEF for policy improvement through GIA(MOGEF, 2006b-2009b, 2012b-2015b, each year).

Based upon the analysis of each discussion, this study is to define the concept of GIA performance as both output that indicates the level of development in implementing GIA *per se* within the administrative body, and outcome that indicates the level of achievement of gender equality, which would not have happened without GIA.

Specifically, the output from implementing GIA *per se* is defined as to include the establishment of legal, personnel, material infrastructure

1) The Ministry of Gender Equality and Family

2) The Ministry of the Interior

to implement the GIA, including submission of analytical papers and the number of civil servants trained on GIA. On contrary, the outcome of gender equality is referred to the effects made by the implementation of the GIA on the wide range and high level of policy, so as to include the setting-up of gender equality goals within the vision and goal of public bodies, gender equal improvement of the policy, the expansion of women's representation in the process of policy-making process, the enhancement of policy recipients by gender, the increase in the production and use of gender-segregated quantitative and qualitative materials, raising gender-sensitivity of civil servants, and the establishment and operation of gender governance between various stakeholders in the local society.

Given such conceptualization, the indicators to check up the outcome of the GIA have been defined to explain two questions: one is to what extent the GIA within an administration has been stable and sustainable in its operation; and the other what policy effects could have been unable to be achieved without having GIA introduced. Those indicators drawn this process are intended to be used as preliminary indicators for the development of check-up indicators of GIA performance analysis and as the basic material for FGI with GIA-related experts, and also for the performance analysis by two local joint research teams.

III. Methods to Develop the Indicators to Check Up GIA Performance

I. Goals and Principles to Development Performance Check-Up Indicators

The purpose to develop check-up indicators about GIA promotion is to put forward the compass to lead each administrative body to achieve gender equality across gender policies in a concrete direction. It is expected that these performance check-up indicators can be used as a self-examination tool to see how far GIA has come in the MOGEF or the administrative body. The formula of measurement are mostly composed of qualitative indicators, and the results of performance analysis also are designed in special symbols, such as ○, △ and X in order to simplify the categorization of the degree in which the indicators have been completed rather than to be scored.

While developing the performance check-up indicators, following principles have been considered. Firstly, it has aimed to contain future-oriented indicators in order for the administrative bodies to maximize their GIA performance. This means that performance check-up should include the goals which needs to be achieved in future as well as the current level.

Secondly, it has attempted to stretch its range the most to be inclusive of all direct and indirect achievements that can be gained through GIA. This is to seek some answers in a wide range as to what has been done through GIA, which has been questioned by those stakeholders engaged in its implementation in various institutes including the National Assembly, the press, and so on.

Thirdly, it has tried to make easy indicators, accessibility to evidence

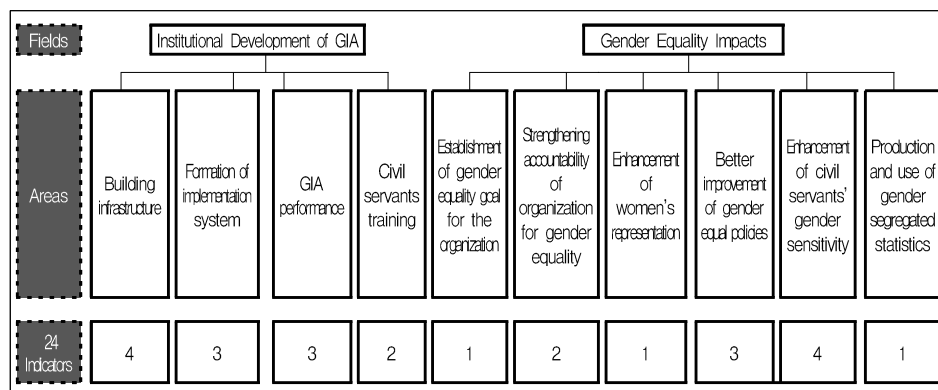
document, and measure so as to enable anyone interested in GIA to use.

