

2020
Research Paper-18



Linking the Key Program Evaluation System to Gender Budgeting(I)

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**Linking the Key Program Evaluation
System to Gender Budgeting (I)**



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Linking the Key Program Evaluation System to Gender Budgeting (I)

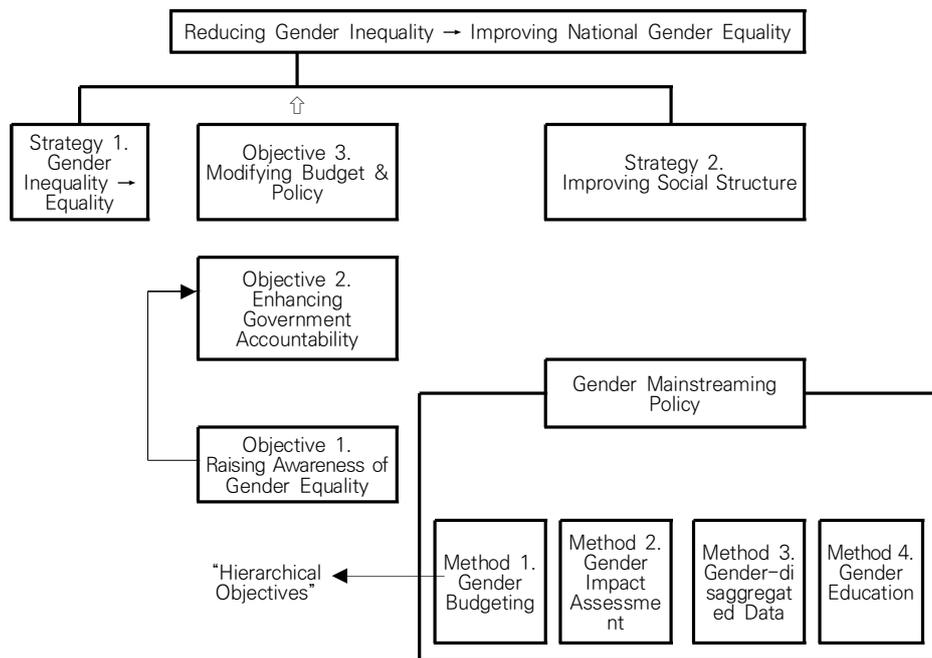
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I . Introduction

□ Background and purpose of research

- In the past two years, the gender issue has attracted attention in two main aspects. One is the aspect of social value and the other, social conflict.
- At first glance, social value and social conflict seem to be opposing concepts. However, on closer inspection, there is a commonality between the two: ‘gender inequality.’ ‘Gender inequality’ is an issue to be critically examined in terms of the social value of equity, and at the same time, it is necessary to examine it as a cause of social conflict. In this regard, ‘gender inequality’ is an important issue that requires policy intervention to realize the social value of equity and to resolve gender conflict, a type of social conflict.

- Then, how can the government provide a solution to the ‘gender inequality’ issue? Furthermore, what role can gender budgeting assume in the process?



* Source: The method section of the figure above is cited from Kyunghee Ma(2014: 460). The hierarchical objective section is cited from Sharp(2001:89)(as cited in Youngock Kim et al,(2008:12) Figure [II-1]), reconstructed for this study.

[Figure 1] Strategy for Improving Gender Budgeting

- By achieving the three hierarchical objectives, gender budgeting can contribute towards the reduction of gender inequality. Currently, gender budgeting is located at the Objective 1 level, as shown in [Figure 1]. Although it has been continuously changing and growing for the past 10 years, it has not yet been able to bring about actual change.

- In this study, the reason behind the lack of change is considered to be ‘the absence of an institutional mechanism to strengthen government accountability.’ Moreover, we believe that such accountability could be strengthened with institutional feedback.
- Being aware of this problem, we consider the possibility of adopting an ‘evaluation system’ as an ‘institutional mechanism to strengthen government accountability.’ It is evident that a more elaborate system must be put in place as various interests are intertwined. Therefore, a variety of discussions regarding the ‘evaluation system’ are carefully reviewed; then, based on the findings, ‘Linkage with the Key Program Evaluation’ is suggested as a solution. The main purpose of this study is to induce the internalization of gender-oriented perspectives in the social structure via ‘Linkage with the Key Program Evaluation,’ and for this process to ultimately contribute towards resolving ‘gender inequality’ related social conflict and the realization of the value of equity.

$$\text{Social Conflict Index} = \frac{\text{Potential Causes of Conflict}}{\text{Conflict Management System}}$$

▼

$$\text{Gender Conflict} = \frac{\text{Gender Inequality}}{\text{Gender Mainstreaming Policy}}$$

* Source: Cited from ‘Social Conflict Index Model’ of June Park-Dongjae Jung(2018: 28) [Figure 2-1], which cites from Rodrik(1998: 150); 2-1]. Restructured for the purpose of this study.

