

Gender Budgeting in Korea :

A Comparative Study focusing on the Institutional and Strategic Arrangements

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Introduction

- **Of the 5 Building Blocks expounded in *2023 OECD Framework for Gender Budgeting***
 - The presentation focuses on the first : Institutional and Strategic Arrangements
- **Research Question: On what institutional and strategic foundations is Korean Government trying to integrate gender perspective into public finance management?**
- **Method : Comparing Korean way of gender budgeting to those of selected OECD countries in terms of their institutional and strategic arrangements as broader contexts within which each country has organized their own way of gender budgeting**

Dimension of Comparison

- **Main Phases of Public Finance Management**

- Strategic Planning : Setting national priorities, strategic goals
- Budget Allocation : Funding to achieve those priorities, goals
- Evaluation / Performance Management : Assessing if goals are met, Feedbacking

- **Government Organization(s) Involved in Each Phase**

- The Center of Government(CoG)* (*Center Stage II* OECD, 2018)
- Line Ministries
- The Central Budget Authority(CBA) / The Central Performance Management Authority

- **Gender Budgeting as an Effort to “Integrate Gender Perspective into Each Phase”**

Dimension of Comparison

- **A Digression : The Centre of government (CoG)**

- the organisations and units that serve the Chief Executive (President or Prime Minister, and the Cabinet collectively).
- ✓ the Office of the President,
- ✓ the Prime Minister's Office,
- ✓ General Secretariat of the Government,
- Roles and Functions :
 - ✓ ensuring evidence-based, strategic and consistent policy implementation by governments
 - ✓ organising and supporting the head of government's decision-making process
 - ✓ setting national priorities and strategic plans,
 - ✓ guaranteeing the delivery of government priorities

		Strategic Planning	Budget Allocation	Performance Management
C A N	The CoG	○		○
	Line Ministries	△	△	△
	The CBA	△	○	△
A U T	The CoG	○		
	Line Ministries	△	△	△
	The CBA/FPMO	△	○	○
K O R	The CoG	○		○
	Line Ministries	△	△	△
	The CBA	△	○	○

Issues to be Addressed

- How far is the CoG involved in gender equality strategic planning?
- How far is the CBA involved in gender equality budget allocation ?
- How far is the Central Performance Management Authority(CoG, CBA, or others) involved in gender equality performance management?
- And what roles, if any, are being played by the Ministry for Gender Equality in these respective phases ?

Canada

- **The Center of Government :**

- No divisions/units specifically designated for gender mainstreaming and gender policies coordination. But some organizations within the CoG are inherently involved in applying a gender perspective to policy evaluation and budgetary decisions.

- ✓ **Privy Council Office/ Treasury Board Secretariat :**

- Managing and Coordinating Regulatory Impact Assessments. Performance management and evaluation of policy outcomes(the Results and Delivery Unit within the PCO).
- TBS(the Results Division) prepares policy evaluation framework(the results framework) to which the evaluation unit of each line ministry complies. Guides line ministries to conduct gender-based assessments(GBA+) with the helps from the Department for Women and Gender Equality. Directing each department to carry out gender impact analyses of its existing expenditure programs(through the Gender Results Framework) and make them available to the public.

Canada

- **Central Budget Authority(CBA)**

- ✓ **Department of Finance Canada:**

- Submitting ex-ante gender impact analyses of the new budget proposals as an annex to the annual budget bill
- Conducting and publishing a gender-impact analysis of the tax expenditures(the annual Report on Federal Tax Expenditures).
- Playing leading roles as a key member of the TB

Canada

- **Line Ministries/agents tasked with promoting gender equality**
 - ✓ **The Department for Women and Gender-equality(Women and Gender Equality Canada)**
 - tasked with implementing gender mainstreaming, assisting each line ministry's GBA+
 - Helping strengthen each department's GBA+ capacity "through guidance, best practices and expertise provided by the Minister Women and Gender Equality"(2018 Canadian Gender Budgeting Act, article 2)
- **Other Line Ministries:**
 - ✓ **GBA+ Unit, GBA+ Action Team**
 - Conducting GBA+ on its existing expenditure programs and submitting it to the TBS as a supplement to the Departmental Results Report.