2. Procedure to Develop Performance Check-Up Indicators

- First Stage: Existing literature review
- Second Stage: Experts FGI
- Third Stage: Consulting with Experts
- Fourth Stage: Pilot analysis of performance and Questionnaire survey

3. The First Draft for Development of Performance Check-Up Indicators

It has made twenty four indicators at ten specific areas in two fields as for the first draft of indicators, which can be used to develop a pilot analysis of GIA performance and questionnaire survey (see below [Figure III-1]). The two fields have been divided along side as to whether the performance is the first policy output that is made immediately by the implementation of GIA or the second outcome that is a policy effect brought about by GIA after a certain period of time.



[Figure III-1] The System of the First Draft of GIA Performance Indicator

IV. Pilot Analyses of GIA Performance at Central Administrations and Local Governments

1. The Purpose and Analytical Model of Performance Pilot Analyses

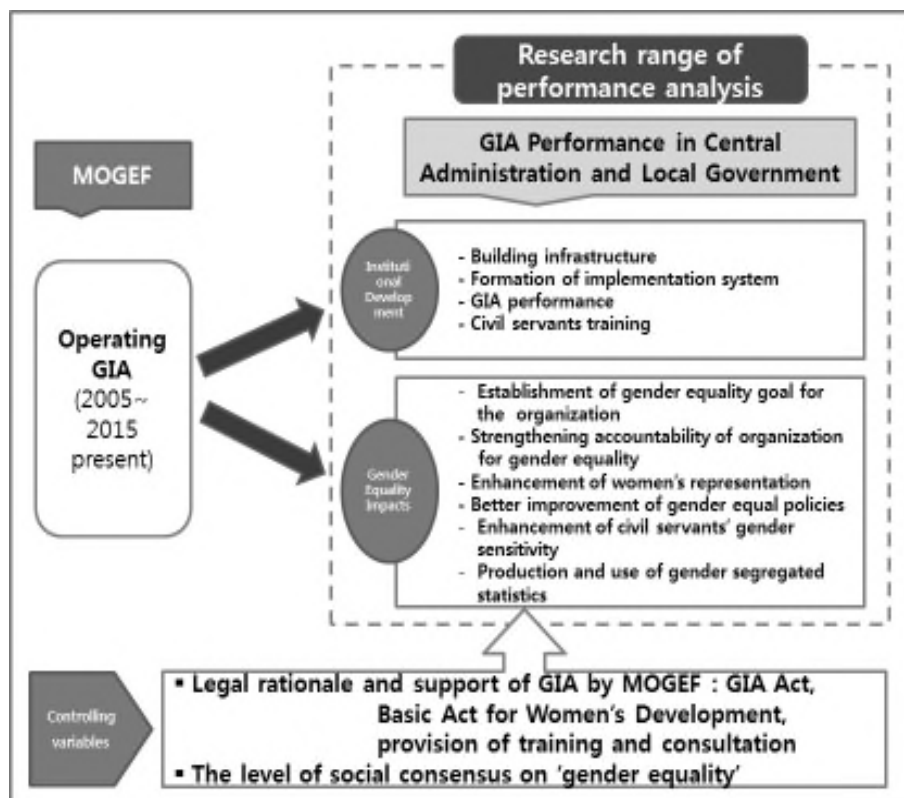
In this chapter, it has analysed the performance of GIA implemented at two central administrations and three local governments. The performance analysis has two aims: one is to see whether the performance check-up indicators suggested above are adequate to analyze the performance of GIA at central administrations and local governments, and the other is to identify performance of GIA at public bodies pertinent to performance analysis and tasks which need to be improved in future.

The criteria to select the public bodies pertinent to the pilot performance analysis include following: distribution between the central administration and the local government; the public body which has been relatively active to implement GIA so that positive outcomes can be expected and research collaboration is viable; and, distribution between Seoul and non-Seoul areas amongst relatively unknown local governments that are recently expected to make excellent performance. Given these criteria, the Ministry of National Defense(MND) and Rural Development Administration(RDA) have been finally selected as analytical target for the central administration and Incheon Metropolitan City(IMC), Bupyeong-Gu in Incheon(BGI) and Jeollanam-Do(JND) for the local government.

