

# Ways of Linking the In-Depth Evaluation System to the Gender Budgeting System ( II )

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## **Ways of Linking the In-Depth Evaluation System to the Gender Budgeting System (II)**

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### I . Introduction

#### 1. Research Background and Purpose

The environment for the gender budgeting system has greatly changed in recent years. Faced with challenges such as low-fertility rate, ageing, decrease in the working age population, and fall in the potential growth rate, restoring and maintaining financial soundness has emerged as a matter of major concern. Changes in demographic structure and economic situations will act as important constraints on selecting the budget system (Yeon-seob Ha, 2016: 237; 2018: 46, 48). These changes in the fiscal environment is a negative signal to the gender budgeting system.

On the other hand, social value has attracted attention as a implementation strategy in the public sector (The Ministry of Economy and Finance, 2020.1.15.: 1). The Korean government focuses on identifying and resolving policy issues thinking highly of social value and the people. This means changes in the perspective of looking at the existing policy processes and results (Jeong-hae Kim, Se-hyeon Jo, Yoon-gyeong Oh, 2018: 4). These changes in the social environment can be a positive sign to the gender budgeting system.

In these contrasting environments, the gender budgeting system needs operating from a more strategic perspective than ever.

In the case of general budget projects, the budgeting system holds the government ministries accountable for the results of the fiscal operation by analyzing their performance and giving feedback on the results in the budget of the next fiscal year in return to guaranteeing their autonomy in the operation (Jong-hak Won, Jae-yeon Bong, Eun-jeong Park, 2018: 38; Hyo-joo Kim, et al., 2019: 18 requoted). This content is clearly prescribed in the related laws and guidelines. On the other hand, in the case of gender budget projects, the gender budgeting system does not enhance the accountability for the gender budget nor there is any change in the actual programs or in the budget because there is no device to give feedback on the results of the operation and to hold the ministries accountable, while guaranteeing their autonomy in the gender-sensitive operation of the programs (Hyo-joo Kim, et al., 2019: 28). In this respect, the gender budgeting system too needs an institutional device that can call for accountability based on such feedback. Linking this system to the in-depth evaluation system is believed to be such institutional device.

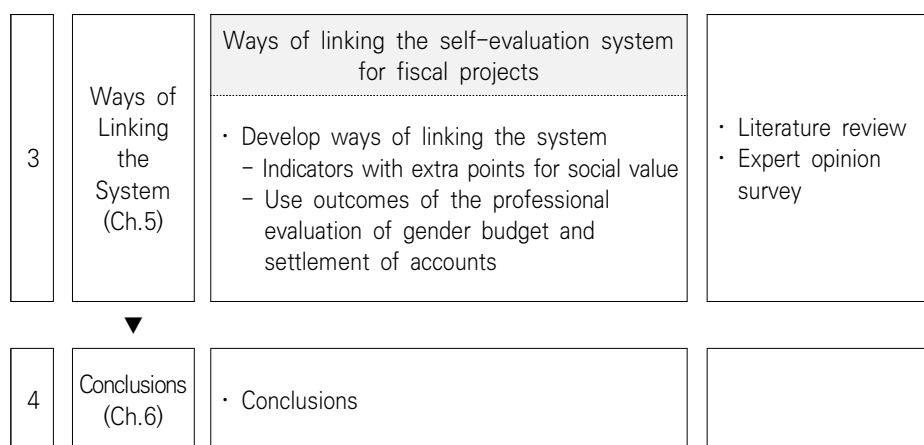
The main purpose of this study, as the second-wave study on the ways of linking the in-depth evaluation system to the gender budgeting system,



is to reexamine the ways of linking the systems that were proposed in the first-wave and to present specific cases of linking the systems.

## 2. Research Content and Method

Research Phase	Research Content	Research Method
1	Introduction (Ch.1) <ul style="list-style-type: none"> <li>• Introduction               <ul style="list-style-type: none"> <li>- Research background and purpose</li> <li>- Research content and method</li> </ul> </li> </ul>	Literature review
2	Ways of Linking the System (Ch.2) <ul style="list-style-type: none"> <li>• Ways of linking the in-depth evaluation system</li> <li>• Analyze changes in the fiscal environment               <ul style="list-style-type: none"> <li>- Change the management unit of fiscal performance goals</li> <li>- Amend the National Finance Act</li> </ul> </li> <li>• Performance management and the gender budgeting system               <ul style="list-style-type: none"> <li>- Review previous studies</li> <li>- Review overseas cases</li> </ul> </li> <li>• Revise ways of linking the system               <ul style="list-style-type: none"> <li>- Ways of strategic linking according to project types</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• Overseas case review</li> <li>• Forum</li> <li>• Expert advisory meeting</li> </ul>
	Cases of Linking the System (Ch.3) <ul style="list-style-type: none"> <li>• Cases of linking direct purpose projects               <ul style="list-style-type: none"> <li>- Integrate into the performance management system</li> <li>- Use performance information</li> <li>- Restructure gender budgeting statements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• Expert advisory meeting</li> </ul>
	Cases of Linking the System (Ch.4) <ul style="list-style-type: none"> <li>• Cases of linking indirect purpose projects               <ul style="list-style-type: none"> <li>- Link the professional evaluation of gender budget and settlement of accounts</li> <li>- Cases of improving performance indicators</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• In-depth interview</li> <li>• Commissioned research of industry-academy cooperation</li> <li>• Delphi survey</li> </ul>