Austria

- **The Center of Government :**

- ✓ **The Federal Chancellery:**

- Gender mainstreaming and coordinating gender equality policies among ministries(one of the two federal ministers takes the responsibility for gender equality).
- Managing the inter-ministerial working group for gender mainstreaming·gender budgeting(IMAG GMB)
- Development and monitoring of measures to prevent violence against women and girls

- ✓ **The Cabinet Meeting(the Council of Ministers) :**

- deliberating on and passing several resolutions regarding whole-of-government gender mainstreaming.

Austria

- **Central Budget Authority(CBA)**
- ✓ **The Federal Ministry of Finance :**
 - Submitting annual budget documents(including annual outcome-output statements by each line ministry) to the Parliament.
 - Assisting and Supporting the performance management and ex-post evaluation(by the Federal Performance Management Office)
 - Supporting RIA by the FPMO (ex-ante GIA included)
- ✓ **The Federal Performance Management Office:**
 - Performance management across all the ministries and public bodies
 - Quality control of the draft outcome-output statements prepared by each line ministry.
 - Ex-post evaluations of the outcomes and outputs
 - Drafting the annual Federal Performance Report based on each line ministry's performance statement
 - Implementing the ex-ante RIAs across government bodies(GIA included) with the help from the Ministry of Finance.

Austria

- **Line Ministry/agents tasked with promoting gender equality**
 - No such ministries. Promoting gender equality is among the Federal Chancellery's functions.
- **Other Line Ministries**
 - Preparing mid-term strategic plan and annual outcome-output statement
 - Setting up at least one gender-equality outcome as a part of its performance structure.
 - Submitting its annual budget documents(including outcome-output statements) to the Ministry of Finance
 - Preparing a statement on the achievement of its outcome-output objectives and submitting it to the FPMO.

Korea

- **The Center of Government :**
 - ✓ **Office of the President :** Advises and supports the president with regard to : Strategic policy coordination among ministries, Setting Priorities and monitoring their implementation, Strengthening national security / No official roles in gender mainstreaming and gender budgeting. In the previous administrations, there used to be a unit endowed with promoting and coordinating gender-related policies (the secretary for gender equality and family) under the Senior Secretary for Social Policy.
 - ✓ **Office for Government Policy Coordination & the Prime Minister's Secretariat :** The Korean version of PMO, which performing virtually the same functions that the PMOs are generally doing in many other countries under the parliamentary form of executive power. / Presiding over the performance management and evaluation of the entire government (the Government Performance Evaluation Office and its three subordinate DGs are involved). There's no built-in mechanism of implementing a gender-based policy evaluation in the Government Performance Evaluation Office / Even though it has a unit dealing with women's issues (Director General for Education, Culture and Gender Equality Policy, under the Social Policy Coordination Office), the unit has such a limited resource that it has seen many difficulties in playing any roles in gender mainstreaming and gender budgeting, let alone in coordinating gender policies among ministries. (the unit has only 1 manager and 2 employees specialized in dealing with gender equality issues).
 - ✓ **the Cabinet Meeting:** Chaired by the President. The agendas are set by the constitution and the presidential ordinance (they include public policies and priorities, budget bills, draft laws or amendments, inter ministerial coordination of whole of government decision making). No gender-perspective assessments needed on any proposals put forward for deliberation.