In order to make performance analysis of GIA, the performance check-up indicators mentioned in the Chapter Three have been used. The methods for such analysis include collection and analysis of

documents from the pertinent bodies, and interviews with GIA staffs in charge of the body and the task, recipients of GIA programmes, activists of women's groups who are concerned with GIA, and consultants.

By the selection of analytical targets and the process of analysis, it has attempted to see to what extent these five bodies have made institutional progress and gender equality effects and what are the factors to generate such effects. And the model for performance analysis is suggested in [Figure IV-1] below.



[Figure IV-1] GIA Performance Pilot Analysis Model

2. Performance Analysis of GIA in the Ministry of National Defense

The MND has been undertaking GIA since 2005 and analyzing the legislations and plans as well as programmes since the GIA Act was legislated in 2012. It has done GIA on the policies of health, supporting career move, supplying military uniforms, and so forth, some of these policies have led to actual improvement by reflecting the suggestions from GIA, which have set the example of GIA for policy improvement.

The results of performance analysis of GIA in the MND are following. First, given the outcome of the development of GIA *per se* in the MND, it has not made an additional effort to enhance the capability of implementing GIA on its own. It is identified that the GIA in the MND has been carried out according to the GIA Act legislated under the MOGEF and the guideline of how to operate GIA. What is important is that the proactive role of the Division of Women's Policy and the capability for GIA Center to support can be seen as the key driving force for the MND to play a role in making good examples and improvements.

Secondly, the gender equality effects attained from the implementation of GIA in the MND are following. Above all, it has not set up its own goal of gender equality with regard to its major tasks, nor made further efforts to reflect the achievements by GIA into performance management indicators in relation to its accountability to achieve gender equality. Instead, it has created the award given by its minister for two best GIA programmes, different from best GIA organization and best GIA civil servants conducted by the MOGEF, which is seen to be working as incentive towards those civil servants

engaged in GIA, and also contributing to facilitating the operation of GIA.

Also, some examples can be found that the MND has developed a new gender equality policy to endeavour for the enhancement of female soliders' welfare and convenience. Because the excellence of policy improvement has been recognized, the MND has been awarded as the best organization and the best example by the MOGEF several times. The reason that excellent policy improvement could have been made seems to be because the staffs engaged in GIA resisted to it at first, but became proactive when they came to agreement with opinions of experts on policy improvement.

3. Performance Analysis of GIA in Rural Development Administration

Rural Development Administration(RDA) is the representative central administration that has been actively carrying out the GIA since its introduction in 2005. The number of GIA programmes has been doubled than the average number of central administrative bodies every year since 2005, making great efforts to vitalize the linking with GB and to introduce an initiative GIA promotion system by operating a history management of GIA policy improvement.

The results of performance analysis of GIA in the RDA are following. Firstly, given the outcome of the development of GIA *per se* in the RDA, the position of the department in charge of GIA within the organization is not only high, but also the staff in charge of GIA is assigned as expert, working for the same task four years long continuously so as to be accountable for task continuity and professionalism. Also the researcher specialized in GIA has been continuing to be responsible for the consultation with the organization, identifying that the collaborative

relationship has been forged based on continuity, professionalism, and trust. As such, activeness and professionalism of both responsible department and consultant are underlying in the promotion system of GIA in RDA.

Looking at the RDA's GIA implementation record, it is relatively higher amongst central administrations: the RDA has secured a certain amount of budget for GIA for a particular assessment, and thereby it has made use of the quantitative and qualitative materials produced by such process for the writing up of an analytical assessment paper so as to draw fruitful suggestions for policy improvement. As to whether the RDA has reflected such policy improvement suggestions on actual tasks to make improvement, it has actively carried out those suggestions. This could have been done for following reasons: viable and feasible policy improvement suggestions have been drawn in the stage of analysis and assessment; internal assessment system within the organization has been equipped to enforce the staff in charge of implementing analysis and assessment to submit the record of policy improvement feedbacks for the performance evaluation at the end of year; it has some power as a central administrative body to make influence on local government programmes by using budget allocation and programme evaluation tools; and it has been capable of carrying out the programmes that have policy improvement suggestions reflected according to the results of analysis and assessment.