[Figure 1] The research conduct system

## II. Ways of Linking the In-Depth Evaluation System

### 1. Ways of Linking the In-Depth Evaluation System Re-examined

Category	Content
1	Question about the ways of linking the system in phase I : Will the program evaluation make it possible to fundamentally resolve the gender equality issues?
2	Recent changes in the fiscal environment 1) Change in the management unit of fiscal performance targets: changed to the project unit 2) Amendment in the National Finance Act: newly established the section on 'performance management' → Comprehensively restructure the performance management of budgetary programs. → Distribute financial resources and make decisions from a macro perspective, plus strengthen accountabilities of the government ministries. ⇒ Review the current programs of direct-purpose projects in the 2021 gender budget (45 programs in total). ⇒ Principles for selecting and reconstructing programs: based on the principles

▼

Category	Content
	<p>of homogeneity and accountability ⇒ Review reconstructing programs of direct-purpose projects: it is not reasonable.</p> <p>How should these changes be incorporated in the ways of linking the in-depth evaluation system to the gender budgeting system?</p>
3	<p>Review the relations between the performance management system and the gender budgeting system.</p> <p>1) Literature review : Necessary to efficiently manage and evaluate target projects by linking the performance management system to the budgeting system</p> <p>2) Overseas case review : (Australia) Operation through integration of the two systems : Macro and holistic approach to gender equality issues : Applicable to direct-purpose projects</p> <p>⇒ The effects of linking the system differ according to project types.</p>
4	<p>Approach according to project types</p> <ul style="list-style-type: none"> <li>- Direct-purpose projects: integrate into the performance management system → macro and holistic approach</li> <li>- Indirect-purpose projects: link to the in-depth evaluation system → micro approach</li> </ul>

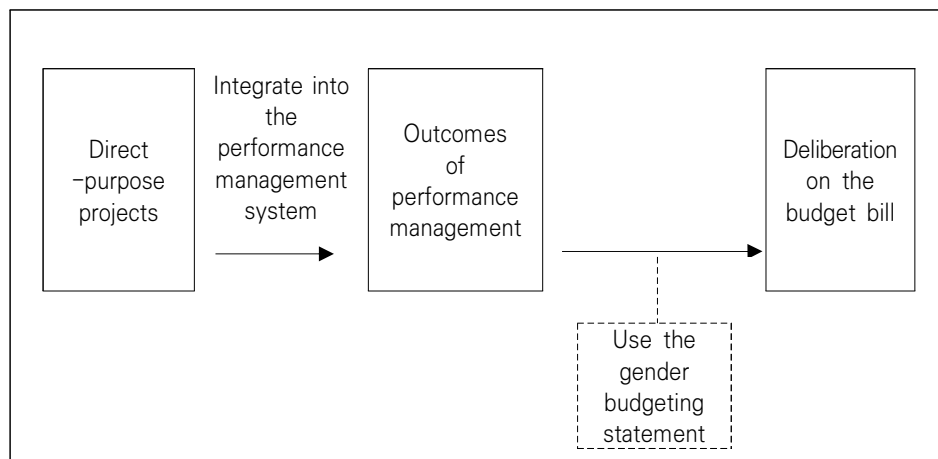
### III. Cases of Linking Direct-Purpose Projects

#### 1. Ways of Linking Direct-Purpose Projects

This study proposes ways of linking direct-purpose projects, including ‘integration into the performance management system and the use of performance information.’

In the case of direct-purpose projects, they can be seen as having already been integrated in the performance management system because these projects are subject to performance management through the

existing performance management system. In other words, direct-purpose projects go through a series of processes of preparing performance plans, setting performance targets related to gender equality, writing performance reports, and becoming objects of fiscal project evaluation. Considering this, this study proposes that integration into the performance management system be limited to direct-purpose projects but that a comprehensive approach be made to the outcomes of performance management of direct-purpose projects as macro and holistic issues from the perspective of gender equality based on the gender budgeting statement.