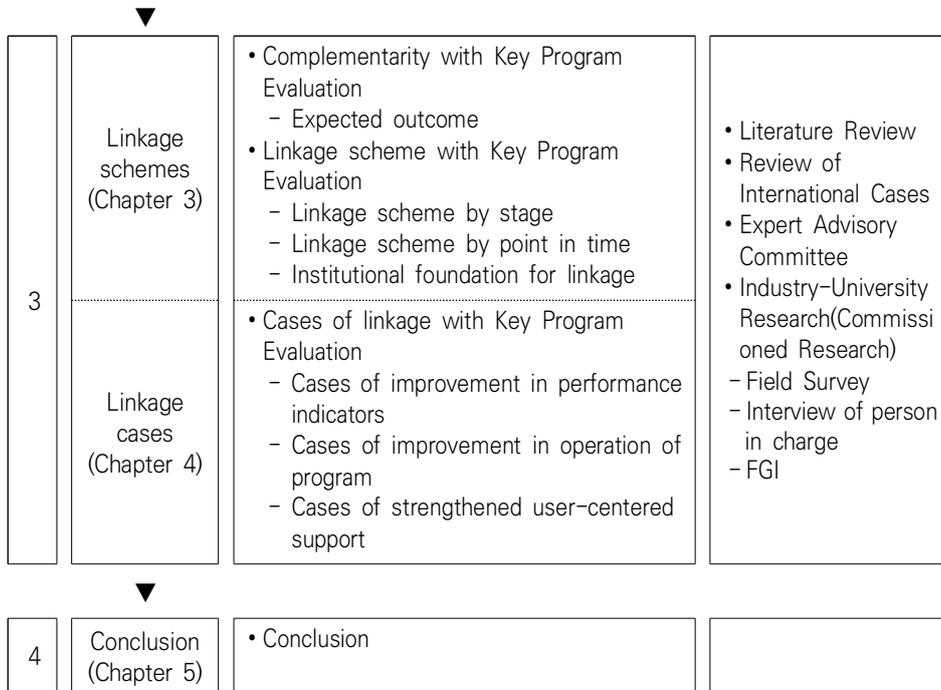
[Figure 2] Role of Gender Budgeting

□ Research Content

- The main content of this study can be divided into ① the need for linkage between systems, ② method of linking systems, and ③ cases of linked systems.

- In the first section, we present the logical basis for the need to establish an evaluation system for gender budgeting, the need to link with other evaluation systems, and explain why the Key Program Evaluation was selected among the various evaluation systems. In the process, various evaluations that can be linked are carefully reviewed, and specific linkage schemes for each evaluation are presented, and linkages derived in terms of institutional similarity and feasibility of institutional linkage are compared and analyzed.
- In the second section, we analyze the mutual complementarity between the Key Program Evaluation and gender budgeting, and suggest linkage by stage according to the degree of linkage.
- In the third section, we aim to help intuitive understanding of linkage schemes by presenting specific cases.

Research Process		Research Content	Research Methodology
1	Introduction (Chapter 1)	<ul style="list-style-type: none"> • Introduction <ul style="list-style-type: none"> - Background and purpose of research - Research content and methodology 	Literature Review
▼			
2	Necessity of linkage (Chapter2)	<ul style="list-style-type: none"> • Why is evaluation needed? <ul style="list-style-type: none"> - Issue of responsibility - Issue of information • Why is linkage needed? <ul style="list-style-type: none"> - Limitations of an independent evaluation system • Why Key Program Evaluation? <ul style="list-style-type: none"> - Linkage with Government Performance Evaluation - Linkage with Self-Evaluation of Fiscal Programs - Comparison analysis by evaluation 	<ul style="list-style-type: none"> • Literature Review • Expert Advisory Committee • Expert Opinion Survey • Forum