Secondly, with regard to the gender equality effects made through undertaking GIA in the RDA, a gender equality goal could not be found in the vision of goal of its organization, nor there has an example to have a gender equality goal set up even in the department. Concerning the organizational accountability, the performance of GIA

has not been incorporated in the indicators of outcome management by department, nor has been a system to select and award the best department or the best civil servant on their own. However, when such was selected and awarded by the MOGEF, it has been found that the award of personnell has been kept record in the history of human resource management about the civil servant and also has positively affected his or her promotion. In addition, the proportion of female commissioners in three governmental committees of the RDA has been relatively higher than the average in the central administration. As to whether there has been a change in gender sensitivity of civil servants, those in charge of GIA of the RDA have self-claimed that gender sensitivity has been encouraged in the process of carrying out GIA. As to whether civil servants in charge of each programme ultimately have incorporated gender needs or gender features in the pertinent tasks through GIA, they continue to do so even after the analysis and assessment on each programme has been completed. Also, such principle is stipulated in the guideline of the programme, so that even when the person in charge has changed, the content of policy improvements is made to sustain in practice. Those civil servants in charge of the organization and programmes for GIA appear to have a high level of willingness to make a policy improvement through GIA. It is because the RDA has encouraged the personnell in charge to be accountable for policy improvement through the establishment of a system to check-up policy improvement and to reflect performance evaluation.

4. Performance Analysis of GIA in Incheon Metropolitan City (IMC) and Bupyeong-Gu in Incheon(BGI)

Incheon Metropolitan City(IMC) has been making multifaceted efforts to expand the foundation to implement GIA and vitalize its operation by extension of civil servants training, the enhancement of gender equality in the local society through building a system for citizen's participation and governance, the capability-building to support GIA through the enhancement of professionalism at the Incheon GIA Center, and so forth. This study has analyzed to what extent IMC has reached to the level of which it eventually has aimed to achieve gender equality goals through the development of GIA *per se* and its operation, with regard to the indicators of performance check-up.

Firstly, examining the outcome of the development of GIA as institution *per se* in IMC and BGI, it appears that IMC has not yet reached to the high level of institutional development enough to have a smooth implementation. This can be said that it is in a basic stage where it is building the promotion system for GIA and making its thorough implementation with a close collaboration between the pertinent department and Incheon GIA Center. In particular, it has been making continuous efforts to establish promotion system to facilitate GIA even when there has not been sufficient to have any infrastructure within the administrative body and a support network amongst high positioned civil servants the public office. Their efforts have been recognized, for instance, as a presidential award for national merit organization in relation to the GIA implementation. Hence, can be highly deemed the willingness and effort of Incheon GIA Center to support the staff in charge of GIA with the organization and the

administrative body.

On contrary, BGI has legislated the ordinance for GIA and formed an independent committee for GIA, which helps clarify the subject to be responsible for major decision-making concerning of GIA operation. Also, in 2015 the ordinance for GIA was revised in the way to strengthen the accountability of implementing GIA, particularly by specifying that a general chief manager is to take a role as the officer of analysis and assessment in each department. It is noticeable that citizen's monitoring to inspect the process of GIA implement is stipulated in the same ordinance, which has enabled citizen to participate in the policy process. As a result, citizens as well as civil servants and experts are actively involved in the programmes through direct participation.

Secondly, concerning the effects on GM through GIA, BGI does not explicitly present gender equality goals or the value of its strategic formation about the sustainable development strategy and its implementation plan that contain essential values to govern BGI. However, it is clearly stated that policy implementation plans are to ensure the foundation to stabilize GM in the primary general programmes or secondary specific programmes of women's policy implementation plans. In particular, the Head of BGI has a strong will to implement GIA so as to enhance the effects to make a substantial policy improvement through it. Therefore, BGI can be seen as an initiative to lead GIA amongst local governments. Such a strong will of the head of BGI has led increased budgets and human resources to be allocated to those programmes selected as the best like Women-Friendly Five Hundred Steps and Grassroot Women Center.