Korea

- **Central Budget Authority(CBA)**

- ✓ **The Ministry of Economy and Finance:**

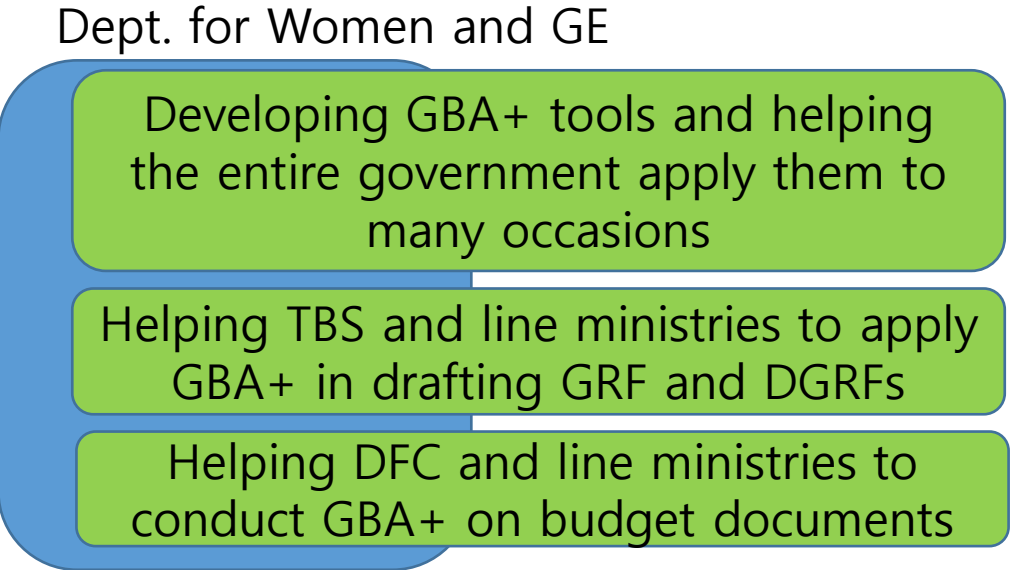
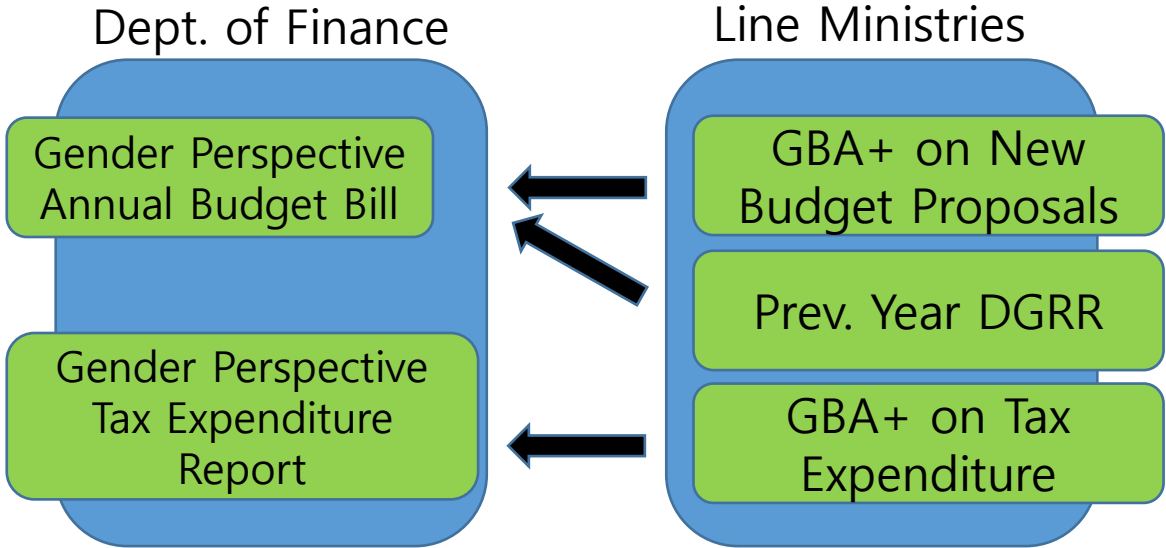
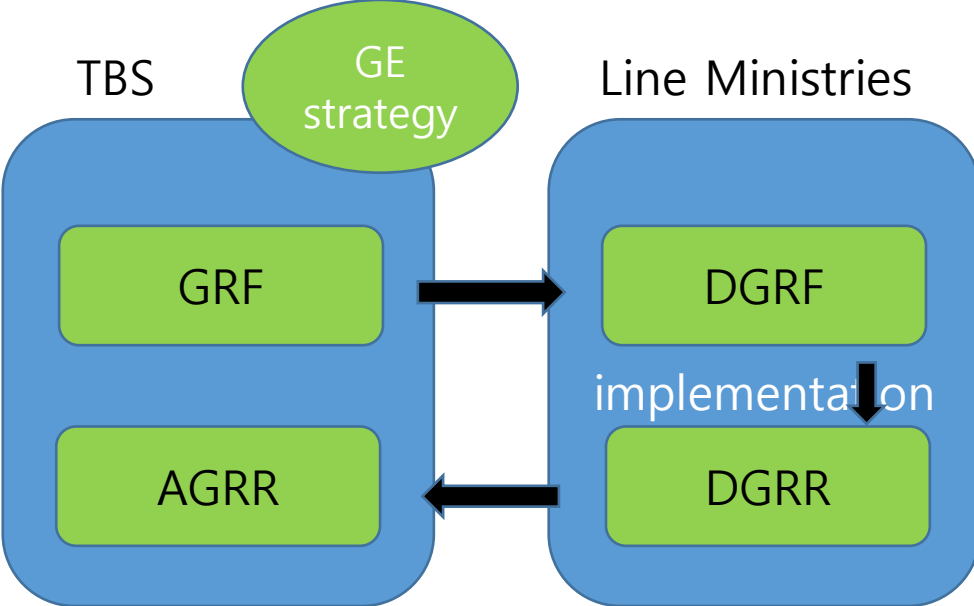
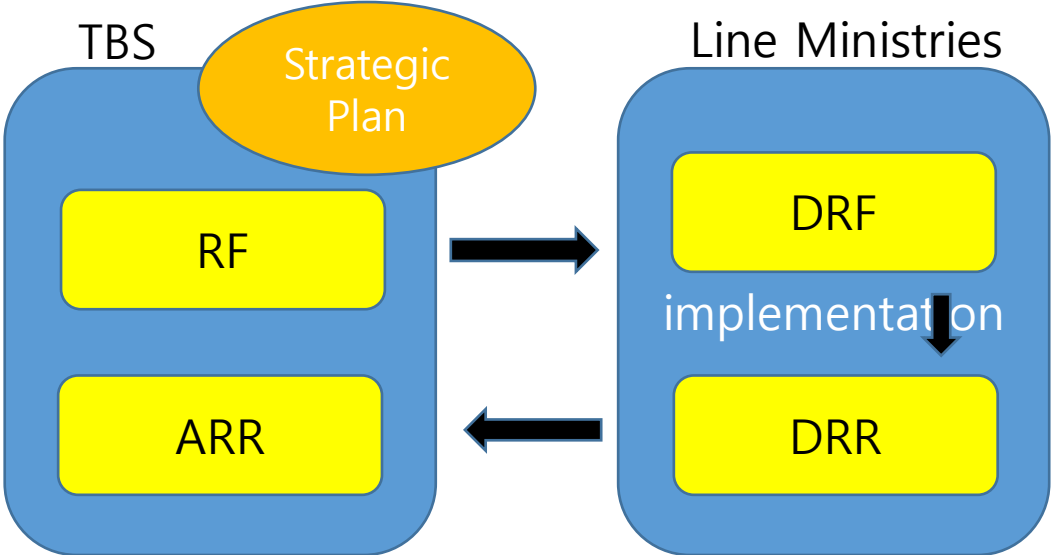
- Controlling and managing the entire government's budgetary decisions including the preparation of the annual Budget Bill (the Budget Office). Policy evaluation and performance management (The Office of Public Financial Management, in collaboration with the Government Performance Evaluation Office in the PMO)
- Leading the implementation of gender budgeting (the Budget Office > DG of Social Welfare and Safety Budget > Welfare Budget Unit), by guiding the draft of gender budget statements (essentially a gender performance plan) made by some ministries(Sectoral GBSs) and collecting all the SGBSs and adding them to the annual Budget Bill.
- Only 2 Officers are involved in managing the process of gender budgeting, among other things. So the main jobs in gender budgeting – drafting up the gender-perspective budget circular, monitoring and consulting each line ministry's production of SGBSs and gender performance reports, etc. – are delegated to the KWDI (the center for gender budgeting)
- No built-in mechanism of implementing a gender-based policy evaluation. The Office of Public Financial Management has nothing to do with any kinds of gender-based policy evaluations and performance management of GBS projects