[Figure 2] Ways of linking direct-purpose projects

## 2. Cases of Linking Direct-Purpose Projects

Direct-purpose projects refer to budgetary projects that the government allocates its budget to directly resolve the gender (in)equality issues. However, as of 2020, the budget size of the gender equality policy compared to the government's total budget stood at a mere 1.1 percent. In this background, this study examined changes in the budget of the projects that had prepared gender budgeting statements since the 2010

fiscal year among the projects that fall under basic action plans for the gender equality policy based on the gender budget of 2021. According to the results of the examination, there were changes in nine projects, excluding incomparable projects due to project restructuring or errors in the budget preparation. Basically, the absolute budget size of the nine projects was small, while the budget increase rate of the projects by main issue was high.

A budgetary process is fundamentally a political process. Even if the performance-based budgeting system is introduced, the budgetary process does not change to be a rational one nor can performance information replace political consideration and value judgment. Therefore, what is important in the performance-based budgeting system is not an attempt to replace the political nature of the budget process to a rational one but to make performance information used as a matter of important consideration in the budget distribution process (Yeon-seob Ha, 2011: 291). Taking notice of this view, this study explored how performance information of direct-purpose projects or basic action plans for the gender equality policy can be used and discussed based on gender budgeting statements.

First, increase the possibility of putting ‘performance information’ on the agenda by showing in sum the total amount of direct-purpose projects and the current state of projects by task through gender budgeting statements, and raise the possibility of using gender budgeting statements for the deliberation of the National Assembly.

〈Table 1〉 Cases of linking direct-purpose projects: overview of gender budgeting statements (proposal)

I . Summary table of direct-purpose projects

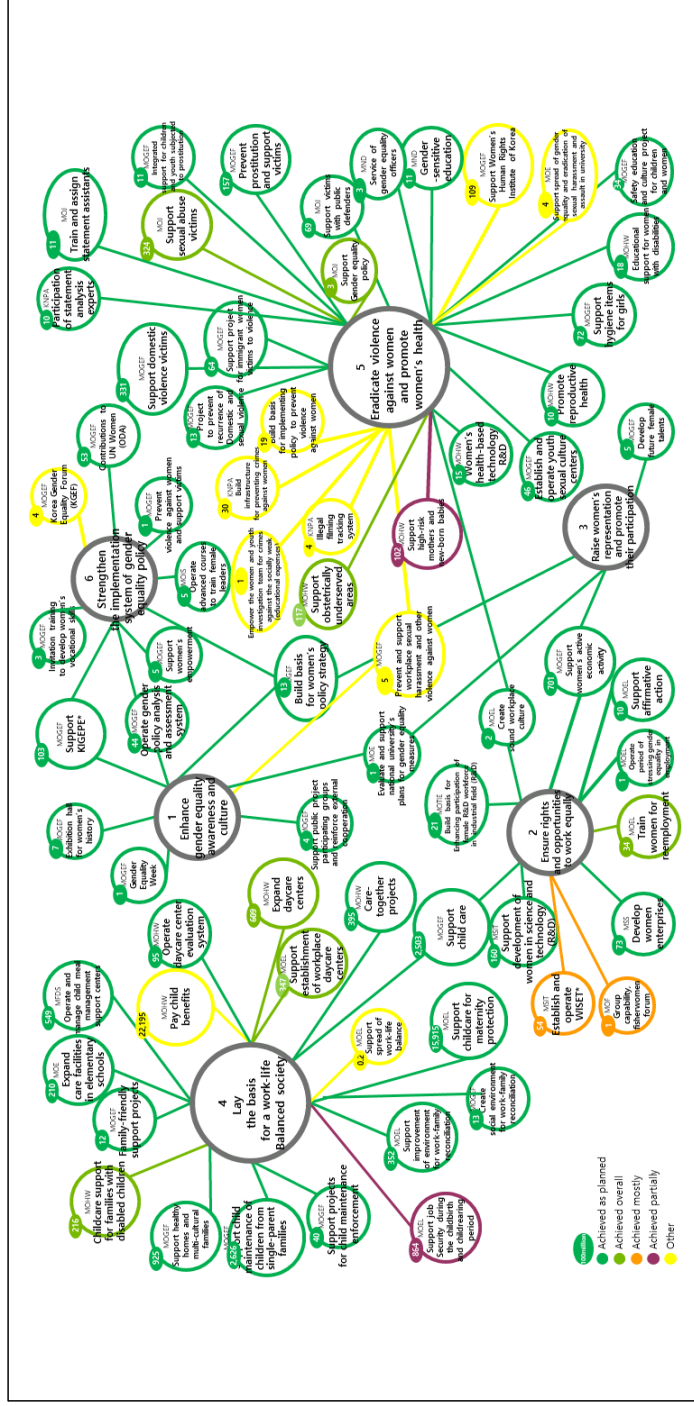
(Unit: project)