5. Performance Analysis of GIA in Jeollanam-Do(JND)

Jeollanam-Do(JND) has begun to implement GIA on its programmes since 2006. And the number of those programmes implementing GIA has been sharply increasing since the GIA Act was introduced in 2012. As a result, the level of GIA incorporated in the JND and its affiliated bodies has considerably gone up, for instance with 1,920 programmes implemented GIA in 2014. Hence, this study has attempted to analyse what outcomes have been gained through GIA and what problems needs to be address at a time when GIA programmes are expanding over a decade.

Firstly, given the developmental outcome of GIA *per se*, JND has basic components prepared for the GIA implementation through the enactment of the ordinance of JND GIA in 2012. Yet, the ordinance has not included detailed methods to make GIA implementation substantial, such as opening of GIA paper in public, operation of GIA Practice Committee, securing and supporting budgets for producing gender-segregated data and local gender governance, inspecting the implementation of policy improvements, and so on. Nevertheless, the efforts for JND to make to form a basis to implement GIA should not be neglected, such as securing budget to train civil servants for their capability-building, intensifying professionalism through consultation and a collaborative system with experts, a close deliberation with Jeonam GIA Center, formation of a private-public partnership system to seek the ways to develop GIA, and so forth. In particular, JND has been encouraging to implement GIA through incorporating GIA performance records into the indicators of internal performance evaluation with consideration of the government joint evaluation, and by the Head of JND granting the award for the best department of

gender equality across all the overall administrative bodies affiliated to and the main office of JND.

Secondly, as for the major achievements made on GM effects through GIA, a goal of women's participation has been included in major development plans of the organization in the medium- and long-term, which, alongside with the Head of JNM's interest, leads to enhancing the proportion of women commissioners in all kinds of committees and making considerable improvement in the conducts of gender equal programmes. Having a closer look, even though it has not incorporated a gender equality goal in the organizational vision and goal, major task plans of the responsible department for GIA have indicated specific goals to achieve through the task to build the foundation of gender equality policy. The key driving force to make great influence on the activeness of institutional implementation and improvement of gender equal policies appears to be the interest and support of the Head of JND. This has led to increase the satisfaction level of policy improvement, based up the mutual cooperation between women's policy unit, the unit in charge of the pertinent programme to GIA, and citizens participating in the programme, which has been propped up by local governments as well as JND. Also, while those subjects in the local society making policy improvements toward gender equality, it appears that the level of consensus on the necessity of gender sensitivity and gender equal policies amongst civil servants has risen up.

V. Results of Survey on Indicator System to Check up GIA Performance

1. Overview of the survey of civil servants and experts

This survey has conducted questionnaire survey to five hundred civil servants and experts of to what extent they think the indicator system to check up performance that is formed through aforementioned procedures are adequate to the direction and outcome production of GIA operation.

This survey has given respondents four categories of questionnaires: to what extent they think a distinction between *institutional development of GIA per se* and *gender equality effects through GIA* made in the indicator system to check up performance(suggested) is adequate and appropriate; to what extent they think the distinction of ten specific areas included in two fields is adequate; to what extent they think twenty four indicators included in each specific area are adequate as the performance check-up indicator and how probable they expect they can be employed to each administrative body; and questions of the general information on their sex, the number of their participation in GIA training, their affiliation, and the length of time that they have been engaged in GIA.

2. Results of Survey with Civil Servants and Experts

The survey with civil servants and experts seem to rate high of the adequacy and feasibility of the overall indicator system suggested by this research. However, there have been some discrepancies between civil servants and experts. Whereas the civil servants tend to emphasize their administrative reality so that they rate relatively

low on the adequacy and feasibility as to the indicators in the second field that is focused on the performance check-up in the medium- and long-term, experts tend to rate higher on institutional development and the indicator of gender equality achievement in the second field. The decision should not be biased toward any side or made one-way. Therefore, it can be suggested that the major indicators be selected based upon the ranking of the aggregated figure, and those indicators which have a relatively large gap in adequacy and feasibility need to be categorized to be managed in a long term.