[Figure 3] Research Outline

□ Research Methodology

- We conduct a literature analysis, which includes reviewing previous studies about the evaluation system of gender budgeting, examining international cases, analyzing major evaluation systems and specific cases, and conducting an analysis of recent policy flows and research trends related to performance management.
- Forums are held to examine recent discussions of major evaluation systems and performance management systems.
 - First Forum: Changes and recent trends in the performance management of fiscal programs
 - Second Forum: Balanced National Development and its policies

- Expert opinion surveys are conducted, asking about the necessity and evaluation strategy for gender budgeting.
 - Period: February and March 2019
 - Target: 22 experts with experience in the operation of gender budgeting or its research
 - Content: Necessity of an evaluation system for gender budgeting, suitable evaluation system, ways to utilize evaluation results
- In order to derive linkage schemes and analyze specific cases, we contracted out research to the following organizations.
 - Industry-University Collaborative Research 1: Korea Institute of Public Finance(KIPF)
 - Industry-University Collaborative Research 2: The Korean Women Economists Association(KWEA)
- We continue to consult with relevant experts and public officials on matters relating to the research content or methodology.

II . Necessity of Linkage

1. Why is evaluation needed?

- The issue of responsibility: Feedback → Lack of institutional mechanisms to increase accountability
 - Gender budgeting is one of Korea's main fiscal approaches (National Budget Office, 2019: 141). Therefore, in accordance with performance-based national fiscal management, gender budgeting is also integrated into a performance management framework. However, the current performance management style of gender

budgeting is significantly different from that of general fiscal programs.

- In the case of general fiscal programs, in exchange for guaranteeing the autonomy of the department in management of its programs, the results are analyzed and reflected on the budget for the next year, which is stipulated by law.
 - On the other hand, in the case of gender budgeting, while autonomy of the department in terms of gender-sensitive management of the program is guaranteed, accountability for the gender budget has not improved nor have there been changes made to programs or budget, as there is no mechanism to hold the department responsible. Thus, although gender budgeting has continuously changed and grown over the past 10 years, it has not brought about gender-sensitive changes to fiscal management.
 - For efficient performance management, it is vital that gender budgeting be provided with an institutional mechanism that can demand accountability based on feedback, which this study considers to be an evaluation system.
- The issue of information: Presenting a logical basis for the ‘gender inequality’ problem
- Another reason to establish an evaluation system can be considered in relation to performance information. If the 'issue of responsibility' focuses on the inability to use the produced performance information, the question here is whether this performance information is appropriate. Arguing that an evaluation system is needed is based on the premise that the produced performance information is of high quality. If so, how high is the quality of

performance information included in the gender budget and settlement statements?

- The budget tends to rely on core information because decisions must be made quickly in limited time based on complex political interests. In addition, this core information must be presented as specific statistical data to increase the likelihood of being linked to the budget(Youngjin Yoon et al., 2008: 114~115).
- The gender budget must also be expressed in a concise and clear manner. However, at the same time, it must be presented so that the people behind the numbers are visible.¹⁾ For this to be possible, it must be based on abundant information about the program and specific statistics, which are conditions not easily satisfied for gender budgets due to their nature.
- In general, gender-disaggregated data tends to be accumulated only when policies are believed to have issues of ‘gender inequality.’ Gender-disaggregated data is not collected for most policies because they are considered to be gender neutral(Downes, R. et al, 2017: 24-25). It is not easy to compressively show the issue of ‘gender inequality’ and the need for improvement in the absence of gender-disaggregated data.
- In the case of general fiscal programs, problems with asymmetric information are solved and specific performance information is obtained through performance evaluation. It can also be expected that these types of information-related problems can be solved by providing an evaluation system for gender budgeting.

1) SVERIGES RIKSDAG. https://www.riksdagen.se/sv/dokument-lagar/dokument/motion/jamstalld-ekonomi-med-gender-budgeting_H2022740(Excerpt from Sweden's proposal for gender budget, based on researcher's translation, Search date: 2019.10.27.)

2. Why is linkage needed?

○ Direction of Evaluation System

- There are two major discussions surrounding the type of evaluation system for gender budgeting. One is the establishment of an independent evaluation system, and the other is a system resulting from the linkage between existing evaluation systems.
- The results of the expert opinion surveys reveal the majority of experts agree that an evaluation system is needed, but point out various problems with establishing an independent evaluation system.