Category		Ministry name	Project name		2019 account settle- ment	2020 budget (A)	2021budget bill		Variation		Performance indicators
Subjected or not	task		detail	parti- culars			budget bill (B)	weight	B-A	(B-A) /A	
Subject to action plan											
						new					
Not subject to action plan											
Total											

\* Performance indicators are prepared based on the 2021 performance plans, and marked ‘-’ if there are none.

\* The ‘new’ project is prepared based on whether the direct-purpose project is included or not.

Second, like Australia’s gender equality map, make a visual system chart. Focusing on major gender equality issues of the whole nation, the chart shows what relations budgetary projects of the ministries have, what are each ministry’s roles in an issue, whether a proper gender equality issue is assigned to each issue, and whether the performance management of each project proceeds well or not.

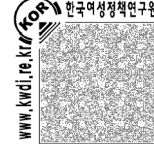


[Figure 3] Case of linking direct-purpose projects: Australia's gender equality map<sup>1)</sup>

1) \*WISET: Korea Foundation for Women In Science, Engineering and Technology

\*KIGEPE: Korean Institute for Gender Equality Promotion and Education

• MOHW: Ministry of Health and Welfare • MOGEF: Ministry of Gender Equality and Family • MOE: Ministry of Education • MOEL: Ministry of Employment and Labor • MOIS: Ministry of the Interior and Safety • MOJ: Ministry of Justice • MOTIE: Ministry of Trade, Industry and Energy • MND: Ministry of National Defense • MFDS: Ministry of Food and Drug Safety • MSIT: Ministry of Science and ICT • MSS: Ministry of SMEs and Startups • MOF: Ministry of Oceans and Fisheries • KNPA: Korea National Police Agency

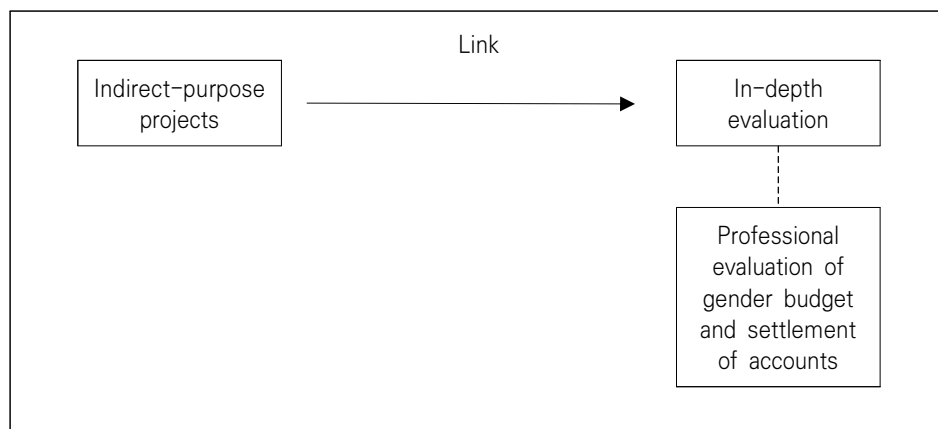


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## IV. Cases of Linking Indirect-Purpose Projects

### 1. Ways of Linking Indirect-Purpose Projects

Indirect-purpose projects refer to projects that have their own purposes seemingly unrelated to gender (in)equality issues but eventually impact those issues. Such projects require a proper analysis and prompt improvement from a gender perspective. The in-depth evaluation system makes it possible to directly discuss the projects from a mid-term perspective of three years and to promptly improve them. In this regard, it is necessary to link indirect-purpose projects to the in-depth evaluation system. The outcomes of professional evaluation of gender budget and settlement of accounts can be incorporated in the system when linking the projects to the system.



[Figure 4] Ways of linking indirect-purpose projects

A specific schedule (proposal) for linking indirect-purpose projects is shown in the table below.