Korea

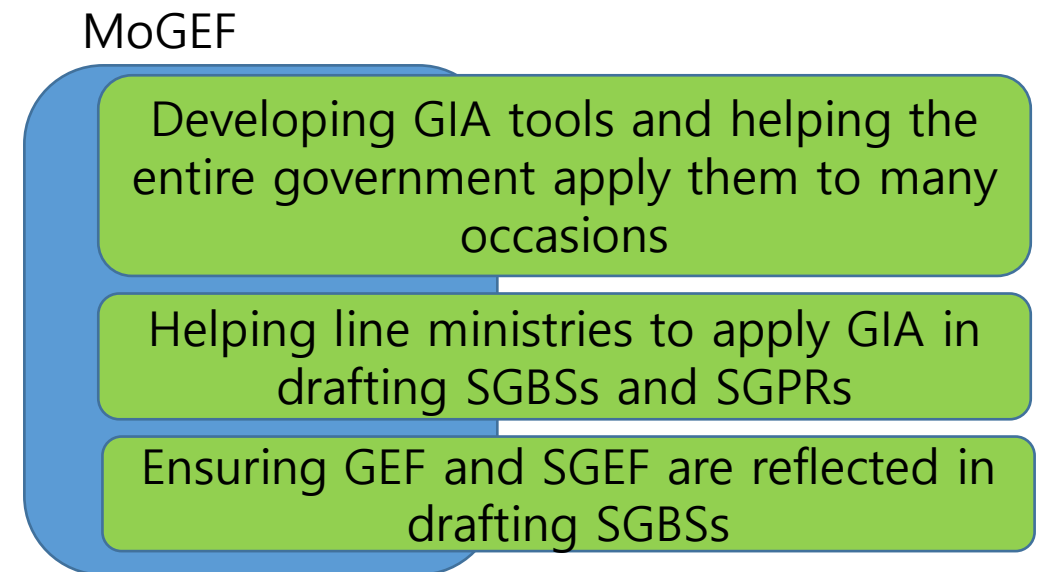
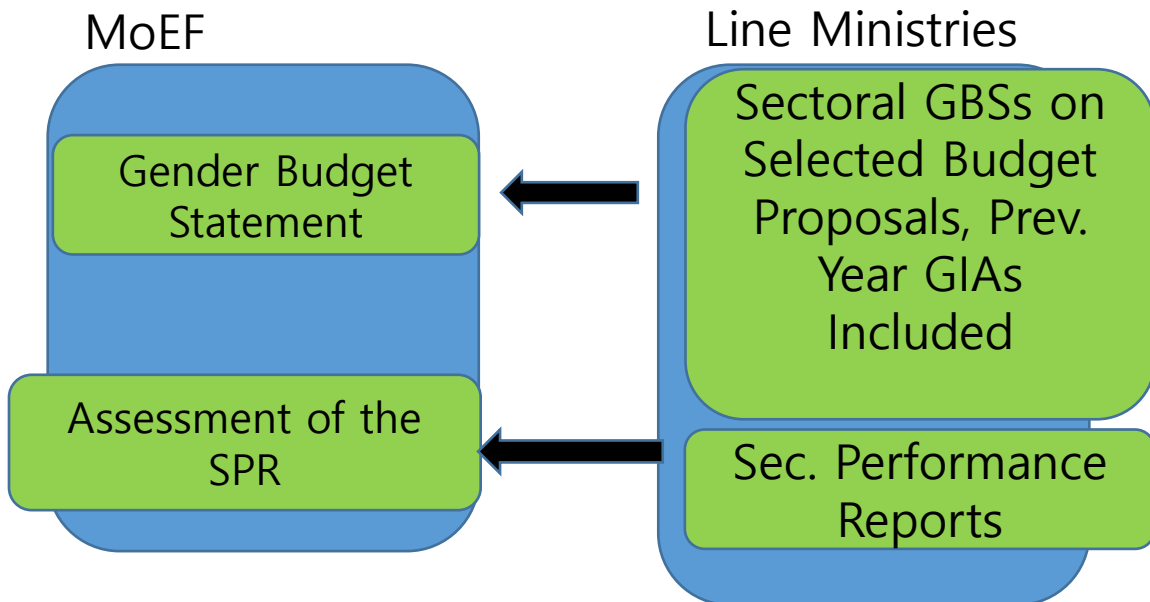
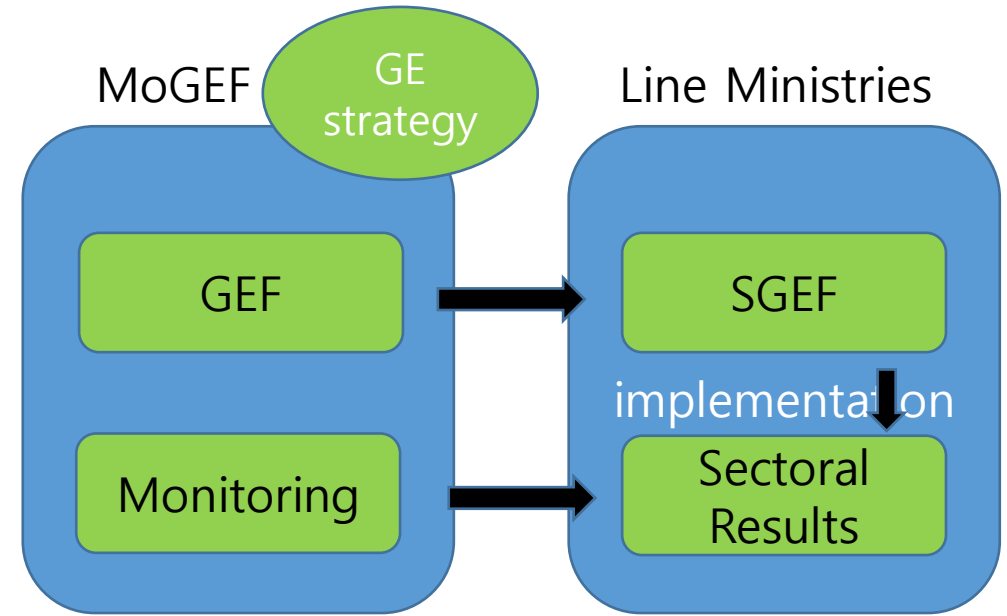
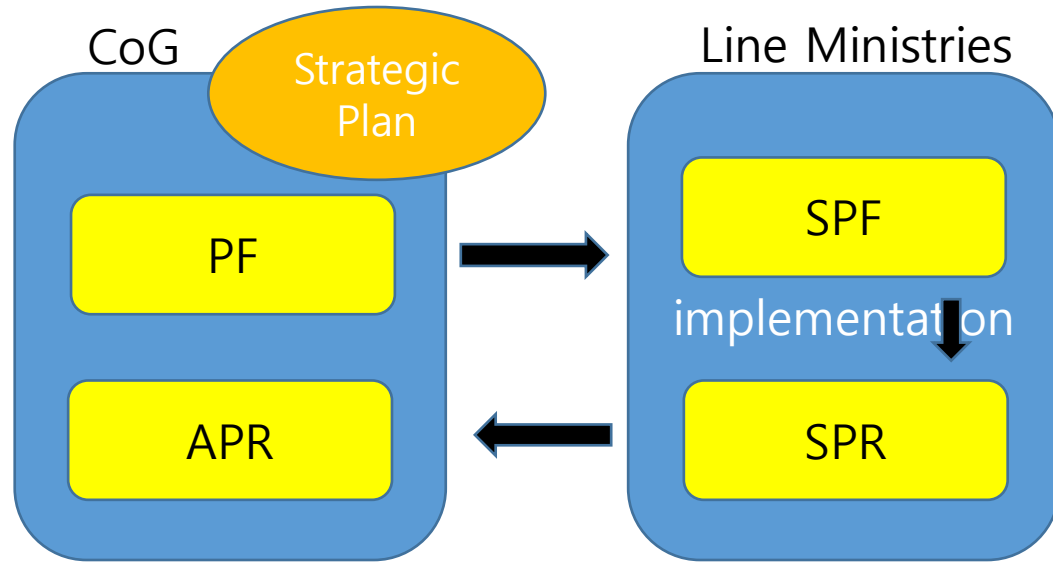
- **Line Ministry tasked with promoting gender equality**
- ✓ **The Ministry of Gender Equality and Family** : Preparing a 5-year gender equality strategic plan – the Framework for Gender Equality. Following up the progress in implementing the hierarchy of objectives set up in the Framework all across the government (both at national and regional, local level). / Various kinds of gender equality policies (women’s job security, women’s vocational training, protection of the victims of gender-based violence, preventing all forms of violence against women, etc.)/ Planning and leading gender mainstreaming at all levels of government entities, training and capacity building of public officials to make them well-informed about gender mainstreaming and gender budgeting. / Managing of all kinds of gender impact assessments conducted by each ministry (on laws, strategic plans, policies, government-affiliated public corporations, budget measures, etc.) and monitoring the implementation of improvement plans made by each ministry. / Also, only 3 officials are dedicated to these jobs at the DG of Gender Mainstreaming in the MOGEF. So the lion’s share of them are commissioned to the National Center for Gender Impact Assessment at the KWDI.
- These GIAs are being conducted totally detached from the main policy evaluation and performance management systems run by the PMO and the Ministry of Economy and Finance / The Framework set up by the MoGEF lacks a coherent and systematic mechanism of performance management regarding those policies and activities designated by the Framework as contributing to the achievement of the gender-equality objectives. The GIAs and gender-budgeting processes have yet to play important roles in this regard.
- **Other line ministries** : Each ministry shall prepare its own gender-perspective budget proposal (the SGBS) and ex-post GIAs on various policies and activities and submit them to the Ministry of Economy and Finance and the Ministry of Gender Equality and Family respectively. However, without any active involvement on the part of the CoG(the PMO) and/or the CBA, these gender mainstreaming efforts of individual line ministries remain fragmented and poorly coordinated, leading to each ministry failing to monitor and track performances of its own gender-equality objectives. The MoGEF is simply not strong enough to do these gender-based policy coordination and evaluation jobs.