〈Table 1〉 Results of Expert Opinion Survey

Option	Main Content	
	Effect	Limitations
Option of establishing an independent evaluation system	<ul style="list-style-type: none"> • An evaluation system incorporating the purpose and specificity of gender budgeting can be established 	<ul style="list-style-type: none"> • Increased burden due to duplication and formalization of evaluation system • Improvement of current institutional problems (improvement of quality of contents, improvement in awareness of the person in charge, etc.) is first required • Administrative cost inefficiency considering the complexity of the system design (evaluation framework, evaluation committee, persuading the National Assembly and the government, etc.) • Connection with existing performance management systems is low • When establishing a separate evaluation system centered on the Ministry of Gender Equality and Family, the binding power of the

Option		Main Content	
		Effect	Limitations
			<p>evaluation results will be limited and there is the issue of the Ministry itself being a target of evaluation while also being the conductor of evaluation. As a result, the evaluation may become a mere formality.</p> <ul style="list-style-type: none"> • Concerns about the system being used merely as a means to satisfy indicator performance • Concerns about disparity in level of evaluation depending on external reviewers' awareness of gender equality
Linking with other Evaluations	Self-Evaluation of Fiscal Programs	<ul style="list-style-type: none"> • It has a considerable influence on improving the effectiveness of the system • The department has a deep understanding of the evaluation system due to its long experience. • As the evaluation results are linked to the budget, it is possible to induce substantial changes in fiscal programs. • Being a self-assessment, it is possible for the institution itself to make efforts. • Highly feasible when considering evaluation units and evaluators 	<ul style="list-style-type: none"> • Since the department operates autonomously, it is possible that important policy values will not be considered. • There has been a recent trend of reducing the burden of evaluation carried out by ministries; there may be resistance towards adding new evaluation items.
	Government Performance Evaluation	<ul style="list-style-type: none"> • As the connection with gender impact assessment is important, the evaluation framework will be unified with gender impact assessment. • If this evaluation settles well, the gender budget can be included in the department's tasks. 	<ul style="list-style-type: none"> • Low level of effectiveness due to broad unit of evaluation - As it is an evaluation of national tasks, it is not possible to separately evaluate the gender budget.

Option	Main Content	
	Effect	Limitations
Both	<ul style="list-style-type: none"> • A lighter work burden and a lower cost is expected, compared to an independent evaluation. 	<ul style="list-style-type: none"> • The consistency between the existing evaluation system and gender budget is low • Their function as an evaluation is limited(only the degree of implementation can be evaluated, can turn into a routine evaluation that is not meaningful) • It is necessary to recognize the problems of evaluations and consider the negative effects they have on gender budgeting. • When included in the form of giving additional points, there is a problem of reverse discrimination against non gender-sensitive programs

* Source: Korean Women's Development Institute(2019a). Prepared by the author by summarizing results of expert opinion surveys.

- Based on these findings and the following two principles, this study shows that an evaluation linked with other evaluations is more suitable than an independent one in the case of gender budgeting.

○ Principle 1. Feasibility of purpose of introducing an evaluation (create gender-sensitive changes in fiscal management methods)

- Considering the distinct characteristics of gender budgeting(low priority in terms of budget allocation, difficulty in establishing gender-disaggregated statistics, and asymmetry of information with program managers, etc.), the quality of evaluation information and binding power of evaluation results are bound to be limited, and as a result, it will be extremely difficult to bring about gender-sensitive changes to fiscal management methods.

-
- Principle 2. Minimization of burden on departments following the implementation of an evaluation
 - The problem of overlapping evaluations is one of the recent major issues in fiscal management. Considering that gender budgeting is also an important fiscal program, there are concerns that building an independent evaluation will intensify this problem.

3. Why Key Program Evaluation?

- Two criteria for selecting linkage scheme
 - Two criteria were chosen to determine which systems to link
- Criteria 1. Institutional similarity
 - Government Performance Evaluation < Self-Evaluation of Fiscal Programs < Key Program Evaluation
 - When comparing characteristics of each evaluation system on the premise of linking with the evaluation for gender budgeting, the system most similar with gender budgeting in terms of purpose and content is the Key Program Evaluation.