VI. Conclusion

1. Results of Development of Performance Check-Up Indicators of GIA

A. Results of Development of Performance Check-Up Indicators

The purpose of developing performance check-up indicators to implement GIA is to make a compass to indicate concrete directions that each administrative body achieves gender equality across policies in general.

The results of the development of performance check-up indicators can be briefly mapped out as in [Figure VI-1]. The system is formed in a following direction: two fields \Rightarrow ten specific areas \Rightarrow twenty one indicators \Rightarrow forty five specific common indicators and five specific indicators for local governments. In the final indicators, three indicators and eleven specific indicators have been ruled out, compared with the first draft.

| Fields | Institutional Development of GIA | | | | | Gender Equality Impacts | | | | |
|---------------------|----------------------------------|------------------------------------|-----------------|-------------------------|--|--|---------------------------------------|---|---|--|
| Areas | Building infrastructure | Formation of implementation system | GIA performance | Civil servants training | Establishment of gender equality goal for the organization | Strengthening accountability of organization for gender equality | Enhancement of women's representation | Better improvement of gender equal policies | Enhancement of civil servants' gender sensitivity | Production and use of gender segregated statistics |
| Indicators | 3 | 3 | 2 | 2 | 1 | 2 | 1 | 3 | 3 | 1 |
| Items (common) | 12 | 6 | 8 | 3 | 3 | 2 | 2 | 4 | 3 | 3 |
| Items (local gov't) | 2 | 1 | - | 1 | - | - | - | - | - | - |

[Figure VI-1] System of performance check-up indicators of GIA

B. Direction to use performance check-up indicators and future tasks

The system of detailed composition of performance check-up indicators can be made selective use according to user and purpose of performance check-up. Firstly, as for user, that can include the MOGEF which is a general manager of GIA and each administrative body which actually implement GIA, external expertise researcher, general citizen or the group of GIA monitoring. Secondly, the indicators can be selectively used by the purpose of performance check-up. Thirdly, whoever investigate the performance of GIA in each administrative body, three year period seems to be appropriate. Finally, the performance check-up indicators suggested by this study needs to be continually made elaborate.

C. System of detailed composition of performance check-up indicators

The system of detailed composition of performance check-up indicators has been developed to inspect the performance of each administrative body which actually implements GIA, not from the viewpoint of the MOGEF. And the time length to inspect the object of performance check-up is set one year as unit and also the time unit of indicators is all yearly.

The features of the system of detailed composition of performance check-up indicators can be briefly identified as follows. Firstly, it has put forward *formula measurement and evidence material* for each specific indicator. The formula measurement varies from a simple format, like yes/no, to seemingly complicated formula, like $\text{submission rate(\%)} = \frac{\text{GIA submission of legislation}}{\text{total legislation or revision}} * 100$, which

is similar to the formula to measure the records of GIA submission. The evidence material mostly includes the internal document of the organization for administration, interview questionnaires with those in charge of organization or programmes of GIA, and with the participants (recipients) of GIA-targeted programmes.

Secondly, a *indicator feature(unit)* is to indicate whether the specific indicators are qualitative or quantitative. A considerable number of specific indicators consist of qualitative indicators; thirty nine are qualitative, whereas eleven quantitative out of fifty specific indicators.

Thirdly, employment is to indicate separately whether the specific indicator should be applied to the central administration or the local government. Following the present architecture of GIA implementation, those which are only applicable to the local government, not to the central administration are distinguished as *LG* only in the specific indicator. If there is not any indication, it means that it can be applicable to both³⁾.

2. Policy Tasks based on Performance Analysis

Herein it suggests policy tasks for each administrative body included in this study, which are drawn from its performance piolt analysis. As positive outcomes have been suggested in detail by Kim DS et al (2015: 67-295), it focuses on tasks for improvement hereby.