〈Table 2〉 Case of linking indirect-purpose projects: specific schedule (proposal)

Sep. t-1 year	- Conduct professional evaluation of gender budget and settlement of accounts (Gender Budgeting Research Center)
Nov. t-1 year	- Organize the in-depth evaluation team (press release of the Ministry of Economy and Finance)
Nov. t-1 year	- Conduct a demand survey of the projects subject to in-depth evaluation (Gender Budgeting Research Center → press release of the Ministry of Economy and Finance)
Nov. t-1 year	- Select the projects subject to in-depth evaluation (press release of the Ministry of Economy and Finance → notify ministries in charge)
Dec. - Jan. t-1 year	- Set performance indicators and targets for the projects subject to in-depth evaluation (press release of the Ministry of Economy and Finance, ministries in charge)
May - Jun. t year	- Conduct a field survey for the first half of the year (in-depth evaluation team)
Oct. - Nov. t year	- Conduct a field survey for the second half of the year (in-depth evaluation team)
Apr. t+1 year	- Conduct comprehensive evaluation and give feedback

\*Source: The researchers prepared this schedule by reference to Jong-hak Won et al. (2019: 89)'s main schedule for the in-depth evaluation system.

## 2. Case of Linking Indirect-Purpose Projects

This chapter presents specific cases of improvements achieved from the application of a gender perspective to the in-depth evaluation system.

〈Table 3〉 'Preventive Health Policy' by the Ministry of Environment

Category		Content	
Current status	Gender equality issues	<ul style="list-style-type: none"> <li>· Need to consider the impact of environmental disease on women of childbearing age</li> <li>· Gender difference in major environmental diseases</li> </ul>	
Survey	Delphi survey	Overview of the Delphi survey	
		Survey period	July 2020
		Survey subjects	4 related experts

Category	Content
	<p>[Performance indicators]</p> <ul style="list-style-type: none"> <li>✓ In the phase of input and process, indicators are needed on whether a survey is conducted of exposure to factors of environmental pollution related to reproduction of environmental disease patients.</li> <li>✓ As output indicators, indicators of cases by gender are needed for diagnosis, improvement, and treatment activities related to environmental diseases.</li> <li>✓ Although satisfaction indicators for environmental disease preventive programs are used as outcome indicators, it is necessary to reflect a gender perspective in these programs by changing satisfaction indicators for services from policy targets to those by gender and socially vulnerable groups by gender.</li> </ul> <p>[Performance management]</p> <ul style="list-style-type: none"> <li>✓ Positive consideration of gender impact is needed from the planning phase to consulting, treatment assistance, management, and production of outcomes. To do so, it is required to identify the gender distribution of program recipients and to survey the proportion of women in their childbearing years to environmental disease patients.</li> <li>✓ It is necessary to identify performance based on gender statistics of the present projects, confirm the prescriptions and results by gender, and analyze statistics on exposure to environmental pollution factors by gender and age.</li> <li>✓ It is necessary to prepare improvement measures by gender, secure medical data on symptoms and treatment methods by gender, and identify gender impacts of environmental diseases on women of childbearing age, and through this process to reflect a gender perspective in establishing budgetary plans for health, medical treatment and welfare services</li> </ul>
Improvement	<p>Performance indicators</p> <ul style="list-style-type: none"> <li>- Program satisfaction by group according to the classification of the socially vulnerable by gender</li> <li>- The reduction rate of the environmental disease cases among the socially vulnerable by gender</li> <li>- The number of preparations of countermeasures for treatment by gender</li> <li>- Satisfaction of follow-up management program recipients by gender</li> <li>- The reduction rate of giving birth to child/ren with congenital disease through identification of hazardous factors</li> </ul>

〈Table 4〉 ‘Development Cooperation and Humanitarian Assistance’ by the Ministry of Foreign Affairs

Category		Content	
Current status	Gender equality issues	<ul style="list-style-type: none"><li>• Need to identify performance for specific and particular recipients (socially vulnerable women, for example)</li><li>• Need to establish and measure performance indicators specified by recipient</li><li>• Strengthen a gender perspective in the evaluation system of implementation organizations</li></ul>	
Survey	Delphi survey	Overview of the Delphi survey	
		Survey period	July 2020
		Survey subjects	5 related experts
		<div><p>[Performance indicators]</p><ul style="list-style-type: none"><li>✓ As output indicators, it is necessary to present such indicators as the gender-disaggregated number of direct recipients of public-private partnership projects in developing countries and the proportion of women in the main participating stake-holder group.</li><li>✓ As outcome indicators, it is necessary to set such indicators as the increase rate of participation in education by gender, the increase rate of participation in labor by gender, the increase rate of access to health and medical services by gender, the rate of participation in main decision-making by gender, and indicator for raising project recipients' awareness of gender equality and empowerment of women, and through this process to reflect a gender perspective in the projects.</li></ul><p>[Performance management]</p><ul style="list-style-type: none"><li>✓ Whether there is any demand for each gender should be identified from the planning phase, and the activity of understanding relations with other issues should be conducted.</li><li>✓ It is necessary to check whether elements of gender activity are enforced, and to assign monitoring personnel, like gender officer, for this activity.</li><li>✓ It is necessary to evaluate the situation of attaining the goal for performance indicators that were established when making plans and to analyze indirect spillover effects, etc. In this process, local women in developing countries need to be included.</li><li>✓ Enough time and budget should be put in the feedback process.</li></ul></div>	