〈Table 2〉 Comparison of Evaluation Systems

Distinction	Government Performance Evaluation	Self-Evaluation of Fiscal Programs	Key Program Evaluation	Gender Budgeting
Evaluation Purpose	Ensuring the efficiency, effectiveness, and accountability of the administration	Enhancing the autonomy and accountability of ministries Enhancing transparency in fiscal operations	Improving performance management of fiscal programs	Raising awareness of gender equality Strengthening government accountability Budget and policy changes
Legal Basis	Framework Act on Government Performance Evaluation	National Finance Act	National Finance Act	National Finance Act
Evaluation Target	Main policies of 43 organizations	All fiscal programs	Key fiscal programs	Some fiscal programs
Conductor of Evaluation	Office for Government Policy Coordination	Government departments(+Ministry of Strategy and Finance)	Ministry of Strategy and Finance(+Evaluation Team)	Ministry of Strategy and Finance
Evaluation Unit	Key Policies	Activity	Activity	Project
Evaluation Content	Results (Ex-post evaluation)	Results (Ex-post evaluation)	Process+Results (Evaluation of process+Ex-post evaluation)	Process+Results

+

Distinction	Government Performance Evaluation	Self-Evaluation of Fiscal Programs	Key Program Evaluation
Evaluation Procedure	Organize evaluation support group Conduct evaluation Deliberation and Resolution by the Government Performance Evaluation Committee	Notification of evaluation guidelines Self-Evaluation Submit evaluation results	Evaluation team Conduct evaluation - Field survey
Evaluation Methodology	Quantitative Evaluation, Qualitative Evaluation	Quantitative Evaluation	Quantitative Evaluation, Qualitative Evaluation
Evaluation Results	Institutional rating(5 grades)	Rating by program(3 grades)	Improvement by program
Application of Evaluation Results	Report at the Cabinet meeting Reward awarded to excellent institutions Inspection of performance of Office for Government Policy Coordination	Results reflected autonomously - Expenditure restructuring, improvement of performance management Examined at Financial Management Inspection Meeting	Collaboration between fiscal authorities and departments - Program structure redesign - Present fiscal input direction Examined at Financial Management Inspection Meeting
			-

* Source: Government Performance Evaluation(Government Performance Evaluation Committee, Government Performance Evaluation Summary, https://www.evaluation.go.kr/psec/intro/intro_1_1_1.jsp (Search date: 2019.10.28), Office for Government Policy Coordination(2018.12: 7~8), Restructuring of content from Government Performance Evaluation Committee: Office for Government Policy Coordination(2019.1:4,8) by item), Self-evaluation of Fiscal Programs(Restructuring of content from Ministry of Economy and Finance(2018.1.2.:1, 5~6, 15~16, 2018.12.31.:1~4)by item), Key Performance Evaluation(Press release from the Ministry of Economy and Finance(2019.4.26b.:5~10, 2019.8.13.:6), Fiscal Management Bureau of the Ministry of Economy and Finance(2017.11.30.: 6~7))

○ Criteria 2. Effectiveness of Institutional Linkage

- (Government Performance Evaluation=Self-Evaluation of Fiscal Programs) < Key Performance Evaluation
- When comparing the currently possible linkage schemes, linkage with Government Performance Evaluation and Self-Evaluation of Fiscal Programs is centered on evaluation indicators, whereas the Key Performance Evaluation is a procedure in which there is participation in the evaluation process.
- To achieve the purpose of linkage, which is to resolve the fundamental problem of gender budgeting, a linkage scheme centered on evaluation indicators is not appropriate. Therefore, linkage with the Key Program Evaluation seems to be the best option.

〈Table 3〉 Linkage scheme with Government Performance Evaluation

[Linkage scheme with Government Performance Evaluation] Linkage of evaluation indicators

Evaluation Indicators(Proposal): 'Efforts related to gender mainstreaming policy'
 Grading Method(Proposal): Points given or deducted
 Measurement Method(Proposal): Gender Budget Statement preparation rate+ Performance goal achievement rate

Current	Linkage scheme
<ul style="list-style-type: none"> • Contribution to gender equality 1) Evaluation of sexual harassment/sexual violence prevention education and execution of prevention measures(2 points) : Prevention education(50%), Prevention measures(50%) 2) Evaluation of improvement in policies through gender impact assessment (Deduction of -0.5 points) : Conduct rate of gender impact 	<ul style="list-style-type: none"> • Contribution to gender equality 1) Evaluation of sexual harassment/sexual violence prevention education and execution of prevention measures(2 points) : Prevention education(50%), Prevention measures(50%) 2) Efforts related to gender mainstreaming (Give or deduct ±0.5 points) 2-1) Evaluation of gender impact assessment performance(50%)

assessments 50 points
+ Improvement 50 points

: Conduct rate of gender impact assessments 50 points
+ Improvement 50 points
2-2) Evaluation of gender budgeting performance(50%)
: Preparation rate of gender budget statement 50 points
+ Performance goal achievement rate 50 points