		Strategic Planning	Gender-version Strategic Planning	Budget Allocation	Gender-version Budget Allocation	Performance Management	Gender-version Performance Management
C A N	The CoG	○	○			○	○
	The Ministry for Gender Equality		△		△		△
	Line Ministries	△	△	△	△	△	△
	The CBA	△		○	○	△	
A U T	The CoG	○	○		△(IMAG GMB)		△(IMAG GMB)
	The Ministry for Gender Equality	-	-	-	-	-	-
	Line Ministries	△	△	△	△	△	△
	The CBA/FPMO	△	△	○	○	○	○
K O R	The CoG	○				○	
	The Ministry for Gender Equality		○		△		
	Line Ministries	△	△	△	△	△	△
	The CBA	△		○	○	○	○

Supplement : An Integrated Approach in Canada



Supplement : Korean Approach



Issues to be Addressed : Revisited

- How far is the CoG involved in gender equality strategic planning? – The CoG involvement is paramount. In Korea, gender equality strategic planning is left solely to the MoGEF, making the GE strategic framework less binding.
- How far is the CBA involved in gender equality budget allocation ? – In Korea, the MoEF leads gender budgeting processes. But with the GE Framework being less binding, the MoEF's role in gender equality budget allocation remains to be questioned.

Issues to be Addressed : Revisited

- How far is the Central Performance Management Authority (CoG, CBA, or others) involved in gender equality performance management? – Neither the Office of Public Financial Management (MoEF) nor the Government Performance Evaluation Office (PMO) is involved. Evaluation and performance management based on a gender perspective are being conducted on a separate track, making it difficult to incentivize line ministries involved.
- And what roles, if any, are being played by the Ministry for Gender Equality in these respective phases ? – The MoGEF plays quite limited, auxiliary roles in gender-related budget allocation and performance management. The unique area where it plays a leading role is drafting the GE strategic plan. A collaboration with, or an integration into, the CoG seems to be needed in order to make the GE Strategic framework more binding in budget allocation and performance management.

Thank You for Listening