Category		Content
Improvement	Performance indicators	<ul style="list-style-type: none"> <li>- The number of direct recipients of public-private partnership projects in developing countries (gender-disaggregated)</li> <li>- Attain the basic gender proportion of recipients (ex: women accounting for a minimum 30 % of the project recipients).</li> <li>- Depending on the project purpose, use outcome indicators such as the increase rate of participation in education by gender, the increase rate of participation in labor by gender, and the increase rate of access to health and medical services by gender.</li> </ul>

〈Table 5〉 ‘Protection and Support of Sexual Abuse Victims’ by the Ministry of Justice

Category		Content
Current status	Gender equality issues	<ul style="list-style-type: none"> <li>• Incongruity between unit project titles and the goal and beneficiaries of sub-projects</li> <li>• Need to monitor performance management by project beneficiary and cooperation between related organizations</li> </ul>
Survey	Delphi survey	Overview of the Delphi survey
		Survey period      July 2020
		Survey subjects    5 related experts
		<p>[Performance indicators]</p> <ul style="list-style-type: none"> <li>✓ Need to consider budget inputs and implementation rates by sub-project</li> <li>✓ Need to monitor the proportion of assistance to individual policy targets</li> </ul> <p>[Performance management: training project for statement assistants]</p> <ul style="list-style-type: none"> <li>✓ Demands for policy beneficiaries should be identified by separately dividing sexual abuse victims and child abuse victims, and individual plans need to be established accordingly.</li> <li>✓ Education is needed to enhance expertise on statement assistance by policy target; and the satisfaction of statement assistant service users and the activity of statement assistants need to be evaluated.</li> </ul> <p>[Performance management: assistance for victims by public defender]</p> <ul style="list-style-type: none"> <li>✓ Individual plans need to be established for sexual abuse victims and child abuse victims, respectively. From the</li> </ul>

Category		Content
		<p>planning aspect, it is necessary to grasp the present state of demand and supply based on the current status of public defenders and the number of annual assistance per person.</p> <p>✓ The appropriateness and effectiveness of placement and the satisfaction of service users need to be evaluated.</p>
Improvement	Performance indicators	<p>[Training project for statement assistants]</p> <ul style="list-style-type: none"> <li>- The increase rate of budget inputs for training statement assistants compared to the previous year</li> <li>- The ratio of statement assistants to sexual abuse victims of adult women/young children</li> <li>- The ratio of statement assistants to child abuse victims</li> <li>- The number of assistance cases compared to the number of service application cases</li> <li>- Satisfaction with the use of statement assistants</li> </ul> <p>[Assistance for victims by public defender]</p> <ul style="list-style-type: none"> <li>- The increase rate of budget inputs for assistance by public defenders compared to the previous year</li> <li>- The proportion of public defense assistance to demand for public defenders</li> <li>- Satisfaction of victims with the use of public defenders</li> </ul>

〈Table 6〉 ‘Stability of Fishery Business Management’ by the Ministry of Oceans and Fisheries

Category		Content
Current status	Gender equality issues	<p>[Project gender impact assessment statement]</p> <ul style="list-style-type: none"> <li>• Although most fishing activities are conducted jointly by couples, fishery-related policy projects are established largely for fishery businessmen.</li> <li>• According to the results of surveying education recipients of people engaged in fishery, women's participation in educational opportunities was low.</li> </ul>
		<p>[Local gender budget statement]</p> <ul style="list-style-type: none"> <li>• Although a high proportion of women are engaged in fishery industry, their awareness of themselves as workers or their socio-economic standing is low.</li> <li>• Although there are a considerable number of women-specific projects in fishery, most of the projects are welfare vouchers or support projects for cultural benefits unrelated to empowerment of women.</li> </ul>