<Table 4> Linkage scheme with Self-Evaluation of Fiscal Programs

[Linkage scheme with Self-Evaluation of Fiscal Programs] Linkage of evaluation indicators

- (1) Revision of the social value provision in the 'Self-Evaluation of Fiscal Programs Guidelines' prepared by the Ministry of Economy and Finance
- (2) Addition of points given to programs with gender equality related aspects
- (3) Points given to programs for which gender budget statements are prepared

Social Value	Content
① Protection of human rights as a basic right to maintain human dignity	▶ Protection of basic rights guaranteed by the Constitution, such as the right to pursue happiness, the right to equality, the right to know, the freedom of work, and the right to stable housing
② Maintaining a safe working and living environment free from disasters and accidents	▶ The need to take active measures to protect the safety of the people that cannot be solved by the market.
③ Provision of welfare for healthy living	▶ As a basic condition to lead a life worthy of human dignity, health and medical services that are needed to lead a healthy life are demanded from and provided by the state.
④ Guarantee of labor rights and improvement of working conditions	▶ Guarantee the right to work to earn a living, the three primary labor rights, to maintain stable working conditions, to raise the minimum wage, and to secure employment
⑤ Providing opportunities for socially disadvantaged people and social integration	▶ Social security policy that guarantees dignity and value as human beings to women, the elderly, adolescents, people with disabilities, and people who are unable to support themselves
... ..	

Social Value	Content
① Environmental sustainability	▶ Obligation of the state to ensure the people's right to live in a pleasant environment
⑫ Democratic decision making and participation as a civil right	▶ Improving the way the government operates, procuring mechanisms for participation, and deepening participation to secure national sovereignty through democratic decision-making and citizen participation,
⑬ Realize interests of the community and enhancing publicness	▶ Pursue recovery of the social community destroyed by economic polarization, provide support to and nurture civil society etc.
[Addition] Create a society without gender discrimination	[Addition] ▶ Active measures to bridge gender gaps and remove structural discrimination

III. Linkage Plan

1. Mutual complementarity between systems

○ Institutional complementarity

- The following institutional complementarities exist between the Key Program Evaluation and gender budgeting.
- When a gender-sensitive perspective is incorporated in the Key Program Evaluation, it becomes possible to evaluate from various perspectives.
- If the Key Program Evaluation is linked to gender budgeting, exchange of information and discussions about programs are possible, and the power to execute changes to achieve gender equality is secured.

2. Linkages between systems

- A linkage scheme by stage between the Key Program Evaluation and gender budgeting
 - The Key Program Evaluation and gender budgeting can be linked in stages, as follows. Moving from stage 1 to stage 3, it becomes more long-term, active and direct.

〈Table 5〉 Linkage Scheme with Key Program Evaluation

Stage		Main Content
Short-term Passive Indirect ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓	Stage 1	<input type="checkbox"/> Gender-sensitive perspective is incorporated in the evaluation items when conducting Key Program Evaluation (Example) <ul style="list-style-type: none"> ○ Among programs subject to Key Program Evaluation, identify programs with content critiqued from a gender-sensitive perspective ○ Organize the critiques of relevant programs ○ Convey relevant information to evaluation agency ○ Incorporate relevant content when conducting Key Program Evaluation - Evaluation items: Field survey checklist 'Press release and external agency evaluation' ※ Linkage plans applicable in the short term ※ List the results of the Key Program Evaluation and corrective actions by improving the form of the Gender Settlement Statement
	Stage 2	<input type="checkbox"/> If programs subject to the Key Program Evaluation and those subject to gender budgeting overlap, while the gender budget statement need not be prepared, the systems are linked to ensure that gender-sensitive performance management is performed in the Key Program Evaluation process. (Example) <ul style="list-style-type: none"> ○ Identify target programs for gender budgeting among programs subject to the Key Program Evaluation ○ Gender budget experts participate in the Key Program Evaluation process ○ Conduct a gender-sensitive evaluation as part of the Key Program Evaluation