A. Ministry of National Defense

MND does not incorporate the record of implementing GIA in the

3) As for detailed specific indicators, please see Kim DS et al(2015) *The Study on Strategies of Institutional Operation and Management(III): Development of Performance Check-Up Indicators and Performance Analysis*. pp.326-334. KWDI.

indicator of performance management. However, given that there are the Division of Women's Policy existing in the organization and independent incentives for GIA programmes, it is seen that it has been relatively easier to implement GIA in MND than other central administrations. Nonetheless, in order to maximize the outcome of GIA in MND, policy tasks which needs to be concentrated to improve can be identified as follows. Firstly, the task of GIA should be included in the job description of the analysis and assessment officer and the staff in charge should be able to take responsibility for only GIA. Secondly, it is necessary for external experts to monitor GIA record for effective feedback on policy improvement, as long as it does not hamper task. Thirdly, it is necessary to legislate to undertake GIA about the overall plans. Fourthly, budgets need to be allocated for in-depth GIA by experts. Fifthly, a limitation has been found that a survey on the satisfaction level of policy recipients, which should be strengthen after the result of GIA, has been insufficient. It is necessary to make a systematic survey on the level of subjective satisfaction by sex of policy recipients. Lastly, it is found out by GIA that health statistics of the military has appeared gender segregated since 2010. However, the level of gender segregated data and its use in major statistics of the MND has been so low that it addresses the issue that the range of GIA-targeted programmes and statistical output of the MND need to be reviewed in general.

B. Rural Development Administration

As RDA has been maintaining the close collaborative relationship between the staff in charge of GIA within the organization and the staff in charge of GIA-targeted programmes, there have been significant

policy improvement made on the programmes undertaken GIA. Also it has set an example to make experts to implement in-depth GIA nearly every year by securing its own budgets. Notwithstanding, there are some complimentary policy tasks identified to realize gender equality across the overall policies led by RDA in a medium- and long- term.

Firstly, a self-regulating GIA Committee needs to be formed and run to make it more formally implemented and managed. Secondly, the range to create a new GIA programme needs to be broadened. For example, one division and one programme for GIA can be made as a principle to create a new programme for GIA. Lastly, RDA need to seek the ways in which self-regulating incentives are to be provided for those departments or personnels engaged in GIA *par excellence*.

C. Incheon Metropolitan City

ICM has been making a positive use of the GIA Centre to get support for consulting and writing up a review paper, while maintaining a close collaborative relationship. Its strenuous efforts to carry out policy improvement drawn from GIA results seem to be a major outcome. Also it has secured its own budgets to run civil servant training of GIA. Nevertheless, some tasks following can be complimented in order to improve GIA in a way to realize gender equality in ICM.

Firstly, it needs to have a civil servant who can be fully responsible for the GIA only. Secondly, it is necessary for gender experts to carry out in-depth GIA on major programmes by securing its own budgets for out-contracting research.

In so doing, new gender sensitive policy programmes can be created, and thereby the policy improvements can be identified and made for the citizen to notice.

D. Jeollanam-Do

It has been found that JND has been making good outcomes such as securing budgets for civil servant training, professionalization through the formation of collaborative system with experts, a intimate deliberation with the Jeonnam GIA Center, and formation and management of private-public partnership with local women's groups and female local councillors for the expansion of GIA outcome. The goal of wome's participation incorporated in the medium- and long-term development plans of JND, the increase in the proportion of female commissioner in every committee with an intensive interest of its head, and considerable improvement made in relation to running gender equal programmes. Nonetheless, some policy tasks for improvement to enhance gender equality effects can be suggested as follows.

Firstly, it is necessary to increase the personnel responsible for GIA within JND and gender experts at GIA Center. Secondly, it is necessary to form and run a continuous and formal standing committee such as GIA Committee or Coordinating Committee for Gender Equality. Lastly, the efforts to further vitalize gender governance with local residents need to be sustained, as it seems to be the best outcome of JND's GIA so far.

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