Category		Content
Survey	In-depth interview	Overview of the in-depth interview survey
		Survey period      July – August 2020
		Survey subjects      1. 7 fisherwomen 2. 1 fishing help 3. 7 fisherwomen who participated in education for fishery businesspeople 4. 7 female students at or graduates from fishery schools 5. 6 workers at job support centers for fisherpeople
		Survey method      one-on-one in-depth interview
		[Regarding education for fishery businesspeople: current state of participation by gender] ✓ Fishermen > fisherwomen [Regarding education for fishery businesspeople: accessibility] ✓ Fisher women's accessibility to education is low.
Improvement	Project content	<ul style="list-style-type: none"> <li>As fishery industry features a very clear division of work by gender and characteristics of fisherwomen are not reflected in policies, women in fishery are highly likely to remain excluded from policies.</li> <li>It is necessary to reflect fisher women's policy demands               <ul style="list-style-type: none"> <li>There are continued demands for strengthening fishing competency, but participation rates are low.</li> <li>Consideration is needed from the aspects of accessibility, including business promotion, operating hours, and conditions for participation.</li> </ul> </li> <li>Although project beneficiaries are individuals, gender-disaggregated data are not established nor used.</li> <li>The use of the assessment criterion 'female trainees' participation rate' needs to be reviewed.</li> </ul>
	Performance indicators	<ul style="list-style-type: none"> <li>The gender ratio of fishery high school graduates who enter the fishery industry</li> <li>The gender ratio of students who enter fishery high schools</li> <li>Women's application rate for fishing help (application rate of participating in education for fisher women)</li> </ul>

〈Table 7〉 ‘Promotion of Sports for All’ by the Ministry of Culture, Sports and Tourism

Category		Content						
Current status	Gender equality issues	[Project gender impact assessment statement] • The proportion of female sports-for-all leaders is high due to characteristics of their working conditions and low pay as contract workers. Compared to men, the proportion of recruiting women is continually on the increase.						
		[Local gender budget statement] • The proportion of female sports-for-all leaders is high, and the proportion of married women is gradually on the increase. • Male sports-for-all leaders show a high turnover due to their poor working conditions. • It is pointed out that the participation rate of men in their 50s and above is low.						
Survey	In-depth interview	<div>Overview of the in-depth interview survey</div> <table><tr><td>Survey period</td><td>July – August 2020</td></tr><tr><td>Survey subjects</td><td>7 sports-for-all leadership certificate holders</td></tr><tr><td>Survey method</td><td>one-on-one in-depth interview</td></tr></table>	Survey period	July – August 2020	Survey subjects	7 sports-for-all leadership certificate holders	Survey method	one-on-one in-depth interview
		Survey period	July – August 2020					
Survey subjects	7 sports-for-all leadership certificate holders							
Survey method	one-on-one in-depth interview							
		✓ Now certainly, there are sports I wish more women would participate in. I wish more youth or female students would participate, but still among students or youth, men account for a huge portion, most of the time. When it comes to seniors, women make up a large proportion. It's not a matter of sport type, nor is it easy for people in that age to get access to sports. Also, it would be very nice for the sports programs to attract many female students (sports-for-all leadership certificate holder 1).						
Improv ement	Project content	• In the case of participants in sports-for-all programs, their participation rates by gender vary according to age. – Need to consider gender factor and age factor together. – Gender factor is not a primary factor. – Need to specify project beneficiaries from diverse perspectives. • In the case of sports-for-all leaders, their satisfaction differs depending on the gender. – Need to link to improvement of their working conditions through turnover indicators.						
	Performance indicators	– Satisfaction with sports-for-all programs by group (men in their 50s or above, for example)						

Category		Content
		<ul style="list-style-type: none"> <li>- The rate of participation in sports-for-all programs by group</li> <li>- The number of new sports-for-all programs reflecting gender characteristics</li> <li>- Satisfaction with gender distribution of sports-for-all leaders</li> <li>- Turnover of sports-for-all leaders by gender</li> </ul>

## V. Ways of Linking the Self-Evaluation System of Budgetary Programs

### 1. Ways of Linking the Self-Evaluation System Re-examined

In the case of the self-evaluation system of budgetary programs, it is mandatory to give extra points to social value projects. When we examined the current operation of the self-evaluation system by the government ministries, social value had been gradually used as a main extra point indicator.

However, the value of gender equality was not properly incorporated in the social value indicator. This problem was found from the result of expert opinion survey as well.

Based on the current operation of the self-evaluation system by the government ministries and the results of expert opinion survey, this study presents a way of improvement that adds 14th item on gender equality to the existing 13 items on social value in the self-evaluation system.