Stage		Main Content
Mid-to Long- term Active Direct	↓ ↓ ↓	<ul style="list-style-type: none"> - Is the target beneficiary set appropriately? - Are there factors relating to gender inequality in the operation of the program? - Has the budget been properly compiled from a gender perspective? <p>※ Linkage plan that can only be applied to programs for which the gender factor is important in its performance management</p> <ul style="list-style-type: none"> - The more adequate target programs become for the gender budget statement, the easier it will be to link between systems <p>※ Instead of preparing the gender budget statement, the results of the Key Program Evaluation and its corrective measures are listed in each department outline</p> <ul style="list-style-type: none"> - Improve the gender budget statement form
	Stage 3	<ul style="list-style-type: none"> <input type="checkbox"/> Add 'gender-sensitive perception' to criteria for selecting programs to be subject to Key Program Evaluation <input type="checkbox"/> Select target programs for Key Program Evaluation from a gender perspective <p>(Example)</p> <ul style="list-style-type: none"> ○ Find government fiscal programs that require evaluation from a gender perspective <ul style="list-style-type: none"> - Programs aimed at improving gender equality or programs that require an improvement in performance management - Programs in which gender inequality issues were discovered in their operation ○ Aforementioned relevant programs to be considered as target programs for Key Program Evaluation <p>※ Linkage plans that can be applied after a certain level of agreement has been reached on the value of gender equality</p> <p>※ Access to fundamental issues related to gender inequality</p> <ul style="list-style-type: none"> - In the case of stages 1 and 2, the gender inequality problem of individual programs can be improved, but there is a limit to improving fundamental problems related to gender inequality (e.g. female politician ratio). - If the evaluation is conducted by selecting programs from the gender perspective, it is possible to solve fundamental problems

- A point to be considered in adopting this linkage plan is that recognition must be given to a variety of viewpoints. When various policy values come into conflict in the evaluation process, the factors that will take precedence in terms of program management must be determined through coordination and consultation. This must be taken into account when linking two systems.

IV. Example of Linkages between Programs

- We present what types of improvement measures can be drawn if Key Program Evaluation and gender budgeting are linked, by exhibiting actual cases. We review three of the Key Program Evaluation's target programs, and select programs taking into consideration whether the gender budget statement was prepared for those programs and whether the Key Program Evaluation and gender budget statement's program unit(activity, project, etc.) matches.
- Ministry of Employment and Labor's 'Tomorrow Mutual Aid for Young Employees' Program: The performance indicators of this program can be enhanced when the two systems are linked. A detailed plan for improvement of performance indicators(proposal) may include the number of applications submitted by young women(aged 15 to 34), and the number of support agreements in the input and process stage, while in the output stage, when the primary results can be seen after the conclusion of a program, indicators such as the number or rate of young women who joined the Tomorrow Mutual Aid for Young Employees program can be compiled. In addition, in the outcome stage, the employment retention rate, turnover rate, etc. of women who participated in

the program can be considered, which helps examine the long-term employment of young women.

〈Table 6〉 Plan to Improve Performance Indicators of ‘Tomorrow Mutual Aid for Young Employees’ Program(Proposal)

Input·Process Indicators	Output Indicators	Outcome Indicators
<ul style="list-style-type: none"> • Budget(Manpower) • Number of applications submitted by young women (aged between 15 and 34) • Number of support agreements relating to tax breaks for young adults 	<ul style="list-style-type: none"> • Number of women who joined the Tomorrow Mutual Aid for Young Employees • Rate of young women who join the Tomorrow Mutual Aid for Young Employees 	<ul style="list-style-type: none"> • Satisfaction rate of young women who joined the program • Turnover rate of young women who joined the program • Rate of termination of young women who joined the program • Employee retention rate of more than one year among young women who joined the program • Completion rate of young women

* Source: Jonghak Won et. al.(2019a: 91, <Table III-72>)

- Ministry of SMEs and Startups’ ‘Startup Loan Support’ Program: The performance indicators of this program can be enhanced when the two systems are linked. The current indicators of the Key Program Evaluation measure the business feasibility of the company. While it seems that this standard is perfectly objective, it his problematic because it lowers the preference for female entrepreneurs in the actual operation of the business. Therefore, it is necessary to improve performance indicators by reflecting employment of women and that of women who took a career break and to set additional performance indicators for improvement.

〈Table 7〉 Improvement of ‘Startup Loan Support’ Program’s Performance Indicators(Proposal)

	Current	Improved
Performance Indicators	④ Job Creation Effect (Number of People) * Number of jobs created(as measured by employment insurance), at the end of the year compared to the month when support was provided	④ Job Creation Effect(Number of People) * [Supplementary] Incorporate job creation effect for women and women who took career breaks ⑥ [New] Percentage of loan amount granted to women entrepreneurs(%) * Application of performance indicators included in gender budget statement ⑦ [New] Number of intellectual property registered by graduates of the Youth Startup Academy * Number of intellectual property registered by graduate enterprises over three years/Number of graduate enterprises over three years

* Source: Heejung Lim et. al.(2019: 217 Partial excerpt)

- Ministry of Unification’s ‘Support for Settlement of North Korean Defectors’ Program: The operation of this program may be improved if the two systems are linked. It is difficult for women, who make up the majority of North Korean defectors, to receive education and training services operated during the day due to childcare and working hours. Therefore, the way vocation education and training is provided and delivered must change. In addition, in the implementation of the basic vocational training system, it is necessary to expand the budget for supporting female defectors from North Korea from a gender perspective. Rather than the current simple allocation method of funding, a budget allocation to strengthen individual capabilities and enhance social adaptability is required. Furthermore, as many of these women are stuck in service industry jobs and care work, a program that helps these women move into high value-added jobs is needed.

<Table 8> Reinforcement of User-Centered Support for the Settlement of North Korean Defectors

	Gender Evaluation and Analysis of Program	Tasks for Improvement
1	It is not easy for female defectors from North Korean to frequent their local Hana Center, which is a facility for re-education of North Korean defectors, or the work support center within Hana Center during the day due to work-family balance.	<ul style="list-style-type: none"> • Provide home visits by career counselors • Provide support for overnight childcare
2	<ul style="list-style-type: none"> • It is difficult for female defectors from North Korea to succeed at finding employment immediately upon completion of basic job training (basic training for employment and basic job competency cultivation). • Exposed to the gendered labor market without special expertise and information • The majority of these women work in traditionally female-dominated jobs such as those in services and food & beverage industries. 	<ul style="list-style-type: none"> • Increase the budget spent on training and extend the training period to provide education and employment support for female defectors from North Korea in non-traditional fields (areas that have been male-dominated in the past); increase budget per person for participation in the program • In the mid- to long-term, after conducting a gender impact assessment of the basic job training courses, there is a need to reorganize job descriptions and depictions of skills required for those jobs from a gender perspective and allocate budget to training for professional occupations

* Source: Heejung Lim et. al.(2019: 263)

V. Conclusion

- Although ten years has passed since gender budgeting was implemented, the concept of a gender-sensitive budget remains difficult to define. Due to the complexities and various interests due to the addition of the 'gender' factor, gender budgeting has not yet become a part of public discourse. The public finds gender budgeting difficult to understand and perceives of it to be somewhere between fiscal policy and women's policy.

- Nevertheless, if the transparency of the government's fiscal management is improved through gender budgeting, which leads to an enhancement of the government's accountability for gender equality, and above all, if this becomes a driving force behind the move towards a more gender-equal society, the rationale for gender budgeting becomes clear.
- In light of past experience, gender budgeting is a driving force that transforms our society into an equal one²⁾. It is a gradual but correct change. In this study, we considered how gender budgeting in Korea can properly play its role as a driving force. Also, it suggested the connection with the Key Program Evaluation as a way to play its part. In order to create change in society, a reasonable and systematic policy design is required, so a more specific linkage scheme considering the fundamental purpose, feasibility, and long-term results of system implementation was presented.
- The Key Program Evaluation focuses on the programs. The purpose lies in selecting some programs to improve and create real results. Therefore, the linkage effect between the systems will also appear in the program unit(activity, project, etc.). Although this seems insignificant at first glance, these specific examples demonstrate the need for gender budgetin and create public awareness; if we are able to show how gender budgeting contributes to the value of equity, and how the efficiency of programs is enhanced in the process, the effect will not be negligible. We hope that there will be a shift in awareness of gender and gender budgeting, which will occur through the cumulation of specific cases.

2) 'Third Experts Meeting on Gender Budgeting' (held in Paris, France from September 19th to 20th, 2019). This statement is part of the remarks by Edwin LAU, head of the OECD Public Governance Directorate. Researchers of this report took part in the aforementioned meeting and took notes.(OECD, 2019).

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