Category	Content
1	Apply social value evaluation indicators to the overall public sector evaluation system → self-evaluation system of budgetary programs: made it mandatory to give extra points to social value projects





Category	Content
2	Use of social value items in the self-evaluation system of budgetary programs: increased compared to the previous year



3	Overview of the expert opinion survey	
	Survey period	1 <sup>st</sup> July – August 2020 2 <sup>nd</sup> October 2020
	Survey subjects	1 <sup>st</sup> 15 evaluators from the ministries for the self-evaluation of the 2019 fiscal-year budgetary programs 2 <sup>nd</sup> 14 experts experienced in identifying projects for gender impact assessment
	Survey method	Written survey
	Survey content	1 <sup>st</sup> ① Impact of social value items upon the self-evaluation of budgetary programs ② Appropriateness of social value items as extra point indicators ③ Whether the value of gender equality is incorporated in the 13 items ④ Necessity of revising 13 items ⑤ Revised content
		2 <sup>nd</sup> ① Whether the value of gender equality is incorporated in the 13 items ② Necessity of revising 13 items ③ Revised content



4	– Newly add 14 <sup>th</sup> item	
	[Added] ⑭ Resolution of discrimination for the basis of an equal society	▶ Need positive measures to resolve all types of unfair discrimination for the reasons of gender, age, origin of region, disability, education, etc.

## 2. Case of Linking the Self-Evaluation System

As mentioned in the above, if a separate item is added to social value items of the self-evaluation system, the content prepared in the gender budget and account settlement statements can be used as a basis for rating the extra point indicator. Also, as examined earlier, the results of professional evaluation of gender budget and account settlement as well can be used to support the item ‘excellence of project performance’ in the self-evaluation system.

The following is an example of preparing the rating scheme using the gender budgeting statement and the results of professional evaluation of gender budget and account settlement by reference to the rating scheme prepared by the Ministry of Employment and Labor when conducting the self-evaluation of the 2019 fiscal-year budgetary programs (The Ministry of Employment and Labor, 2020: 10~321).

〈Table 8〉 Example of preparing the rating scheme for the self-evaluation of budgetary programs

Item	Evaluation Indicator	Point	Basis of Rating
2-2	Excellence of project performance	30	<p>○ Professional evaluation of gender budget and settlement of accounts in 2020</p> <p>・ Received the highest grade “excellent” in the project evaluation from the aspects of gender equality goals, benefit analysis by gender, attainment of gender performance objectives, feedback on the performance of gender settlement of accounts, and contribution to realizing a gender equal society.</p> <p>* Basis of evaluation (article 4 of the operation rule of the Gender Budget and Account Settlement Council)</p> <p>** Evaluation scale (5): excellent, good, average, poor, very poor</p>

Item	Evaluation Indicator	Point	Basis of Rating	
Extra point	Project to realize social value	1	social value	direct contribution
			⑭ Resolution of discrimination for the basis of an equal society	<ul style="list-style-type: none"> <li>▶ Provided job competency needed for women's employment and business start-up (as of 2019, women's participation in education and training stood at __%)</li> <li>▶ Conducted curricular development and restructuring of departments to promote women's participation in education and training</li> </ul>
			Quantitative supporting data (use the numbers)	
			<ul style="list-style-type: none"> <li>▶ As of 2019, women's participation in education and training stood at __% (__% increase compared to the previous year)</li> <li>▶ Developed three textbooks, including ____ in 2019</li> </ul>	

## VI. Conclusions

The fiscal environment has recently changed toward strengthening a macro perspective and performance management. As a major fiscal system of the nation, the gender budgeting system needs to change in response to this change in the fiscal environment.

According to the results of analyzing previous studies and overseas cases on the relations between the gender budget and performance management from this perspective, ① it is clearly necessary to link the performance management system, including the evaluation systems, for the efficient management of gender budget projects, ② the effects of linking the systems can vary depending on the types of gender budget projects, and ③ for this reason, it is necessary to apply different ways of linking the systems according to project types.

Therefore, this study proposed two different ways of linking the systems according to the types of gender budget projects, including direct-purpose projects and indirect-purpose projects. Currently, gender budget projects are classified into direct-purpose projects and indirect-purpose projects according to their goals and content. Because the two project types have different routes to contribute to gender equality, the effects of linking the systems may be different too. Considering all this, the study proposed that direct-purpose projects be integrated into the performance management system and that the performance information collected from the process be efficiently used in the gender budgeting statement. On the other hand, the study presented that indirect-purpose projects be linked to the in-depth evaluation system and that the results of professional evaluation of gender budget and account settlement be used in that process.

Furthermore, this study also reexamined ways of linking the self-evaluation system of budgetary programs in addition to the ways of linking the in-depth evaluation system by project type. Accordingly, the study proposed that social value items of the self-evaluation system be improved. Also, because excellence from outside is recognized in the item 'excellence of project performance of the self-evaluation system,' the study suggested that the two evaluation systems be linked to recognize excellence when ministries conduct self-evaluation of their budgetary projects, as long as the projects are rated 'good' or above from the professional evaluation of gender budget and settlement of accounts.

It is our expectation that a gender-sensitive perspective will have continuity in the government's fiscal operation system by linking the gender budgeting system and various evaluation systems.

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